



**Project Document**

**United Nations Development Programme, BANGLADESH**

**Project Document**

**Project Title** Electoral Support Project: Strengthening Election Management in Bangladesh (SEMB)

**UNDAF Outcome(s):** UNDAF Outcome 1 – By 2016, all Bangladeshis, including vulnerable groups, are better represented and participate more in democratic processes.

**Expected CP Outcome(s):** The Election Commission have improved institutional capacity to conduct credible election  
*(Those linked to the project and extracted from the CPAP)*

**Expected Output(s):** Output 1. Professionalised and strengthened training by the BEC.  
Output 2. Strengthened BEC capacity to efficiently manage decentralisation and institutional growth.  
Output 3. Reformed communications unit and outreach to stakeholders.  
Output 4. Professionalised and strengthened ICT wing of the BEC.  
Output 5. Enhanced capacities to prepare and disseminate a credible and accurate photo voter register.  
Output 6. Support to activities in the run up to the parliamentary elections in 2014.  
*(Those that will result from the project and extracted from the CPAP)*

**Implementing Partner:** Bangladesh Election Commission

**Brief Description**

This 5-year electoral support project consists of technical assistance designed to enhance and further consolidate the institutional and professional capacities of the BEC, its Secretariat and local offices to deliver its mandated functions of conducting fair, credible and transparent elections and further consolidating itself as a permanent, professional, credible and independent institution of governance.

Programme Period:	2011-2016
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	_____
Start date:	01 April 2011
End Date	31 March 2016
PAC Meeting Date	20 September 2010
Management Arrangements	National Execution

Multiyear Work plan budget:	USD 19,613,053
Total resources required	USD 19,613,053
Total allocated resources:	USD 19,613,053
• UNDP TRAC	USD 2,014,423
• Other:	
- EU	USD 13,698,630
- USAID	USD 1,400,000
- DFID	USD 2,500,000
Government	BDT 47,800,000
(of which BDT 41,500,000 as in kind contribution)	

Agreed by Economic Relations Division (ERD):

Agreed by Bangladesh Election Commission:

Agreed by UNDP:

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## Section 1: Situation Analysis

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### Background

In December 2008 the Bangladesh Election Commission (BEC) organised successful parliamentary elections after a two-year hiatus during which time an unelected caretaker government governed the country. A state of emergency suspending some fundamental freedoms was also imposed for a large part of this period. These events were precipitated by a profound lack of confidence of opposition political parties in the preparations for the 2006/7 parliamentary elections that led to their postponement and a two-year process of reform, planning and preparation by the BEC to ensure credible elections could be held in 2008. This process was supported by a consensus amongst key stakeholders and included the introduction of a range of reform measures and significant efforts to improve the electoral process. These reforms led to the BEC being in a position to deliver technically successful elections in 2008.

A new board of Commissioners and key senior management of BEC were appointed following the postponement of elections in 2006/2007. Subsequently, the BEC managed, in cooperation with the armed forces of Bangladesh, one of the world's largest voter registration exercises in preparation for the 2008 elections. Its operation demonstrated their proficiency and that, combined with a policy of transparency and independence, resulted in a high degree of public confidence in the electoral process. Opinion polls conclude that as many as 90 per cent of the voting public expressed confidence in the results of parliamentary elections.<sup>1</sup> Subsequent surveys have consistently recorded high public approval ratings of the BEC. In order to maintain public and stakeholder confidence in the electoral process the BEC will need to maintain its track record in election delivery, and it will in this respect, need to maintain the high benchmarks it has set in the 2008 parliamentary elections.

After a two-year hiatus of parliamentary democracy, the 2008 elections planning for a cycle of elections commenced that includes local and council elections and to complete this cycle parliamentary elections scheduled in 2014. The BEC has the potential to become a flagship institution in the region if it can build consistent professional and structural capacity to enable it to consolidate its recent success in organising elections, and the forthcoming cycle of elections will be a key test for its institutional capacity.

### Election Support Projects Executed During Past Electoral Cycle

In line with the United Nations Development Programme's (UNDP) mandate to work in developing countries in the areas of professional development and democratic governance the country office has had long standing cooperation with the BEC. Support during preparations for the 2008 elections was increased significantly through a basket fund of international development partners in Bangladesh and UNDP's role in administering this fund has further acted to cement partnerships in support of the electoral process.

The BEC and UNDP country office in Bangladesh have worked closely in support of the electoral process during the past electoral cycle. Four nationally executed projects (NEX) have provided long term support to the elections in four main areas. These projects are 1) *preparation of the electoral roll with photographs* (PERP) 2) *support to the electoral process in Bangladesh* (SEPB) 3) *construction of server stations for electoral database* (CSSD) and 4) *translucent ballot boxes project* (TBB).

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<sup>1</sup> An opinion poll conducted by a consortium headed by the International Republican Institute in 2009 suggests that as many as 90 per cent of the voting public expressed confidence in the election process during parliamentary elections. A second survey published by the Institute of Governance Studies at BRAC University in August 2009 supports these findings and moreover 89 per cent of the respondents to this survey replied they had some trust in the BEC.

These projects have played a significant role in ensuring confidence in the electoral process. They have been key pillars in the electoral strategy running up to the 2008 elections and in plans to consolidate achievements from those elections. They have also been instrumental in supporting infrastructure development to allow for a greater BEC presence at Upazila and regional levels across the country. All four projects are nationally executed by the BEC.

These projects had the following aims:

- a) PERP is a three-year<sup>2</sup> ongoing project that was designed to support the delivery of a credible and inclusive voter register that included security measures such as photographs, fingerprints, and national identification cards issued through the voter list database. PERP was implemented following a pilot project supported by SEPB of voter registration procedures. It included a nationwide initiative to create a new, credible and inclusive voter register. Over 81 million voters were registered in under one year. Approximately 4.7 million new voters were added in 2009. PERP as a UNDP project is expected to end in December 2010, following a six months extension requested by the BEC. It is extended as a government supported and administered project until 2012.
- b) SEPB is the longest running of the four projects and has served as a direct mechanism for implementing the BEC's roadmap and electoral reform programme by supplying direct expertise in key areas, funding and logistic and operational support. SEPB will end in June 2010.
- c) TBB was a two-year project to purchase translucent ballot boxes for use in the 2008 elections together with the required security seals for the boxes. The project aimed to procure 256,000 ballot boxes together with a total of 5.6 million seals for these boxes. Training was also conducted as part of this project to ensure proper utilisation and sustainability of these boxes.
- d) CSSED is a four-year ongoing project designed to support a nationwide infrastructure for the BEC by constructing multipurpose buildings across the country. The construction of 478 server stations at Upazila level of electoral administration as well as in the regions and districts is intended to facilitate a permanent voter registration process and ensure the integrity of the register compiled during the PERP project is maintained by having facilities for regular updating. After a delayed start, CSSED is now fully underway and has an ambitious construction schedule that promises the majority of Upazila offices complete by end 2010. District and Regional offices will follow during 2011.

### **Longer Term Challenges**

Whilst there is wide acknowledgement that the 2008 elections showcased the very best in human and organisational resources of Bangladesh there is widespread recognition that challenges persist to the institutional strength and efficiency of the BEC.

An independent evaluation of UNDP electoral support in December 2009 identified the need for a follow-on programme of assistance to strengthen electoral processes and its management through 2015. Following on from that evaluation the Bangladesh Election Commission and UNDP partnered to field a formulation mission to develop its next phase of support programme detailed in this project document. The formulation mission met with a wide range of stakeholders including staff at all levels of the Commission, Electoral Training Institute,

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<sup>2</sup> While UNDP ends the project in June 2010, it is extended by the government for an additional 18 months to allow for complete rollout of the voter registration process to the server stations being built by the CSSED project.



civil society representatives, political parties, development partners, and staff from the different projects supporting the BEC.

During the first quarter of 2012 there is expected to be a change in leadership of the Election Commission in line with the provisions of the constitution. The institutional strength of this institution will be of primary importance during this time to sustain the high standards set in 2008. As commissioners are appointed to a five year term it is important for the institution to prepare and plan for the transition from the current commissioners. The high levels of consensus amongst stakeholders in preparing for the last elections cannot be automatically assumed for future elections. Important confidence building and professional capacity support measures will be required to ensure the BEC is able to continue to grow on the successful track record it is building. The current BEC reorganization is set to create the long-term organizational structures, positions and systems for election management, including its systems in IT, communications and training.

The present environment offers an opportunity for the BEC to consolidate its achievements and build a consistent and transparent relationship with stakeholders, strengthen its institutional and professional capacity and establish consistent and robust operating procedures across its departments. Development will be required in several key areas:

- a) The absence of systematic and adequate training for staff must be addressed. As an institution, the BEC should have the capacity to develop, deliver and monitor comprehensive training for permanent and temporary members of staff and other stakeholders involved in the electoral process. The absence of an organised training system has also given rise to the need systemise and standardise the procedures related to the conduct of elections.
- b) There is a need to invest in modernising internal administrative arrangements and the administrative wing (as recommended by the 2008 Organisational Review) in order to enable better planning and more efficient working. This is particularly important at the current time given BEC's increase in staffing (a new organigram approved by the government increases the staff from 1,065 to 2,673) and to decentralise. Developing greater levels of reliability and efficiency across departments and in regional and sub-regional offices will be a central challenge in the future years.
- c) The limited institutional strategic planning and development in the organisation also poses challenges. The BEC is currently developing a strategic plan<sup>3</sup> and the regular review of such a plan will facilitate resource allocation and training development. It will also enable the good practices that have been introduced to be strengthened across departments.
- d) There is a need to encourage greater degrees of transparency in the electoral process by developing proportional frameworks for monitoring compliance with the laws, rules and regulations issued by the BEC and to further strengthen BEC's capacity to ensure they are abided by. Implementation of these and other areas of BEC responsibility require informed research and analysis to assist it in making policy decisions.
- e) Specific weaknesses have been identified in the communications and external affairs strategy of the BEC. The lack of an integrated unit of communications with a spokesperson that could combine all BEC communication requirements and expertise into one department is a key problem. A comprehensive set of communication practices should be introduced to develop a satisfactory communication department

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<sup>3</sup> With assistance from UNDP, the BEC is currently finalizing its five year strategic plan and action plan that will guide its activities over the coming five years.

for the BEC and this will require investment in human and material resources and a strategy to engage both internal and external stakeholders in the electoral process.

- f) It will be important for the BEC to define and implement a voter education programme to ensure voters are fully informed on relevant electoral matters. Among other things, this will require clearer definitions and delegation of responsibilities amongst stakeholders and also regular and meaningful liaison structures not only during elections but also between elections to ensure continuity.
- g) The absence of an institutionalisation of ICT throughout the BEC to ensure wide access to staff and the public to the benefits of modern ICT capabilities. BEC is about to increase its ICT resources significantly and this new wing needs to be supported and professionalised so that the institution is capable of independently identifying requirements. It also requires support in specifying, developing or procuring, testing, deploying and supporting elections management and generic computer applications and the necessary underlying information and communications technology platforms.
- h) The need for an end-to-end voter registration management system (VRMS) that allows for efficient and timely processing of all transactions – not just new voters but changes of address (migration), correction of errors and omissions, removal of deceased and the identification and removal of duplicate or otherwise ineligible records. Maintenance of the voter registration database will need to build on the present plan for Upazila server stations' capacity for updates to ensure ICT systems and updating processes at regional and national level are suitably robust to ensure the integrity of the data.

These areas will require a long term approach with support throughout the electoral cycle to build and sustain capabilities and capacity in both departments within the BEC responsible for individual fields of work as well as support to mechanisms to ensure an inclusive approach that engages with stakeholders. Such an approach to support, targeted at sustainable professional investment in the BEC, will be key to consolidating past achievements and ensuring the BEC retains the confidence of stakeholders and strengthens its capacity to plan and supervise credible elections.

## **Section 2: Project Strategy**

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### **The Electoral Cycle Approach**

The electoral cycle approach recognises that electoral assistance is most effective when it is a sustained and continuing process supporting reform and capacity that is applied throughout the cycle of elections rather than by simply targeting periods around election events. The approach requires a long term investment in human and material resources and support to the electoral process. It is recommended that development agencies and partner countries should plan 5-10 year periods of technical support to electoral systems to ensure continuity and sustained achievements.

In this respect, the electoral process should be understood as a number of interrelated and interlocking components. Failure in any one of these areas can have negative consequences for the entire electoral process and the integrity of the system as a whole. If an election falls below expected standards because of failure in a component the credibility of the democratic process itself can be adversely affected.

A holistic approach to support to electoral process has been adopted by agencies and other stakeholders as a model approach to support in this area. It is an approach officially endorsed by the European Commission and UNDP through the signing of the *Operational Guidelines for the Implementation of Electoral Assistance* in 2006, later revised in 2008. Recognition of

different areas of support related to each stage of the electoral cycle is essential for appropriate programme formulation and implementation. It can also provide greater sustainability with a focus on investing in human resources and structural capacity strengthening for long term stability.

### **Strategy of the Current Project**

In line with the electoral cycle approach this project adopts a long term view to consolidating the achievements made between 2007 and the elections in 2008. It also accounts for support that covers forthcoming local elections in 2010 and possibly 2011, a scheduled change in leadership of the BEC in 2012, and parliamentary elections in 2014. This approach will further institutionalise robust electoral practices and support investment in human and material resources required for the BEC to consolidate its position as a flagship constitutional body. It will include support to the regular review and update of strategic plan, organisational administration and human resources as well as building capacity to manage growth and decentralisation processes. The project will also support a training department capable of developing and implementing training modules for career and staff development, procedures for temporary polling officials and training for other stakeholders.

The ICT needs and requirements for the maintenance of the voter register will also be supported along with the use of appropriate technologies to bring efficiencies to other election management purposes. The strategy also includes support to the BEC to institutionalise stakeholder liaison tools and methods, which are central to the maintenance of confidence in its work, and improve the management of its extensive communications needs. The support will be multifaceted and interdependent and is designed to ensure consolidation of gains by the BEC and strengthen its professional capacity and investment in human talent as well as develop greater transparency tools and measures.

To achieve these objectives the project will consist of a five year programme of technical assistance to assist the BEC Secretariat at headquarters and regional and sub regional levels. It will also involve civil society in some activities to provide information and analysis on subjects related to the electoral process. The project will be executed using the NEX methodology. The following broad areas will be supported:

- a) Capacity for training and staff development to ensure that the responsible department is able to plan and deliver high quality training to BEC permanent staff, temporary workers during registration and election periods and to other electoral stakeholders. This will include supporting current and new staff (as planned for in the new organigram<sup>4</sup>) in thoroughly developing the department into a dynamic entity that is able to deliver the skills development the BEC needs. It will also include mentoring and assistance with the production of learning materials.
- b) Support to manage institutional change and decentralisation. The BEC will be supported in implementation and review of strategic plan based on consultation that can serve as a roadmap for future organisational planning and development. The administration will be modernised to facilitate planning, de-centralisation and optimal staff use. Assistance will also be given to BEC research and analysis activities to support the BEC to enhance its capacity to make informed policy and practice decisions.
- c) Support to greater capacity for proportional monitoring and compliance of the BEC as well as increased institutionalisation of transparency measures by developing

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<sup>4</sup> New organigramme of the BEC significantly enhances the number of staff including for the Electoral Training Institute. The organigramme has been approved by government and recruitment has been initiated by the Establishment Ministry.

proportional frameworks for monitoring compliance to the laws and regulations issued by the BEC. Commissioning of research and analysis to inform policy decisions in this area will also be supported.

- d) A reform of the communications strategy and unit responsible for internal and external communications of the BEC. This will be a multilayered project component with the wing positioned to take on greater responsibilities for the BEC's communications through a spokesperson. New institutionalised practices for internal and external stakeholder communications will be supported as well as key staff development. A resources and documentation centre and stakeholder liaison tools will be developed to help enhance continuity and transparency. Capacity to design, plan and implement voter education within the BEC will also be supported.
- e) Support to increasing national partnership and regional linkages with peers in the field of elections to encourage dialogue and knowledge transfer in country as well as in the Asia and South Asia region. This will include a series of initiatives to encourage exchange of information and know-how amongst the electoral management bodies in the region.
- f) The development of greater institutional usage by staff and therefore greater exploitation of the benefits of ICT across the BEC to increase efficiency and transparency in the electoral process.
- g) The continued development of a voter registration management system will also be supported to ensure convergence of data and its integrity as the voter registration process evolves towards a continuous registration process delivered at the new server stations at Upazila level. The introduction of new technologies in the electoral cycle will also be supported.
- h) Activities during the run up to parliamentary elections in 2014 including support to debates between candidates, training for polling staff personnel and other areas such as media monitoring by civil society groups.

Support to these combined areas will be crucial for the institutionalisation and routinisation of practices. They will further support the developments ongoing at the BEC to strengthen its capacity to operate at regional and sub-regional levels as well as assist the BEC in developing more regular structures to develop human resources. They combine to form a comprehensive package leading into the parliamentary elections in 2014.

This project, on its completion in 2015, is expected to have obtained a number of key objectives:

**Project outputs and indicative budget**

		Indicative Budget US\$*
Output 1	Professionalised and strengthened training by the BEC.	USD 3,924,850
Output 2	Strengthened BEC capacity to efficiently manage decentralisation and institutional growth.	USD 527,003
Output 3	Reformed communications department and outreach to stakeholders.	USD 1,545,000
Output 4	Professionalised and strengthened ICT wing of the BEC.	USD 1,923,199

Output 5	Enhanced capacities to prepare and disseminate a credible and accurate photo voter register.	USD 6,992,038
Output 6	Support to activities in the run up to the parliamentary elections in 2014.	USD 661,745

These project activities are outlined in greater depth in the following sections of this document. Each component is designed to support an individual outcome with a degree of interdependency between them.

### **Project Outputs**

As mentioned previously in this document, the UNDP Strengthening Election Management in Bangladesh (SEMB) project is focused on supporting greater capacity of the BEC by strengthening institutional and professional capacity. It therefore recognises the BEC is at a key juncture in its development and it will be vital for it to consolidate and systematise the advances it has made, thereby increasing the chances that the standards set in the 2008 elections can be maintained. The outline of project components that follows may be modified and refined to take account of changing circumstances and requests from stakeholders.

### **Project Output 1: Professionalised and strengthened training by the BEC**

**Activity Result 1:** Reform of training department of the BEC for professionalised training delivery for skills development of BEC staff, temporary BEC employees, and external stakeholders, to provide improved BEC institutional capacity and election performance.

**Description of the Activity:** Upon completion of this project the BEC will have developed a training department that is modernised and able to plan, implement and evaluate training. The department will support BEC professionalisation by providing skills development and access to specialised courses for current staff and the additional staff foreseen in the BEC's new organigram. The BEC will be able to develop its training to voter registration enumerators and polling staff for efficient field implementation. The BEC will also be able to support the role of other electoral stakeholders through tailored trainings to other agencies. Due to the unsuitability of the current buildings of the BEC's Electoral Training Institute (ETI), the project would support temporary relocation, until the new BEC building is completed.

The development of the BEC's training capacity is critical to this institution being able to operate efficiently and to the highest standards of election management. Access to skills development and high level specialised training will enable the BEC to develop its procedures and practices across the entire organisation. This will enable the BEC Secretariat to develop as a robust fully professional institution in operation across the country. In addition to directly offering training opportunities, the training department can gather information on, and manage access to, external skills development courses. Training of temporary staff for voter registration and polling is especially important given the levels of cascade required. For electoral operations to be conducted reliably and consistently, the BEC's capacity to conduct and monitor training will be vital. Through the provision of training and seminars with other agencies the BEC has the opportunity to support the work of other stakeholders necessary for elections, including the judiciary, the security services, political parties, domestic observers media, local government representatives and other officers/agents involved in the conduct of elections.

Project activities to assist the BEC in reforming its training department will include:

- Work with the training department (ETI) to plan for its organisational development. This will include support to the new leadership and staff in development of a vision,



ethos, and working structure and practices. A comprehensive plan based on consultation and a review of needs across the organisation will be established and regularly reviewed.

- Staff across the organisation (particularly at field level) will be comprehensively trained in generic training skills in order to be able to effectively deliver trainings on a variety of subjects. In addition staff at the training department will be trained as professional trainers who can efficiently plan training, develop material and deliver training. Emphasis will be placed on modern training methods, including the use of full interactive techniques, multi-media tools and the development and management of electronic distance learning.

Specialised training on different aspects of election management will be implemented through BRIDGE<sup>5</sup> training (see [www.bridge-project.org](http://www.bridge-project.org)). BRIDGE is an election administration course that is tailored to the particular needs of the country. Accredited facilitators deliver modules of two to three days for cascade to different tiers of the organisation. This training will support the BEC in being able to continuously develop its practices over the next five years and beyond.

Assistance will be given with other non-election specific courses to develop levels of administration expertise, including on ICT, budget planning and monitoring, project management, human resource management and records management.

The project will assist with the production of high quality training materials for trainers at the central and local level using a variety of mediums, including electronic, audio-visual and paper-based (including posters and manuals). High quality user-friendly materials for participants will also be developed for easy comprehension and reference.

- Assistance with the establishment of systematic training evaluation and monitoring. A system of participant evaluation of training, materials and individual trainer performance will be established in order to develop trainer skills and refine training programmes. A system of monitoring of cascade training will be developed in order to maintain the quality of training across the country.
- The project will assist with providing equipment to the training department so that it is able to deliver multi-media trainings at the central and field levels (e.g. projectors and screens). Portable trainer kits will be provided to include flip charts, pens, signs and other material needed.

Assistance will be provided for the furnishing of new premises for the training department during the interim period until the new BEC premises is completed (anticipated to require another three to five years). Assistance will include decoration costs, furniture and ICT equipment so that the department is able to operate in a modern environment conducive to efficiency and innovation.

- Support will be given to the development of the organisation's library, to be based at the training department. This will include assisting with provision of election and training related books and journal subscription. Internet access will be included with

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<sup>5</sup> BRIDGE stands for Building Resources in Democracy, Governance and Elections. It is a modular professional development program with a particular focus on electoral processes. BRIDGE has specially trained facilitators who conduct trainings using the BRIDGE curriculum. The project would use these facilitators to conduct trainings and also build a pool of BRIDGE certified facilitators in Bangladesh.

guides on election and training related websites. Users will be encouraged to access online materials and courses.

- The project will support the participation of select BEC staff to attend specialised in-country training courses aimed at enhancing capacity to plan, conduct and evaluate training programmes.

Gender/inclusion: Gender sensitive training will be given to promote female participation in the election administration. This will include gender sensitive materials, female as well as male trainers and consideration in the timing and location of training activities.

## **Project Output 2: Strengthened BEC capacity to efficiently manage decentralisation and institutional growth**

**Activity Result 2:** The BEC will have a strategic plan, will be innovative in developing its practice, and will be operating with improved efficiency at central and field level. The organisation's internal administration will be modernised and research conducted for assessments on potential areas for innovation in election delivery.

**Description of the Activity:** Upon completion of the project the BEC will have decentralised activities to the field level and will have modern administration arrangements to support its efficient performance at all levels of operation. The organisation will be able to operate more efficiently, including in regards to financial planning, human resource management, project management and record keeping. The BEC will be able to plan more effectively and to identify areas for development for optimal performance and fulfilment of strategic plans. The BEC will be supported in conducting research and analysis in order to undertake electoral innovations.

The recent dynamic changes undertaken by the BEC have focused on pressing election activity delivery rather than internal organisational reform. A more efficient secretariat will enable the institution to optimally manage its enlargement planned for the coming year. A professional secretariat is critical for maintaining the quality of election activities undertaken and for being able to plan and undertake innovations in the future. Research and analysis enables an election commission to make informed choices for practice development. It also enables more constructive dialogue with stakeholders and maintenance of stakeholder confidence in the decisions of the election administration.

Project activities to assist the BEC in strengthening its capacity to manage decentralisation and institutional growth will include:

- Assistance in facilitating BEC and stakeholder discussion on the BEC strategic plan for the organisation. This will be undertaken early in the project's lifespan in order to inform training, organisational development, strengthening of operational procedures and to facilitate the work of the new field office staff and other new employees. The establishment of an organisational roadmap will enable future growth to be prioritised, planned, and coordinated. It will also prepare the organisation for moving into its new building and will enable the BEC to develop even further as a flagship institution in Bangladesh. Consequent organisational planning will be supported to enable comprehensive strategic planning goals and methods to roll out across the organisation.
- Assistance in conducting and establishing a system for staff skills audits to identify staff capacity and any skills gap, in order to inform training planning and future recruitment requirements. The BEC's comprehensive strategic plan and the needs of individual departments, wings and sections will be systematically considered in order to identify staff skills needed. This will enable the BEC to maintain a record of staff capacities, to optimise training, and to efficiently manage its staff base.



- Modernisation assistance will be provided to the administration wing. This will include expert assistance in establishing a modern electronic record keeping system. The new personnel management sections will be supported by an efficient system for management of the upcoming recruitments and promotions and in establishing an effective staff evaluation system. Material support, equipment and assistance with furniture for secure record keeping and full efficiency will be provided. Support will also be provided to develop a system of monitoring and compliance.

Expertise will be provided to support the BEC to develop a modern and comprehensive system for financial record keeping and planning. It will be important to undertake this early in the project's lifespan so that the new BEC field offices and the restructured BEC offices are able to work with a modern uniform system. This will enable the BEC to track spending, quickly identify any anomalies, and to systematically plan budget needs and allocations. Such a system will allow the BEC to use its financial resources optimally and to make realistic projections as to the costs of further developments.

- Assistance to the new planning development and research branch in conducting research and analysis on potential areas of innovation. Topics of interest and/or identified as important by stakeholders may be researched so that the BEC is fully able to consider the appropriateness of any change and is able to explain its decisions. Topics may include: electronic voting and legal monitoring and compliance options. Assistance will include provision of a research expert on elections, to undertake research and provide training and mentoring on election research and analysis. Experts with knowledge and experience of international good practice on particular topics will also be provided. Appropriate training will also be provided for better project management.
- Support the holding of post-election review workshops, documenting lessons learnt and supporting post-election research and analysis.

Gender/inclusion: Gender disaggregated organisational data will be available and the BEC will be supported in developing gender-sensitive staffing policies. All activities supporting the planning development and research branch will include an analysis of gender issues.

### **Project Output 3: Reform of the communications unit of the BEC and strengthening partnerships with stakeholders**

**Activity Result 3:** Reform of the communications unit of the BEC and the creation of a modern communications arm capable of delivering internal and external communication on a regular basis allowing for better management of media and other relations and increased transparency in the electoral process. This activity will institutionalise outreach to stakeholders and enable the unit to arrange regional and national external affairs.

**Description of the Activity:** On the completion of this activity the communications unit of the BEC will be able to competently plan and deliver a communications strategy to both internal and external stakeholders. A roadmap for professional development will be used to reform the current unit to create a modern communications arm for the BEC capable of managing its media relations. The nominated spokesperson undertaking day-to-day communication of the BEC in the media will also receive specialised training in how to deal with the media. On finalisation of this activity the BEC will have increased capacity to reach out to stakeholders and manage partnerships both nationally and internationally. It will assist in supporting the BEC to institutionalise its outreach practices as well as conduct a number of

activities to nurture and consolidate stakeholder relations to the benefit of the electoral process.

The success and impact of a communications strategy depends on both professionals having the right competencies and skills to perform their job as well as on organisational structures that support these professionals in coordinating and aligning different communications components and programmes into a whole. A communications strategy is not only about public information and providing the public with information about the electoral process and events at the BEC. It also involves a formulation of a desired position and influences how stakeholders perceive an organisation. It is therefore a central mechanism in the support of maintaining public confidence in the activities of the election commission. A communications strategy that is consistent and uniform can bring great advantages to the BEC and reduce misunderstanding and promote trust and public ownership of this organisation.

This project activity aims to assist the BEC in introducing a new communications and outreach paradigm and will include:

- Support for development of action plan and roadmap for implementation of communications strategy; the establishment of an integrated communications unit with an action plan and integrated roadmap that will combine all communication skills and expertise into one unit. The unit will receive equipment, staff mentoring and training and peer-to-peer network support in order for staff to acquire all skillsets to deal professionally and consistently with the media and external stakeholders. It will also be able to plan and produce a wide range of material for media distribution.

Assistance to introduce a comprehensive and reformed set of communication policies to develop a satisfactory corporate identity and communications management policy for the BEC to enhance exchange, flows of information with peers and stakeholders and ensure media stakeholder relations are maintained throughout the electoral cycle.

- Organise refurbishment of offices and equipment in the communications unit and DRC with clear objectives set for all staff in this unit and effective quality assurance indicators put in place.
- Training and mentoring for staff at all levels of the communications unit in order to increase management capacity and improve levels of professionalism will be delivered to ensure greater knowledge and increased levels of professionalism in the unit.

Expertise to assist in introducing a new framework designed for internal communication with employees at all levels of the Secretariat. A regular system for messaging and updating staff shall be introduced to ensure institutional knowledge of the activities of the BEC.

- Provide training to increase unit's capacity to interact with stakeholders and build partnerships and to plan and the introduce a visitors' programme for the BEC to showcase its work to international visitors and around the country in order to encourage understanding and support for its work both internationally and nationally.
- Assist the BEC to plan and build up a portfolio of inter-regional activities for participation of different levels of BEC staff in the South Asian region by knowledge transfer and mentoring. This will include peer-to-peer relationship building and knowledge transfer in the Asia and South Asian region as well as study tours, work placements and election management observation visits to observe elections in peer countries.

- Assistance in the transformation of the present library to create a documentation, language lab and resource centre (DRC) that is able to showcase the activities of the BEC and respond to information requests and have access to relevant up to date publications and electronic journals related to elections.
- Support to the individual who is nominated spokesperson of the BEC to deal and speak directly with the media that will ensure consistent messages and relationships with the media sector.
- Assist in enhancing the functionality of BEC website and providing assistance in the production of a range of material archiving and showcasing the activities of the BEC in order to construct a legacy and corporate identity for internal and external purposes. Included in the scope of this work would be the production of audiovisual and print based material. Expertise to facilitate an increase in the capacity of the BEC to commission material: policy issue based public opinion polls, external assessment reports from groups such as civil society and expert independent institutions.
- Training and expertise in support of a voter education design and strategy programme to develop and produce voter education material to improve voter awareness of electoral procedures including of the new decentralized voter registration process. Training, mentoring and resources will be made available to staff to ensure necessary skills are available. Provide assistance and advice in developing a self-regulatory code of conduct for the mass media that meets regional and international standards. This will include drafting and consultation support to professional bodies in the media sector.
- The project will support the review and finalization of the project communication and visibility plan.

Gender/Inclusion: An increase in gender sensitivity will be encouraged in the liaison groups and in the development of voter education materials and strategies. Specific gender issues will also be built into the peer exchange programme.

#### **Project Output 4: Professionalised and strengthened ICT wing of the BEC**

**Activity Result 4:** Enhanced capacity to integrate and utilise Information Communication Technologies (ICT) in election management.

**Description of the Activity:** On completion of the project, BEC will have an ICT wing that can independently identify requirements for, specify, develop or procure, test, deploy and support elections management and generic computer applications and the necessary information and communications technology platforms. Further, BEC's ICT wing will be capable of building on the successes of PERP and other previous projects and deliver robust applications for electoral management use.

Since the initiation of the UNDP support projects to the electoral process, the BEC has enjoyed significant project support for its voter registration and other electoral related activities. Such support will continue as the PERP project is extended. As the approximately 500 Upazila, district and regional offices being constructed by the CSSED project are commissioned, the BEC must provide, initially with project support - but ultimately from its own resources - support and ongoing service delivery to hundreds of BEC staff as they plan and conduct voter registration and elections all across Bangladesh. Over the timeline of this project it is envisaged that BEC will become increasingly self-sufficient in ICT, outsourcing

where appropriate (specialised training for example) or necessary (wide area networking, for example).

This project output assumes a large part of the hardware and infrastructural spending will be borne by the ongoing PERP project and accordingly places emphasis on developing BEC's ICT human resource capacity and ICT management systems.

Project activities to assist the BEC in strengthening its ICT capacities include:

- Counterpart training provided with support comprising of national technical experts with specific skills and experience in ICT planning, project management (vital technical liaison with ongoing PERP, CSSED and with new projects such as NIRD), recruitment and general ICT governance matters. Technical assistance to counterpart the BEC ICT wing during establishment phase, focussing on database management, security, data warehousing, voter registration system architecture and development, incident response, disaster recovery planning and knowledge management. As BEC recruits and deploys ICT staff under its new organigram, the project will employ national technical experts to support new staff and assist BEC in implementing industry best practice in key areas.
- The project envisages ETI as taking the lead on training. The ICT wing will be a vital resource to ETI in the identification, development, delivery and monitoring of computer training of headquarter and Upazila, district and regional staff who use computers in their work daily. The project will provide technical assistance, to permit the BEC ICT wing to collaborate with ETI, in the assessment of current computer proficiency of all BEC staff. A skills gap analysis and training needs analysis will be undertaken and the results will inform the scope and scale of ICT training delivery required in the early years of the project.
- While ETI concentrates on delivering generic computer and electoral applications training to the majority of BEC staff, specialised training, far beyond ETI's scope and mandate, will be required to ensure the ICT wing are capable of fulfilling their mandate. Specialised training for the BEC ICT wing's staff will address:
  - 1) ICT/SLA specification, procurement, and contract management, decision support (develop/procure)
  - 2) Oracle training for Project Coordinator, Analyst/Architect, Administrator, Engineer roles
  - 3) Information Systems Security, including web application security
  - 4) Geographic Information Systems
  - 5) Systems Administration and Network Security
  - 6) Application development, test, deployment and support
  - 7) Vendor-specific training on storage, computing, networking products

The training will be an appropriate and cost-effective mixture of classroom instruction, remote learning, and mentoring. The training will be carefully coordinated with other projects (PERP, CSSED and NIRD) to ensure maximum transfer of knowledge and expertise from those projects to BEC's ICT wing thereafter. Where appropriate, the project will assist the BEC ICT wing's staff to gain relevant certification. In addition to underpinning BEC's capacity in ICT, the activities will serve to enhance BEC's ability to recruit and retain ICT professionals who generally place great priority on personal development.

Rather than purchase expensive computer and technical books that often become obsolete quickly, an innovative and flexible approach to supporting ICT professionals is to offer subscriptions to online technical libraries. This can be procured in a scalable manner that grows as BEC's ICT headcount grows. The project will assist



with providing such online technical library subscriptions for the BEC ICT wing's professionals.

- Assistance to BEC in the establishment of local and wide area network capacity that delivers voice and data to each desk at central, regional, district and Upazila levels. The present wide area networking using wireless data modems will need to be replaced in due course by a higher capacity nationwide network that offers sufficient bandwidth and quality of service to permit BEC to run current and future voice and data applications at headquarter, Upazila, district and regional offices. This activity will also include the necessary connectivity to ensure that BEC's presence on the world wide web matches the expectations of a modern, transparent and interactive elections management body.
- The project will support post-election review of ICT wing performance and research into the use of technology in elections management. Comparative analysis of international and local experience is critical to the introduction of new technologies in elections management. The project will offer support and technical assistance to the ICT wing of BEC as it investigates, evaluates and pilots new technologies for effective elections management, including electronic voting. A mixture of research, study tours and expert national and international advice will be provided to ensure that BEC is fully informed of what works, what does not work and why in the arena of elections technologies.

Gender/inclusion: Project supported recruitment will encourage submission of applications by women for all positions. Project supported training will ensure equal access to women.

### **Project Output 5: Enhanced capacities to prepare and disseminate a credible and accurate voter register**

**Activity Result 5:** The BEC will have a system of continuous voter registration delivered at Upazila level offices and backed up by a robust and fully featured Bangladesh voter registration management system (BVRS).

**Description of the Activity:** The PERP project delivered one of the most accurate and complete voter registers on record. The maintenance of a voter list is a continuous process that requires close monitoring and constant review. As the PERP project supports the BEC in establishing the systems to maintain the voter list and manage the voter registration process, this project will work closely with PERP-GoB during its remaining months and thereafter continue to provide the critical technical support required to ensure BEC has the capacity and technical know-how to manage continuous voter registration. In the extremely tight timeline in which this achievement was undertaken, there was no opportunity to consider or deliver the software and procedures required to maintain the data underlying the 2008 voter lists and the BEC and PERP are presently undertaking this process through the development of the BVRS master plan which includes a full fledged rollout strategy that will be implemented through this project. With very rough approximations of 2 per cent population growth and 2 per cent changes of address (migration) and a current voter registration database size of approximately 85 million, BEC can expect to need to process an average of 3.5 million transactions per annum for the duration of the project. The backlog of change transactions will grow until systems are in place to apply these to a unified voter registration database.

Through the current PERP project, there is an urgent need for a comprehensive BVRS, which ensures that the other key transaction types (changes of address (migration), correction of biodata, replacement of lost voter identification cards, removal of names of deceased or otherwise disqualified persons) are processed in a timely fashion. This is essential to maintain



the accuracy and completeness of the voter lists. This project will offer BEC continued expert technical support and assistance, both national and international, and encompassing both voter registration and information systems. The assistance will be closely co-ordinated with the PERP and CSSED projects to ensure optimised support.

Project activities to assist the BEC in developing a sustainable voter registration management system include:

- Technical elections management assistance in voter registration system design and implementation to include review of current rules, forms, end-to-end processes taking into account the PERP and CSSED project activities and timelines. Finalization of Standard Operating Procedures currently being developed through PERP, facilitating the design and development of robust information systems, adequate infrastructure. Support will also be provided to ETI to ensure fully trained staff and to the communications unit to ensure an educated voting public. The design of a voter registration system will include wide consultations with internal and external stakeholders, including the national identity card paradigm.
- Project will support the conduct post-registration review and assessment involving internal and external stakeholders.
- Technical assistance in BVRS implementation, commencing and completing the rollout of the BVRS to the Upazila, District and/or Regional levels. This will be provided by national expert support to the BEC in the ICT and information systems management areas, focussing exclusively on BEC's voter registration management system requirements at central, regional, district and Upazila offices. This support will include temporary staff that will assist in the field rollout and training, hardware and software upgrades to BVRS infrastructure.
- Technical assistance will be provided in holding consultations with internal and external stakeholders on the rollout strategy
- The project will provide support in the identification of voter registration best practise in the region and beyond, identifying approaches and models that may have relevance to the Bangladeshi context. The support will offer BEC a combination of research and regional and international voter registration expertise delivering practicable recommendations to the BEC. The research and advice will take full note of previous and ongoing project work; the project will support the commissioning of survey assessing the integrity of the voter list including data integrity testing. Technical assistance in specialised voter registration database management issues, including data cleansing, data quality evaluation, error identification, classification and removal and de-duplication. The project will commission field surveys of the voter lists to continue the statistically rigorous analysis previously undertaken as well as help the ICT wing to conduct internal technical data quality audits.
- Support in the development of compatible voter registration and national identity systems delivering services to relevant stakeholders. This support will take the form of technical expertise that will focus on liaison between this project and others, principally PERP and NIRD, to ensure ongoing compatibility. The assistance will guide BEC in its use of biometrics to enhance the authentication of voters and the identification of duplicate or multiple registrations
- The project will contribute to the design and development of robust information systems and adequate infrastructure including procurement of necessary hardware and software requirements





- Technical assistance will also be provided in the development and implementation of a comprehensive voter list update programme including the development of training material to be delivered by ETI to BEC staff nationwide to facilitate voter list update
- The project will support the design of a comprehensive voter education programme on new VR processes to ensure the public is fully aware of the BEC activities with regard to VR and are well informed to register and participation in the process

Gender/inclusion: The design of the BVRS and related voter education outputs will include mechanisms to monitor the participation by women voters.

### **Project Output 6: Support to activities in the run up to the parliamentary elections in 2014**

**Activity Result 6:** Support to activities in the run up to the parliamentary elections in 2014 will account for the short term activities undertaken by the BEC and stakeholders during the 90 day period following the dissolution of parliament and election day itself. It will include assistance to the BEC to organise candidate debates across the country, measures to monitor compliance to regulations and laws, media monitoring by civil society groups as well as large scale training activities for the BEC's own permanent and temporary staff as well as other stakeholders involved in the electoral process.

**Description of the Activity:** Significant efforts are required to deliver elections in limited time spans that require increased concentration of human and material resources, and in Bangladesh, this requires mobilisation on an enormous scale. This output aims to target areas that require support during the pre-election period in order to enhance a range of activities in support of the delivery and transparency of the elections. Areas supported will further consolidate the institutional support in outputs 1-5 and allow for support to the temporary growth and expansion of the BEC during the delivery of elections. It will also further support pluralism of the campaign by facilitating debates between candidates at district level and media monitoring measuring compliance to national and international standards in respect to the media.

Project activities will include:

- In advance of the elections mentoring to the BEC training department's staff will be provided on the training of temporary national election personnel. This will cover the training plan, quality control measures, production of material and evaluation and monitoring systems. It will also include development of training for external stakeholders tailored to stakeholder needs, with high quality multi-media materials produced. The project will also support the planning and delivery of training to external election-day stakeholders
- The project will provide technical assistance for the development of high-quality multi-media training materials for the national elections.
- Counterpart assistance with research and monitoring compliance with laws, regulations and judicial decisions during the campaign period. This component of the output will focus on support to the BEC and civil society to better assess compliance to laws and regulations through support to more efficient management and analysis of data from the field. This will include assistance to improve the management of candidate financial disclosure information to ensure greater accountability of the candidates and parties.

- Assistance to the BEC in the development of both material for voter education as well as a national distribution strategy to ensure an effective and comprehensive scheme is put in place to deliver material throughout the country.
- The project will provide technical assistance to the planning and implementation of post-election assessment of trainings.
- Support to civil society to monitor the media using international methodological tools to assess balance and impartiality of media coverage of the different political parties and candidates contesting parliamentary elections.
- The organisation of public debates between candidates in the run-up to the next parliamentary elections. These will consist of town hall style debates some of which will be covered by the local and national media organised in districts across the country.

**Gender/Inclusion:** In the training, women-specific issues will be addressed to ensure understanding of the importance of their inclusion in the electoral process. Gender sensitive voter education materials and strategies will be developed.



## **Management Arrangement**

### Implementation Strategy:

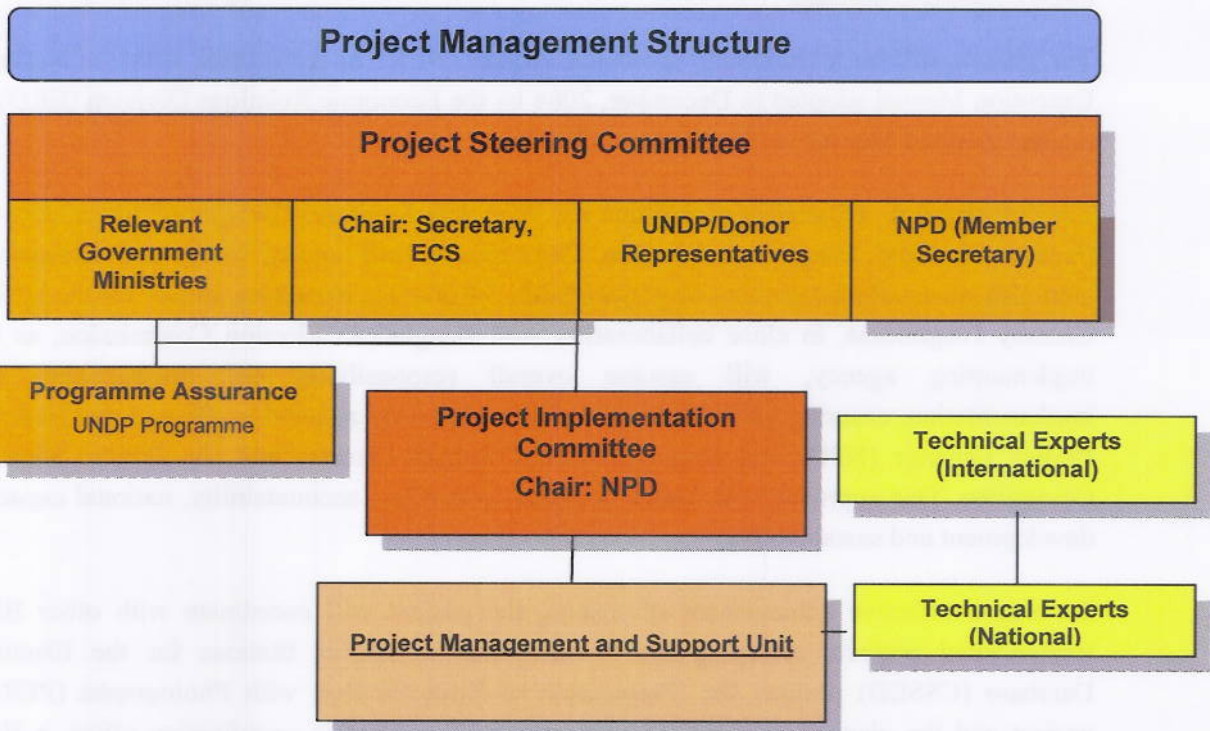
The project will be a Nationally Executed Project (NEX) in accordance with the National Execution Manual adopted in December, 2004 by the Economic Relations Division (ERD) of the Bangladeshi Ministry of Finance and UNDP.

The Government of Bangladesh, through the Economic Relations Division of the Ministry of Finance, and the Bangladesh Election Commission, will ensure direct and transparent administration and management of project funds. ERD as the executing agency for the UNDP Country Programme, in close collaboration with Bangladesh Election Commission, as the implementing agency, will assume overall responsibility for management and implementation, ensuring UNDP policies and procedures are adhered to, through the National Project Director (NPD) and Deputy National Project Director and the Project Steering Committee. This approach will further promote ownership, accountability, national capacity development and sustainability.

To ensure effective achievement of results, the project will coordinate with other BEC implemented projects including the 'Construction of Server Stations for the Electoral Database (CSSED) project, the 'Preparation of Electoral Roll with Photographs (PERP)' project and the planned national ID card project. To aide this coordination effort, a BEC committee will be tasked with ensuring effective coordination of its projects and avoiding overlap and duplication of activities. The project management support unit will aide this effort and assist the committee in coordinating among the projects.

UNDP is responsible for development partner coordination, joint administration of the resources allocated by development partners, the mobilization of additional resources and project assurance. UNDP will provide service delivery as agreed upon in the Annual Work Plan and also under the arrangement of Direct Country Office Support (DCS) to a National Execution (NEX) modality at the request of the implementing agency. UNDP may call upon other specialized UN agencies for additional support where necessary.

The project will be managed in a manner consistent with the NEX manual or any future agreement between UNDP and the Government of Bangladesh. Programme and Project Management includes the following structures:



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**Project Management**

Output 1	Output 2	Output 3	Output 4	Output 5	Output 6
International Expert (Training and Capacity Building)	International Expert (Communications)	International Expert (ICT)	International Expert (ICT)		International Expert (Training and Capacity Building)
Training and Capacity Building Specialist  Human Resource Specialist	National Communications Specialist	Senior Systems Administrator  Programmers  ICT Technical Expert  Website Manager  VR Datacenter Manager			Training and Capacity Building Specialist  Human Resource Specialist
<b>Project Administration and Support Unit</b>					
Project Coordinator, Operations Manager, Finance Expert, Monitoring and Evaluation Expert, Project Expert, Project Associate, Project Assistant, Training Assistant, Finance and Admin Assistant, Office Secretary, Drivers , Messenger					

### **Project Steering Committee**

The Steering Committee will be the highest level policy and oversight body for the project. It will provide policy guidelines, review all aspects of project progress against targeted results, including examination of lessons learned and service delivery, and ensure coordination with other national initiatives and development projects. The Project Steering Committee (PSC) will meet Quarterly and will receive reports from the Project Management Support Unit (PMSU) through the National Project Director (NPD). The PMSU shall act as Secretariat under supervision of the NPD. The structure of the PSC will include:

- Secretary, Election Commission Secretariat - Chair;
- Additional Secretary, ECS - Member;
- Representative from the Planning Commission -Member;
- Representative from Finance Division - Member;
- Representative from ERD, Ministry of Finance - Member;
- Representative from IMED, Ministry of Planning - Member;
- Joint Secretary (Concerned), ECS - Member
- Director General NIRD - Member; (As per proposed organogram)
- Director General, ETI - Member; (As per proposed organogram)
- National Project Director, PERP - Member;
- Deputy Chief/Representative of Planning wing, ECS - Member;
- Representative from UNDP - Member;
- Representative from European Union - Member;
- Representative DFID - Member;
- Representative from USAID - Member;
- National Project Director - Member Secretary

The project Steering Committee is to ensure upstream policy direction of a UNDP supported project and to coordinate inter-ministerial issues. The main responsibilities of the Project Steering Committee are:

- Review progress of the project and discuss policy implications;
- Recommends actions to reflect new policy directions in national planning documents (GoB Periodic Plan, ADP allocation, PRSP, etc)
- Coordinate and resolve any inter-ministerial or cross-sectoral matters;
- Provide proper policy guidelines to overcome the problems of the project and endorse the Annual Work plan, and
- Review the capacity of National Implementing Agency

### **Project Implementation Committee**

The Project Implementation Committee (PIC) will be established to ensure high quality coordination. Chaired by the National Project Director (NPD), it provides a forum to ensure speedy implementation and project results through the provision of necessary and critical support. The PIC will be responsible for preparing and endorsing the quarterly work plan, monthly and quarterly progress report, annual work plan and annual progress report. This committee will supervise the overall project implementation and day to day management of the project. The committee will meet once per month. The constitution of the committee will be as follows;

- National Project Director – Chair;
- Representative from the Planning Commission - Member;
- Representative from ERD, Ministry of Finance - Member;

- Representative from IMED, Ministry of Planning- Member;
- Deputy Project Director, PERP - Member;
- Director (Training), ETI - Member;
- Deputy Chief, Election Commission Secretariat - Member
- Deputy Secretary (Elections), ECS - Member;
- Representative from UNDP - Member;
- Project Coordinator - Member
- Senior Assistant Chief/Assistant Chief – Member Secretary

### **Project Management and Administration Support Unit**

Project management and implementation can be a complex undertaking for an executing agency and a key requirement for effective implementation is having a strong management system in place. UNDP, will therefore, support the National Project Director to develop the necessary coordinating and management capacity to execute the project successfully. The day-to-day management of the SEMB project will be the responsibility of the NPD, who will be supported by the Project Management Support Unit (PMSU). A project office co-financed by BEC and UNDP will house the project management unit; the duty station of consultants will be determined by the BEC. The staffing may be adjusted by the Steering Committee as required. The PMSU will include the following recruited posts:

International Training and Capacity Building Expert

International Communications Expert

International ICT Expert

Project Coordinator/Manager (SB5)

Operations Manager (SB4)

Project Expert (SB3)

Finance Expert (SB3)

Monitoring and Evaluation Expert (SB3)

Communications Expert (SB3)

Training and Capacity Building Expert (SB3)

Human Resource Expert (SB3)

Senior Systems Administrator (SB4)

VR Datacenter Manager (SB4)

ICT Technical Expert (1) (SB3)

Website Manager (SB3)

Programmers (2) (SB3)

#### **Project Support Staff:**

Project Associate (SB3)

Project Assistant (3) (SB2)

Training Assistant (2) (SB2)

Finance and Admin Assistant (SB2)

Office Secretary (SB2)

Drivers (4) (SB1)

Messenger (SB1)

### **Project Assurance**

The project assurance role is carried out by the Project Steering Committee, the NPD and through the PMU, including, specifically, the Project Coordinator, the International Experts. It is also vested upon UNDP as the Democratic Governance Cluster at UNDP with the Programme Specialist and Programme Officer as the main point of contact for quality Assurance. The Programme Specialist: Elections and Parliament will be the primary interface but the Assistant County Director Governance will also provide value added policy and service delivery advice and higher level representation. The Country Director will represent UNDP at the Steering Committee and will be the high level points of contact with senior government officials.

### **Monitoring and Evaluation**

Given the critical importance of the work of the BEC and the risks involved in the project (see risk log), there will be a strong emphasis on monitoring and evaluation throughout the lifespan of the project.

The project will have a project monitoring unit reporting to the National Project Director (NPD). UNDP will conduct project assurance activities, in coordination with the Project Monitoring Unit. As part of its project assurance role, UNDP will report to the Project Board with regard to compliance with user needs, supplier assurance and quality review. Indicators will be further refined during the lifetime of the project.

The monitoring and evaluation unit will assess the project, through review and evaluation of narrative and financial reporting combined with on-site monitoring, the implementing partner against indicators/benchmarks found in the logical framework and those agreed to by the steering committee during the finalization of the annual workplan. Feedback will be provided to the project in order to identify issues that need corrective action, ensure that such actions are taken early, and to improve overall quality in the implementation of activities. Funds will be transferred on a quarterly advance basis, and will be reported upon and reviewed prior to the transfer of further advances.

In accordance with the NEX manual, the project will hold an inception workshop to ensure agreement among all key stakeholders, including development partners, on the indicators/benchmarks against which the project will be assessed annually. Some of these milestones to include:

- Progress on recruitment against newly approved positions
- Progress against the five year strategic plan
- Progress in obtaining revenue budget for ICT initiatives
- Progress in nominating a communications spokesperson
- Progress in identifying leadership for the Electoral Training Institute (ETI)

In accordance with UNDP standard programming policies and procedures, the monitoring and evaluation unit will also be responsible for the following:

#### **Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below (Table 1).
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.





- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Coordinator to the Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- A report on achievements of gender equality results with mention about challenges and opportunities in achieving the gender equality results and amount of resources used to produce these results shall be submitted by the Project Coordinator.

### **Annually**

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

In addition to the standard means of evaluation noted above, the project will update risk logs on a quarterly basis. Periodic analysis of risks and identification of risk mitigation is a critical exercise given the overall risks and the inherently political nature of work with parliaments. The Unit will update and disseminate lessons learned. The following documents will be produced:

- Technical Reports
- Research reports and surveys
- Workshop Proceedings and evaluation questionnaires
- Programme Completion Report
- Other reports as needed

Independent of internal reviews, external audits and evaluations will also be facilitated by the project. These include:

- Baseline, midterm and project impact and exit strategy evaluations
- Audits: All UNDP assisted NEX programmes are subject to audit at least once in their lifetime. They are normally audited annually by the Comptroller and Auditor General of the Government of Bangladesh, represented by the Foreign Aided Projects Audit Directorate (FAPAD). The project will be subject to audit at any point in time by the auditors of UNDP, or any other auditors appointed by UNDP in consultation with ERD. The conduct and management of an audit is guided by relevant provisions of the NEX manual

The project will continually refine and identify key indicators and ensure that the monitoring

systems can measure project progress. This will align with the frequency of progress reports to enable key stakeholders to have a clear picture of progress. The project will also monitor the results and lessons learned of study tours, trainings and international/domestic travel to ensure value for money and knowledge sharing. Importantly, monitoring and evaluation activities will focus on consultations with beneficiaries in order to ensure that their needs are identified and reflected in the project activities.

**Accreditation**

In order to accord proper acknowledgement to development partners for providing funding, project will ensure proper acknowledgement including the respective logo(s) of development partners, in line with the project communication and visibility plan (attached). Where UN visibility is necessary for security purposes, the UNDP logo will be more prominent and separated.

**Quality Management for Project Activity Results**

Quality management for Output level results will be recorded using the following format and information from the Results Framework. This format will be used in quarterly and annual reporting.

Table 1: Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: End Date:
Purpose	What is the purpose of the activity?	
Description	Planned actions to produce the activity result.	
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?

## Legal Context

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

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

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

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.”

UNDP will act as a Responsible Party to implement activities as identified in the project document and relevant budget lines. This role is in line with the Letter of Agreement (LOA) on such services signed by UNDP and the Government on 5 December 1999 as well as the Country Programme Action Plan.

The following types of revision may be made to this Project Document with the signature of the UNDP Country Director only; provided that she/he is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision in, or addition to, any of the annexes to the Project Document
- b) Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increase due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and

The Project Document is, for all purposes related to implementation, the legal document by which UNDP and GoB will be bound for achieving results. The GoB may prepare for its own internal planning and approval purposes a matching document such as Technical Project Proposal (TPP). All efforts must be made to ensure that the relevant provisions of the concerned TPP prepared for the project are identical to those in the signed Project Document. However, in the event of any discrepancies between this Project Document and a related GoB document (including, but not limited to, discrepancies in terms of financial provisions) the provisions in the signed Project Document are to be upheld.

## Annexes

- Annexure I - Risk Analysis
- Annexure II - Communication and visibility plan
- Annexure III - Logical Framework and Activity List
- Annexure IV - Indicative Multiyear Work Plan
- Annexure V - Detailed budget
- Annexure VI - Draft terms of reference\*

\*Draft terms of reference are prepared for some but not all project posts



**Annexure I. Risk Analysis/log**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
	<p>Enter a brief description of the risk (In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</p>	<p>When was the risk first identified (In Atlas, select date. Note: date cannot be modified after initial entry)</p>	<p>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) (In Atlas, select from list)</p>	<p>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 =  (in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</p>	<p>What actions have been taken/will be taken to counter this risk  (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)</p>
1	<p>ERD and other executive agencies involved in approving the SEMB project take an extended period of time.</p>	<p>06/03/2010</p>	<p>Operational</p>	<p>Delayed start to the project.  P = 3 I = 2</p>	<p>UNDP meetings with ERD. BEC commitment to working with executive agencies to expedite the process.</p>
2	<p>The new BEC organigram is not approved and the BEC have to continue to operate with the current staffing positions.</p>	<p>06/03/2010</p>	<p>Operational Organizational</p>	<p>Planned project activities will be limited without staff to implement (e.g. in the training department, administration, communications and ICT).  P = 1 I = 4</p>	<p>BEC has good relations with the relevant ministries and is pursuing expedited approval. The BEC could make some internal staff transfers to cover key shortages (in some areas only).</p>

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
3	The BEC is not able to recruit staff for the new positions in good time.	06/03/2010	Operational Organizational	Planned project activities will be limited and delayed without staff to implement (e.g. in the training department, administration, communications and ICT). P = 3 I = 3	Additional incentives to work at the BEC are developed through the project (training opportunities and the BEC as a modern flagship institution). Some functions are outsourced (e.g. ICT needs). The BEC could make some internal staff transfers to cover key shortages.
4	Unsuitable staff are appointed by the BEC / public service commission.	06/03/2010	Operational Organizational	Counterparting will be less effective. Project targets may be delayed or not met. P = 2 I = 5	BEC senior management commitment to recruiting high quality staff. Project assistance to BEC "personnel management" sections to support BEC management being able to make informed recruitment decisions. Improved training to improve the quality of staff skills base.
5	Counterpart BEC staff are not identified or are not committed to working with project experts/consultants.	06/03/2010	Operational Organizational	Expert assistance (international and local) is not effective and there is reduced development. P = 2/3 I = 5	Clear agreement in project documentation and with BEC senior management to counterpart arrangements. BEC commitment to removing staff from posts who are not committed to working effectively with experts. Agreement to review and if necessary reduce other project inputs if counterpart assistance is not supported.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
6	Entrenched bureaucratic practices are maintained and leadership support to modernisation of the internal BEC administration is not given or is not effective.	06/03/2010	Operational Organizational	The project will not be able to support BEC internal administration in modernisation. This would make it harder for BEC senior management to make informed choices and to plan and budget effectively and efficiently. It could also hamper the BEC in being regarded as a leading modern institution that attracts staff.  P = 3 I = 3	Commitment from current BEC senior management. Prior research and piloting built into the project as well as strong consultant support.
7	The BEC fails to make realistic budgets that provide for future electoral administration costs, thereby remaining dependent on international development partner support.	06/03/2010	Financial Operational Organizational Strategic	The BEC is not able to take over running costs initially supported by the project (e.g. the cost of specialist external staff training courses). Further donor assistance could be sought, particularly after the project's completion.  P = 3 I = 2	BEC commitment to fully covering BEC costs. Project support to strategic planning and financial record keeping to facilitate informed management decisions. Sliding support during the project to prepare and support the BEC in operating without project input.
8	Future BEC budgets are not approved by the executive leaving the BEC with reduced financial resources.	06/03/2010	Financial Operational Organizational Strategic Political	The BEC is not able to operate as a fully independent institution. Administration of the elections and confidence in the institution could be compromised. Further donor assistance could be sought during and after the project's completion.  P = 1/2 I = 4/5	BEC supported in providing full information and budgets to the executive. Non-project: development partner advocacy to support the BEC being able to operate as an independent institution (including financially).

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
9	The appointment process of the new BEC Commissioners is controversial and not accepted by all major stakeholders.	06/03/2010	Organizational Political Strategic	The BEC becomes controversial and its authority and actions questioned, possibly resulting in some stakeholder non-participation in elections.  P = 3 I = 5	Non-project: development partner advocacy to support an inclusive appointment process based on stakeholder consultation.
10	The new BEC leadership is not supportive of project implementation.	06/03/2010	Operational Organizational	The project is not able to fully deliver, which will be particularly important for the upcoming national elections.  P = 2 I = 5	Orientation activities included in the project for the new Commissioners to enable a full fast understanding of legal responsibilities, the organisation and their role. Proven early successes of the project evident and demonstrated. Review with the new leadership of partnership arrangements and mutual commitments for project continuation, and risks of non-continuation.
11	The BEC leadership supports the project, but makes other electoral decisions that are inappropriate and/or counter to international standards and good practice for elections.	06/03/2010	Operational Organizational Strategic Political	Individual project targets may be on track and achieved but the greater outcome of holding credible and transparent elections is jeopardised.  P = 2 I = 4	The project includes support to increasing BEC capacity to make informed decisions, through strengthening its "planning, development and research" branch, improved relations with partners, commissioning of civil society, relations with regional counterparts and expert assistance. Agreement to review and if necessary reduce project inputs if international standards and critical good electoral practices are not implemented.



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
12	The legal framework is problematic for the holding of elections that meet international standards and good practice.	06/03/2010	Political Regulatory	A less positive, and possibly controversial, electoral process is administered.  P = 2 I = 4	The project supports the BEC in undertaking a review of the legal framework.  The project provides on going support to the BEC in making informed recommendations with project assistance to the planning and development research branch and the on going availability of election experts.  Non-project: UNDP possible support to parliament on electoral law reform (parliament project).  Non-project: development partner commissioning of a review of the legal framework (with civil society) and advocacy on a positive legal framework.
13	A decision by one or more political parties to boycott the next elections.	06/03/2010	Political Strategic	The election process is ineffective.  P = 2 I = 5	The project supports the BEC in effective electoral administration in which there is stakeholder confidence. BEC partnerships with stakeholders (particularly political parties) will be especially important in maintaining stakeholder confidence in the process.  Non-project: development partner advocacy on electoral participation.
14	Duplication of activities with other development partners.	06/03/2010	Operational Organizational Strategic	Additional resources available to complement UNDP work, or replication of assistance and loss of coherence and consistency.  P = 3 I = 3	Consultations with development partners for project formulation.  Agreement with development partners to coordinate assistance (continued through the GPG).  Regular implementer/BEC coordination and liaison.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
15	Early national elections.	06/03/2010	Operational Organizational Strategic Political	Project activities would need to be re-sequenced with amended Annual Work Plans.  P = 3 I = 3	Assistance in all project areas begins at the project start, so there would be some increased support and capacity in all the output areas.
16	International experts cannot be recruited.	06/03/2010	Operational Organizational	Project activities would be hampered.  P = 3 I = 4	The project has several long term international experts who can provide on-going assistance, thereby reducing the impact of non-availability of short term consultants.
17	No new premises is identified for the training department.	06/03/2010	Operational Organizational	The training department continues to operate in inappropriate premises, thereby reducing its ability to develop and deliver.  P = 2/3 I = 3	BEC leadership commitment to new premises. The project is supporting the move by providing assistance with re-fitting and rent and maintenance costs (until the BEC moves to its new purpose-built premises). Project office may be located in the same premises thereby increasing the imperative to find new premises speedily.
18	The lack of Government of Bangladesh resources for BEC to voter registration activities after PERP ends in December 2010.	06/03/2010	Operational Organizational	BEC depends on PERP (supported by SEMB) project to assure delivery of VLP for national elections in 2014. If PERP is discontinued, this is at risk.  P = 3 I = 4	Timely BEC advocacy with GoB to ensure resources available for continuity of voter registration. BEC and UNDP review SEMB project scope and seek additional support from development partners and GoB. Agreement to review and if necessary reduce SEMB project inputs if PERP project significantly curtailed.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
19	CSSED project falls significantly behind schedule.	06/03/2010	Operational Organizational	BEC reporting difficulty in getting some sites on which to build, so some delay probable. BEC must make adequate provision for alternative sites at which VRMS, in particular, can be deployed until all CSSED sites fully up and running.  P = 2 I = 3	BEC to ensure timely delivery of CSSED outputs. Existing facilities can be used during interim, however unsuitable (particularly for training and some VRMS activities). UNDP to closely monitor CSSED as "feeder" project for PERP and SEMB.



## Annexure II - Communication and Visibility Plan

### General Communication Strategy

The central focus of the communication strategy will be to publicise the activities of the project keeping in mind the political nature of the action. All material that is created for the beneficiaries of the Actions will be branded in accordance with this communication plan. Key message development will focus on the partnership between the Development Partner and the United Nations Development Programme's support project and the importance of this partnership on electoral assistance in Bangladesh.

The strategy will exploit the high profile public visibility of the Bangladesh Election Commission and, as the only project, providing assistance to the electoral process, it will be in a position to communicate to the public the support partners in a unique opportunity to be associated with support to the electoral process. Key milestones such as the opening of Upazila offices, updates to the voter register, reform processes and change management will be communicated. General messaging on the overall project will be build upon the six pillars of activities that comprise the project.

The communications strategy will employ a range of tools in order to provide visibility for the project as well as the EU through the five year cycle. These will include using mass media events such as press conferences and publicity opportunities as well as localised grass roots initiatives at Upazila level and below as the project supports the roll out of election commission offices at sub regional level. A communication reflex to respond to ad hoc events will also be part of the strategy to communicate the Actions as well as support of the international partners.

The following key messages will be embedded in relevant communications material:

- 1) In partnership with UNDP the development partners are assisting in developing the democratic development of the country by supporting the electoral process.
- 2) The electoral support project highlights the close partnership between UNDP, EU and other funding partners as well as other key stakeholders in the field of democratic governance.
- 3) The EU working with UNDP is a global leader in supporting electoral reform and strengthening institutional capacity to ensure free and fair elections around the world.

The communication plan will be reviewed and finalized during the inception workshop by key stakeholders including development partners and may be adjusted by the steering committee during the lifetime of the project.

### Objectives

#### 1. Overall communication objectives

To ensure a consistent and comprehensive communication strategy that fully informs the public, voters and other key stakeholders of the role played by the UNDP and development partners in supporting the electoral support project, and, the importance it places on holding credible and open elections. The strategy will consist

of one overall arching plan with ancillary communication messages related to the six individual project areas.

## **2. Target groups**

### **External Stakeholders**

- National public, by utilising, mass media opportunities on TV, radio and in print media.
- Targeting disadvantaged groups.
- Mass media and journalists. National and local level.
- Policy makers (government line ministries, parliamentary members including relevant sub committees, local government institutions, political parties).
- Diplomatic community.
- International community by utilising UNDP's global communication platforms to promote the Activities and the partnership.

### **Internal Stakeholders**

- Staff at headquarters level of the BEC.
- Staff at Upazila level of the BEC.
- Staff at Electoral Training Institute (ETI).
- Staff at National Identity Registration unit.

### **Stakeholders from Development Partner states**

The strategy for engaging development stakeholders will be based on highlighting the basis of positive cooperation to both the community related directly to the sector as well as the wider public. UNDP's office in Brussels promotes the EU and UNDP partnerships in electoral support to the diplomatic and sector specific community. Elections in Bangladesh are also a focus for international news media and the opportunity to promote the partnership by employing visibility material during this period at events such as press conferences will be used.

## **3. Specific objectives for each target group, related to the action's objectives and the phases of the project cycle**

### **National public**

To ensure that the beneficiaries at national level and down to regional and sub regional levels are well informed of the continued reform of the election commission

and support of the project by the development partners as the main partner. Provisions for the inclusion of vulnerable groups will be developed.

#### **Media and journalists**

Highlight the role played by the development partners in supporting reform of the election process and acting as a major partner to this process of administrative decentralisation for the elections.

#### **Policy makers**

To increase awareness of the development partners' significant contribution and support for the activities and complementarity of this support to that of the government of Bangladesh. To ensure that policy makers have clear insight in to the development partners' policy to support the electoral cycle and the role of elections in democratic governance.

#### **Diplomatic community**

Highlight the role of the development partners' as the main partner supporting the project as well as the benefits of the partnership in bringing about tangible improvements to the electoral process and the ability of the electoral commission to deliver its mandate.

#### **Internal staff**

Promote the support of the development partners in the field of elections to staff of the BEC both at headquarters and regional and sub regional levels. Highlight the benefits of the partnership to BEC staff and the reform process of the support programme.

### **Communication Activities**

#### **4. Main activities that will take place during the period covered by the communication and visibility plan**

The communications activities will be delivered in accordance with the Joint Visibility Guidelines for EC-UN Actions in the Field. This includes reciprocal liaison with the partners on any press releases related to the programme that are drafted before distribution to the media. Other parts of the Visibility Guidelines will be incorporated into the design of material and events related to the visibility strategy. Responsibilities and targets are outlined below.

Activity	Responsible	Target groups
Press conferences with news media coverage	UNDP and BEC in consultation with the development partners	National public, media and journalists, policy makers
Press visits	UNDP and BEC in consultation with the	Journalists

		development partners	
Leaflets and brochures		UNDP and BEC in consultation with the development partners	National public, policy makers, internal staff
Newsletters		UNDP and BEC in consultation with the development partners	Internal staff, diplomatic community
Banners		UNDP and BEC in consultation with the development partners	National public, media and journalists, policy makers
Project webpage		UNDP and BEC in consultation with the development partners	National public, media and journalists, policy makers
Photographic banks		UNDP and BEC in consultation with the development partners	National public
Videos and television programmes		UNDP and BEC in consultation with the development partners	National public/audience

## 5. Communication tools chosen

### Target groups

#### National public

According to the most recent survey by Nielsen research in 2008 the media is widely consumed in Bangladesh across the country. Television is a key medium and a high of 86 per cent of respondents were categorised as television viewers, 61 per cent newspaper readers and 28 per cent radio listeners. A total of 50 per cent of the sample were mobile telephone users and only 4 per cent Internet users. Television was the main source of news and information with 68 per cent of the sample identifying television as the main source of news. Newspapers represent 28 per cent of the sample with radio only 4 per cent. Whilst 65 per cent of respondents in urban areas read newspapers this is reduced considerably to 53 per cent in rural areas. All three platforms will be engaged in the communications strategy.

To engage these mediums press conferences will be held on a regular basis stressing the principal messages of the support programme and the partnership between UNDP and is funding partners. Key milestones will be highlighted using the mass media.

- Regular press conferences with media invited will be hosted outlining progress of reform measures.
- Television talk shows will be produced in partnership with national television stations that have wide audiences in the country.

- Articles written in the national press media on electoral reform and its importance in the development of democracy related with the Development Partners.
- Corporate newsletters and more traditional brochures to communicate one to one will also be produced as well as factsheets. This includes a newsletter, leaflets and brochures that will communicate the project's Activities and its partnership with the Development Partners.

**Policy makers**

Newsletter, leaflets and brochures will be employed to target these groups to highlight the role of the development partners in supporting the project.

**Diplomatic community**

Coverage in English language print media, newsletters, leaflets and brochures providing updates at key milestones of the project cycle.

**Indicators of achievement<sup>6</sup>**

**6. Completion of the communication objectives**

Activity	Indicator/target
Press conferences	Press conferences at milestones of the project cycle. It is anticipated that these will happen regularly for the entire project cycle and in response to any key event. The schedule and frequency will be agreed in the AWP with the BEC and Development Partners.
Press visits	Visits for journalists to Upazila level offices to cover the decentralisation process.
Leaflets and brochures	Copies of a leaflet/brochure produced for distribution at Upazila offices (500) for the media and voters highlighting the partnership
Newsletters	Newsletters with development partners' logos. These will be published half yearly and distributed to internal and external stakeholders for the duration of the project cycle.

<sup>6</sup> Consistent with those set out in the logical framework for the action.



Banners	<p>Conference banners include logos and visibility material. These will be used at conferences and press conferences at key milestones of the electoral support programme.</p>
Project webpage	<p>Project website with explanation/feature about development partners' role in the project and elections globally</p>
Photographic banks	<p>Photo library retained at UNDP headquarters.</p>
Project video and television programmes	<p>Produced in house with development partners' logo and a description of the role of the development partner in electoral reform.</p> <p>Television programmes will be produced at key junctures. The project will sponsor televised parliamentary candidate debates prior to the general elections.</p> <p>Also at key milestones in the support process such as the completion of the Voter registration reform process, the establishment of the training institute discussion programmes will be produced on these themes. These opportunities will be exploited to further promote the partnership in support of the electoral process and democratisation process.</p>

**7. Provisions for feedback (when applicable)**

## Resources

### 8. Human Resources

The project will employ the internal project based resources to deliver the visibility programme and strategic communications. A national communications expert will be employed for the duration of the project and this post will ensure all communications are in accordance with this plan and the Joint Visibility Guidelines. UNDP will consult with the other development partners and respond to any specific inputs from their side. The post will have 50% percent of time allocated to implementing the communication plan of action and ensuring the donor and UNDP partnership is highlighted in the electoral support project communications.

For the production of design and printing services a sub contractor will be employed in accordance with UNDP rules and regulations.

### 9. Indicative Financial Resources

USD 69,879 (Euro 51,055) will be required to implement the visibility plan over a period of five years<sup>7</sup>.

Item	Cost in USD (Euro)
Press conferences	30,140 (Euro 22,020.00)
Press visits	3,421 (2,500.00)
Leaflets and brochures	6,296 (4,600.00)
Newsletters	5,475 (4,000.00)
Banners	4,010 (2,930.00)
Project webpage	2,464 (1,800.00)
Photographic banks	3,009 (2,199.00)
Project videos and television programmes	15,064 (11,006.00)
Total	69,879 (51,055)

<sup>7</sup> Amount does not include human resource costs which are calculated in project budget human resources section

**Annexure III - LOGICAL FRAMEWORK- Strengthening Election Management in Bangladesh (SEMB) Project**

	Intervention Logic	Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
<p><b>Overall Objectives</b></p>	<p>The overall objective of the project is to strengthen democracy in Bangladesh and to consolidate and reinforce the electoral reform process set in motion since the 2008 elections by enhancing the capacity of the BEC in its current transitional phase</p>	<ul style="list-style-type: none"> <li>▪ Quality of people's participation on the existing governance processes and mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>▪ UNDAF evaluation</li> </ul>	<ul style="list-style-type: none"> <li>○ Commitment of the GoB to a strong and independent election commission.</li> <li>○ Sustainable political will</li> <li>○ Good coordination between stakeholders</li> </ul>
<p><b>Specific Objective (Purpose)</b></p>	<p>Strengthen ability of Bangladesh Election Commission to organise and supervise credible elections at all levels to international standards throughout the electoral cycle</p>	<ul style="list-style-type: none"> <li>▪ Fair, credible and professional local and national elections held with high levels of participation</li> </ul>	<ul style="list-style-type: none"> <li>▪ International and National Election Observer reports</li> <li>▪ Bangladesh Election Commission reports</li> <li>▪ Project evaluation</li> <li>▪ Media reports</li> <li>▪ NGO/civil society assessments and perception surveys</li> <li>UN annual project report</li> </ul>	<ul style="list-style-type: none"> <li>○ Conducive political environment</li> <li>○ No massive natural disasters</li> <li>○ No major social crisis</li> <li>○ Full participation of the BEC, Government and other stakeholders</li> <li>○ Full participation of the eligible citizens of Bangladesh</li> <li>○ Timely and fair recruitment of competent personnel</li> <li>○ Timely resource disbursement</li> <li>○ Stable political environment</li> </ul>

Intervention Logic		Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
		<ul style="list-style-type: none"> <li>▪ Financial recording system in place and in use (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Records of spending easily available (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Budget forecasts easily available (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Staff evaluation system developed and used (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Systematic recruitment and promotion record in place (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Research and analysis papers produced (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Post-election workshops held and lessons documented (project reports/BEC reports/M&amp;E reports)</li> <li>▪ Numbers of women recruited and promoted (BEC reports/project reports/M&amp;E reports/ETI reports)</li> </ul>		
	<p><b>Reformed communications unit and outreach to stakeholders.</b></p>	<ul style="list-style-type: none"> <li>▪ Increased professionalism of the communications department (media reports/assessment reports/M&amp;E reports)</li> <li>▪ Development of comprehensive voter education programme (ETI report, project report, M&amp;E reports)</li> <li>▪ Numbers of national partnerships and regional linkages established (BEC reports, project reports,</li> </ul>		

	Intervention Logic	Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
		<p>M&amp;E reports)</p> <ul style="list-style-type: none"> <li>▪ Number of organised press conferences and media events and attendance at those press conferences (BEC reports/media reports/project reports)</li> <li>▪ Range and quality of accurate media reports on the activities of the Election Commission (media reports/project reports/M&amp;E reports)</li> <li>▪ Number of exchanges among SAARC region (project reports/BEC reports)</li> <li>▪ Number of placements (project reports/BEC reports)</li> <li>▪ Number and range of voter education material produced for distribution (project reports/BEC reports/NGO reports)</li> <li>▪ Number of users of website (BEC reports/project reports)</li> <li>▪ Updated information available on website (website/ M&amp;E reports)</li> <li>▪ Range of publicity material produced (project reports/BEC reports/media reports)</li> </ul>		
	<p><b>Professionalised and strengthened ICT wing of the BEC.</b></p>	<ul style="list-style-type: none"> <li>▪ Wing and branch managers are counterpart on recruitment (project reports/M&amp;E reports)</li> <li>▪ Computer skill descriptions developed for all computer users roles at ECS and field (BEC reports/project reports)</li> <li>▪ Computer Skills Training plan has been created (BEC reports/project reports)</li> </ul>		

Intervention Logic	Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
	<ul style="list-style-type: none"> <li>▪ Percentage of staff trained (BEC reports/project reports)</li> <li>▪ ICT Wing Training Plan developed and implemented (BEC reports/project reports)</li> <li>▪ ICT Wing staff have access to online technical library / books (project reports, M&amp;E reports)</li> <li>▪ Number of research papers produced (project reports)</li> <li>▪ Traffic statistics, web server loads (project reports/BEC reports)</li> <li>▪ Voice/Data networking available at ECS and field offices (project reports/BEC reports)</li> <li>▪ Quantitative and qualitative data on local and wide area networking performance shows improvements (project reports/assessment reports)</li> <li>▪ Approved ICT Strategic Plan and Annual ICT Workplans developed (BEC reports/project reports)</li> <li>▪ Computer Skills Training plan has been created (BEC reports/project reports)</li> <li>▪ Number of ICT activities catered for in revenue budget (BEC reports/project reports/M&amp;E reports)</li> <li>▪ Numbers of women trained in use of ICT (project reports/M&amp;E reports)</li> </ul>		

	Intervention Logic	Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
	<p><b>Enhanced capacities to prepare and disseminate a credible and accurate photo voter register.</b></p>	<ul style="list-style-type: none"> <li>▪ Updated processes reflecting decentralized service delivery (BEC reports/project reports/assessment reports/media reports)</li> <li>▪ Accuracy of voter list (assessment reports)</li> <li>▪ Tight co-ordination between multiple UNDP/WB projects at BEC (BEC reports/M&amp;E reports/project reports/committee meetings)</li> <li>▪ Approved rollout of BVRS implementation plan including provision for pilots (BEC reports/project reports)</li> <li>▪ Comprehensive voter education and awareness plan for decentralized VR process developed and conducted (BEC reports/project reports/media reports/NGO reports)</li> <li>▪ BEC staff with VR responsibilities are trained (project reports/M&amp;E reports)</li> <li>▪ Approved SOPs distributed to relevant BEC officials (BEC reports/project reports/media reports/NGO reports)</li> <li>▪ Fully functional and managed data center (BEC reports/project reports/media reports/NGO reports)</li> <li>▪ Number of newly registered voters (BEC reports/project reports/media reports/NGO reports)</li> <li>▪ Number of newly registered</li> </ul>		

Intervention Logic		Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
	<p>Support to activities in the run up to the parliamentary elections in 2014 aimed at enhancing management and optimizing participation.</p>	<ul style="list-style-type: none"> <li>▪ female voters (BEC reports/project reports/media reports/NGO reports)</li> <li>▪ Awareness programme disseminated to external stakeholders (BEC reports/project reports/media reports/NGO reports)</li> <li>▪ Equipped and resourced data centre and system (BEC reports/project reports/M&amp;E reports)</li> <li>▪ National Identity Card activities consistent with decentralized voter registration paradigm (BEC reports/project reports/assessment reports)</li> <li>▪ Stakeholder acceptance of results (media reports/NGO reports/assessment reports)</li> <li>▪ Availability of training records (BEC reports/project reports/ETI reports)</li> <li>▪ Comprehensive training plan developed and number of trainings imparted to external stakeholders (BEC reports/project reports/ETI reports)</li> <li>▪ Roster of trained temporary election staff (BEC reports/project reports/ETI reports)</li> <li>▪ Observer reports on field assessments of voter education (observer reports/media reports)</li> <li>▪ Percentage of spoilt ballot papers (BEC reports)</li> <li>▪ Comprehensive plan for use of e-</li> </ul>		





	Intervention Logic	Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
	<p>Intervention Logic</p>	<p>voting (BEC reports/project reports/ETI reports)</p> <ul style="list-style-type: none"> <li>▪ Number of research papers produced on electoral issues (BEC reports/project reports/ETI reports)</li> <li>▪ External stakeholders engaged in voter education and awareness (BEC reports/project reports/ETI reports)</li> <li>▪ Observer reports on field assessments of voter education (observer reports/media reports)</li> <li>▪ Performance on statistically robust survey (assessment reports/media reports/BEC reports/project reports)</li> <li>▪ Number of post-election evaluation workshops held (BEC reports/project reports/ETI reports)</li> <li>▪ Number of candidate debates held (BEC reports/project reports)</li> <li>▪ Official post election reports prepared (BEC reports/project reports)</li> <li>▪ Number of women candidates (BEC reports/media reports/CSO reports)</li> <li>▪ Number of women voters (BEC reports/media reports)</li> </ul>		

ACTIVITY LIST	Activity	Indicative Cost	Means
<p>Professionalizing and strengthened trainings conducted by the BEC</p> <p>1.1 Support to development of ETI vision, plan, procedures, financial planning</p> <p>1.2 Support to strengthen ETI training capacity to prepare and conduct trainings for local election officials (including BRIDGE)</p> <p>1.3 Support to establishment of system of evaluation and monitoring, skills audit and future planning</p> <p>1.4 Support to ETI facilities</p> <p>1.5 Support to ETI library and regional offices</p> <p>1.6 Financial assistance for selected BEC staff to attend high-level specialised external in-country courses</p>	<p>USD</p> <p>\$3,924,850</p>	<p><b>1. Human Resources</b></p> <p>1.1 National and international expertise</p> <p>1.2 Administrative/support staff</p> <p><b>2. Travel</b></p> <p>2.1 Local travel</p> <p>2.2 International travel</p>	
<p><b>2. Strengthened BEC capacity to efficiently manage decentralisation and institutional growth</b></p> <p>2.1 Support the annual review and monitoring of BEC's strategic plan and action plan</p> <p>2.2 Support to BEC administration wing to establish and maintain human resource management systems including staff skills audit</p> <p>2.3 Support the BEC administration wing to develop and maintain electronic HR record keeping, financial system and system of monitoring and compliance</p> <p>2.4 Provide support to BEC research and development branch in planning and conducting electoral research and project management</p> <p>2.5 Conduct and review post-election lessons learnt and support post-election research and analysis.</p>	<p>USD</p> <p>\$527,003</p>	<p><b>3. Equipment and Supplies</b></p> <p>3.1 Vehicles</p> <p>3.2 Furniture and equipment</p> <p>3.3 Software, hardware and licensing</p> <p><b>4. Office</b></p> <p>4.1 Rent</p> <p>4.2 Consumables- office supplies</p> <p>4.3 Other services, including security and notebook configuration</p> <p>4.4 Meeting costs</p>	
<p><b>3. Reform of Communications and Strengthening Partnerships</b></p> <p>3.1 Support for development of action plan and road map for implementation of communications strategy.</p> <p>3.2 Refurbishing of office facilities of the communications unit.</p> <p>3.3 Counterpart training to increase management capacity of communications unit.</p> <p>3.4 Counterpart training to increase unit capacity to interact with stakeholders and build partnerships including developing a visitors' programme.</p> <p>3.5 Implement work placements, exchange peer-to-peer visits, forums for stakeholders and election observation visits in SAARC or other Asian region.</p> <p>3.6 Support to establishment of resource and documentation center including language lab</p> <p>3.7 Specialised training for nominated spokesperson</p> <p>3.8 Support to increase functionality of BEC website and production of corporate material to showcase BEC including a quarterly newsletter.</p> <p>3.9 Support the development of a comprehensive voter education programme</p>	<p>USD</p> <p>\$1,545,000</p>	<p><b>5. Other Services</b></p> <p>5.1 Printing</p> <p>5.2 Audit</p> <p>5.3 Evaluation</p> <p>5.4 Field services</p> <p>5.5 Trainings, conferences, workshops</p> <p><b>6. Other</b></p>	

ACTIVITY LIST	Activity	Indicative Cost	Means
3.10	Review and finalization of project communication and visibility plan		6.1 Voter awareness materials
<b>4. Professionalized and strengthened IT Wing of the ECS</b>			
4.1	Counterpart training provided to ICT		7. Administrative costs
4.2	Develop, in collaboration with ETI, computer skillset definitions for key roles at ECS, regional, district and upazila offices.		
4.3	Procure, arrange, co-ordinate, deliver specialized training for ITC Wing Staff	USD	
4.6	Appraisal of BEC's local and wide area networking requirements and procurement of LAN/WAN hardware for all sites and VPN leasing	\$1,923,199	
4.10	post-electoral review of ICT wing performance and research into the use of technology in election management		
5.	<b>Enhanced capacities to prepare and disseminate credible and accurate photo voter list</b>		
5.1	Review and finalization of rules, forms, end-to-end processes and finalization and dissemination of SOPs		
5.2	Conduct post-registration review and assessment involving internal and external stakeholders		
5.3	Develop and implement rollout plan including pilot of BVRS to Upazilas in coordination with PERP-GoB		
5.4	Consultations with internal and external stakeholders on rollout strategy and design of voter education and awareness programme	USD	
5.5	Research and analysis including assessment of voter list and research on best practice in the region in VR	\$6,992,038	
5.6	Support in the development of compatible voter registration and national identity systems delivering services to relevant stakeholders		
5.7	Contribute to the design and development of robust information systems, adequate infrastructure		
5.8	Support development and implementation of a comprehensive voter list update programme		
5.9	Comprehensive voter education programme designed on new VR processes		
<b>6. Support election day activities in the run up to the parliamentary elections in 2014</b>			
6.1	Support to planning and delivery of trainings		USD \$661,745
6.2	Support to development of high-quality multi-media training materials for the national elections.		
6.3	Research and analysis of issues arising related to the holding of national elections including on compliance with laws and regulations during campaign period		
6.4	Support to development of a voter education strategy, materials and diffusion plan.		
6.5	Support to planning and implementing post-election assessment of trainings		
6.6	Support to civil society to monitor the audiovisual media during campaign period		
6.7	Support for conduct of candidate debates		

Annexure IV - INDICATIVE MULTIYEAR WORKPLAN\*

INDICATIVE MULTIYEAR WORKPLAN*	Output	Timeframe					Budget Description	Account Code	Implementing Agency	Amount
		Year 1 (2011)	Year 2 (2012)	Year 3 (2013)	Year 4 (2014)	Year 5 (2015)				
<b>Output 1: Professionalised and strengthened training by the BECS</b>	<b>Activity Result: Professionalised and strengthened training by the BEC</b>  1.1 Support to development of ETTI vision, plan, procedures, financial planning  1.2 Support to strengthen ETTI training capacity to prepare and conduct trainings for local election officials, media, security personnel, local government and other officers/agents involved in the conduct of elections (including BRIDGE)  1.3 Support to establishment of system of evaluation and monitoring, skills audit and future planning  1.4 Support to ETTI facilities  1.5 Support to ETTI library and regional offices  1.6 Financial assistance for selected BEC staff to attend high-level specialised external in-country courses						International training and capacity building expert Workshops		UNDP NEX	
							Printing, design and production of voter education material		UNDP	
							Subcontract (BRIDGE)		UNDP	
							Training		NEX	
							Materials		NEX	
							Travel		NEX	
							Short term consultants (Int)		UNDP	
							ETT Office Rental and maintenance		NEX	
							Furniture and Equipment		UNDP	
										\$3,924,850
<b>Output 2 Strengthened BEC capacity to efficiently manage decentralisation and institutional growth</b>	<b>Activity Result: Strengthened BEC capacity to efficiently manage decentralisation and institutional growth</b>  2.1 Support the annual review and monitoring of BEC's strategic plan and action plan  2.2 Support to BEC administration wing to establish and maintain human resource management systems including staff skills audit  2.3 Support the BEC administration wing to develop and maintain electronic HR record keeping, financial system and system of monitoring and compliance  2.4 Provide support to BEC research and development branch in planning and conducting electoral research and project management									
							Counterpart international training and capacity building expert		UNDP	
							Short Term consultants (local)		UNDP	
							Short Term consultants (Int)		UNDP	
							Training		NEX	
									\$527,003	

Output	List activity results and associated actions	Timeframe					Budget Description	Account Code	Implementing Agency	Amount
		Year 1 (2011)	Year 2 (2012)	Year 3 (2013)	Year 4 (2014)	Year 5 (2015)				
	2.53 Conduct and review post-election lessons learnt and support post-election research and analysis.						Equipment		NEX	
<b>Output 3: Reform of Communications and Strengthening Partnerships</b>	<b>Activity Result: Reformed communications unit and outreach to stakeholders</b>									
	3.1 Support for development of action plan and road map for implementation of communications strategy.						Counterpart communications expert (Int'l)		UNDP	
	3.2 Refurnishing of office facilities of the communications unit.						Travel		UNDP	
	3.3 Counterpart training to increase management capacity of communications unit.						Furniture and Equipment		UNDP	
	3.4 Counterpart training to increase unit capacity to interact with stakeholders and build partnerships including developing a visitors' programme.						Training		NEX	
	3.5 Implement work placements, exchange peer-to-peer visits, forums for stakeholders and election observation visits in SAARC or other Asian region.						Workshops		NEX	\$1,545,000
	3.6 Support to establishment of resource and documentation center including language lab						Short term consultants (int)		UNDP	
	3.7 Specialised training for nominated spokesperson						Short term consultants(national)		UNDP	
	3.8 Support to increase functionality of BEC website and production of corporate material to showcase BEC including a quarterly newsletter.						Trainings/conferences		UNDP	
	3.9 Support the development of a comprehensive voter education programme						Furniture and Equipment		UNDP	
	3.10 Review and finalization of project communication and visibility plan						Subcontract		UNDP	
							Materials		NEX	
<b>Output 4 Professionalised and strengthened IT Wing of the ECS</b>	<b>Activity Result: Professionalised and strengthened ICT wing of the BEC</b>									
	4.1 Counterpart training provided to ICT						International ICT expert		UNDP	\$1,923,199
	4.2 Develop, in collaboration with ETI, computer skillset definitions for key roles at ECS, regional, district and upazilla offices.						Short-term consultant (national)		UNDP	
	4.3 Procure, arrange, co-ordinate, deliver specialized training for ITC Wing Staff						Training		NEX	
	4.4 Appraisal of BECs local and wide area networking requirements and procurement of LAN/WAN hardware for all sites and VPN leasing						Online library subscriptions		UNDP	

Output	List activity results and associated actions	Timeframe					Budget Description	Account Code	Implementing Agency	Amount
		Year 1 (2011)	Year 2 (2012)	Year 3 (2013)	Year 4 (2014)	Year 5 (2015)				
Output 5 Enhanced capacities to prepare and disseminate credible and accurate photo voter list	4.5 post-electoral review of ICT wing performance and research into the use of technology in election management						Procurement of voice/data services (subcontract)		UNDP	\$6,992,038
							International ICT Expert (elections)		NEX UNDP	
							Equipment - hardware		UNDP	
							Equipment - software		UNDP	
							Program to Program Interfaces with government agencies		NEX	
							Software licenses and tools		UNDP	
							Hardware Engineers		NEX	
							Field trainers		NEX	
							Travel		NEX	
							Fuel		NEX	
					Supplies for field office		NEX			
					Training		NEX			
					Software, middleware, RDBMS, storage, servers, communications, power, networking, etc.		UNDP			
					Meeting costs		NEX			
					short term consultant-national		UNDP			
					Proof readers/managers		NEX			
					Technical Experts (central)		NEX			
					Technical support at upazila		NEX			
					Support at Upazila		NEX			

Output	List activity results and associated actions	Timeframe					Budget Description	Account Code	Implementing Agency	Amount
		Year 1 (2011)	Year 2 (2012)	Year 3 (2013)	Year 4 (2014)	Year 5 (2015)				
						VDP Ansar Data Collectors Enumerators Survey company (contracted)		NEX NEX NEX UNDP		
<b>Output 6: Support to activities in the run up to the parliamentary elections in 2014</b>	<b>Activity Result: Support to activities in the run up to the parliamentary elections in 2014 aimed at enhancing management and optimizing participation</b>									
	6.1 Support to planning and delivery of trainings					Training and Material		NEX		
	6.2 Support to development of high-quality multi-media training materials for the national elections.					International consultants (R&D) Material		UNDP NEX		
	6.3 Research and analysis of issues arising related to the holding of national elections including on compliance with laws and regulations during campaign period					International consultant (voter education)		UNDP		
	6.4 Support to development of a voter education strategy, materials and diffusion plan.					Subcontract		UNDP	\$661,745	
	6.5 Support to planning and implementing post-election assessment of trainings					Short-term consultant (national)		UNDP		
	6.6 Support to civil society to monitor the audiovisual media during campaign period					National consultant		UNDP		
	6.7 Support for conduct of candidate debates					Subcontract Subcontract Supplies Travel		UNDP UNDP UNDP		
<b>Effective Project Management</b>	<b>Staff salaries</b>					Contractual individual services		UNDP	\$1,962,580	
	Project office maintenance					Supplies		NEX/UNDP		
	Procurement					Equipment & furniture		NEX/UNDP	\$844,734	
	Operation and Maintenance					Rental & Maintenance of other equip		NEX		
	Maintenance (vehicle, computer parts, etc)					Rental & Maintenance of other equip (project office rent)		NEX		
	Travel					Travel		NEX/UNDP		
	Audit					Monitoring, audit and evaluation		NEX/UNDP		
	Communication and visibility					communication and visibility		NEX/UNDP		
	Project vehicles							NEX/UNDP		

Output	List activity results and associated actions	Timeframe					Budget Description	Account Code	Implementing Agency	Amount
		Year 1 (2011)	Year 2 (2012)	Year 3 (2013)	Year 4 (2014)	Year 5 (2015)				
						Hospitality		NEX/UNDP		
						Miscellaneous expenses		NEX		
						Vehicles		NEX		
						Vehicle repair & maint		NEX		
<b>Subtotal project budget</b>									\$18,381,150	
<b>Management Cost</b>	<b>GMS</b>					Facilities and administration			\$1,231,904	
<b>Total Project Budget</b>									\$19,613,053	



## Annexure V - DETAILED PROJECT BUDGET

\* Recruitment of all national and international staff and consultants will be done by UNDP following UNDP HR rules and regulations in place at time of recruitment  
 \*Government to provide project office facilities; the project will contribute toward project office rent. Government to also contribute CD/VAT, honorarium and other costs not covered by DPA funds. The Government contribution is estimated at BDT 47,800,000.

SEIMB Expenses	All Years			Year 01 (to be finalized during inception phase)				
	Unit	# of units	Unit Rate (in USD)	Costs (in USD)	Unit	# of units	Unit rate (in USD)	Costs (in USD)
<b>1. Human Resources</b>								
1.1 Training and Capacity Building Expert	Per month	52.00	15,000.00	780,000.00	Per month	6.00	15,000.00	90,000.00
1.2 Communications Expert	Per month	52.00	15,000.00	780,000.00	Per month	6.00	15,000.00	90,000.00
1.3 ICT Expert	Per month	52.00	15,000.00	780,000.00	Per month	6.00	15,000.00	90,000.00
1.4 Programme Specialist (UNDP based)	Per month	52.00	13,000.00	676,000.00	Per month	9.00	13,000.00	117,000.00
1.5 Project Coordinator/Manager (SB5)	Per month	60.00	3,195.00	191,700.00	Per month	9.00	3,195.00	28,755.00
1.6 Operations Manager (SB4)	Per month	60.00	2,014.00	120,840.00	Per month	8.00	2,014.00	16,112.00
1.7 Project Officer (SB3)	Per month	60.00	1,500.00	90,000.00	Per month	8.00	1,500.00	12,000.00
1.8 National Programme Officer (UNDP) (SB4)	Per month	60.00	2,014.00	120,840.00	Per month	10.00	2,014.00	20,140.00
1.9 Training and Capacity Building Specialist (SB3)	Per month	60.00	1,500.00	90,000.00	Per month	7.00	1,500.00	10,500.00
1.10 Human Resource Specialist (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	7.00	1,500.00	10,500.00
1.11 Senior Systems Administrator (SB4)	Per month	58.00	2,014.00	116,812.00	Per month	7.00	2,014.00	14,098.00
1.12 ICT Technical Expert (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	10.00	1,500.00	15,000.00
1.13 Programmer (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	10.00	1,500.00	15,000.00
1.14 Programmer (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	10.00	1,500.00	15,000.00
1.15 Finance Management Expert (SB3)	Per month	60.00	1,500.00	90,000.00	Per month	7.00	1,500.00	10,500.00
1.16 Monitoring and Evaluation Expert (SB3)	Per month	60.00	1,500.00	90,000.00	Per month	7.00	1,500.00	10,500.00
1.17 Website manager (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	7.00	1,500.00	10,500.00
1.18 VR Datasenter Manager (national) (SB4)	Per month	58.00	2,200.00	127,600.00	Per month	7.00	2,200.00	15,400.00
1.19 Project Associate (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	7.00	1,500.00	10,500.00
1.20 Training Assistant (2) (SB2)	Per month	58.00	1,600.00	92,800.00	Per month	7.00	1,600.00	11,200.00
1.21 Finance and Admin Assistant (SB2)	Per month	60.00	800.00	48,000.00	Per month	10.00	800.00	8,000.00
1.22 Office Secretary (SB2)	Per month	60.00	800.00	48,000.00	Per month	10.00	800.00	8,000.00
1.23 Project Assistant (3) (SB2)	Per month	58.00	2,400.00	139,200.00	Per month	7.00	2,400.00	16,800.00
1.25 Drivers (4) (SB1)	Per month	58.00	600.00	33,900.00	Per month	7.00	600.00	4,200.00
1.26 Messenger (SB1)	Per month	58.00	600.00	33,900.00	Per month	10.00	600.00	6,000.00
1.27 Communications Specialist (SB3)	Per month	58.00	1,500.00	87,000.00	Per month	7.00	1,500.00	10,500.00
1.28. Unspecified short term experts/consultants	Per month	24.10	26,896.00	648,193.60	Per month	2.00	26,896.00	53,792.00
<b>Subtotal Human Resources</b>				<b>5,812,985.60</b>				<b>719,997.00</b>
<b>2. Travel</b>								
2.1 International travel	Per month	52.00	2,777.78	144,444.44	Per month	6.00	2,777.78	16,666.67
2.2 Local transportation	Per month	52.00	6,481.48	337,037.04	Per month	6.00	6,481.48	38,888.89
<b>Subtotal Travel</b>				<b>481,481.48</b>				<b>55,555.56</b>
<b>3. Subcontract</b>								
3.1 BRIDGE training	Estimate	13.00	60,000.00	780,000.00	Estimate	1.00	60,000.00	60,000.00

SEMB Expenses	All Years				Year 01 (to be finalized during inception phase)			
	Unit	# of units	Unit Rate (in USD)	Costs (in USD)	Unit	# of units	Unit rate (in USD)	Costs (in USD)
3.2 Voter awareness	Per VL Update	4.00	50,000.00	200,000.00	Per VL Update	1.50	50,000.00	75,000.00
3.3 ICT support and webpage launching	Per month	12.00	5,400.00	64,800.00	Per month	1.00	5,400.00	5,400.00
3.4 Web server loadsharing, traffic costs	Estimate	1.00	24,000.00	24,000.00	Estimate	0.20	24,000.00	4,800.00
3.5 Survey and research	Annual	5.00	40,000.00	200,000.00	Annual	1.00	40,000.00	40,000.00
3.6 Voter list assessment	Per VL Update	3.00	66,667.00	200,001.00	Per VL Update	0.00	66,667.00	0.00
3.7 Media monitoring	Annual	5.00	10,000.00	50,000.00	Annual	0.25	10,000.00	2,500.00
3.8 Candidate debates	Estimate	10.00	30,000.00	300,000.00	Estimate	0.00	30,000.00	0.00
<b>Subtotal Subcontract</b>				<b>1,818,801.00</b>				<b>187,700.00</b>
<b>4. Trainings, workshops, conferences</b>								
4.1 Trainings (electoral training institute)	Per month	26.30	13,500.00	355,050.00	Per month	3.00	13,500.00	40,500.00
4.2 Trainings (planning wing/electoral research)	Per month	12.00	2,500.00	30,000.00	Per month	0.50	2,500.00	1,250.00
4.3 Trainings (communications wing)	Per month	12.00	6,250.00	75,000.00	Per month	0.50	6,250.00	3,125.00
4.4 Specialized training for ICT Wing	Per month	12.00	7,000.00	84,000.00	Per month	0.50	7,000.00	3,500.00
4.5 Field trainings on voter list update	Per month	12.00	29,625.00	355,500.00	Per month	0.50	29,625.00	14,812.50
4.6 Training to external stakeholders (observers, civil society, political parties, media, etc.)	Per month	20.00	22,500.00	450,000.00	Per month	0.50	22,500.00	11,250.00
4.7 International conference (SAARC)	Per year	5.00	30,000.00	150,000.00	Per year	0.50	30,000.00	15,000.00
4.8 Workshops with internal and external stakeholders by ETT	Estimate	9.00	1,000.00	9,000.00	Estimate	0.50	1,000.00	500.00
4.9 Workshops with internal and external stakeholders by communications department	Per month	30.00	5,000.00	150,000.00	Per month	0.50	5,000.00	2,500.00
<b>Subtotal Trainings, workshops, conferences</b>				<b>1,658,550.00</b>				<b>92,437.50</b>
<b>5. Materials</b>								
5.1 ETT training material	Per training	21.50	8,000.00	172,000.00	Per training	3.00	8,000.00	24,000.00
5.2 BEC corporate material (strategic/action plan, quarterly newsletters, videos, reports)	Per quarter	20.00	7,500.00	150,000.00	Per quarter	2.00	7,500.00	15,000.00
5.3 Multimedia training materials for national election	Annual	5.00	7,000.00	35,000.00	Annual	0.50	7,000.00	3,500.00
<b>Subtotal Materials</b>				<b>357,000.00</b>				<b>42,500.00</b>
<b>6. Equipment</b>								
<b>Equipment and Furniture</b>								
6.1 Equipment and furniture for Electoral Training Institute (library, english language lab)	Estimate	5.00	50,000.00	250,000.00	Estimate	2.50	50,000.00	125,000.00
6.2 Equipment for BEC administration wing	Estimate	5.00	3,000.00	15,000.00	Estimate	0.50	3,000.00	1,500.00
6.3 Refreshment of communications wing	Estimate	5.00	8,000.00	40,000.00	Estimate	0.50	8,000.00	4,000.00
6.4 Resource and documentation center	Estimate	5.00	12,000.00	60,000.00	Estimate	0.50	12,000.00	6,000.00
6.5 Equipment, furniture and hardware for server station sites	Estimate	5.00	42,000.00	210,000.00	Estimate	3.00	42,000.00	126,000.00
6.6 Project office setup	Estimate	1.00	91,765.11	91,765.11	Estimate	0.80	91,765.11	73,412.09
<b>Software and licensing</b>								
6.7 Software, middleware, RDBMS, storage, servers, communications, power, networking, etc.	Annually	5.00	12,000.00	60,000.00	Annually	0.50	12,000.00	6,000.00

SEMB Expenses	All Years				Year 01 (to be finalized during inception phase)			
	Unit	# of units	Unit Rate (in USD)	Costs (in USD)	Unit	# of units	Unit rate (in USD)	Costs (in USD)
6.8 System Management Remote Access	Annually	5.00	16,000.00	80,000.00	Annually	0.50	16,000.00	8,000.00
6.9 Programm to Program Interfaces with government agencies	Annually	5.00	8,000.00	40,000.00	Annually	1.00	8,000.00	8,000.00
6.10 Online library subscriptions	Per month	42.00	700.00	29,400.00	Per month	4.00	700.00	2,800.00
6.11 Other Systems Management Tools	Annually	5.00	40,000.00	200,000.00	Annually	0.50	40,000.00	20,000.00
6.12 Software licenses and tools	Annually	5.00	30,000.00	150,000.00	Annually	0.50	30,000.00	15,000.00
<b>Vehicles</b>								
6.13 Purchase of vehicles for project office and field	Per vehicle	2.00	35,000.00	70,000.00	Per vehicle	2.00	35,000.00	70,000.00
6.14 Vehicle repair and maintenance	Per month	52.00	100.00	5,200.00	Per month	12.00	100.00	1,200.00
6.15 Fuel	Estimate	1.00	50,011.60	50,011.60	Estimate	0.20	50,011.60	10,002.32
<b>Spare parts/equipment for machines, tools</b>								
6.16 Project office maintenance of equipment including IT equipment	Per month	52.00	56.00	2,912.00	Per month	12.00	56.00	672.00
<b>Subtotal Equipment</b>				<b>1,354,288.71</b>				<b>477,586.41</b>
<b>7. Field Services</b>								
<b>Field voter registration expertise</b>								
7.1 Hardware Engineers (BVRS rollout) (40)	Per month	950.00	400.00	380,000.00	Per month	480.00	400.00	192,000.00
7.2 Field trainers (BVRS) (100)	Per month	1,000.00	250.00	250,000.00	Per month	1,200.00	250.00	300,000.00
7.3 Technical experts (100)	Per month	2,305.00	300.00	691,500.00	Per month	1,200.00	300.00	360,000.00
7.4 Enumerators (200,000 enumerators)	Per voter	10,000,000.00	0.10	1,000,000.00	Per voter reached	4,000,000.00	0.20	800,000.00
7.5 Data collectors	Per voter	10,000,000.00	0.10	1,000,000.00	Per voter reached	4,000,000.00	0.20	800,000.00
7.6 Proof reader managers	Per voter	10,000,000.00	0.05	500,000.00	Per voter reached	4,000,000.00	0.10	400,000.00
7.7 Proof readers	Per voter	10,000,000.00	0.05	500,000.00	Per voter reached	4,000,000.00	0.05	200,000.00
7.8 Technical support at Upazila (480)	Per month	5,700.00	120.00	684,000.00	Per month	2,880.00	120.00	345,600.00
7.9 Support at Upazila (480)	Per month	5,700.00	100.00	570,000.00	Per month	2,880.00	100.00	288,000.00
7.10 VDP Ansar allowances	Estimate	26,000.00	2.00	52,000.00	Estimate	28,000.00	2.00	56,000.00
<b>Subtotal Field Services</b>			<b>2,420,200.00</b>	<b>5,627,500.00</b>				<b>3,741,600.00</b>
<b>8. Local Office</b>								
<b>Office rent</b>								
8.1 Project office rent	Per month	52.00	3,000.00	156,000.00	Per month	10.00	3,000.00	30,000.00
8.2 ETI office rent	Per month	52.00	8,000.00	416,000.00	Per month	10.00	8,000.00	80,000.00
<b>Office supplies</b>								
8.3 Project office supplies (consumables)	Per month	52.00	2,356.10	122,516.96	Per month	8.00	2,356.10	18,848.76
8.4 Office supplies for field teams (pens, rulers, paper for signature, photocopier, clipboards, etc)	Annual	5.00	15,000.00	75,000.00	Estimate	0.50	15,000.00	7,500.00
<b>Meeting costs</b>								
8.5 Meeting costs and hospitality	Per month	52.00	700.00	36,400.00	Per month	4.00	700.00	2,800.00
<b>Subtotal Local Office</b>				<b>805,916.96</b>				<b>139,148.76</b>

SEMB Expenses	Unit	All Years			Year 01 (to be finalized during inception phase)			
		# of units	Unit Rate (in USD)	Costs (in USD)	Unit	# of units	Unit rate (in USD)	Costs (in USD)
<b>9. Monitoring and evaluation</b>								
9.1 Monitoring and evaluation	Per month	52.00	3,613.00	187,876.00	Per month	6.00	3,613.00	21,678.00
9.2 Audit	Annually	5.00	1,500.00	7,500.00	Annually	1.00	1,500.00	1,500.00
<b>Subtotal Monitoring and evaluation</b>				<b>195,376.00</b>				<b>23,178.00</b>
<b>10. Communications and visibility</b>								
10.1 Communication and visibility	Annually	5.00	14,000.00	70,000.00	Annually	0.30	14,000.00	4,200.00
<b>Subtotal Communication and visibility</b>				<b>70,000.00</b>				<b>4,200.00</b>
<b>11. Printing</b>								
11.1 Printing and production	Annually	5.00	14,850.00	74,250.00	Annual	0.50	14,850.00	7,425.00
11.2 Printing (voter list SOPs, manuals, etc)	Annually	5.00	25,000.00	125,000.00	Annual	2.00	25,000.00	50,000.00
<b>Subtotal Printing</b>				<b>199,250.00</b>				<b>57,425.00</b>
<b>Subtotal All</b>				<b>18,381,149.75</b>				<b>5,541,328.23</b>
Facilities and Administration (GMS)	Estimate			1,231,904.10	Estimate			380906.25
<b>Total Project Budget</b>				<b>19,613,053.85</b>				<b>5,922,234.48</b>

## **Annexure VI – Draft Terms of Reference**

### **National Project Director (NPD)**

The NPD is a full-time senior Government civil servant who exercises overall technical, financial and administrative oversight of the programme. The NPD assumes overall responsibility for the successful execution and implementation of the programme, and accountability to Government and UNDP for the proper and effective use of programme resources. The Government will make the services of a NPD available for the duration of the programme and until all the procedures for closures are completed. This post will be provided as part of Government cost sharing for the duration of the programme.

#### **Duties and Responsibilities:**

- Assume overall responsibility for the successful execution and implementation of the programme, and accountability to GoB and UNDP for the proper and effective use of programme resources;
- Serve as focal point for the coordination of the programme with other GoB agencies, UNDP and outside implementing agencies;
- Ensure that all Government inputs committed to the programme are made available;
- Serve as member-secretary to the Programme Steering Committee;
- Ensure that required programme work plans are prepared, updated, cleared and distributed to the concerned parties, including the UNDP;
- Ensure timely submission of required reports, including inception Reports, work plans, Progress Reports, Financial Reports, Annual Programme Report (APR), and technical reports of consultants study tour/training reports;
- Undertake or arrange, using the agreed recruitment system, for the recruitment of programme professional and support staff charged against the UNDP budget;
- Ensures that the National Project Coordinator is empowered to effectively manage the programme, and the other programme staff to perform duties effectively;
- Opens and operates a programme bank account certifies or approves programme expenditures and financial statements, in accordance with financial rules and procedures applied to NEX programme;
- Represents the National Executing Agency and the programme at meetings of the programme parties;
- Ensures that gender, equity and human rights issues are mainstreamed in all policies and activities and are reported.

#### **Qualifications and Experience:**

He/she will be, at least, at the rank of Joint Secretary. The NPD is a senior official from the Bangladesh Election Commission reporting to the Chief Election Commissioner with policy decision-making authority. This position allows for the presence of decision-making authority at the programme level.

### **Project Coordinator/Manager**

[Terms of Reference to be finalized]

The Project Coordinator is the key full-time senior programme technical and management expert. The Manager is recruited by UNDP in close consultation with the National Project Director. He/she provides overall project management support to the NPD and in coordinating technical activities. Specific duties and responsibilities include:

#### **Management:**

- Guarantee, in cooperation with the NPD, technical soundness of activities and achievement of Programme outputs and outcomes;
- Facilitate the day-to-day functioning of the Team. Manage the human and financial resources, in consultation with the Management, for achieving results in line with the outputs and activities outlined in the project document
- Lead the preparation and implementation of the annual results based work plans and result frameworks in close consultation with the international experts



- Lead in the coordination of project activities with related projects within UNDP and with outside agencies
- Prepare monthly and quarterly progress reports and organize, correspondingly, monthly and quarterly progress reviews.
- Organize meetings of the Steering Committee and support BEC in the organization of the Project Implementation Committee meetings.
- Manage the human and financial resources of the project and coordinate the work of all project and policy advisory services. Coordinate the distribution of responsibilities amongst team members and organize monitoring and tracking system of all components of the project.
- If delegated by the NPD act as a co-signatory of the project accounts, whenever required, as per NEX guidelines;
- If delegated by the NPD act as a co-signatory of key programme related documents including Financial Reports and Requests for Quarterly advances;
- Ensure project adheres to UNDP rules and regulations

#### **Knowledge Services:**

- Lead the process of knowledge captures of national, regional and global know-how in elections and production of knowledge-based products.
- Lead the process of knowledge creation and dissemination related to know-how in elections in Bangladesh. In this context, partner with relevant practitioners and civil society organizations including NGOs and think tanks.
- Advise NPD and train staff in documentation of best/good practices, lessons learned and in ensuring the mechanisms for up-streaming programme achievements from downstream pilot interventions;
- Organize internal and external networks or communities of practice covering prominent experts in government, non-government, think tanks, private companies, international development organizations and the UN system.
- Develop info-data on the electoral environment, processes, opportunities, interests and prospects covering governments, UNDP and major development stakeholders. Map key competencies available in different government agencies and development organizations.

#### **Policy and Programme Services:**

- Provide intellectual or substantive leadership in elections through identification of key policy issues and formulation of best possible and alternative policy and programme options for BEC. Stimulate strategic thinking in the area of elections and electoral reform.
- Map on a consistent basis the development issues, covering the situation and strategic opportunities in the form of professional papers and reports.
- Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs (products).
- Promote convergence between the different development interventions in the area of elections and also with the work of the different development agencies. Identify opportunities to enhance team-work within BEC central and field office;
- Work closely with UNDP to ensure that the programme is achieving expected outcomes, progress and milestones are managed and completed.
- Ensure programme outputs are aligned procedurally with UNDP positions and practice area development
- The Project Coordinator will also provide inputs and services as may be required by the Management of the Project and UNDP with the objective of achieving high level of project performance and results.
- Ability to work under pressure and meet strict deadlines.
- Demonstrates integrity and fairness by modeling UN values and ethical standards
- Demonstrated ability to function at both policy advisory and project implementation level
- Promotes the vision, mission and strategic goals of UNDP.
- In-depth practical knowledge of inter-disciplinary developmental issues, adaptability and ability to treat all people fairly.
- Ability to conceptualize and convey strategic vision, adapted to changing external environment.

### **Qualification and experience**

- Masters degree in social science or other relevant field
- Minimum of 7 years relevant management experience in the area of governance, preferably in elections
- Demonstrated experience in managing change in the area of governance
- Demonstrated high-level project management and relationship management skills;
- Experience within UNDP/UN agencies or international donor-supported programme or project management preferred
- Strong analytical skills and understanding of the legal framework and government procedures in relation to project management and electoral processes
- Sound computer proficiency essential
- Fluency in written and spoken English
- Demonstrated evidence of achievement as an innovative leader with proven ability to work within a team environment involving government, NGOs and both public and private sector partners
- Effective communication, problem solving, team building and inter-personal skills
- Previous work experience as PM in related field would be considered as added advantage
- Duration: This position has been budgeted for up-to 52 months

### **Operations Manager**

[Terms of Reference to be finalized]

The operations manager will report to the Project Coordinator and in close coordination with UNDP. The incumbent's scope of work will include:

- Supervising and coordinating the timely implementation/completion of the project activities including provisioning of logistical support for the project
- Developing contingency plans to ensure that project activities (data collection, data integration, recruitment, training etc) are on schedule
- Establishing strategic partnership with all stakeholders to identify areas of improvisation and advice the project management team accordingly
- Assessing the procurement need for the SEMB project and monitor all procurement requirements;
- Ensure compliance UNDP and GoB procurement rules, regulations and policies including source strategy, suppliers evaluation and selection, quality management, customer relationship management and performance measurement.
- Monitoring and evaluation of project activities to identify areas of improvement.
- Liaising with different government agencies/UNDP donors partners, NGOs and other stakeholders for the successful achievement of project outputs
- Coordinating with the international experts and project management team for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks

### **Qualification and experience**

- Master's Degree or equivalent in Business Administration, Public Administration, Finance, Economics or related field
- Minimum 5 years of relevant experience in providing management advisory services; managing staff and operational systems and establishing inter-relationships among international organization and national governments
- Experience in the usage of computers and office software packages, experience in handling of web based management systems
- Experience in the area of elections or governance would be an advantage
- Experience in working with UNDP would be an advantage
- Professional Training on procurement, enterprise risk management and exposure to public procurement regulation (PPR) would be considered positively



### **Project Expert**

[Terms of reference to be finalized]

The Project Expert will be required for the duration of the programme and will support the PMSU to effectively implement the programme to the successful end and timely achievement of objectives.

#### **Duties and responsibilities**

- The Project Expert supports the smooth administration of the project through support to the Project Coordinator and Experts as appropriate. This includes ensuring that all agreements with project staff and short-term consultants are prepared negotiated and signed
- Initiates and administers the mobilization of project inputs under the responsibility of the executing agency
- With respect to short-term consultants: ensures that they deliver the inputs in accordance with their contract, and provides overall supervision of the corresponding project outputs
- With respect to training courses and workshop/seminars: coordinates agenda implementation, logistic support, and reporting and ensures the timely recruitment of resource persons
- Assist the PM and the Finance team for managing the project budget on behalf of the NPD, ensuring that: programme funds are made available when needed and disbursed in accordance with the work plan and financial rules and regulations; accounting records and supporting documents are maintained; required financial reports are prepared; financial operations of the programme are transparent and stand up to audit at any time; and generally ensure that the financial procedures and regulations for NEX projects are applied
- Assisting the Project Coordinator during PSC and PIC meetings in preparing materials and in taking the meeting minutes
- Captures and documents the lessons learnt from implementing the project activities both in terms of substance and process
- Liaises closely with the UNDP Programme Manager and reports regularly to the NPD and the PM
- Maintain close liaison with UNDP Democracy and Governance Cluster and the BEC
- Ensuring that gender and human rights issues are mainstreamed in all polices and activities of the project and are reported properly

#### **Qualifications and experience:**

- Professional qualifications in the field of social science, development or related field
- Minimum of 3-5 years of relevant professional experience in the area of governance;
- Strong understanding of electoral reform issues;
- Significant experience in the administration of project activities in a complex, high-profile organization;
- Fluency in written and spoken English and Bangla; and sufficient exposure to Information Communication Technology.

### **Finance Management Expert**

[Terms of Reference to be finalized]

The Finance Manager will be required for the duration of the programme and will support the PMSU to ensure effective execution of financial services, procedures and processes.

#### **Duties and responsibilities**

- Assume direct responsibility for managing the programme budget on behalf of the NPD, ensuring that:
  - Programme funds are made available when needed and disbursed in accordance with the work plan and financial rules and regulations;
  - Accounting records and supporting documents are maintained;
  - Required financial reports are prepared;
  - Financial operations of the programme are transparent and stands upto audit at any time;
  - Generally ensure that the financial procedures and regulations for NEX programmes are applied;
- Represent SEMB, if and when required, in NEX Audits



- Prepare draft budget revisions, shadow budgets, budget reprisal based on programme delivery reports (PDRs), cost sharing appointment reports and other financial and accounting reports;
- Make disbursement from petty cash and maintain expenditure statement, cashbook, bank register and reconciliation statement etc
- Monitor timely submission of Quarterly Advanced Request (QAR), Quarterly Financial Report (QFT), Annual Equipment Inventory Report, Countersigned CDRs
- Assist the NPD and PM to prepare and update budgetary aspects of programme work plans;
- Maintain proper control of the supporting documents for payments, preparation of all types of vouchers for project expenditures and approval of vendors in Atlas
- Maintain internal expenditure control system ensuring processed vouchers match and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared and processed; travel claims and other entitlements are duly processed
- Other related duties, as required.

#### **Qualifications and experience:**

- Professional qualifications in the field of finance and accounting
- Minimum 5 years relevant professional experience preferably in UN/multilateral donor projects
- Strong understanding of budgeting, payroll, UN/GoB accounting
- Experience using financial software programmes; experience with ATLAS preferred
- Strong ability in spoken and written Bangla and English.

#### **Monitoring and Evaluation Expert**

[Terms of Reference to be finalized]

The Monitoring and Evaluation Manager plays a key coordination and quality assurance role as part of the Project Management Support Unit, which also includes the NPD and Project Coordinator. The Monitoring and Evaluation Manager is responsible for monitoring, measuring and reporting results and supporting project implementation. The Manager will also oversee efforts to assist the Bangladesh Election Commission to strengthen monitoring and evaluation, especially through establishing and training a monitoring and evaluation unit within the BEC and introducing key performance indicators.

#### **Duties and responsibilities**

- Lead the design, implementation and reporting of monitoring and evaluation products such as periodic reporting and baseline, follow-up and project completion data;
- Develop and strengthen monitoring, inspection and evaluation procedures within the BEC and the project
- Contribute to the development of quantitative and qualitative research methods (eg survey design, interviews, focus groups) and the analysis of quantitative and qualitative data for Bangladesh Election Commission and SEMB M&E processes;
- Establish linkages and common areas of measurement between the Bangladesh Election Commission and SEMB M&E mechanisms, where possible
- Strengthen M&E data collection, analysis and reporting with emphasis on impact and aid effectiveness measures;
- Ensure all M&E data collection, analysis and reporting is disaggregated by gender and ethnicity and includes other key cross-cutting information in relation to the project; and
- Contribute to the development of the SEMB Annual Work Plan particularly in areas of performance measurement for deliverables
- Monitor all project activities, expenditures and progress towards achieving the project output
- Recommend further improvement of the logical frame work
- Develop monitoring and impact indicators for the project success
- Monitor and evaluate overall progress on achievement of results
- Develop and monitor a project sustainability and exit-strategy plan
- Undertake field visits to assess and recommend improvements needed on existing monitoring and evaluation systems at district and upazila levels
- Report monthly, quarterly and annual progress against established workplans
- Conduct site visits and prepare monitoring reports
- Provide inputs, information and statistics for quarterly, annual and other reports

- Perform other related duties and responsibilities as required.

#### **Qualifications and experience**

- Professional qualifications in relevant field
- Minimum of 5 years of experience in monitoring and evaluation; experience in the area of governance preferred
- Experience in linking planning to budgeting and monitoring performance of planned outcomes
- Proficiency in oral and written English and Bangla

#### **Communications Specialist**

[Terms of Reference to be finalized]

The Communications Specialist is a key member of the PMSU and is responsible for implementing the SEMB communications strategy, as well as providing inputs to the design, management and implementation of the BEC communications strategy ensuring the achievement of relevant SEMB goals and objectives. The Communications specialist works in close collaboration with the SEMB experts and staff, staff of other BEC projects, Government officials, international and local media, subject matter experts and civil society where relevant ensuring successful communication strategy implementation.

#### **Duties and responsibilities**

- Implementation of the SEMB communications strategy and plan
- Identification of storylines for publications and drafting of substantive articles contributing to success of project outcomes
- Coordination and management of SEMB publication activities, such as content management, norms for publishing, design, etc.
- Facilitate the reform of the BEC communications unit including support with the efficient management of media by the BEC
- Promote BEC and the project partnership building with relevant stakeholders
- Manage and sustain project-stakeholder partnerships
- Prepare and monitor detailed SEMB communications strategy
- Monitor progress against BEC communications strategy and action plan
- Assist communications expert and BEC in organizing training programs and media workshops, seminars, etc.
- Supervise the design and maintenance of the BEC and SEMB web site based on corporate requirements in cooperation with the ICT staff. Prepare the content for the web sites to ensure consistency of the materials.
- Develop strategies, in coordination with international communications expert, to enhance BEC-media collaboration to improve mutual trust and confidence
- Organize planning, designing, printing and distribution of media materials on behalf of the project and arrange project support to BEC communications department in undertaking similar initiatives and delivery of products
- Support the development of voter education material, visitor's programme, and a documentation and resource center for the BEC
- Ensure project support to BEC communications department to enhance its capacity in the accreditation of election observers, in the preparation and review of observation mapping and in organizing briefings and training sessions for the observers
- Promote and maintain public information campaigns on SEMB activities.
- Promote and disseminate corporate advocacy materials for launching flagship initiatives and publications.
- Ensure effective responses to inquiries for public information materials
- Draft/produce regular newsletter.
- Maintain increased coverage and understanding of SEMB's work in the country through regular media contacts and provision of newsworthy information to national public and, where possible, donors.
- Identify and synthesize best practices and lessons learned directly linked to SEMB goals and activities.



- Sound contributions to knowledge networks and communities of practice including corporate communications repositories.
- Provide training, consultancy and advice to SEMB staff on communications for development
- Perform other related duties and responsibilities as required.

#### **Qualifications and experience**

- Professional qualifications in the field of mass communications, journalism, media relations or related field
- Minimum 5 years of relevant experience in communications, public relations or advocacy.
- Relevant experience working in UN/UNDP/development partner funded projects
- Excellent computer skill
- Special knowledge of using different software packages, including MS Word, MS Excel, PPT

#### **Human Resource Specialist**

[Terms of Reference to be finalized]

The HR Specialist is a key member of the PMSU and is responsible for implementing relevant SEMB outcomes including mentoring of relevant BEC officials in collaboration with the Training and Capacity Building Expert; the HR specialist works in close collaboration with the SEMB experts and staff to ensure achievement of relevant SEMB objectives and indicators and the compliance of the SEMB project to UNDP HR rules and regulations.

#### **Duties and responsibilities**

- Ensure timely implementation/completion of project activities related to support to the BEC Personnel Management Sections. This will include the provision of leadership, mentoring, backstopping and financial, administrative, planning and logistical support for the project.
- Ensure timely implementation/completion of SEMB recruitment
- Provide information and mentor the BEC Personnel Management Sections in immediate management of recruitment of new staff and promotions.
- Mentoring and guidance to BEC Personnel Management Sections staff in establishment of the new sections (envisaged in the new organogram).
- Mentoring and guidance to relevant BEC officials on personnel management and in relation to upcoming BEC staff expansion.
- Development and monitoring of HR plans, systems and reports for the smooth functioning and efficient management of staff expansion and promotions by the BEC
- Support implementation of a system of staff skills auditing for identification of skills gaps amongst the permanent BEC staff. Facilitate the review and revision of the audit for regular improvement in delivery.
- Facilitate the development and piloting of an effective staff evaluation system.
- Facilitate the mentoring of BEC personnel in the smooth administration of large numbers of additional temporary staff for the national elections using reformed modern practices
- Work in conjunction with the project's Training and Capacity Building Expert and other project consultants to provide maximum management and electoral expertise.
- Perform other related duties and responsibilities as required.

#### **Qualifications and experience**

- Professional qualifications in relevant field
- Minimum 5 years of experience in human resource management
- Proven knowledge of public service commission regulations and experience supporting organisations through modernisation of human resource practices
- Experience of providing guidance and support to counterparts
- Good knowledge of the electoral environment in Bangladesh

#### **Training and Capacity Building Specialist**

[Terms of Reference to be finalized]

#### **Duties and responsibilities**

- Overall supervision and responsibility for the timely implementation/completion of project activities related to support to the BEC training department for the national elections. This will include the provision of leadership, mentoring, backstopping and financial, administrative, planning and logistical support for the project.
- Provide information and assistance in the development of a training plan, training design, trainer and participant materials, and implementation of training for the national elections.
- Mentoring and guidance to training department staff on a plan for delivery of training to temporary election workers, including voter registration enumerators, constituency level staff, polling workers, media, security officials, and other election stakeholders.
- Mentor and assist training department staff on establishing quality control mechanisms for cascade training. Guidance should be given on implantation of full evaluation and monitoring systems for all national elections trainings conducted
- Guidance and assistance to training department staff on orientation trainings to external stakeholders. This will involve discussion with BEC senior management, consultations with external stakeholders and development of training priorities and plans. Training programmes and materials should be tailored to individual organisational needs.
- Mentoring and guidance on means and options for development of high-quality multi-media training materials for the national elections. This should include manuals for trainers and participants, and should be tailored to particular electoral function. Additional materials should be provided, such as posters, leaflets, CDs etc.
- Work with the training department in identifying the options for the procurement of high-quality multi-media training materials for the national elections.
- Perform other related duties and responsibilities as required.

#### **Qualification and experience**

- Professional qualifications in relevant field
- Minimum five years of experience working on elections.
- Proven knowledge and experience of developing election training plans and programmes and development of materials.
- Proven organisational skills, with ability to work on multiple activities, to plan effectively and to communicate plans clearly.
- Knowledge and understanding of international standards for elections and good practice.
- Experience of providing guidance and support to counterparts.
- Demonstrated ability to work cross-culturally.
- Excellent oral and written English and Bangla skills

#### **Senior Systems Administrator**

[Terms of Reference to be finalized]

The Senior Systems Administrator will be a part of SEMB project and will work as part of the team to establish the BEC ICT systems and build capacity of BEC to maintain its ICT systems including working closely with the PERP project where the voter list database is currently housed.

#### **Duties and responsibilities**

- Work with BEC and project technical staff to ensure the smooth implementation and support of the BEC IT infrastructure.
- Provide technical support for all BEC IT systems including the deployment of the BEC intranet system.
- Provide support for hardware and software configuration and maintenance and respond where necessary to field office inquires and technical support requests.
- Build BEC capacity through trainings to understand and maintain the systems
- Support the installation, configuration, and maintenance of central hardware and network equipment for all BEC computer systems including the nationwide intranet system.
- Configure and deploy workstations for field offices and the connection of these workstations to the intranet system.
- Training of field office staff in the routine operation and maintenance of IT equipment.
- Respond to support requests from field offices and other intranet users.

- Liaise with equipment vendors and service providers to resolve support and maintenance requirements.
- Work closely with BEC and other project technical staff to establish ongoing capacity and methods for the continued maintenance and support of all systems.
- Perform other related duties and responsibilities as required.

#### **Qualifications and experience**

- Professional qualifications in a relevant ICT/IT field
- 3-5 years of experience in implementing and maintaining ICT systems.
- Must be fluent in written and spoken Bangla and English
- Sound knowledge and experience of internet and network security tools and techniques.
- Knowledge and experience with mail server and intranet systems.
- Knowledge of server technology and operating systems.
- Sound knowledge of PC workstation configuration and maintenance.
- Experience providing basic computer training and coaching.

#### **Data Center Manager**

[Terms of Reference to be finalized]

The Data Center Manager will establish and manage the day to day operation of a high available voter data center and disaster recovery site currently stationed at the PEPR project office, with regards to 24 hours operation, duty rosters, monitoring, backup and recovery procedures, access control, physical security, data access and security.

#### **Duties and responsibilities**

- Management and sourcing of data center staff in both locations (data center and disaster recovery site) including of preparation of training plans and courses to create a team of administrator and operators.
- Management of the systems management system, consisting of Network management and monitoring, asset management, remote system management, application management and others.
- Management and sourcing of specialists for the systems management tools and stations, including their training plans.
- Support the BEC management in planning activities to set up the 3 tiered data center in the new NIRD building to become operational in 2013.
- Create and monitor backup and recovery procedures for the voters register to ensure its 100% availability and integrity in a worst case scenario.
- Plan, test and execute worst case scenarios.
- Ensure thru the operation of the data center and systems management the operational integrity of the voters register system in around 500 locations in Bangladesh.
- Any other task considered relevant.

#### **Qualifications and experience**

- Professional qualifications in relevant ICT/IT field
- Minimum 3-7 years of experience working with large databases;
- Significant technical experience with the use of database and biometric technologies including data quality, data integrity, de-duplication and data-entry application design, test and implementation;
- Oracle certification;
- Demonstrable knowledge and experience of implementation of databases, including the use of non-Latin character sets.
- Demonstrated ability to work cross-culturally
- Fluent in both oral and written English and Bangla

#### **Project Associate**

[Terms of Reference to be finalized]

### **Duties and responsibilities**

- Assist the project management support unit with monitoring evaluation and reporting on project progress
- Prepare monitoring and evaluation reports as required per UNDP guidelines
- Prepare quarterly work plan, resource planning and progress monitoring on regular basis i.e. monthly, quarterly etc.
- Provide support in conducting of workshop, seminar in terms of organizing, minutes taking, logistics support.
- Maintain close liaison with UNDP Governance team
- Assist Project Coordinator and NPD in all relevant areas of project implementation
- Assist Project Coordinator in supervising downstream project personnel and monitor implementation of downstream project activities
- Assist with financial and human resources management
- Assist and provide support to work of national and international consultants and missions
- Map key competencies available in different countries and development organizations.

### **Qualifications and experience**

- Bachelors degree in social science, humanities or other relevant field
- 5 years similar experience with UN/UNDP projects
- Good knowledge of government machineries in managing projects
- Experience in managing learning events
- Sound computer proficiency essential.

### **Project Assistant**

[Terms of Reference to be finalized]

### **Duties and responsibilities**

- Carry letters, other communications, reference materials, etc. from desk to desk as marked or directed within and beyond the project office and the section(s)
- Arrange with the registry to distribute, pouch or mail correspondences originating in the project office
- Arrange reference materials in proper order on the shelves
- Replenish supplies of stationeries, utensils, etc.
- Keep all the workstations in the project office neat and orderly
- Liaise with and manage the cleaners to have the furniture, doors, windows, cabinets and the floor of the project office properly dusted, cleaned and mopped prior to start of the day and at the end of the office time
- Liaise with the other Office Assistants for coordination of work
- Liaise with driver pool to arrange transportation of office materials, good and project personnel per office rules
- Perform other duties as required

### **Qualifications and experience**

- Bachelors degree in relevant field
- Minimum of 2 years experience in a similar position with national/international agency
- Experience working in UNDP or other multilateral organizations preferred
- Basic computer proficiency is essential

### **Training Assistant**

[Terms of Reference to be finalized]

### **Duties and responsibilities**

- Assist in developing comprehensive training plan on elections and capacity building issues and other training related issues;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of all training activities;



- Support training and capacity building expert to ensure achievement of SEMB training and capacity building goals and objectives
- Develop training need assessment tools;
- Assist in organizing training in upazila/thana, district and division levels;
- Assist in organizing training programmes in training institutions and other government agencies;
- Organize training for local level election officials as well as other relevant staff
- Assist in revising the training plans as and when required;
- Assist in preparing required training reports for BEC and UNDP;
- Assist in developing training materials including flip charts, booklets and manuals;
- Assist in developing workshop and courtyard meeting module;
- Develop pre/post training evaluation format;
- Develop TOR for training programmes and resource persons for training;
- Maintain training files;
- Monitor and report on progress against SEMB indicators relevant to training and development
- Manage day-to-day routine administration of the project's training component concerning personnel and logistic support;
- Perform other duties as required

#### **Qualifications and experience**

- Bachelors degree in relevant field
- Minimum of 2 years experience in a similar position with national/international agency
- Experience working for UN/UNDP projects/development partners' programme preferred
- Good knowledge of government machineries in managing projects
- Sound computer proficiency essential.
- Fluency in written and oral Bangla and English

#### **Admin and Finance Assistant**

[Terms of Reference to be finalized]

#### **Duties and responsibilities**

- Ensure full compliance with UNDP and GoB rules and regulations of financial processes, financial records and reports and audit follow ups
- Ensure implementation of the effective internal control framework
- Monitor and overview of cost sharing and trust fund agreements follow up on contributions within UNDP's resource mobilization efforts
- Monitor project budget, follow up and monitoring on cash availability
- Ensure follow up proper cost recovery mechanisms
- Proper control of the supporting documents for payments, preparation of all types of vouchers for project expenditures
- Perform relevant tasks in ATLAS
- Assist maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared and processed; travel claims and other entitlements are duly processed
- Timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers
- Maintenance of the Accounts Receivables for UNDP projects and follow-up with partners on contributions, deposits creation in Atlas and their application to AR pending items
- Maintain all other documents and register (all accounts related books) for proper control of the financial resources; and
- Assist Finance Manager in undertaking duties to ensure
- Other related duties, as required.
- Coordinate timely implementation/completion of project activities including provisioning of financial, administrative and logistical support for the project
- Develop contingency plans to ensure that project activities (data collection, data integration, recruitment, training etc) are on schedule

- Identify bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks
- Assets management for the project, including asset registers, asset transfers, physical checks and end of the project procedures
- Use and maintenance of the project assets, including vehicles in line with the relevant rules
- Maintenance and upkeep of all project premises
- Preparation of project and annual HR plans; initiation, maintenance and termination of staff contracts and other HR formalities; maintaining staff evaluations; certification of payroll
- Maintenance of leave and attendance records
- Oversee the training needs assessment of staff and maintain training calendars
- Assessing the procurement needs for the SEMB project and monitor all procurement requirements
- Preparation of project and annual procurement plans
- Monitoring and evaluation of project activities to identify areas for improvement
- Liaising with government agencies/UNDP partners, NGOs and other stakeholders for the successful achievement of project outputs
- Perform any other duties as required

#### **Qualifications and experience**

- Bachelor Degree in relevant field, particularly commerce with major in Accounting or Finance
- Minimum 2 years relevant experience in Administration, Accounts and Financial management in development projects.
- Knowledge on Tax & VAT preferred
- Experience of UN/UNDP funded project preferred
- Sufficient experience with contemporary accounting systems, auditing and exposure to accounting software and ICT

#### **Drivers**

[Terms of Reference to be finalized]

#### **Duties and responsibilities**

- Ensures provision of reliable and secure driving services within and outside Dhaka by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required.
- Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
- Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
- Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, necessary spare parts.
- Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.
- Ensure timely delivery of official letters and documents to the recipient.
- Any other functions, responsibilities or portfolio which may be assigned by the Project Coordinator or UNDP governance focal point

#### **Qualifications and experience**

- Minimum 5 years experience as driver including driving on highways.
- The candidate must possess good knowledge of road network in Dhaka and surrounding areas.
- The candidates must have adequate knowledge and skills in minor vehicle repair and demonstrative initiative and sound judgment.
- Work experience as driver with UN/UNDP or other international organizations desirable
- The candidate should have a minimum SSC or equivalent certificate.
- The incumbents must have valid heavy/light driving license





## **National Programme Officer**

[Terms of Reference to be finalized]

The Programme Officer serves an important assurance role from the UNDP governance cluster; S/he reports to the programme specialist and works closely with the SEMB management and operations team, staff of other election projects, governance cluster, programme staff in other clusters, government officials, political party representatives, technical advisors and experts, multi-lateral and bi-lateral donors and civil society ensuring successful programme implementation.

### **Duties and responsibilities**

#### **Supervision and Coordination:**

- Provides support for the supervision and coordination of project staff, particularly in the absence or by delegation of the programme specialist.
- Participate in UNDP Country Office meetings and represent the programme in the absence of the programme specialist or as and when directed/delegated to do so.

#### **Programme Management and Implementation:**

- Play a support role in formulation and implementation of programme strategies focusing on achievement of results, including grant management and reporting with support from finance staff;
- Facilitate relationships with partner organisations, including troubleshooting where necessary;
- Coordinate staff responsible for the implementation of these projects;
- Coordinate the production of high-quality project outputs; input into the design and implementation of national and sub-national level dialogue processes.
- Provide substantive input on designing and implementing monitoring and evaluation frameworks for the sub-cluster programme including visits to projects' sites and discussion with projects' personnel;
- Monitor project and programme financial/budget status; and
- Present information for audit and support for implementation of audit recommendations.

#### **Support to management of the Sub-Cluster Strategy:**

- Generate innovative ideas and develop programmes as well as project proposals for funding;
- Participate in the review and critique of project proposals and strategic planning document from various projects and ensure that they are gender sensitive and conform to UNDP funding requirements.
- Liaise with Bangladesh election commission, NGOs, women's groups, political party officials and other members of civil society to coordinate activities and for networking purposes.
- Work in close collaboration with the staff of gender unit to keep up to date with new developments in the field of gender and to participate in in-house gender working group meetings and other meetings as requested.

#### **Research and Advocacy:**

- Coordinate and support high quality research in different locations to generate knowledge on representation, electoral reform, women's empowerment issues in diverse thematic areas;
- Derive policy recommendations from research and assist in the development and implementation of an evidence-based advocacy strategy for the programme;
- Work in a team to produce concise reports, briefing notes, etc for external audiences, both national and international.

#### **Facilitation of knowledge building and knowledge sharing:**

- Provide information on a timely basis, on important political and institutional changes of interest for UNDP, and on potential opportunities of work in the country.
- Ensure learning and monitoring processes are in place and that resulting best practice is widely shared.
- Facilitate trainings for partners, project staff and other actors on a wide range of representation related issues;
- Prepare briefings, talking points and presentation materials; make sound contributions to knowledge networks and communities of practice.

- Organize projects' review mission and other missions; ensures timely submission of project progress reports.
- Analyze incoming correspondence on programmes/projects and drafts replies on these correspondence as appropriate.

#### **Qualifications and experience**

- Professional qualifications in political science, international relations or other relevant field of social science;
- Minimum of 3 years relevant programme experience, preferably in the area of governance
- Experience working in the area of electoral reform an advantage.
- Strong analytical ability
- Experience working with international organisations, preferably with UNDP/UN agencies
- Strong writing and oral communication skills
- Excellent computer skills

#### **International ICT Expert**

[Terms of Reference to be finalized]

#### **Duties and responsibilities**

##### **General**

- Provide technical and managerial support to and counsel their BEC counterpart. Establish a relationship of trust and mutual respect. Identify strengths and weaknesses with their counterpart and establish developmental action plan. Actively manage the performance and contribute to the competence development of BEC counterpart.
- Participate in and support the ongoing recruitment of ICT personnel by the BEC
- Advise on the optimum functional organisation of the ICT Wing to deliver BEC organisational objectives.
- Support ICT Wing managers to ensure a smooth transition of ICT resources and responsibilities from SEPB, PERP and CSSED projects to BEC ICT Wing.
- Establish an enhanced performance and learning culture within the ICT Wing; empowering counterpart staff through communication, participation, team-building and nurturing innovation and creativity

##### **Planning**

- Participate in the formulation of an ICT Strategic Plan and of Annual ICT Work Plans.
- Participate in the annual evaluation of the implementation of the work plan and the review of the strategic plan.
- Set priorities and goals for ICT Wing

##### **Technical (a mix of the following functions, appropriate to the role being counterparted)**

- As appropriate to the role being counterparted, offer experience and industry best-practise advice on the establishment, management and day to day operation of the ICT Wing, on information systems management, and on data management.
- Assist ICT Wing IS Branch in establishing system/software development lifecycle methodology and software engineering practises at BEC. This may encompass user requirements gathering, definition, design, analysis, verification, coding, testing, evaluation and software quality assurance.
- Assist ICT Wing Data Management Branch in the design, creation and maintenance of enterprise-class relational databases and delivery of highly available database and storage services to the organisation.
- Assist ICT Wing and the Project in procuring and managing outsourcing and other vendor contracts to ensure performance levels and cost effectiveness.
- Identify and contribute to the drafting and approval processes of ICT Policies and Standard Operating Procedures. This will include (but is not limited to) all computer acceptable use policies and information system security policies.
- Support ICT managers and staff as the ICT Wing collaborates with ETI and other BEC organisational units in the creation, delivery and evaluation of ICT training.



- Support the ICT Wing in development or procurement and delivery of robust and scalable web applications and platforms for BEC's online requirements.

#### **Qualifications and experience**

- Professional qualifications in an ICT discipline with postgraduate qualification in Information Systems Management or an MBA. Alternatively, a university degree in business or public administration with postgraduate qualifications in a relevant ICT discipline. Specific and relevant industry certifications are highly desirable
- Minimum 15 years post-graduate experience working in information and communications technologies.
- Progressively more senior management roles and responsibilities for five years.
- Demonstrated ability in start-up and establishment of ICT, IS, IT or MIS functions at enterprise or large public-sector level.
- Demonstrated ability to mentor or develop management staff.
- Substantive experience in one or more of the following disciplines - IT Governance, IT Project Management, Information Systems Management, Software Engineering, IT Operations, Information Systems Security, Disaster Recovery/Business Continuity Planning, Enterprise-level database management, integrated voice/data LAN/WAN, enterprise websites, IT Procurement, ICT Human Resource Management.
- Experience in public sector and UNDP procurement is desirable, though not essential.

#### **International Communications Expert**

[Terms of Reference to be finalized]

#### **Duties and responsibilities**

##### **General**

- Overall supervision and responsibility for the timely implementation/completion of project activities related to the reform of the communications unit of the BEC. This will include provisioning of leadership, mentoring, backstopping and financial, administrative, planning and logistical support for the project and the communications unit of the BEC.
- Advise the BEC in the establishment of an integrated unit of communications that will combine all communication skills and expertise into one unit and be responsible for high profile media and stakeholder relations on behalf of the BEC.

##### **Leadership and Mentoring**

- Provide guidance in the design of an external and internal communications strategy and subsequently advise on introducing these across the organisation with BEC counterpart.
- Together with BEC counterpart implement a comprehensive and reformed set of communication policies to develop a satisfactory corporate identity and communications management policy for the BEC to enhance exchange, flows of information with peers and stakeholders and ensure media stakeholder relations are maintained throughout the electoral cycle.
- Design and introduce a new framework for internal communication with employees at all levels of the Secretariat. A regular system for messaging and updating staff shall be introduced to ensure institutional knowledge of the activities of the BEC.
- Advise the individual who is nominated spokesperson of the BEC to deal and speak directly with the media that will ensure consistent messages and relationships with the media sector.

##### **Training and Support**

- Implement a high quality training and mentoring programme to BEC staff in the communications field at both headquarters and regional and sub-regional levels.
- Enhance the capacity of the staff of the communications unit to incorporate high quality public affairs and public relations practices by mentoring and training.
- Deliver training and mentoring for staff at all levels of the communications unit in order to improve levels of professionalism to ensure greater knowledge and increased levels of professionalism in the unit.

##### **Creation and Production of Public Relations Material**

- Provide guidance to the planning and the introduction of a visitors' programme for the BEC to showcase its work to international visitors and around the country in order to encourage understanding and support for its work both internationally and nationally.

- Advise on the production of a range of material archiving and showcasing the activities of the BEC in order to construct a legacy and corporate identity for internal and external purposes. Included in the scope of this work would be the production of audiovisual and print based material.
- Implement a voter education design and strategy programme to develop and produce voter education material to improve voter awareness of electoral procedures. Training, mentoring and resources will be made available to staff to ensure necessary skills are available.
- Provide guidance in the transformation of the present library to create a documentation and resource centre that is able to showcase the activities of the BEC and respond to information requests and have access to relevant up to date publications and electronic journals related to elections.

#### External and Internal Stakeholder Tools

- Advise the BEC staff to establish regular national liaison structures to reach out to stakeholders including political parties, the media and civil society groups responsible for election observation and voter and civic education.
- Provide assistance and advice in developing a self-regulatory code of conduct for the mass media that meets regional and international standards. This will include drafting and consultation support to professional bodies in the media sector.
- Guidance to the BEC to plan and build up a portfolio of inter-regional activities for participation of different levels of BEC staff in the South Asian region by knowledge transfer and mentoring. This will include peer-to-peer relationship building and knowledge transfer in the South Asian region as well as study tours, work placements and election management observation visits to observe elections in peer countries.
- Facilitate an increase in the capacity of the BEC to commission material: policy issue based public opinion polls, external assessment reports from groups such as civil society and expert independent institutions.
- Provide assistance to review and update the present system for registration and accreditation of international and national election observers and observer guidelines. This will also include assistance in the development of a briefing strategy for these stakeholders as well as creating liaison structures.

#### Qualifications and experience

- Professional qualifications in Social Sciences, Communications, Media Studies or a related discipline.
- Minimum 10-15 years of experience working with election and media issues and/or public relations.
- Knowledge and experience of working with media stakeholders, civil society organisations and other stakeholders.
- Demonstrated ability to organise high profile events on national and international levels.
- Experience in developing codes of conduct for the media sector and media monitoring methodologies.
- Experience in management of communications/policy units.
- Prior experience in managing domestic and international election observers.
- Good knowledge of the electoral environment in Bangladesh
- Fluent in written and oral English

#### **International Training and Capacity Building Expert**

[Terms of Reference to be finalized]

The programme components that deal with training and institutional growth require a full time professional to provide mentoring and guidance on the growth of the training department, and BEC strategic and organisational development.

#### **Duties and responsibilities**

- Overall supervision and responsibility for the timely implementation/completion of project activities related to the reform of the training department and BEC organisational development. This will include the provision of leadership, mentoring, backstopping and financial, administrative, planning and logistical support for the project.

- Provide information and mentor the BEC in development of the training department, training activities, strategic planning, institutional development, and organisational innovation.
- Provide immediate orientation and mentoring to training department staff (new staff envisaged) for immediate support with training department growth, establishment of an initial system of evaluation and monitoring.
- Mentor training department counterparts in undertaking a consultation exercise with internal and external stakeholders, including through regional workshops. Provide guidance on the process for establishment of a written vision statement, working procedures and work plans for the training department.
- Mentor counterparts in the development of a system of evaluation of trainings and monitoring of training conducted in the field.
- Provide on-going guidance on establishment of a system for reviewing training conducted during previous years and consequent development of procedures and plans.
- Provide guidance on establishment of a system of reviewing departmental costs and budget planning. This should include provision for BEC production of high quality materials for future activities.
- Mentoring on planning and implementing a comprehensive post-election assessment of training undertaken for the national elections. Guidance to counterparts in undertaking a comprehensive review of all activities, a new consultation process and formation of a new vision statement and working procedures.
- Liaise with and assist project consultants working with the training department. This includes consultants working on training planning, materials development and implementation of training for the local elections and voter registration.
- Liaise with and assist project experts working with the training department, in particular the International Expert (National Elections Training) with planning, material development and implementation of training for the national elections scheduled for 2014.
- Provide direct guidance as required to training department staff on training for voter registration, local elections, by-elections and national elections.
- Liaise with and assist international consultants working on training of trainers (ToT) and provide on-going mentoring and support for comprehensive ToT in the training department and roll out ToT at field level.
- Liaise with and assist with the implementation of BRIDGE courses at the BEC at central and field levels, to include the accreditation of BEC staff as BRIDGE facilitators.
- Provide guidance to BEC staff and consultants in the development of electronic learning courses by the BEC.
- Mentor BEC training department staff on orientation training to external stakeholders and development of orientation programme and material.
- Provide expert assistance to the BEC in preparation of an orientation programme for new Commissioners, with recommendations on external speakers etc.
- Provide assistance with building needs specification for the new training department premises, and consequent identification of suitable temporary accommodation (until the new permanent BEC building is ready).
- Work with the training department in planning and reviewing use of materials provided by the project. This includes some fit out costs, equipment, training kits etc. Look at maintenance and re-supply issues.
- Provide mentoring on the on-going review and re-formulation of BEC strategic planning.
- After the national elections scheduled for 2014, support the BEC in conducting a lessons learned, and consequent review of the organisation's strategic plan (based on stakeholder consultation).
- Liaise with and assist the BEC and international consultants working in election research and topic experts in their work with the planning, development and research branch for the development of research and analysis of election issues and BEC options.
- Liaise with and assist the BEC's Administration Wing, the project's Management Expert and project consultants in modernisation of the BEC's internal administration for more efficient election management. This includes mentoring in development of a BEC staffing skills audit and an effective staff evaluation system.

- Perform other related duties and responsibilities as required.

#### **Qualifications and experience**

- Professional qualifications in relevant field
- Minimum 10 years of experience working with elections, including in working with election management bodies.
- Knowledge and experience of implementation of training and skills development activities for election administration staff.
- Knowledge and experience of organisational development issues in election management.
- Proven organisational skills, with ability to work on multiple activities, to plan effectively and to communicate plans clearly.
- Knowledge and understanding of international standards for elections and good practice.
- Experience of providing guidance and support to counterparts.
- Demonstrated ability to work cross-culturally.

#### **Programme Specialist, elections and parliament**

[Terms of Reference to be finalized]

#### **Duties and responsibilities**

Ensures implementation of programme strategies focusing on achievement of the following results:

- Supervise UNDP's political governance (elections and parliament) team select short term experts (when required);
- Mobilize resources from development partners for the political governance portfolio and manage overall donor communication and coordination;
- Liaise closely with the portfolio's national counterparts including the National Project Directors and leadership of Parliament and its Secretariat and the Election Commission to ensure effective project implementation;
- Ensure effective program development, including coordinating with stakeholders to revise existing projects and develop new programs;
- Execute a comprehensive communication plan to disseminate information on the portfolio's results;
- Liaise closely with UNEAD and BDP on project progress and the overall electoral environment;
- Monitor all project activities, expenditures and progress towards achieving the project output;
- Visit the project site(s) regularly to monitor project activities
- Prepare regular project progress and monitoring reports for UNDP and donors;
- Review all available documentation on procurement, recruitment and budgeting for the projects in the elections portfolio;
- Update the risk logs, issue logs and monitoring logs in ATLAS
- Prepare TORs for short term experts and missions
- Undertaking policy consultations with the government, and providing advisory support

Contributes in effective management of the CO programme within the thematic area assigned focusing on quality control from formulation to implementation of the country programme achieving the following results:

- Effective application of RBM tools, establishment of management targets (BSC) and monitoring achievement of results.
- Design and formulation of CO programme within the area of responsibility, translating UNDP's priorities into local interventions.
- Coordination of programme implementation with the executing agencies. Introduction of performance indicators/ success criteria, cost recovery, targets and milestones.
- Initiation of a project, presentation of the project to PAC, entering project into Atlas, finalization of contribution agreement; determination of required revisions; coordination of the mandatory and budget re-phasing exercises, closure of projects through review. Programme Specialist performs functions of Manager Level 1 in Atlas for POs and vouchers approval, participates in recruitment processes for projects.



- Participation in financial and substantive monitoring and evaluation of the projects, identification of operational and financial problems, development of solutions. Participation in audit of NEX/DEX projects.
- Ensures evaluation of the programme impact. Monitoring and analysis of the programme environment, timely readjustments in portfolio.

Ensures creation of strategic partnerships and implementation of the resource mobilization strategy focusing on achievement of the following results:

- Contributes in development of partnerships with the UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, civil society in the thematic area based on strategic goals of UNDP, country needs and donors' priorities.
- Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization.

Contributing to policy analysis and formulation and knowledge sharing networks within his/her portfolio focusing on achievement of the following results:

- Leads policy dialogue on and analysis of political governance, including electoral development and parliament strengthening, and related governance aspects
- Through the UNDP Regional Centres, and the knowledge networks of UNDP, identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learnt directly linked to programme country policy goals.
- Sound contributions to knowledge networks and communities of practice.
- In collaboration with Supervisor and/or Management, organization of trainings for projects staff and national counterparts on programme issues.

Any other functions, responsibilities or portfolio which may be assigned by the DCD (P).

#### **Qualifications and experience**

- Master's Degree or equivalent in public administration, political science
- A minimum of 5 years of relevant experience, preferably in international organizations or government agencies.
- Knowledge and experience with elections and parliament
- Knowledge and experience in areas such as human rights and working with CSOs will be an additional advantage.
- Knowledge of and/or experience in Bangladesh a distinct advantage
- Experience in design, monitoring and evaluation of development projects is an asset.
- Experience in the usage of computers and office software packages, experience in handling of web-based management systems and advanced programmes for statistical analysis of data.

