



निर्वाचन आयोग, नेपाल
ELECTION COMMISSION, NEPAL



United Nations
Development
Programme
Nepal Country
Office

Electoral Support Project

Institutional Strengthening and Professional
Development Support for the Election Commission
of Nepal

United Nations Development Programme

Country: NEPAL

Project Document

Project Title:	Institutional Strengthening and Professional Development Support for the Election Commission of Nepal (2008-2011)
UNDAF Outcome(s):	National Institution, process and initiative strengthened to consolidate peace
Expected CP Outcome(s):	Increased access to and participation in constitution building and free and fair electoral processes.
Expected Output(s):	Election Commission of Nepal (ECN) supported to strengthen its capacities to conduct free and fair elections.
Implementing Partner:	Election Commission of Nepal

After 10 years of internal conflict, Nepal has recently conducted the election of a Constituent Assembly (CA) that as a first step proclaimed the country as a Federal Republic and will draft a new constitution and establish the framework for the first post-conflict general elections and, possibly, for local government elections. The United Nations Development Programme (UNDP) and the international donor community, recognising that the CA election is only a first, crucial step in the peace process in Nepal and building on their prior and still ongoing involvement in supporting the CA electoral process, remain committed to assist the Election Commission of Nepal (ECN) in continuing to deliver its mandated functions of conducting participatory, peaceful and credible elections and in further consolidating itself as a permanent, professional, credible and independent institution of governance.

This Electoral Support Project consists of a 3-year technical assistance initiative, commencing upon the completion of the CA electoral process and following until mid 2011, with an envisaged further extension, depending upon the availability of additional funding. Without the immediate political and operational pressure for the ECN to deliver a specific electoral event, the strategic support provided by the Project in the inter-elections period (2008-2011) will have a strong emphasis on building a sustainable and enduring institutional and professional capacity within the ECN that could be easily and effectively re-employed in future elections. Through the provision of on-site technical advisory service and specialised electoral support, the Project seeks to enhance and further consolidate the institutional and professional capacities of the ECN, its Secretariat and the its subsidiary local offices to meet the numerous priorities that need to be addressed to further enhance the credibility and the adequacy of Nepal's future electoral processes.



Therefore, with this approach in mind, the strategic support provided by this Project is founded on two fundamental premises: (i) the effective institutionalisation and consolidation of crucial and tangible lessons learned during the administration of the 2008 CA election; and (ii) translating these key lessons into a solid basis upon which longer term, "between-election" sustainable technical assistance and specialised expertise will be provided to the ECN.

The Electoral Support Project is an integral component of Country Programme Action Plan (CPAP) that UNDP has entered with the Government of Nepal on 25 February 2008. As such, the Project has been designed to meet UNDP Country Programme outcome to "increase access to and participation in constitution building and free and fair electoral processes" and the outcome of the United Nations Development Assistance Framework (UNDAF) strategic programme framework of guaranteeing an "equitable citizen access to legislative procedures and inclusive, meaningful participation in constitution building and electoral processes".

Programme Period: 2008-2011
 Key Result Area (Strategic Plan): Democratic Governance – Fostering inclusive participation
 Atlas Award ID: 00049636
 Start date: 25 August 2008
 End Date: 31 July 2011
 PAC Meeting Date: 1 July 2008
 Management Arrangements: DIM

2008 AWP budget: 200,000 USD
 Total resources required: 3,652,049 USD
 Total allocated resources: 1,300,000 USD
 • Regular _____
 • Other: _____
 ○ Donor _____
 ○ Donor _____
 ○ Donor _____
 ○ Government _____
 Unfunded budget: 2,352,049 USD
 In-kind Contributions

Agreed by (UNDP):

Signature: 
 Ghulam M. Isaczai
 Deputy Resident Representative/Programme


Agreed by (Election Commission of Nepal):

Signature: 
 Laxman Prasad Bhattarai
 Joint Secretary



TABLE OF CONTENTS

SECTION 1: SITUATION ANALYSIS	5
Background	5
Prior electoral support.....	5
Longer term challenges to the electoral process.....	6
SECTION 2: PROJECT STRATEGY	8
The Electoral Cycle Approach	8
Strategy of the current Project	10
Project activities.....	11
Project Activity 1: Strategic Planning.....	12
Project Activity 2: Long-term Professional Development.....	13
Project Activity 3: Civil and Voter Registry Modernization.....	16
Project Activity 4: GIS and Electoral Mapping System	17
Project Activity 5: Regional Technical Cooperation and Professional Exchanges Assistance	18
Project Activity 6: Electoral Education and Information Centre	19
Project Activity 7: Public Outreach and Voter Information/Education	21
Project Activity 8: Electoral Dispute Resolution.....	22
Coordination with other actors.....	22
SECTION 3: PROJECT RESULTS AND RESOURCES FRAMEWORK	24
SECTION 4: INDICATIVE BUDGET SHEET	27
SECTION 5: ACTIVITIES' IMPLEMENTATION TIMETABLE	28
SECTION 6: MANAGEMENT ARRANGEMENTS	31
SECTION 7: MONITORING AND EVALUATION	33
SECTION 8: LEGAL CONTEXT	34

SECTION 1: SITUATION ANALYSIS

Background

Following 10 years of internal armed conflict, the seven political parties and the Communist Party of Nepal-Maoists reached the so-called "Comprehensive Peace Agreement" in November 2006.¹ An Interim Constitution replaced the 1990 Constitution and was formally approved by the Parliament in January 2007. An Interim Government was formed in March 2007.

The commitment to hold elections for a Constituent Assembly that will draft the new Constitution of Nepal constituted a central and crucial element of the "Comprehensive Peace Agreement". While considerable progress in the consolidation of the peace process has been made, the road leading to the holding of the Constituent Assembly (CA) election has not been entirely smooth. Originally scheduled to take place in June 2007, due to recurring political impasses, the CA election process suffered two successive deferments, leading to their final re-scheduling on 10 April 2008, date in which they were successfully held. At its first meeting, on 26 May 2008, the Constituent Assembly proclaimed the Federal Republic of Nepal, ending its 40-year-old monarchy.

The Interim Constitution contains provisions (Part 14) for the establishment of the Election Commission of Nepal (ECN) and the Constituency Assembly Court, as well as provisions for the formation of the Constituent Assembly. The Election Commission - as the body legally entrusted by the Interim Constitution of Nepal with the mandate of preparing, administering and supervising the CA election - is generally perceived as an independent body and most electoral stakeholders recognise its integrity and competence.

In addition to having the crucial responsibility to organise and timely deliver a credible CA election, it is also important to note that the ECN is also mandated by the Interim Constitution to organise the various elections at different levels that will follow once the current transitional phase in the Nepal's peace and democratisation process has been completed.

Prior electoral support

For the immediate-term support specifically targeting the needs connected to the preparation and conduct of the CA election, UNDP has operated within the electoral assistance mandate of the United Nations Missions in Nepal (UNMIN), established by the Security Council Resolution 1740/23 January 2007.

UNMIN, as part of its mandate, established the "Electoral Assistance Office" (EAO) at the Election Commission with a pool of technical advisors operating from its headquarters in Kathmandu, from the five regional centres and with UNV serving as District Electoral Advisors who were deployed in the 75 districts of the country. More specifically, the mandate of UNMIN EAO entailed the provision of technical advisory services to the ECN in the planning, preparation and conduct of the election of the Constituent Assembly in a free and fair environment by providing technical advice in the following areas: legal matters; electoral procedures; voter education; electoral operations and logistics; poll worker training; IT project management; media policy; field support; and donor coordination.

UNDP, in line with its mandate to work with developing countries in the areas of professional development and democratic governance, for all immediate term assistance related to the CA election, specifically played a capacity-building role under the electoral assistance mandate and overall coordination of the UNMIN EAO.

¹ The Comprehensive Peace Agreement (CPA) was signed on 21 November 2006.

As part of this mandate, UNDP provided technical assistance to the ECN covering two main key areas:

- (a) **Provision of specialised and rapid-reaction electoral support.** This support component sought to ensure that key procedural and operational aspects of the CA electoral process were substantially improved and that reflected recognized international electoral standards, thus strengthening the overall confidence of the electorate and other electoral stakeholders in the process.

Given the multiple challenges and the evolving needs (very often unpredictable) connected with the holding of the CA election, through this project activity UNDP assisted the ECN with the rapid deployment (also under the overall coordination of UNMIN EAO) of short and medium-term electoral experts who were required on an as-needed basis to provide specialised assistance on specific areas of expertise. Expertise included: the adaptation and implementation of the electoral quotas; the production of ballot papers; ad-hoc support for field operations; electoral observation; capacity-building; operational training; and voter education.

- (b) **Assistance to the ECN in facilitating domestic and international electoral observation activities.** This support component sought to strengthen public confidence in the electoral process by facilitating a broad, coordinated and homogeneous deployment of domestic and international observers during the CA election. This supporting activity aimed to facilitate the electoral observation exercise to be conducted by international and domestic groups by assisting the ECN in establishing and managing an "Electoral Observation Resource Centre" (EORC). The EORC served as a clearinghouse for all information related to election observation and promoted a coordinated approach in the deployment of observers, preventing a duplication of efforts from observer groups and ensuring a more homogeneous coverage of the polling stations throughout Nepal.

Longer term challenges to the electoral process

Looking longer term, however, the CA election cannot be considered as the end of Nepal's peace process but rather as a first, critical step along the road. UNDP believes that it is crucial that the strongly required continuity of assistance is ensured and that the considerable progresses that the ECN has achieved until now are adequately supported, sustained and further consolidated in subsequent electoral cycles.

The ECN is a permanent body² that pre-existed - and will endure beyond - the current period of transition, with important responsibilities of not only organising and delivering subsequent elections, but also of performing other important functions between elections. These include: conducting periodic voter registration updates; holding by-elections; possibly, preparing for public consultations that may arise with the implementation of the new federal setting for the Federal Republic of Nepal; undertaking ongoing staff training and other professional development initiatives; further strengthening itself as a permanent and credible institution of governance; carrying out various outreach activities with civil society organizations, political parties and the media; cooperate with other governmental institutions and departments to enact electoral reforms; participating in international and regional election-related events; establish stronger relations and cooperation with election peers worldwide; etc.

It must be also openly acknowledged that, as a result of its professional and successful conduct of the CA election, the ECN is a generally well regarded and respected body that currently enjoys a good deal of credibility in the Nepali society and in political circles. This public confidence provides for a solid base upon which long-term electoral support could be planned, built and gradually expanded.

² According to the Interim Constitution of Nepal, the ECN can comprise up to five election commissioners, including the Chief Commissioner, as is currently the case. The commissioners are supported by a small cadre of senior officials. As the ECN is a constitutional body, its commissioners are recommended for appointment by the Constitutional Council. All of the commission staff is drawn from the Nepali civil service.

Nevertheless, despite the recent important successes connected to the CA election, considerable challenges in the consolidation of the electoral system and the administration of elections in the Federal Republic of Nepal still remain. Hence, with specific regard to its mandated tasks for the administration of future elections, the ECN confronts a number of long-term challenges, including:

- a) **The need to move its ability to plan and respond to needs from a reactive to a proactive approach:** the ECN needs to be assisted in shifting its work from the current event-driven approach, entirely focusing on the delivery of a specific election, to a broader and more cogent process-driven strategy focusing on a multi-year planning and on the sustainability of longer term efforts to permanently address the various challenges that the ECN has faced and still faces) in successfully performing its mandated functions.
- b) **An evolving legal framework of the elections:** the forthcoming reforming process of the electoral framework will have a great impact on the administration of future electoral process in general, on the implementation of specific electoral operations, as well as on the organisational structure and functioning of the Election Commission. Furthermore, reformed electoral legislation and a new electoral system will require the development by the ECN of an entirely new set of election procedures based on both amended and new legal provisions.
- c) **Limited institutional knowledge transferred from one election to the next:** there is the need for the Election Commission to ensure the required continuity in the development of the professional and technical skills of its staff at all levels, by building a permanent know-how as a sustainable basis to manage future cycles of elections that is based on prior experience, lessons learned and on a constant learning process.
- d) **Existing capacities of ECN staff need to be strengthened:** while the current members of the ECN Secretariat are seasoned professionals who have organized a number of elections before (both in Nepal and in other countries), and who have acquired a solid experience with the implementation of the CA election, the local-level offices have many newly recruited staff, most of whom have limited electoral administration experience.
- e) **High stakeholders' expectations:** the political stakes connected to the holding of credible elections in a transitional, post-conflict country are extremely high, as well as the hopes of the Nepali population as a whole and the expectations of key electoral stakeholders (such as the political parties, the media, the civil society, observers groups, the international community, etc) on the performance of the ECN in professionally and credibly fulfilling its constitutionally mandated functions in future elections.
- f) **Evident flaws in the system used to compile the voters' lists call for major reforms:** according to the ECN, to election observation reports, technical audits and other sources, the voters' lists are believed to be highly inaccurate and outdated, excluding wide numbers of eligible voters and including ineligible ones, containing omissions and double entries, deceased and under-age voters, outdated voters' residence information, etc. As the credible basis for any future elections, the system for compiling the voters' lists needs to be substantially reformed and modernised.

Post-conflict setting, population movements and the social inclusion of traditionally marginalised groups (such as women and ethnic minorities) in the electoral process: the Federal Republic of Nepal is a mosaic of different minority and ethnic groups divided into castes, about half of the population who is illiterate, with more than 80 percent of the population lives in rural areas and with a traditionally low participation of women in the political life. The CA electoral process has strongly demonstrated the vital importance of ensuring inclusion and representations of these groups and the heavy repercussions that neglecting to address this key issue may have on the overall peace process. Public awareness and information campaigns between elections must specifically target women and excluded groups of the

society, using, in its strategy a methodology and communication techniques adequate to more effectively encourage these groups participation in electoral processes.

Therefore, when looking at the various, significant longer term challenges faced by the ECN, it must be concluded that the next cycle of elections mustn't be regarded as the end of the consolidation process of Nepal's democracy, rather as a first and quite critical step of this process.

This consideration has prompted UNDP to avoid to take a too short view of post-CA election electoral assistance, where it is strongly evident that the ECN still needs to rely on the provision of sustained support to be delivered over an extended period of time, not only to adequately absorb the requisite capacities and develop the much-needed professionalism to deliver a technically well-administered and credible **election event**, but more importantly also to **permanently retain** such capacities and professionalism over **multiple electoral cycles**.

With its focus on long-term, inter-election support, the current Electoral Support Project seeks to ensure the **necessary continuity** in the institutional strengthening of the ECN and in the professional development of the skills of its officials by focusing the delivery of support towards building a permanent know-how and a sustainable basis to manage future cycles of elections based on prior experience, technical evaluation, lessons learned and on a constant learning process.

This innovative and sustainable in electoral assistance approach entails to move away from the notion of targeting elections as one-off, isolated events, and instead look at elections in their broader development context, from a process-based perspective, still prioritising ad-hoc electoral technical assistance, but as an integral part of a comprehensive strategy to permanently strengthen democratic processes and institutions in Nepal.

SECTION 2: PROJECT STRATEGY

The Electoral Cycle Approach

Over the past two decades, the international community has provided extensive electoral support in a wide number of countries through many positive technical assistance missions and interventions, helping to conduct multiple elections, to develop and promote a number of key principles and standards, and to gradually experiment and apply different approaches, systems, technologies and innovative materials.

However, despite the extensive wealth of knowledge and experience acquired through past electoral assistance initiatives, these interventions were often guided more by isolated short-term policy objectives than by long-term, broad development cooperation strategies. In the majority of cases, there was a widespread tendency to target elections as isolated events, not integrating them in the broader democratic governance agenda and, regrettably, not addressing them as part of an ongoing and cyclical process that re-occurs every few years, at regular intervals of time.

While these interventions often achieved a high political visibility, yet, it must be also recognised that often in most cases their actual impact on broader and longstanding democratic development issues was a short-lived one. This tendency to provide "event-driven" support predominantly focused on the so-called "too much & too late" electoral assistance approach, where large-scale support was delivered in extremely compressed periods of time, where such support was entirely directed at a specific election, where little attention was paid on what followed that event and where crucial lessons learned were not adequately retained.

Normally, the tendency for such an ad-hoc support would have it to rapidly dissipate immediately after the given electoral event was over, to be then completely discontinued during the period leading to the next election, only to resume shortly before such an event was due to take place.

With these premises, the assessment of past electoral assistance interventions led to the recognition that:

- a) while support to one-off electoral events may indeed produce positive results, often these results are ephemeral and, for this very reason, cannot achieve complete sustainability;
- b) the misjudgement of past electoral assistance initiatives did not rest so much in the provision of ad-hoc short-term support, but more in the confidence that such short-lived support would suffice over the years;
- c) a short-sighted assistance approach could never ensure sustainable and long-lasting effects on electoral processes, on the institutional strengthening of the election institution concerned and, finally, on the broader democratic development of the recipient country.

In contrast, support for sustainable institutional strengthening is - by its very nature - a long-term undertaking that requires adequate levels of continuity and that needs to be implemented, nurtured and sustained over an extended period of time. Therefore, given its long-term nature, institutional strengthening support is less visible and, for this reason, perhaps less politically attractive and appealing to international donors and providers of technical assistance, particularly if the next elections are scheduled several years ahead.

This alternative, more sustainable approach has recently led UNDP, together with a number of a number of international partners, to:

- adopt, promote and embrace the alternative strategy of supporting an electoral process as an ongoing - or cyclical - activity, rather than channelling substantial resources and technical support uniquely towards the delivery of a given electoral event, at intermittent and disconnected points in time;
- plan and implement electoral assistance within the broader framework of democratic governance with a pro-active approach, that is by "thinking ahead" of at least 5 or 10 years, rather than hastily reacting to each electoral event immediately before it occurs.

To this effect, the notion of gearing technical assistance towards an election as a one-off, isolated event that is starting from scratch every 4 or 5 years, is no longer central to the electoral support initiatives led by UNDP.

In the specific context of the Federal Republic of Nepal, the 2-year timeframe³ provided to the Constituent Assembly to draft and adopt the new Constitution together with the 6-year mandate for the members of the ECN (as established by the Interim Constitution, Art. 128, paragraph 3) offer a more than suitable timeframe for the long-term institutional and professional development supporting initiatives that are part of the present Electoral Support Project.

Without the immediate operational and political pressure of delivering an electoral event, the period of time between the holding of the 2008 Constituent Assembly election and the adoption of the new Constitution provides for an ideal "window of opportunity" for the ECN (but also for the Government of Nepal and the international donor community alike) to address crucial issues that could not be properly dealt with during the run-up to elections due to a number of constraints, including the high political

³ The Interim Constitution of Nepal establishes a timeframe of two years, with a possibility of one six-month extension (in case of a state of emergency), for the Constituent Assembly to draft a new constitution.

pressure, the challenge of delivering the elections in a short timeframe and without the immediate unavailability of resources, the highly contested political environment, the various political deadlocks, etc.

Strategy of the current Project

The “electoral cycle approach” (as described in the previous section of this document) was closely reflected and applied to the overall strategy envisaged for the present Electoral Support Project. Hence, its strategy focuses on the notion that the provision of event-driven support is no longer attractive, sustainable and effective in terms of cost-benefit and of achieving enduring results, where the impact of such a support on broader governance and development goals must also be carefully taken into account.

In line with the UNDP’s mandate to work with developing countries in the areas of professional development and democratic governance and with previous electoral support provided to the ECN, over the course of several months in the period leading up to the 2008 CA election, UNDP conducted an extensive round of consultations with the senior ECN officials, key electoral stakeholders and the international donor community with the objective to define key strategic areas of long-term electoral support to be implemented through the current Project.

Following these consultations and the various political developments that resulted in two deferments of the CA electoral process, UNDP developed, progressively amended and revised the Electoral Support Project, until reaching the current draft. During the protracted consultation process, it was agreed that, through the current Project, UNDP will coordinate electoral assistance among donors and national and international actors at the country level. This will include both financial coordination involving the channelling of donor funds for electoral support as well as supporting the ECN in the coordination of the activities of a broader range of international and national actors through meetings and other types of donor coordination forums.

This Project, therefore, consists of as a 3-year technical assistance initiative for the ECN, its Secretariat and its local level offices, with a focus on addressing their long-term priority needs through the provision of specialised advisory services, technical assistance and electoral support in the following three main strategic areas of support:

- a) **Institutional strengthening:** enhancing the institutional and management capacity of the ECN, through the improvement of the electoral administration as a whole, including, among other key strategic areas of assistance, legal reform, strategic planning, voter registration, institutional strengthening, electoral mapping system, regional networking, electoral dispute resolution, management of electoral stakeholders, etc.
- b) **Professional development⁴:** enhancing the work and professional capabilities of its staff at headquarters and the local level, conducting training efforts targeting elections as a recurring *cycle* (as opposed to as an one-off *event*) and, therefore, with strong emphasis on building a permanent and sustainable professional capacity in the ECN staff at all levels that could be retained and easily re-employed in future elections. Training on electoral related issues can be expanded to include also civil society, organisations representatives of specific segments of the Nepali society (especially the marginalised ones) and other electoral stakeholders, both at central and local level, to create an opportunity for a creation of a pool of experts that can support the EC in the future. Bearing in mind that the participation of women must be encouraged, these potential groups for training must include women (looking at a 30% to 50% representation).

⁴ In drafting this project document, preference was given to the use of “professional development” over “capacity building”. The latter presupposes that local capacities are actually not in place. The former connotes a long-term process that covers many crucial stages, including developing already existing capacities and ensuring fundamental preconditions such as national ownership and sustainability.

- c) **Democratic participation:** expanding levels of electoral/democratic awareness and participation prior to the next general or local elections in Nepal, particularly for under-represented and disadvantaged segments of the Nepali society (in particular, women and ethnic minorities).

The combination of these three elements is strategically critical to the achievement of enduring enhancements in electoral management and of increased democratic awareness and voters' participation in the next cycle of elections to be held in the Federal Republic of Nepal.

For the various assistance activities envisaged by this project, UNDP will collaborate, if and when needed, with other international assistance providers, see "Coordination with other actors" at page 22 of this document.

UNDP Electoral Support Project, at its completion in 2011, is expected to have attained three main **outputs**, namely:

Output 1:	Strengthened capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.
Output 2:	Enhanced professional capacities of the ECN officials at headquarters and at the ECN subsidiary offices at the local level.
Output 3:	Expanded democratic participation in the next cycle of elections, particularly for under-represented and disadvantaged segments of the Nepali society.

Project activities and their related outputs are described in more detail in the next section of this document. Each phase features activities designed to advance the outcome and outputs accordingly.

Project activities

As explained earlier in this document, UNDP Electoral Support Project is centred on the provision of sustained institutional strengthening and professional development assistance initiatives to assist the Election Commission of Nepal in its continuing efforts to strengthen and enhance its own capacity to function as a permanent, professional and independent electoral management body.

Note: It is important to highlight that the various longer-term project activities identified and described in the next pages of this document could be modified, refined, reviewed and expanded at any time, particularly subject to the lessons learned resulting from the implementation and the assessment of the CA election and to possible new needs and priorities (currently unknown) that may be arising following the holding of the CA election, the proclamation of the Federal republic of Nepal, as well as through the formulation and implementation of the Election Commission's multi-year Strategic Plan.

The primary objective of the Electoral Support Project is to significantly strengthen the professional capacities and institutional organisation of the ECN, particularly in view of its next major challenge, which is the preparation of the first legislative and, possibly, local elections to be conducted once the new Constitution of Nepal will be finalized and ratified.

More specifically, UNDP Electoral Support Project consists of the following assistance activities:

- Project Activity 1: Strategic Planning**
- Project Activity 2: Long-term Professional Development (BRIDGE)**
- Project Activity 3: Civil and Voter Registry Modernization**

- Project Activity 4: GIS and Electoral Mapping System
- Project Activity 5: Regional Technical Cooperation and Professional Exchanges
- Project Activity 6: Electoral Information and Education Centre
- Project Activity 7: Public Outreach and Voter Information/Education
- Project Activity 8: Electoral Complaint Resolution

Immediately upon completion of this project in 2011, UNDP and the ECN will jointly undertake a review of the assistance provided and of the impact of its activities, as well as a comprehensive assessment of the Election Commission's needs based on the implementation of its multi-year Strategic Plan, to determine possible future strategic areas of assistance to be provided over the next three years (2011-2014).

Below follows a description in greater details of the envisaged project activities:

Project Activity 1: Strategic Planning

Activity Result 1: A multi-year strategic plan is produced, adopted and implemented and guides the Election Commission in the full attainment of its mission, vision and set goals and objectives.

Description of the activity: For most election management bodies in emerging or transitional democracies, strategic planning is a relatively new concept. Most electoral institutions have never engaged in this type of planning, the focus of the activities being to plan from election to election, often with a reactive approach, responding to each electoral event as it actually occurs. Strategic planning is about thinking proactively, anticipating the needs, deciding what kind of institution the ECN wants to be in a 3 to 5 year span and then setting a course on how to achieve realising this institutional vision.

Helping to ensure that ECN's electoral officials at all levels are working towards the same goals, strategic planning represents a broad, focused and consultative effort that intends to produce decisions and actions that shape and guide what the ECN does, how it does it and where it wants to be in the future.

This project activity focuses on supporting the ECN to formulate and adopt a multi-year Strategic Plan that could serve as an integrated and structured framework for the definition of its mission, vision, guiding principles, strategic goals, objectives and strategies. Assistance for this activity is centred on supporting the ECN in the formulation and gradual implementation of its multi-year Strategic Plan, based on the internal and external organisational assessments and on other strategic elements.

The implementation of the ECN Strategic Plan requires effective planning. This project activity, therefore, will focus on the implementation of the management and operational plans as defined in the ECN's Strategic Plan, setting a detailed process on how the ECN will meet the defined objectives, goals and how will accomplish its mission, and on how progress will be continuously measured and monitored.

Therefore, the aim of this support component is to provide the ECN with a planning and management tool that could support its efforts to strengthen itself as an institution and to deliver sustainable, professional and credible elections by:

- providing a framework and focus for improvement efforts within the structure of the ECN;
- optimizing its structure and internal organizational systems;
- providing guidance to senior ECN election officials for their day-to-day decisions;
- providing a means to assess progress in meeting identified goals and objectives.

To be effective (and also credible), the formulation of the Strategic Plan must necessarily be led through a broad and inclusive consultation process that ensures that all voices and opinions are effectively heard and documented. Such a consultation process should not to be limited to ECN staff, but be further expanded to other electoral stakeholders.

A strategic plan is not lists of ideal goals formulated in isolation, rather it is the reflection of the priorities of all those who have a direct "stake" in the work and the mandate of the ECN and who directly participate in and actively contribute to the strategic planning process. A broad and inclusive process of formulation of the Strategic Plan, in which all electoral stakeholders (ranging from election officers, to political, parties, the media, the civil society, etc) are adequately involved and perceive that they were given a chance to participate, will significantly increase the public acceptance, legitimacy and credibility of the resulting Strategic Plan, thus, decreasing the chances for it to be criticised, dismissed, disputed or even rejected by any stakeholder. This means that:

- the higher is the credibility and the inclusiveness of the Strategic Plan's formulation process, the broader will be its acceptance by electoral stakeholders and the longer will be the sustainability of such a comprehensive effort; and
- to be successful, the formulation of the Strategic Plan should be a participative process implemented on the basis of a fluent exchange among the various levels of the ECN, between the ECN and its stakeholders and vice versa, as opposed to an exclusively one-way, top-down approach, where the plan is formulated by the ECN senior management in a vacuum, "imposed" to the lower levels and, thus, not owned by the ECN staff and not perceived by electoral stakeholders as having any direct connection with them and their most immediate needs.

In addition to defining its multi-year Strategic Plan through a consultative process, assistance activities will also support the ECN in the actual and gradual implementation of the various elements that such a Plan will comprise.

This project activity, therefore, also focuses on the implementation of the management and operational plans as defined in the ECN 's Strategic Plan, setting a detailed process on how (and by when, by whom) the ECN will meet the defined objectives, goals and how will accomplish its mission, and on how progress will be continuously measured and monitored.

Gender/Inclusion: The strategic plan would include special measures to encourage women, minority and normally excluded group's participation in electoral processes as well as in the Civil/Voters Registration:

- Ensure enough time allocated for specific actions of mobilization and to reach out these specific groups in remote areas, as well as to create incentive measures to conduct information sessions with these groups.

Project Activity 2: Long-term Professional Development

Activity Result 2: At the end of this activity, the professional skills of the election officials at the various levels have been enhanced, a pool of certified, skilled electoral trainers has been established at the ECN, high-quality training materials are owned by the ECN together with a comprehensive training curriculum/methodology on election administration - all this has successfully contributed to ECN staff's improved performance in the administration of the next general, local elections or any other type of plebiscite.

Description of the activity: "Professional development" is a relatively recent, innovative and more sustainable approach for the provision of electoral assistance and support: it recognizes that developing a strong and enduring electoral administration capacity in-country is much more valuable, sustainable and effective in the long run, than providing external electoral assistance geared towards specific areas of the electoral process, as an one-off support towards an isolated electoral event. Therefore, investing in people and developing/strengthening their professional capacities are key components of professional development.

The Electoral Support Project intends to develop a comprehensive learning curriculum aiming at enhancing the professional and technical skills, confidence and networking abilities of the ECN's election officials at all levels, with a specific focus on the ECN staff working at the local level. This activity intends to assist the ECN in implementing a series of professional development initiatives to enhance significantly the professional competence of its staff with a sustainable and forward-looking approach and an impact that endures beyond electoral events.

Proposed supporting initiatives, include:

a. The BRIDGE Course on Election Administration

This key, long-term activity is based on the preparatory activities undertaken during the first phase on the project to design and adapt a "BRIDGE Course on Election Administration for the Election Commission of Nepal" (for more details, please see: www.bridge-project.org).

The BRIDGE course can be run in any country and can be adapted to the specific needs of the electoral institution through the use of fully accredited facilitators and interpreters. The New BRIDGE Curriculum Framework 2006-2007 comprises a Foundation Module "Introduction to Electoral Administration" and an additional 20 Modules (typically, each module has a duration of 2-3 days) divided into three main clusters, structured as follows:

Legal Framework	Access to Electoral Processes	Voter Registration
Boundary Delimitation	Voter Education	Pre-election Activities
Electoral Systems	Electoral Contestants	Training of Electoral Officials
Structure of Electoral Management Bodies	Electoral Observation	Polling, Counting and Results
Electoral Technology	Media and Elections	Post-Election Activities
	Electoral Assistance	External Voting
	Gender & Elections	Security

The multi-year BRIDGE Training Curriculum for the ECN will be implemented as a joint assistance initiative of the AEC, International IDEA, IFES and UNDP.

b. Generic Management Programmes and Courses

In parallel to the BRIDGE Course, the project will also offer some general management programmes and courses for the staff of the Election Commission of Nepal at all levels. These initiatives include the following professional development courses for the staff of the ECN:

- **Information Technology:** courses will range from the general operation of computers, the use of internet, email programmes, word, excel, website development (to further enhance the ECN website), moving to more operational aspects including voter registration database development, programmes for the compilation of electoral results, etc.
- **Budget Development and Monitoring:** courses will include accounting and financial management.
- **Human Resources Management:** including recruitment methods, interviewing techniques, developing job descriptions, development of personnel policies and procedures, conflict management skills, other professional training courses on an as-needed basis.
- **Archiving and Indexing:** including methods to establish and maintain a library, archiving, indexing and retrieving publications and files, producing lists, etc.
- **Media and Public Relations:** how to define and implement a media relations strategy for an electoral management body; identify the relevant media and their coverage; be proactive and transparent in releasing information to the media; ensure that the information given to the media is clear and easily understandable; develop a timetable for providing information so that the media have a steady, accurate flow of information on the Commission's activities; designate a spokesperson for the media and one point of administrative contact within the Commission for the media; set up a Media Centre within the Commission to deal with media issues such as media conferences and releases, media tours of electoral activities, a media room, and monitoring media coverage of the Commission's activities, etc.
- **Procurement of Election Materials:** making the Election Commission's financial and procurement methods, regulations and planning more effective is a key strategic priority to drive down costs and improving operational efficiency. Professional development efforts will focus on the improvement of the ECN's procurement strategy and regulations, on enhancing methods for the identification of commodity needs, on developing bid specifications and vendor lists, improving tendering, bid awarding procedures and the preparation of contracts.

For these specific courses, the project envisages the involvement of the "Inter-Agency Procurement Services Office" (IAPSO)⁵ as an important source of expertise on all aspects of local and international procurement and to ensure transparency and cost-effectiveness, including needs assessment, procurement planning, budgeting, assessing and pre-qualifying local suppliers and service providers and setting up local long-term agreements.

Provision of Equipment: assistance activities in this area will also focus on supporting the ECN to support the establishment and strengthening of its permanent infrastructure and to further consolidate its infrastructure and communication system at the local level.

Gender/inclusion: Special attention would be given to the participation of women and excluded groups, particularly in the districts, aiming at 30% to 50% participation of women in the representation of civil society organisation. The module "Gender & Elections" is a BRIDGE modules to be delivered to all the electoral officials and others electoral stakeholders taking BRIDGE training.

NOTE: *Delivery of BRIDGE modules to civil society organisations, political parties and media is an objective. The number of people trained in these sectors should be the indicator for these results.*

⁵ The "Inter-Agency Procurement Services Office (www.iapso.org) assists UN agencies and development projects in purchasing goods and services.

Project Activity 3: Civil and Voter Registry Modernization

Activity Result 3: A voter/civil registration assessment has been produced and its recommendations result in the formulation of a comprehensive project proposal for the modernisation of the system to be used in Nepal to produce accurate, up-to-date and reliable voters' lists which will enable eligible voters to fully exercise their constitutional voting rights.

Description of the activity: Voter registration is a process that identifies eligible voters and ties these individuals to specific locations (or polling stations) where they can exercise their right to vote on an election. This process is usually the single most expensive and time consuming activity in an electoral process. In addition, in many countries voter registration systems are far from being fully sustainable and require, before any election, complex periodic updates.

The current trend to increase sustainability and local ownership of electoral processes entails helping countries – context permitting – to move away from costly and laborious “ad-hoc” or periodic registration exercises to permanent and centralized voter register databases that are continuously updated, open to scrutiny and that, possibly, are interacting with the civil registry in order to be able to generate voters' lists whenever needed and often with a very short notice.

The transition from “ad hoc” or more frequent periodic registration to a permanent, rolling, registration system is often one of the most challenging processes in the development/refinement of electoral processes in emerging democracies. The production of a voters' list is the ultimate goal of a registration process and also represents, for an electoral institution, the first important test of its administration of an election, where means and resources can be extensively tested, weaknesses can be identified and corrected and gaps gradually filled.

The Federal Republic of Nepal currently has a system that calls for voter registration updates annually. At the same time, it has a civil registration system by which the Village Development Committees are responsible for recording births, marriages and deaths. With the past conflict, however, neither the voter nor the civil registry system has been properly maintained for a decade or more. With a very small segment of the population possessing any type of photo ID, the system for compiling voter registers in Nepal needs to be substantially improved and reformed.

This project activity intends to support the ECN in undertaking a comprehensive assessment of the feasibility and costs of revitalizing the civil registry system and using it as a basis for initiating dialogue and a comprehensive project proposal for establishing a new, more reliable and more credible system from which to extract the voter register and for providing the Nepali population with a reliable and durable form of national/voter identification document (ID). As a general principle, the use of a civil registry to produce a voter list demands a great deal of effort in order to maintain the data needed for elections in addition to the vital statistics data normally kept in a civil registry. Therefore, the ease with which a voter list can be based on a civil register and the value added of this approach are directly related to the quality of the civil register, its comprehensiveness and its integrity of production.

At the very least, it typically requires a high level of capacity at the local government level—the Village Development Committee, in the case of the Federal Republic of Nepal—to maintain the lists. Typically, governments that use civil registries place a very high priority on ensuring that they provide reliable, up-to-date information. In turn, voter lists that are produced from such registries are similarly characterized by high accuracy and reliability. These issues and their implications will be examined in more detail within the Nepal context under this specific assistance activity, as well as the development of a comprehensive project proposal for establishing a new voter registration system in Nepal (possibly based on a civil registry) to be funded by the international donor community.

The possibility of establishing the means to allow an “out of country voting system”, which will give the right of those thousands of Nepali living and working abroad to participate in the elections, must be encouraged as a point of discussion for the new Civil and Voter Registry.

Gender/inclusion: To ensure that all the population is actually reached, special measures may be required when conducting the Registration process: the existence of mobile registration teams is an effective measure to include those with more difficult access to registration sites, such as women (agents going door-to-door is usually the best option to register women) and the nomadic and displaced populations.

Project Activity 4: GIS and Electoral Mapping System

Activity Result 4: The administration of the electoral process is made more efficient and transparent through the provision to the Election Commission of a GIS-based electoral mapping system that it is suitable to its needs as well as to environment in which it has to be used and maintained.

Description of the activity: Modern electoral mapping systems based on the “Geographic Information System” (GIS) technology are increasingly used by electoral management bodies (EMBs) across the world to support a wide number of functions that they are mandate to perform throughout the electoral cycle:

- **Prior to an election:** GIS-produced maps can be used by the an EMB to achieve a wide variety of important tasks: setting up polling stations; allocating and deploying polling station officials; developing security plans for the safeguard of sensitive electoral materials; developing security plans for the security of election officials and voters; strengthening logistical and operational capabilities for the delivery/return of election materials; running public information campaigns; informing the electorate of the polling station at which they are entitled to vote, etc. Furthermore, GIS technology also provides opportunities to maintain an accurate and up-to-date voter registration system (when the two systems are technologically compliant) by “geocoding” voters' addresses (i.e. assigning latitude and longitude coordinates to each address, thereby standardizing how voters' addresses are represented in a registered voter file).
- **During and after the election:** GIS-produced maps can be used to track voter turnout and voting patterns by analyzing election results from the data collected at polling places; to redefine polling station set based on important lessons earned through the conduct of the election.

An Internet-based GIS system could also significantly enhance the transparency of the electoral process by allowing any registered voter to access information such as their assigned electoral district, polling location, and election results from any computer linked to the Internet, being from their home or in a public place.

This project activity aims to support the ECN of Nepal in undertaking a comprehensive assessment on the adoption an electoral mapping system based on GIS technology to create reliable maps that could enhance its capacity to plan, manage, and visualize polling place locations according to defined electoral boundaries, analyse election results, track voter turnout, extract voter information, obtain demographic data on electoral districts, produce statistics and more. Assistance provided under this activity will include the provision of GIS equipment to the ECN.

Project Activity 5: Regional Technical Cooperation and Professional Exchanges Assistance

For M & E, this point will not be considered a separate activity but rather a provision to incorporate study-trips as part of the other activities, instead. The study-trips shall be advised by the Electoral Adviser /Project Manager, to enhance the technical skills and broaden the knowledge of the EC staff responsible or working in the specific areas of the study-trips.

Activity Result 5: Learning opportunities and professional capacities of the ECN personnel are significantly expanded through their participation in professional exchange visits and exposure to regional networking activities and to electoral systems and processes of other countries.

Description of the activity: This assistance activity comprises two distinct initiatives:

a) **Regional Technical Cooperation:** With opportunities for regional, international and global technical cooperation for electoral authorities opening up considerably in the recent years, a number of election institutions worldwide having joined forces and established regional networks of election authorities, particularly in the form of associations. This phenomenon continues to grow, with new regional associations of electoral authorities being established in the former Soviet Union and Eastern Europe, Africa, Asia and the Pacific.

The experiences of these regional networks in election administration have unambiguously demonstrated that the development of technical cooperation among election commissions within a given region (but also among different regions) is an extremely successful approach for electoral commissions and institutions to share experiences and information, to help one another, learn from mutual professional exchanges and visits, join forces in evaluating and reforming their respective election systems and improving technical skills, and to set common standards for democratic governance in the region to which these electoral commissions pertain. Those electoral institutions joining in a regional association have experienced sharp enhancements of their institutional capacities and competencies through their active participation and involvement in regional network initiatives.

This supporting activity seeks to promote a more active participation of the Election Commission of Nepal in already established regional and global networks of electoral management bodies. Through their participation in these networks, ECN officials could share specific common regional goals with their peers, compare respective electoral policies and practices and cooperate in a broad number of issues ranging from the improvement of electoral laws to the promotion of participation in electoral processes by citizens, political contestants and non-partisan NGOs, the establishment of resource centres for purposes of education, research and information - just to mention a few.

The first initiative aims at promoting both the participation of the ECN to global and regional activities and events and the hosting of international or regional electoral-related events (for example a high-level conference) in Nepal, to expose the ECN to regional and global best practices and innovative trends in the field of election administration, and to promote its participation to high level debates, events, activities and the sharing of information and know-how among peers.

b) **Professional Exchanges Assistance:** The second initiative aims to provide opportunities for the Commissioners, the Secretary and permanent senior election officials of the ECN to conduct on-site professional exchange visits to electoral management bodies (EMBs) in other countries and regions, and learn about the organization and planning of elections from a different perspective.

A number of criteria will be taken into consideration when selecting hosts countries and planning the professional exchange visits. Priority will be given to:

- promoting a more active and visible participation of the ECN in the regional/international electoral administration “arena” and in already established regional and global networks of electoral management bodies;
- countries with the same or similar election systems to the one that will be considered for the first parliamentary election;
- countries with a well-established, credible and reputable EMB, with an existing international EMB exchange programme (several EMBs, such as those in Mexico, Canada, Ghana and Australia, have been conducting such programmes for years) and having already hosted a number of such visits.

Whenever possible, professional exchange visits will cover EMBs in countries where legislative consultations, presidential elections or referenda are scheduled, so that the ECN participants could be offered an invaluable opportunity not only to understand how the election system and process works, but also directly experience the political environment prevailing just before an election and follow *in situ* elections as they take place. A great deal can be learned simply by discussing issues in election administration with other election administrators from countries facing the same kind of challenges as Nepal. Such an exchange of views has proven extremely effective in many other fields. Participating in professional exchange visits will provide significant learning opportunities to the ECN personnel involved and such opportunities could find their application in the context of Nepal.

As an important principle, the composition of each delegation should include senior, permanent election officials of the Election Commission of Nepal, with a balance between policy/decision makers (i.e. the Commissioners) and technical implementers (i.e. the Secretariat), so that concepts and solutions identified during the exchange visits could find their application both in terms of policy decisions and technical implementation. Additionally, visiting delegations will also be composed of permanent staff from the offices of the ECN at the local level.

Project Activity 6: Electoral Education and Information Centre

Activity Result 6: The enhanced ability for the Election Commission to train its staff, educate voters and build its own “historical records” directly results in expanding learning from a merely national level practice to a much wider regional and global democratic governance context.

Description of the activity: Over the two past decades, international assistance to electoral management bodies worldwide has grown exponentially. This has generated a substantial amount of resources, information, good practice and experience. However, notwithstanding this increase in activity, the field still remains largely understudied and related resources and information are quite scattered. Little has been done so far in terms of centralizing and sharing experience, resources and information among electoral institutions, so that key lessons learned could be effectively translated into policy development and best practice.

To enhance the professional capacities and knowledge of election-related subjects of the ECN’s staff at all levels, with this project activity, UNDP intends to assist the ECN in establishing a multi-functional “Electoral Education and Information Centre” to be located at its new headquarters, in Kathmandu.

The Centre has a three-fold purpose, intending to serve as:

- An **educational facility** targeting the broader community (school groups, the adult sector) to participate in short-targeted programmes to learn about government and election processes.

- A **training facility** (which is also a learning/educational facility) targeting election officials of the ECN and election stakeholders, to participate in training programmes, presentations, events, etc to increase their general knowledge and skills on electoral processes (as well as their role in an electoral process) and for general and specific professional development purposes (e.g . BRIDGE).
- A **knowledge centre**, storing and developing critical knowledge, research and resources across all programmes/tasks of the ECN as well as relevant external resources.

The Centre is expected to be equipped with a modern library, as well as with computers, Internet access and other resources and facilities and to also include a comprehensive electronic library (**E-Library**) consisting of an international and regional digitized collection of election-related, democracy-building publications and documents to be used by the ECN's staff at all levels for comparative analysis, policy and operational staff training, research, studies, policy development, etc.

Efforts will be made for the E-Library collection to include a wide range of materials, such as: books, reviews, publications, newsletters, electoral laws, codes of conduct, technical studies, election assessments, manuals and other training aids, reports and briefings, etc., in addition to assorted electoral materials, such as voter education posters, leaflets, stickers, sample of ballot papers, voters' ID cards, audio and video tapes, photographs, ballot boxes and seals, samples of electoral forms and indelible ink, etc. from around the world, and an historical archive of the materials produced through various elections held in the Federal Republic of Nepal.

This supporting activity, through the establishment of the Electoral Education and Information Centre, means to provide an in-house and ready-to-use policy support and advice to the ECN; to support its efforts to foster new links and technical cooperation with regional electoral networks, research institutes and professional organizations in the region and worldwide; to provide election officials invaluable access to a mass of electoral documents and materials that would be otherwise unavailable to them. This will give them the possibility to get better acquainted with the electoral processes and procedures.

The Centre is also expected to serve as a meeting/training place for the ECN's staff. They will use the E-Library as a source of concepts and ideas to be reflected in their studies and comparative researches, voter education campaigns or staff training efforts. Through the Centre's computer section, staff will also be able to access similar electronic libraries and collections from select external on-line resources. The project will also assist the ECN in creating a home-page for the Centre (within its existing official website) that will make as many documents, policy papers, research material and other resource materials as possible remotely accessible from local-level offices. An electronic index of the documents and materials available in the E-Library will also be posted on the ECN's website, so that interested election officials will be able to consult the E-Library remotely in order to identify the documents and materials they need.

To broaden the range of inputs and the availability of materials from the E-Library's collection, additional assistance will also be sought from other international organizations committed to support democratic governance, particularly UNDP's Oslo Governance Centre, International IDEA and IFES Resource Centre in Washington DC. Key donors, if interested, could also be closely associated to the work and future expansion of the Centre.

Gender/Inclusion: The Centre is expected to develop certain "information products/packages" specifically targeting women and unprivileged segments of the population (these can later be used in the Public Outreach strategy).

Project Activity 7: Public Outreach and Voter information/Education

Activity Result 7: Voter education and information programmes conducted by the ECN during the “inter-election” period have led to a tangible increase of citizen participation in the next general or local elections, especially by under-represented groups and disadvantaged segments of the Nepali society.

Description of the activity: An important responsibility for an electoral management body, during and between electoral events, is to run programmes to better inform citizens about different aspects of the electoral process, about the importance of participating in an election as an expression of their democratic rights.

Public outreach campaigns and voter education programmes, implemented on a continuous basis throughout the periods between elections, are the most effective means to increase public awareness on the work and mandate of the ECN, to disseminate information to the public about how elections are conducted, to educate voters about systemic, legal, and procedural changes in the electoral process, to promote voter participation – particularly any gender disparity in political participation - the inclusion of marginalised groups and segments of the society, and more.

This project activity aims at assisting the Election Commission of Nepal in implementing a number of voter information/education and public outreach initiatives, including:

- monitoring impact, reducing conflict, counterbalancing political propaganda with impartial information;
- addressing gender disparity through initiatives promoting the participation of women in the electoral process and their empowerment in political life (both as registered voters and as potential candidates) as well as the participation of other vulnerable and under-represented groups;
- encouraging general voter participation, increasing overall public awareness at the grassroots level and promoting collaboration with the media and civil society organizations through the provision of small grants, the organization of cultural events, conferences, educational seminars, public discussions and other events and face-to-face activities; promoting voter education in schools;
- educate the electorate on their fundamental voting rights and means of safeguarding themselves against being disenfranchised;
- producing printed information materials (posters, leaflets, and stickers);
- broadcasting messages nationwide by all the traditional means of mass communication (radio, television, billboards, newspapers, magazines) as well as non-traditional public outreach methods (such as face to face, theatre and cinema); and
- establishing permanent/ mobile voter information centres throughout the country to serve as focal points to hold voter informational and education events, distribute voter education materials, disseminate radio and TV messages, etc.

Gender/inclusion: Organise specific Public Outreach activities targeting women and unprivileged groups, (mobile teams to reach these groups in particular, teams composed of the same people of the target group, targeting group disseminators).

Project Activity 8: Electoral Dispute Resolution

Activity Result 8: Enhanced electoral dispute resolution skills acquired by the ECN and related bodies have led to a tangible decrease in the number of unresolved disputes in the next general or local elections, thus enhancing stakeholders' trust in the way these elections were conducted and how the potential problems were investigated, followed-up and resolved.

Description of the activity: Electoral processes are complex operations that involve many elements and stakeholders. They inevitably generate disputes. Establishing and applying a proper and effective electoral dispute resolution system is a crucial component of credible elections.

Electoral disputes arise at any stage of the electoral process/cycle and they refer to any of its components, for example voter registration, the nomination of candidates, voting, and counting. While much emphasis in the work of an electoral institution is given to electoral preparations, voting procedures and operations, normally the field of electoral dispute resolution is not given the same level of attention and critical analysis. The manner in which electoral disputes that may arise in an electoral process are investigated and adjudicated has a crucial impact on the credibility (both perceived and real) of an electoral process and the legitimacy of the body administering that process.

This project activity aims at assisting the ECN in analyzing the legal instruments regulating the system and mechanisms for the resolution of electoral disputes for national level elections, including the procedures through which relevant body/ies hear and determine electoral dispute resolution cases (in first and/or final instance), studying these procedures and comparing them to alternative electoral dispute resolution mechanisms from other countries, and providing recommendations for improvement.

Coordination with other actors

For the various assistance activities envisaged by this project, UNDP will closely collaborate, if and when needed, with other UN agencies, international and national organisations, international assistance providers, such as: IFES – Democracy at Large⁶; the “International Institute for Democracy and Electoral Assistance” (IDEA)⁷; the “National Democratic Institute for International Affairs”⁸ (NDI); the Australian Electoral Commission⁹ (AEC); The Asia Foundation¹⁰; the Inter-Agency Procurement Services Office” (IAPSO); and others.

To ensure proper coordination with other actors and providers of electoral assistance, UNDP will establish and manage a coordinating mechanism for donor assistance at the country level and provide long-term support for subsequent electoral cycles, in line with its democratic governance work and mandate and in close cooperation with other providers of electoral assistance. UNDP coordination will focus on establishing a forum for consensus building and for permitting cohesion, integration and coordination of all the international donor community's financial, material and technical contributions and assistance to the ECN.

UNDP coordination will include the provision of support to the ECN for the mobilization of resources, and for keeping the international community informed of the progress with the election related activities on a

⁶ IFES is an international, non-profit organisation based in Washington DC that supports the building of democratic societies (www.ifes.org).

⁷ International IDEA is an intergovernmental organization based in Sweden that supports sustainable democracy worldwide (www.idea.int).

⁸ The National Democratic Institute for International Affairs (NDI) is a non-profit organization working to strengthen and expand democracy worldwide (www.ndi.org).

⁹ The Australian Electoral Commission (AEC) is responsible for conducting federal elections and referendums and maintaining the Commonwealth electoral roll. The AEC also provides a range of electoral information and education programs and activities (www.aec.gov.au).

¹⁰ The Asia Foundation is a non-profit, non-governmental organization –with its headquarters in San Francisco - committed to the development of a peaceful, prosperous, just, and open Asia-Pacific region (www.asiafoundation.org).

regular basis. UNDP will also maintain intensive bilateral contacts with the donors and other key players throughout the duration of the project.

SECTION 3: PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: Equitable citizen access to legislative procedures and inclusive meaningful participation in constitution building and electoral processes</p> <p>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets: Election conducted in free and fair manner</p> <p>Applicable MYFF Service Line: 2.3 Electoral Systems and Processes</p> <p>Partnership Strategy: The first and foremost partner and recipient of technical assistance will be the Election Commission of Nepal. However, strong partnership will be developed with a wider range of stakeholders, including the Government of Nepal, civil society organizations, political parties and domestic observers groups, in particular with regard to confidence-building and public awareness exercises. The project will also foster a special relationship with UNMIN, international donors and other partners such as International IDEA, the Asia Foundation and IFES on substantive activities.</p> <p>Project title and ID (ATLAS Award ID): "Institutional Strengthening and Professional Development Support for the Election Commission of Nepal"</p>
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Intended Outputs	Annual Output Targets	Indicative Activities	Responsible parties	Inputs
Election Commission supported to strengthen the operational, procedural and administration of the electoral process	<p>Target (2008)</p> <ol style="list-style-type: none"> Support provided to the development of strategic plan A BRIDGE programme and methodology developed and 20 BRIDGE facilitators and 75 DEO trained Election Commission supported for voter registration Preparation completed for the establishment of Electoral Education Resource Centre <p>Target (2009)</p> <ol style="list-style-type: none"> Election Commission strategy developed and implemented. Six monthly assessment of strategic plan conducted 100 electoral officials and equal number of civil society and other electoral stakeholders trained in BRIDGE modules. 	<p>Project Activity 1: Development of initial plan, stakeholder consultation, definition and implementation of final multi-year Strategic Plan for the Election Commission.</p> <p>Project Activity 2: Implementation of BRIDGE course and of professional development initiatives to be run at HQ and at the local level</p>	<p>Election Commission, UNDP, IFES and other possible stakeholders</p>	<ul style="list-style-type: none"> - 150,000 US\$ - UNDP Staff time - ECN Staff time - International/local consultants - Contracts - Materials - Translation - Printing - Miscellaneous
			<p>Election Commission, UNDP, IFES, IDEA, AEC</p>	<ul style="list-style-type: none"> - 950,000 US\$ - UNDP Staff time - International consultants - International/domestic travel - Contracts - Equipment and materials - Translation - Miscellaneous (training costs for ECN local level staff)

Intended Outputs	Annual Output Targets	Indicative Activities	Responsible parties	Inputs
	<p>3.Support provided to EC for the establishment of GIS system</p> <p>4.Electoral Education Information Centre established</p> <p>Target (2010)</p> <ol style="list-style-type: none"> 1.Six monthly assessment of strategic plan conducted 2.100 electoral officials and equal number of Civil society members and other electoral stakeholders trained in BRIDGE course, several modules. 3. support provided to EC for the establishment of GIS system 4.Voter education campaign conducted throughout the country 5. Support provided to EC on the Electoral dispute resolution assessment and discussions. 	<p>Project Activity 3: Assessment on civil and voter registries; definition of finding and recommendations; fundraising efforts for developing comprehensive project proposal to reform voter registration system in Nepal</p>	<p>Election Commission, UNDP, IFES Potential Donor/s</p>	<ul style="list-style-type: none"> - 115,000 US\$ - UNDP Staff time - International consultants - National consultants - International travel - Contracts - Equipment and materials
<p>Target (2011)</p> <ol style="list-style-type: none"> 1.Adoption and implementation of the GIS mapping system in all the district electoral offices. 2. Electoral Education and Information Centre services expanded. Consolidation of the Electoral information centres activities, at HQ and local level. 3. Voter education conducted throughout the country (depending on election date and strategy designed for the same). 4. Adoption of efficient, clear and comprehensive Disputes and resolutions procedures. 	<p>Project Activity 4: Assist the ECN in undertaking an assessment of existing electoral mapping systems and technology and in developing of a GIS/mapping system suitable to its needs</p>	<p>Election Commission, UNDP</p>	<ul style="list-style-type: none"> - 100,000 US\$ - UNDP Staff time - International consultants - International travel - Contracts - Equipment and materials 	

Intended Outputs	Annual Output Targets	Indicative Activities	Responsible parties	Inputs
		<p>Project Activity 5: Facilitate the ECN's participation in regional and global networks of practitioners; in its attendance at global and regional networking events for professional electoral administrators; in undertaking professional exchanges in countries with relevant electoral processes and systems</p>	<p>Election Commission, UNDP, ACE Network</p>	<ul style="list-style-type: none"> - 100,000 US\$ - UNDP Staff time - Travel - Materials - Hosting international event - Miscellaneous (member fees)
		<p>Project Activity 6: Assist the ECN in the establishment and management of an Electoral Education and Information Centre, identification of location of Centre on ECN premises</p>	<p>Election Commission, UNDP, ACE Network, IDEA, OSLO Governance Centre</p>	<ul style="list-style-type: none"> - 206,000 US\$ - UNDP Staff time - Provision of premises by ECN - National consultants- Contracts - Training - Equipment and materials
		<p>Project Activity 7: Assist the ECN in developing public outreach and voter education/information plan, in implementing media and public information and educational campaigns on issues related to voter participation and the electoral process</p>	<p>Election Commission, UNDP, select Civil Society Organisations</p>	<ul style="list-style-type: none"> - 950,000 US\$ - UNDP Staff time - International consultant - Contracts and Sub-Grants - Travel - Equipment and materials - Miscellaneous
		<p>Project Activity 8: Support the ECN in undertaking an electoral dispute resolution study and in developing an overall strategy to refine electoral dispute resolution methods based on comparative experiences and systems from other countries</p>	<p>Election Commission, UNDP</p>	<ul style="list-style-type: none"> - 40,000 US\$ - UNDP Staff time - Contracts (meeting costs for vetting workshop) - International consultant/s - Miscellaneous

SECTION 4: INDICATIVE BUDGET SHEET

An indicative budget breakdown follows. To be able to respond to unanticipated needs that often emerge in the implementation of electoral support projects in post-conflict environments, a contingency fund of 5% has been built into the overall budget.

	2008	2009	2010	2011	2012
1. Strategic Planning – implementation	120,000	25,000	5,000	-	150,000
2. Long-term professional development (BRIDGE)	237,000	397,000	304,000	12,000	950,000
3. Voter/civil registration assessment	71,000	44,000	-	-	115,000
4. GIS-electoral mapping system	-	53,000	47,000	-	100,000
5. Regional technical cooperation & professional exchanges	29,000	53,000	43,000	-	125,000
6. Electoral Education and Information Centre	96,000	96,000	25,000	14,000	206,000
7. Public outreach/voter information/education	-	156,000	446,000	348,000	950,000
8. Electoral complaint resolution	-	-	40,000	-	40,000
9. UNDP Project set up, running costs	136,750	257,000	230,500	61,000	685,250
SUBTOTAL	689,750	1,081,000	1,140,500	435,000	3,321,250
10. Contingency Fund (5%)	-	-	-	-	166,063
11. GMS (7%)	-	-	-	-	164,736
TOTAL					3,652,049

SECTION 5: ACTIVITIES' IMPLEMENTATION TIMETABLE

Project Activities / Activity Results	2008				2009				2010				2011				
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Setting-up and running of UNDP Project																	
Formulation of project document, consultation with ECN																	
Approval of project document																	
Building partnerships and mobilizing resources																	
Organizing donor meetings																	
Production and dissemination of project updates																	
Production of monthly status reports																	
Production of quarterly progress and financial reports																	
Arrangement for project archiving and institutional memory																	
Conduction of field monitoring and evaluation mission (UNDP HQ)																	
Contracting auditing firm																	
Conduction of final project evaluation																	
Activity 1: Development, adoption and implementation of multi-year strategic plan																	
Activity Result 1: A multi-year strategic plan produced, adopted and implemented and guides the ECN in the full attainment of its mission, vision and set goals and objectives																	
Develop plan of action and strategy for strategic planning exercise																	
Stakeholder consultation																	
Definition of overall ECN Strategic Plan																	
Implementation of ECN Strategic Plan																	
Activity 2: Long-term Professional Development (BRIDGE)																	
Activity Result 2: Professional capacities of ECN officials enhanced; pool of certified electoral trainers established; comprehensive training curriculum on election administration owned by ECN																	
Selection of BRIDGE modules and design of training																	
Rollout of BRIDGE training																	
Selection/implementation of other professional development activities																	
Procurement of equipment for ECN offices at the local level																	
Activity 3: Civil and Voter Registry Modernization																	
Activity Result 3: Assessment leads by end of 2008 to formulation of a project proposal to modernise system to compile voters' lists																	
Draft terms of reference for technical assessment																	
Conduct study tour/s																	
Conduct in-country assessment																	

Project Activities / Activity Results	2008				2009				2010				2011	
	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Definition of findings and recommendations														
Development and implementation of strategy based on findings														
Activity 4: GIS and Electoral Mapping System														
Activity Result 4: Enhanced election administration through development of GIS-based electoral mapping system														
Draft terms of reference for technical assessment														
Conduct study tours														
Conduct in-country assessment														
Definition of system and equipment based on assessment's findings														
Development/implementation of a GIS/mapping system project														
Activity 5: Regional Technical Cooperation and Professional Exchanges														
Activity Result 5: Capacities of the ECN staff expanded through professional exchange visits and their exposure to global and regional networking activities														
Facilitation of ECN membership in regional/global networks														
Attendance at global events for election professionals														
Identify, plan and organize visits in select host countries														
Facilitate contacts with other national electoral bodies														
Organise professional exchanges with other national electoral bodies														
Activity 6: Electoral Education and Information Centre														
Activity Result 6: ECN learning expanded from a national level practice to a wider regional and global democratic perspective														
Establishment of the Centre														
Setting up of computers, E-Library and materials facilities														
Consolidation of materials, holding of events, etc.														
Activity 7: Public Outreach and Voter Information/Education														
Activity Result 7: Public outreach and voter education/information programmes conducted by the ECN during the period in-between elections lead to a tangible increase of citizen participation in next elections														
Design and implement media and public information and education campaigns														
Design and implement public outreach activities that foster public dialogue														
Provide small grants to CSOs														
Establishing and managing voter information centres														
Activity 8: Electoral Complaint Resolution														
Activity Result 8: Enhanced electoral dispute resolution system leads to tangible decrease in number of unresolved disputes in next elections														
Draft terms of reference for technical assessment														
Conduct technical assessment														
Conduct training sessions and seminars														
Development and implementation of agreed reform strategy														

SECTION 6: MANAGEMENT ARRANGEMENTS

This project will be directly implemented (DEX) by UNDP Nepal in consultation with the ECN and other project partners. UNDP will establish an **Electoral Support Team** – based at and operating from the main building of the Election Commission's headquarters in Kathmandu, comprised by an international Senior Electoral Advisor, an international Capacity Development Advisor and a national Administrative Assistant.

The **Senior Electoral Advisor** will be responsible for implementation of all project activities established by this Project. Acting as the **Project Manager**, the Senior Electoral Advisor will be responsible for day-to-day management and decision-making for the project, as well as ensuring that the project produces the outputs and results specified in this Project Document, in compliance with the required standards of quality and within the specified limits of time and cost.

The Senior Electoral Advisor will report to a **Project Board**, which comprises the following members:

- **Project Executive:** the Head of the Peace Building and Recovery Unit (PBRU) of UNDP Nepal;
- **Senior Beneficiary:** Representative of the Election Commission of Nepal;
- **Senior Supplier:** Representative/s of the international donor community contributing to the Project.

The Project Board is the group responsible for making - on a consensus basis - all management decisions for the project when guidance is required/solicited by the Senior Electoral Advisor, including recommendation for UNDP approval of project revisions.

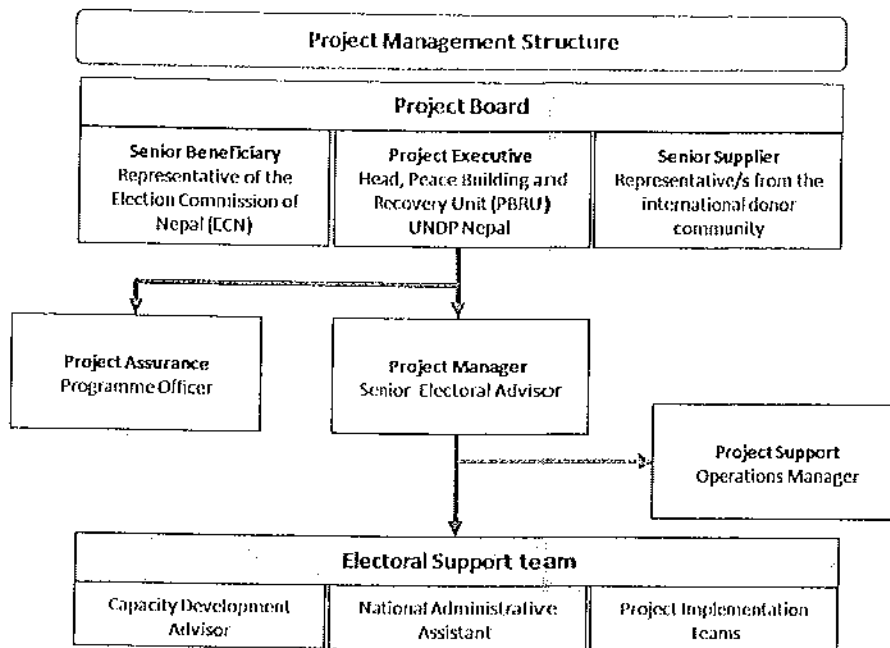
Project reviews by the Project Board will be made at regular intervals (on a quarterly basis) or as necessary when raised by the Senior Electoral Advisor.

In addition to his/her functions as a member of the Project Board, the **Representative of the Election Commission of Nepal** (a senior official at Joint-Secretary level) will serve as the **main focal point** for any implementation issue arising from the Project, interacting on a regular basis with the Senior Electoral Advisor and the members of the Electoral Support Team, and providing strategic advice on any programmatic issues.

Project Support will be provided by the **Operations Manager** of UNDP Nepal, and **Project Assurance** through a **Programme Officer** who will support the day-to-day work of the Senior Electoral Advisor.

To support the Electoral Support Team in the implementation of the long-term assistance activities provided under the Project, UNDP will also deploy other short-term and medium consultants, as required. Thus, **Project Implementation Teams** will be recruited as needed for the delivery of project activities as part of UNDP's work.

The project management structure is illustrated in the next page, as follows:



As already highlighted in other sections of this document, due to continuously evolving political environment characterising the transitional setting of the Federal Republic of Nepal, a flexible management arrangement will be used to implement the Project.

Upon reaching a consensus, the Project Board could modify, refine, review and expand any of the various longer-term project activities identified and described in this document.

The Project will provide for the establishment of a “Steering Committee”, to be chaired by the ECN and comprised of donors and international organizations already providing support to the electoral process, such as IFES and other international organizations. The Steering Committee will provide for an impartial forum for consensus building, permitting cohesion, integration and coordination of all the international donor community’s financial, material and technical contributions and assistance to the election process, maintaining an overall control of the process and its eventual success. The Steering Committee will hold review meetings and informative sessions every 6 months to examine assistance activities according to priorities and needs, to evaluate progress made in the implementation of the Project.

The total budget envisaged for UNDP Electoral Support Project is US\$ 3,652,049. Of this overall value, UNDP will allocate 1.5 million USD from its core resources to be equally disbursed over the 3-year, initial life-span of the Project. Full implementation of all project activities will hinge on the mobilization of the funding through voluntary contributions by interested donors which will be invited to contribute to the Project through third-party contributions or trust fund arrangements.

The Electoral, Support Team and the Election Commission will produce jointly quarterly progress and financial reports in compliance with standard UNDP procedures and format, and/or as required by the UNDP Country Office. UNDP Electoral Support Team will deliver monthly, quarterly and annual status reports covering programmatic issues to the Project Board. These project progress updates will also be regularly disseminated among the international donor community.

Budget revisions will be processed when deemed necessary to ensure financial monitoring effectiveness and accuracy in project accounts.

SECTION 7: MONITORING AND EVALUATION

The project will be monitored against the annexed M & E Framework, which builds on the CPAP M & E Framework. The Senior Electoral Advisor, in coordination with the Project Board, will work to more fully document the baseline situation for each indicator. Following development of the Strategic Plan, the project M & E Framework will be reviewed and additional indicators added as appropriate. Progress against each of the indicators will be reviewed regularly, and the tracking table updated accordingly.

Some of the methods that will be used in monitoring progress towards the outputs and outcome include:

- Regular Project Board meetings, which are a useful way of ensuring good planning, follow-up and results focus;
- Quarterly assessments of progress towards targets;
- An Issue Log shall be activated in Atlas and regularly updated to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis submitted herewith, 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, Quarterly Progress Reports shall be submitted by the Project Manager to the Project Board, through Project Assurance, using the standard UNDP formats;
- A project lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation 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.
- Annual Project Reports, which are a requirement of Democratic Governance Thematic Trust Fund (DGTTF) projects and rate output to outcome progress and make decisions on policy issues; and
- A mid-term (end of 2009) and a final (mid-2011) project review to be conducted by the UN Electoral Assistance Division (UN EAD) of the Department of Political Affairs.
- Although only required when mandated by partnership protocols, an evaluation of the project will be undertaken at the end of its period to learn lessons and apply these to possible follow-on assistance activities. This will be particularly important if the next round of elections are imminent as, given the electoral timetable, they may well be.

The goal of all monitoring and evaluation exercises is to learn lessons and incorporate these to the improvement of the project.

Experts appointed through the project will be under the overall joint supervision and guidance of the implementing partners, or their representatives, and must consult with and report to them as per the management arrangements described above.

All project activities will be closely monitored by UNDP Country Office. To this effect, a Programme Officer from the Governance Unit will backstop the project and support both the Senior Electoral Advisor and the Election Commission in the attainment of the established project outputs. In compliance with UNDP auditing rules, an audit firm will be contracted at the end of the second year of the project and in the final year of the project to undertake financial reviews. This would include a review of the effectiveness of activities undertaken in relation with the funds expended in the process of each of the activities undertaken, and represents a commitment to transparency and accountability to stakeholders in general and to donors in particular.

SECTION 8: LEGAL CONTEXT

The Project Document conforms to the provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Nepal and the United Nations Development Programme signed by the parties on 23 February 1984. The host country-implementing agency shall, for the purpose of the SBAA, be referred to as the Government co-operating agency, described in that agreement.

The standard procedures for accounting and financial reporting for direct execution, as provided for in Financial Regulation of the UNDP Financial Manual, will apply to this Project.

The following types of revisions may be made to this Project Document, with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- Revision in, or addition of, any of the annexes of the Project Document;
- Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;
- Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.



Electoral Support Project

ANNEXES

1. Risks Analysis
2. Project M&E Framework
3. Human Resources Plan (2008) + ToRs
 - Project Manager/Senior Electoral Technical Adviser
 - Capacity Development Adviser
 - Administrative Assistant
 - Training Coordinator
 - Driver
4. Annual work plan
5. Procurement work plan

ANNEX 1: Risks Analysis

Risks present themselves in terms of both the highly evolving and unpredictable security, political and electoral environments of Nepal. The following are potential risks associated with the implementation of the project:

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	The successful achievement of the project outcome is heavily contingent on the availability and commitment of the Election Commission of Nepal to engage in sustainable professional development activities in the inter-election period.	Operational and Organizational	<p>1.1 Likely the leadership in the ECN may change and the new body may not accept all the specific activities proposed in the project.</p> <p>1.2 Delays project approvals/revisions and implementations of projects</p> <p>Impact=3 Probability= 2</p>	<p>1.1. The project is designed and will be implemented in close consultation with its main beneficiary, the ECN, and in partnership with number of international organisations are involved in the provision of electoral assistance.</p> <p>1.2 Written comments on the project strategy have been received from the ECN, and the ECN has been included in the Project Board.</p> <p>1.3 The Commissioners term in office is for six years and thus it is expected to be long enough to keep at least the various subsidiary levels of the Commission engaged over the life of the project.</p>	Senior Electoral Advisor	Senior Electoral Advisor & PO	15 Aug 08	XX	No change

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
2	Unpredictability of policy directions due to the ongoing fluid situation surrounding the drafting of the new Constitution could have repercussions on the work of the ECN, on the electoral legislation and on the electoral calendar	Financial and Political	Implementation of annual targets affected, not likely to be met in 2008 and reduced capacity, due to repercussions on the work of the ECN, Impact=3 Probability= 2	2.1 Adjustment of specific supporting activities may be required as the election-related priorities and needs may change 2.2 Although the project has a long enough life span to accommodate the sudden and unpredictable changes to the electoral timetable, long-term activities to be implemented in the inter-election period (2008-2011) would need to be re-evaluated and revised in terms of priority in consultation with the ECN.	Senior Electoral Advisor	Senior Electoral Advisor	15 Aug 08		

ANNEX 2: Project M&E Framework (Note: many ideal indicators for monitoring and evaluating results of support to the Election Commission would require another election to be held, with results in a number of areas compared to those from the CA elections, however, no elections are planned yet which would be held during the project-time frame. Therefore many of the indicators in this framework are related to processes. Further analysis of experiences and lessons learned from CA elections may provide additional baselines, which can be used to compare future elections, should they happen during the life time of the project. Thus, this M & E Framework will be reviewed on an annual basis, and as appropriate, additional indicators added.)

Outcomes, Outputs and Activity Results	Indicator(s)/ Quality Criteria	Baseline(s)	Target(s)	Source(s)/Means of Verification	Timing	Tracking		
						Current status	Last date of measurement	Remarks on progress
National priority or goal: Peace Building								
UNDAF Priority No. 1: Consolidating Peace: National institutions, processes and initiatives strengthened to consolidate peace								
CPAP Output 1.1. Increased access to and participation in constitution building and free and fair electoral processes.	% of eligible population that participated in elections	1999 Parliamentary Election: 65.9% 2008 Constituent Assembly Election: 56 %	67 %	Election Commission	Depending upon election			
GENERAL INDICATORS								
CPAP: Election Commission supported to strengthen the operational and procedural administration of the electoral	Multi-year Strategic plan adopted and followed. Note: The implementation may differ from what is	No strategic plan	Strategic plan adopted, and guided work of the ECN during project period	Project Progress Reports; Assessments by Senior Electoral Advisor; Final Project Review	2009			

process.	considered in the initial Strategic Plan if and when external circumstances, political and security situation in the country have a direct impact on the EC activities.	CA election polling and counting procedures. The Senior Technical Adviser will provide an analysis of the CA procedures, observers reports and lessons learned conclusions, to use as a baseline for further comparative analyses.	Clear Polling and Counting procedures with provisions for all the possible situations.; Simple, clear and comprehensive "step by step" procedures to be used by polling and counting officials.	Analysis of Polling and counting procedures. EC reports and field instructions.	2011 (or whenever next election will take place).	
The EC adopts new /improves polling and counting procedures	The EC adopts new , comprehensive disputes resolution procedures	Disputes resolutions regulations used for the CA election and The Senior Technical Adviser will provide an analysis report	Production of comprehensive dispute resolutions procedures.	Analysis of Disputes resolution procedures and EC reports.	2011 (or whenever the next election will take place).	
Gender-sensitive and socially inclusive voter education plan is developed and implemented – Voter Education specifically targeting Women, excluded groups and youth.	SPECIFIC INDICATORS	A voter education strategy exists but needs to be strengthened	80% of the activities in the plan are completed	Assessment of the Senior Technical Adviser and Final Project Review	2011	
SPECIFIC OUTPUTS PER ACTIVITY						

Project Activity Results	PER ACTIVITY								
<p>A multi-year strategic plan developed and shared with different stakeholders</p>	No strategic plan	Strategy developed by end of 2009	EC records	2009					
<p>1.1 A multi-year planning strategic plan is produced, adopted and implemented and guides the Election Commission in the full attainment of its mission, vision and set goals and objectives</p> <p>Note: The implementation may differ from what is considered in the initial Strategic Plan if and when external circumstances, political and security situation in the country have a direct impact on the EC activities.</p>	N/A – no Strategic Plan	100%	Assessment by the Senior Electoral Advisor.	Every six (6) months from June 2009 until the end of the project					
<p>1.2 Professional capacities of ECN officials enhanced; pool of certified electoral trainers established.</p>	0	20	EC records	2011					
<p>Number of staff / electoral officials trained (disaggregated by sex)</p> <p>Note: Training plan may change according to circumstances and decisions</p>	BRIDGE curriculum framework 2006-2007	8 to 10 Modules	EC Progress reports	2011			Annually		

<i>with direct effect in the electoral activities and management:</i>															

1.3 Assessment of voter/civil

<p>registration systems leads to formulation of a project proposal to modernise system to compile voters' lists</p>	<p>Registries. A project proposal for modernisation of the system to compile voters' lists is developed</p>	<p>N/A</p>	<p>One project proposal</p>	<p>EC progress report and assessment by the Senior Electoral Adviser</p>	<p>2009</p>			
<p>1.4 Provision to the EC of a GIS-based electoral mapping system suitable to the EC needs and the environment</p>	<p>Comprehensive assessment of options for an appropriate electoral mapping system based on GIS technology GIS systems installed in Central, regional and district offices</p>	<p>Existing EC maps and information at district level. Previous information system used by the EC</p>	<p>One assessment GIS installed in Central, 5 regional and 75 district offices</p>	<p>EC progress reports</p>	<p>2010</p>			
<p>1.6 Establishment of an Electoral Education and Information Centre to enhance the EC ability to provide information to voters in regards to elections.</p>	<p>Number of staff trained throughout the country on the electoral mapping system Note: This training can be incorporated as complement in BRIDGE training sessions % of district offices with staff able to produce electoral maps Number of visitors to the Centre (disaggregated by sex and caste/ethnicity)</p>	<p>N/A 0</p>	<p>100 (75 District Electoral Officers, + 5 regional Resources Centre Managers + EC HQ). 90%</p>	<p>EC progress report and assessment by the Senior Electoral Adviser Sample spot check during final project review</p>	<p>2010 2011</p>			

<p>under-represented and disadvantaged segments of society.</p> <p>Note: As this is a Voter Education campaign conducted by the EC officials; as there is a UNDP Voter Education strategy for the Constitution project, it would be advisable to combine efforts and/or strategies of both projects Voter Education/Electoral Campaigns.</p>	<p>caste/ethnicity</p> <p>Number of women</p> <p>Number of Youth</p> <p>Number of people attending specific information actions targeting marginalised groups (to be defined at local level).</p> <p>Number of V/E activities targeting women</p> <p>Number of Voter Education activities targeting specific marginalised groups in the region and youth</p> <p>Note: In this case, Voter Education activities are to be conducted by the District Electoral Offices, to the leaders of various sectors of the society (community leaders/ political party leaders/ civil society groups leaders/ youth leaders)</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>						
	<p>Number of VDC/villages visited by the District Electoral Officials conducting information sessions as Voter Education (disaggregated by VDC "DAG mapping" category)</p>	<p>Voter education activities conducted in last election (per district)</p>	<p>80% of total of VDCs</p>	<p>EC progress report</p>	<p>2011</p>			
<p>1.8 Enhanced electoral dispute resolution skills by the EC lead to a tangible</p>	<p>Number of working meetings facilitated by technical experts to reach</p>	<p>0</p>	<p>10</p>	<p>EC progress report</p>	<p>2011</p>			

efficiency in the mechanism to deal with disputes and solve them in a timely manner.	conclusions on procedures for dispute resolution.							
	Production of dispute resolution procedures	Previous one produced by the EC (brief assessment)	One	EC progress report	2011			

Note: The activity number five (5) in the project document - "Regional Technical Cooperation and Professional Exchanges" is not here considered as a separate activity, rather a provision to include study-trips as part of other project activities, instead. Study-trips shall be advised by the Senior Technical Adviser to enhance the technical skills and knowledge of the EC staff that is responsible or work in those specific areas of the study-trips. Some study-trips may be considered in the following activities (and any others under advice and approval of the Senior Electoral Adviser):

- activity 3 – Civil and Voter Registration Modernization,
- activity 4 – GIS and electoral mapping system
- activity 8 – Electoral Complaint Resolution

Special remark:

The partial or total achievement of the specific results indicated per each activity may not necessarily reflect the general outputs and expected results (listed 1.1.1), as these depend strongly on the decision making structure of the Election Commission.

Terms of References (TORs)

Post Title: Training coordinator (TC)

Duty Station: Kathmandu with some travel to the field.

Duration: August 2008 – 31 July 2011.

Service contract will be issued annually, with possibilities of extension.

Level: SB 4

Duties and Responsibilities

Under the overall guidance of Capacity Building Advisor and under the direct supervision of the Deputy Project Manager, the incumbent is responsible for:

- Developing and updating periodically annual and quarterly work plans for conducting Training and workshops.
- Coordinating the overall organization of training and workshops.
- Provide logistical support during the training
- Overseeing preparation of all resource materials.
- Ensuring proper evaluation of each training/workshop will be conducted by developing a standard feedback form to be distributed among participants.
- Support BRIDGE Consultant for the preparation of training materials.
- Produce reports of the training events
- Undertaking other related tasks as instructed by the supervisor.

Qualifications and Experience

- Minimum a Bachelor's degree, preferably in law or any other related social sciences.
- At least three years of working experience in areas related to training and workshop organization and report writing.
- Good organizational and management skills.
- Excellent communication skills and good command in spoken and written English and Nepali.
- Good understanding of and familiarity with issues related to Electoral Process in Nepal.
- Past experiences of training conduction and workshop organization, and doing similar work in UNDP or any international agency would be a great advantage.
- Basic computer skills, particularly word-processing in English and Nepali, are required.
- Ability to work in a multi-cultural team environment.

Post Title: Administrative Assistant (AA)

Duty Station: Kathmandu with some travel to the field.

Duration: August 2008 – 31 July 2011

Service contract will be issued annually, with possibilities of extension.

Level: SB-2

Duties and Responsibilities

Under the direct supervision of the Deputy Project Manager, the incumbent is responsible for:

- Assisting in administrative work and provide logistic support for smooth implementation of project;
- Assisting in dissemination of resource materials;
- Assisting in arranging and providing logistic support for the conduct of training and workshop s;
- Maintaining a petty cash fund for the Electoral Support Project;
- Provide logistical and administrative support to Electoral Education and Information Centre.
- Maintaining up to date filing of all types of contracts.
- Assisting and recording of project vehicles and equipments;
- Making photocopies, filing of office documents properly,
- Working in close coordination with the international and national staff as well as the Peace Building and Recovery Unit; and
- Performing any other duty assigned by programme management.

Qualifications and Experience

- Intermediate Degree in any discipline with hands-on experience with UN or similar development programme or reputed private organization for at least 2 years.
- Must have excellent skills in computers (Windows, Word, Excel, Power Point);
- Must have good command of English and Nepali language both written and spoken and knowledge of auditing is essential
- Ability to work independently as well as in a team in a multi-cultural environment.

Post Title: Administrative and Finance Assistant (AFA)

Duty Station: Kathmandu with some travel to the field.

Duration: August 2008 – July 2011.

Service contract will be issued annually, with possibilities of extension.

Level: SB-3

Duties and Responsibilities

Under the direct supervision of the Deputy Project Manager, the incumbent is responsible for:

- Maintaining records on financial accounts, personnel, procurement and inventory;
- Assisting in administrative work and provide logistic support for smooth implementation of programme;
- Assisting arranging Project Executive Board, Procurement and Recruitment Committee meetings and preparing minute of these meetings;
- Assisting in arranging and providing logistic support for the conduct of workshop and seminars;
- Assisting in annual audit exercise
- Assisting and recording of project vehicles and equipments;
- Handle petty cash and reimbursement of petty cash bills
- Perform any other duty assigned by programme management.

Qualifications and Experience

- a) Bachelors Degree in management with hands-on experience with UN or similar development programme or reputed private organization for at least 2 years.
- b) Should possess a good financial accounting and reporting as well as exposure in administration of programme.
- c) Must have excellent skills in computers (Windows, Word, Excel, Power Point); should able to operate financial packages independently.

Must have good command of English and Nepali language both written and spoken and knowledge of auditing is essential.

Terms of Reference

Electoral Capacity Development Expert

Background

Following 10 years of conflict, Nepal's main political parties (Seven Parties Alliance, SPA) and the CPN (Maoist) signed a comprehensive peace agreement (CPA) on 21 November 2006. On January 15, 2007 an interim constitution was promulgated and an interim Government composed of the SPA and the CPN(M) was formed in March.

A central element of the CPA was the commitment to hold elections for a Constituent Assembly, that finally happened on April 10 2008.

Since its establishment, the Election Commission (EC) of Nepal has conducted consultations and planning with the donors, government, political parties and civil society to carry out its mandate of administering the Constituent Assembly (CA) election.

With its formal request to UNDP and the other partner organisations, International IDEA and IFES, the EC has expressed its willingness to receive support and engage in long-term capacity development activities – to be based on the existing BRIDGE training programme – to strengthen the professional skills of its staff at the various levels and establish a pool of professional, BRIDGE-certified trainers within its structure.

The EC is a permanent body that pre-existed, and will endure beyond, this period of political turbulence and democratic transition to organize subsequent elections and perform other functions between elections, such as periodic voter registration updates, ongoing staff training and capacity development, decentralisation of its structure and institutional strengthening.

The EC currently enjoys a good deal of credibility in Nepali society and political circles and this institution is a strong base upon which long-term electoral support could be built and gradually expanded.

UNDP and its BRIDGE partner organisations are committed to assist the EC in enhancing its own capacity to deliver its mandated functions beyond the CA election though the establishment of a long-term capacity development project and the implementation of related activities .

Strategy

It is highly necessary to create a BRIDGE training proposal specifically designed to Nepal, to be implemented in the period mid-2008 to mid-2010, as part of UNDP's electoral support to the EC. The main component for capacity development assistance from UNDP will be based on the BRIDGE Course, a comprehensive capacity development-oriented instrument for election administrators jointly developed by the United Nations Electoral Assistance Division (UN EAD), the Australian Electoral Commission (AEC) and International IDEA. In 2007, UNDP and IFES have also joined this programme, officially becoming BRIDGE implementing partners.

The acronym "BRIDGE" stands for "Building Resources in Democracy, Governance and Elections". More information on the BRIDGE materials, methodology and implementation modalities can be found on the project's website at www.bridge-project.org

During the period between September and the end of the year, in close cooperation with its BRIDGE Partners, UNDP efforts regarding this training programme will focus on the following activities:

1. assist the EC in designing the BRIDGE Nepal programme – modules, schedule, etc...
2. plan and assist in the conduct of a BRIDGE Training-of-Trainers (TOT) initiative, scheduled for mid September 2008;
3. continue to assist the EC in the adaptation, translation and development of suitable and locally-owned training materials, based on the existing and comprehensive BRIDGE curriculum of 23 modules, into the language and context of Nepal;
4. be able to implement, together with the other partners, the BRIDGE programme/ activities both at HQ and regional level;
5. formulate a comprehensive project document for long-term capacity development assistance to the EC of Nepal, encompasses the various phases of a fully-fledged and comprehensive BRIDGE programme.
6. undertake formal UNDP appraisal process, with pre-PAC and PAC evaluations for the project document for long-term capacity development for the EC;
7. approve and formally launch of the long-term UNDP capacity development support for the EC;

Given the magnitude and the long-term nature of the envisaged multi-year capacity development activity, UNDP, International IDEA and IFES will cooperate in the TOT initiative and in the development of the training materials by identifying, recruiting and fielding one BRIDGE consultant each.

Output:

1. Plan and workshop materials for BRIDGE TtF
2. Supervision of adaptation, translation and development of suitable and locally owned BRIDGE training materials
3. A project document for long-term capacity development assistance to the EC of Nepal, encompasses the various phases of a fully fledged and comprehensive BRIDGE programme
4. Completed pre –PAC and PAC
5. Strategy for launch of project

Responsibilities

Under the overall supervision of UNDP Senior Electoral Advisor, (or the Head of the Peace Building and Recovery Unit) and working in close coordination with the two BRIDGE consultants recruited by IFES and IDEA, the Electoral Capacity Development Expert will have the following, principal duties:

- act as the UNDP focal person for BRIDGE at the EC;
- closely liaise with BRIDGE partner organisations;

- work on the preparation of the TtF initiative;
- assist in the formulation, appraisal and approval process of the long-term project document;
- assist the EC in developing/adapting the BRIDGE materials to the language and context of Nepal.

Duration

The Electoral Expert will be required to be in Nepal for a period of 40 days, starting 1 September 2008 and ending 10 October 2008.

Qualifications and Experience

Relevant Advanced university degree and 5 or more years of professional experience in training and capacity development initiatives in the electoral sector. Previous BRIDGE experience, and partial or complete certification in this training programme is a must.

A. Professional: The consultant should have extensive, practical experience in the design, application and adaptation of the BRIDGE training methodology in a wide number of countries, in the design of capacity development/electoral administration training programmes for electoral institutions, preferably in both developing countries and in post-conflict environments.

B. Language (Listening, Speaking, Reading, Writing): Fluency in English is required.

C. Other: Good computer skills. Excellent communication, written and oral skills. Strong analytical skills, strategic and creative thinking. Ability to work in difficult environments, under pressure and with limited timeframes.



UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Code Title: Electoral Advisor/Project Manager
Position Number:
Department: Programme
Reports to: Head of the Peace Building and Recovery Unit
Reports:
Position Status: Non-Rotational

Current Grade: New
Proposed Grade: ALD A-4
Position Classified by: To be classified
Classification Approved by:

II. Organizational Context

UNDP Nepal provides support in a number of key areas related to the implementation of Nepal's "Comprehensive Peace Agreement", including constitutional advisory services, registration of combatants and weapons, cantonment management, and the establishment of Multi-Donor Trust Funds. A "Peace-Building and Recovery Unit" (PBRU) has been established to provide dedicated support in four key areas: constitution building; peace-building; electoral support; and reintegration and recovery.

As part of the PBRU's support to the electoral process, in January 2007, UNDP fielded a "Scoping Mission" to conduct a round of consultations with senior officials of the Election Commission of Nepal, with the main electoral stakeholders and the international donor community as well as to define key strategic areas for long-term electoral support to be provided during the "inter-election" period encompassing the completion of the Constituent Assembly (CA) election until early 2011. The "Scoping Mission" produced an initial draft for a three-year Electoral Support Project, which had to be subsequently adapted and revised to reflect the evolving political developments resulting from the two successive deferments that have characterised the CA electoral process.

In formulating its Electoral Support Project UNDP has started from the notion that the CA election is only a first, crucial step in the peace process in Nepal and that it is crucial for the UN and the international donor community to continue supporting the Election Commission of Nepal in (i) conducting the future cycle of elections that are participatory, peaceful and credible and in (ii) continuing to further consolidate itself as a permanent, professional, credible and independent institution of governance.

With the CA election that has effectively taken place in April 2008, UNDP is in the process of finalising its long-term, post-election Electoral Support Project. The intended outcome of this three-year technical assistance initiative is to further consolidate the institutional strengthening of the Election Commission, of its Secretariat and its regional offices, and enhance the professional capacities of its staff, to meet the numerous priorities required to be addressed in order to further enhance the credibility and the adequacy of Nepal's future electoral processes.

In this context, the Electoral Advisor/Project Manager is expected to provide overall direction and guidance for implementation of this new project, working under the direct supervision of the head of the PBRU. The Electoral Advisor/Project Manager is also expected to work in close collaboration with the UNDP's Transitional Governance Unit, UNDP's Operations Division, other programme staff in UNDP and other UN agencies, government officials, international organisations and providers of election assistance, multi-lateral and bi-lateral donors and civil society to ensure successful UNDP programme implementation.

III. Functions / Key Results Expected

Summary of key functions:

- Provision of strategic direction and overall guidance and supervision for the three-year Electoral Support Project and all related assistance activities - with a particular focus on the implementation of long-term institutional strengthening and professional development supporting activities for the Election Commission of Nepal.
- Delivery of advisory services to the Election Commission of Nepal and its subsidiary offices on substantive electoral-related issues, on required legal and procedural reforms to the electoral framework and other adjustments and enhancements that might be introduced in the period 2008-2011 to Nepal's electoral system and process before holding future elections.
- Creation of strategic partnerships between the Election Commission and the main electoral stakeholders, including international organizations providing election assistance and serving as project implementing partners, the international donor community, national NGOs, regional electoral networks, national electoral institutions from other countries and other entities.
- Assistance to the Election Commission in expanding levels of electoral/democratic awareness and participation prior to the next general or local elections in Nepal, particularly for under-represented and disadvantaged segments of the Nepali society (such as women and ethnic minorities).

1. Function / Expected Results:

Provision of strategic direction and overall guidance and supervision for the three-year Electoral Support Project and all related assistance activities - with a particular focus on the implementation of long-term institutional strengthening and professional development supporting activities for the Election Commission of Nepal.

- Lead the implementation of the project activities supporting the EC in the formulation and adoption of a multi-year strategic plan and in its efforts to enhance the professional capacity of its staff (through the BRIDGE¹ programme) - by providing technical inputs, identifying and implementing best types of interventions to achieve the intended results.
- Ensure the required ownership of the project - throughout its implementation - by its direct beneficiary (the Election Commission), promote regular consultation and an active participation of concerned partners, experts and institutions working in the area of electoral support.
- Identify relevant and qualified experts required to conduct the envisaged technical assistance activities, manage their timely recruitment and supervise the effective delivery of their services.
- Undertake appropriate revisions to the Electoral Support Project as and when required by the possible evolving political context or new needs arising in the inter-election period, in accordance with standard procedures, including appropriate consultations with the project's beneficiary and relevant partners.

¹ BRIDGE is the most comprehensive professional development course available in election administration. It has been developed by the International Institute of Democracy and Electoral Assistance (IDEA), the Australian Electoral Commission (AEC), the United Nations Election Assistance Division (UN EAD), UNDP and IFES. The acronym "BRIDGE" stands for "Building Resources in Democracy, Governance and Elections".

2. Function / Expected Results:

Delivery of advisory services to the Election Commission of Nepal and its subsidiary offices on substantive electoral-related issues, on required legal and procedural reforms to the electoral framework and other adjustments and enhancements that might be introduced in the period 2008-2011 to Nepal's electoral system and process before holding future elections.

- Provide technical advice to the Election Commission on the overall reform and adjustment process of the electoral legislation and system, particularly in respect to any requirements for municipal, provincial, parliamentary and presidential elections that may arise once the new Constitution of Nepal is adopted.
- Provide technical advice to relevant Government counterparts, ad-hoc committees and working groups specifically established to reform the electoral framework, also closely liaising with international partners and other key actors.
- Advise the Election Commission in undertaking the overall restructuring of its infrastructure and departments in compliance with the findings, the goals and objectives that will be identified in the multi-year Strategic Plan to be formulated adopted by the Election Commission of Nepal with close UNDP's assistance.
- Facilitate meetings and discussions and provide technical advice to enhance knowledge and understanding of key issues related to electoral reform among key electoral stakeholders.

3. Function / Expected Results:

Creation of strategic partnerships between the Election Commission and the main electoral stakeholders, including international organizations providing election assistance and serving as project implementing partners, the international donor community, national NGOs, regional electoral networks, national electoral institutions from other countries and other entities..

- Liaise regularly with the main national and international stakeholders to ensure coordinated and harmonized approach to assisting the Election Commission in its institutional strengthening and capacity development efforts.
- Establish sustained cooperation and coordination with regional electoral networks and other international institutions and entities.
- Lead UNDP's resource mobilization efforts in the area of electoral support.
- Provide regular programmatic and financial progress reports to the project's Steering Committee and to the UNDP Country Office.

4. Function / Expected Results:

Assistance to the Election commission in expanding levels of electoral/democratic awareness and participation prior to the next general or local elections in Nepal, particularly for under-represented and disadvantaged segments of the Nepali society (such as women and ethnic minorities).

- Address gender disparity through supporting initiatives promoting the participation of women in the electoral process and their empowerment in political life (both as registered voters and as potential candidates) and the participation of other under-represented segments of the Nepali society.
- Encourage general voter participation, increase overall public awareness at the grassroots level and promote collaboration with the media and civil society organizations through the provision of small grants, production of printed and audio-visual materials, the organization of cultural events, conferences, educational seminars, public discussions, voter education initiatives in schools and other events/activities.

5. Additional Functions:

- Prepare timely, quality narrative and financial regular and ad hoc reports and thematic briefing technical papers and policy notes to keep key stakeholders informed of developments in the electoral reform/administration process.
- Ensure that project reporting – both internal and external – is done on a timely manner by following UNDP CO and project reporting requirements and established procedures.
- Provide inputs for weekly activity reports and monthly reports to UNDP CO on project implementation.
- Perform any other tasks and responsibilities as required for the implementation of the project as requested by the Head of the Peace Building and Recovery Unit.

IV. Impact of Results

UNDP Nepal will support the Election Commission of Nepal in (i) strengthening its capacity to function as a permanent, independent, credible and professional institution of governance; (ii) enhancing the professional capacities of its officials at headquarters, regional and district levels; and (iii) expanding democratic awareness and participation in the next cycle of elections, particularly for under-represented and disadvantaged segments of the Nepali society.

V. Competencies

The Electoral Advisor/Project Manager:

- Demonstrates high moral integrity by modeling the UN's values and ethical standards, sound political judgment, as well as diplomacy, impartiality and discretion and proved capacity of initiative, leadership and autonomy.
- Promotes UNDP's vision, mission, and strategic goals.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Possesses a substantive and broad knowledge of electoral systems, administration and process, particularly in strategic areas of support such as institutional strengthening, professional capacity development, voter education, public outreach and communication.
- Demonstrates effective communication skills and ability to establish good working relationships with national and local authorities, and international stakeholders.
- Possesses the ability to work and act under pressure and with discretion in a politically sensitive and rapidly evolving environment.
- Possesses an excellent computer literacy.
- Possesses substantive knowledge of the political and economic situation and prior electoral work experience in Nepal (highly desirable).
- Promotes a knowledge sharing and learning culture in the office.
- Possesses the ability to travel throughout the country and abroad, as required.
- Leads the formulation, implementation, monitoring and evaluation of the technical supporting activities, as well as the resource mobilization efforts to be undertaken as part of the project.

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none">• Advanced degree in law, political science, or related social science.
Experience:	<ul style="list-style-type: none">• 5 to 7 years of practical experience in managing projects, preferably in a post-conflict environment, in the areas of electoral reform, political development and democratic strengthening.• Experience in working with the UNDP in particular and with the UN system, in general. Experience in managing election support projects and in the preparation of project reports, especially in UNDP format.• Experience in campaigns of encouraging general voter participation and increasing overall public awareness by promoting collaboration with the media and civil society organisations.• Experience in the implementation of training and capacity development initiatives as well as voter education and public information and communication activities.• Experience in working, liaising and collaborating with election officials, government's representatives, civil society organizations, and public international organizations. Familiarization with the Election Commission and electoral officials of Nepal will be considered an asset.• Strong understanding of and experience in programming and capability to translate needs into project document.• Experience in working in the context of Nepal, with an in-depth knowledge and understanding of electoral issues and political dynamics in Nepal.• Familiarity with UNDP DEX project implementation, UNDP project document and results and resource framework, and relevant UNDP policies and procedures.• Understanding of UNDP systems and procedures is an advantage.
Language Requirements:	<ul style="list-style-type: none">• Demonstrated analytical skills and fluency in English with excellent verbal and drafting skills.• Good knowledge of at least one other UN language.