

Project Document

**Support to National Elections in Pakistan**

United Nations Development Programme

Government of Pakistan

**SIGNATURE PAGE**

**Country: Islamic Republic of Pakistan**

**UNDAF Outcome(s)/Indicator(s):** *Integration of the poor, women and marginalized in the governance process.*

**Expected Outcome(s)/Indicator(s):** Legal and institutional frameworks that enable free, fair, transparent and sustainable elections at all levels in place. **Core results of the project would be:**

1. Improved electoral administration, management systems and capacities;
2. Better informed citizens, particularly women and the underprivileged, about the electoral system and voting procedures;
3. Improved engagement and involvement of all partners in strengthening the electoral process;
4. Effective coordination, management and facilitation of electoral support.

**Expected Output(s)/Indicator(s):** *See Results and Resources Framework*

**Implementing partner:** DEX, UNDP Pakistan

**Other Partners:** Election Commission of Pakistan, Economic Affairs Division, CSOS/NGOs, Professional associations, Research organizations, Donors

Total budget:	US\$ 53.5 Million
Allocated resources:	US\$ 0.5 Million
UNDP TRAC 1	US\$ 53.0
Unfunded Budget:	

Programme Period:	2004-08
Programme Component:	Fostering Democratic Governance
Project Title:	Support to National Elections in Pakistan
Project Code:	
Project Duration:	18 Months
Management Arrangement:	DEX

Agreed by Economic Affairs Division (Government of Pakistan):

Secretary  
Economic Affairs Division  
Government of Pakistan  
Islamabad

Agreed by Election Commission of Pakistan: -

(K. M. DILSHAD)  
Secretary  
Election Commission of Pakistan  
Islamabad



## Section I – Introduction and Project Description

### I. Situation Analysis

The next general elections are due when the term of the current Parliament ends in November of 2007. At the request of Election Commission of Pakistan (ECP), a UN/UNDP assessment mission was fielded during March 2006 to assess the environment for the next elections and to identify requirements for international assistance. The report of the Joint Assessment Mission from 13 to 25 March 2006 provides the situation analysis, context and findings and recommendations for support to the next elections. Similar assessment missions have been undertaken by other partners, particularly the European Union (EU) and United States Agency for International Development (USAID). A Joint Political-Development group of bilateral donors and international organizations is convened by Department for International Development (DFID) has also developed a matrix of potential assistance to the next elections.

Most partners view the coming elections as an important test and measure of democracy in Pakistan. There is strong consensus on the need to support free, fair and transparent electoral process. Based on review of observer mission reports of the 2002 national elections and the local government elections in 2005, discussion with several stakeholders including Non-Government Organizations (NGOs), political parties and donors the assessment mission identified key issues and challenges for the conduct of free, fair and transparent elections. It also made recommendations on potential areas of assistance, taking into consideration the needs identified by the various stakeholders, including the ECP, and the plans of the donors, to the extent they were shared with the mission.

The Election Commission of Pakistan and several donors have expressed a strong interest in ensuring coordinated support to the next elections. Accordingly, it is proposed to establish a "Basket Fund" to be managed by UNDP with contributions from donors who commit to supporting the next elections within an agreed framework. This document provides the results and resources framework for the application of Basket Funds.

### II. Project Strategy

This project is intended to respond to the needs identified and the recommendations made by the above-referenced mission, and the Donors Coordination Matrix (DCM) agreed among the bi-lateral and international organizations as potential programme assistance for the next elections. The DCM (Annex 1) is an integral element of this project document and would provide a basis for coordinating and monitoring all donor assistance.

The project will adopt a partnership approach to ensure collaboration of all partners, including national and international, working towards the common objective of free, fair, transparent and credible elections. In order to secure national ownership of the initiative, the project would be implemented with ECP leadership and full involvement of relevant national partners, including Civil Society Organizations (CSOs) and media.

It is recognised that the "Basket Fund" is one of the modalities established to support the results envisaged under the DCM. To the extent some donors may decide to support activities covered by the DCM through bi-lateral arrangements, their agreement to the matrix would ensure full information sharing and exchange of resources to avoid duplication. UNDP will be responsible for managing donor funds to be channelled through this project and would be responsible for full transparency, accountability and timely reporting on the utilization of donor contributions as well as the implementation of the project in accordance with this project document and decisions of the steering committee.

UNDP has been providing medium-term capacity building support to the electoral process through the nationally executed project Strengthening Electoral Processes to Ensure Greater Participation in Pakistan (SDEPP Phase II). The project has been instrumental in capacity building, systems development and

engagements of CSOs in electoral processes. It has also provided key inputs in the policy review and development of proposal for fresh voter registration. Outputs, resources and expertise of the SDEPP II will be accessible to this project. SDEPP II project management and UNDP will ensure that there is no duplication of activities of the two projects.

### III. Project Framework

The assessment identified key areas of assistance and recommended a two-tiered structure of priorities that include primary and secondary areas of support based on their scope and importance (primary) and the supporting role the other (secondary) areas play. The **primary areas of support** recommended by the mission were voter registration; training of polling staff and party agents; and voter education. The **secondary areas of support** recommended by the mission were facilitating a forum for meetings between ECP and the political parties; fostering improvements in the results process; support for domestic observation; training of security forces and police; and proposing improvements in the structure of ECP itself. The project has adopted all of the primary areas recommended and most of the secondary areas. Some of the secondary areas of support such as training of security forces and police could be covered to some extent under component 1.

Accordingly, the project has four components, which are described below:

#### **Component 1: Improved electoral administration, management systems and capacities:**

Effective electoral administration systems and capacities are essential for conduct of successful elections. Training of polling officials and party agents has been identified as a primary area of support, along with voter registration. The areas of assistance covered in this component include support to establish accurate and updated electoral rolls and to train polling officials and party agents. In addition, Component 1 will contribute to more efficient electoral management systems and processes through the introduction of improved systems for compilation and transmission of electoral results, recording of electoral disputes and facilitating speedy settlement of cases. It also has a provision for improved hardware such as ballot boxes, tamper proof bags and voting screens.

#### **Component 2: Better informed citizens, particularly women and underprivileged, about the electoral systems and voting procedures:**

There is a need to overcome low voter turnout, lack of voter awareness and trust in the system, which have been identified as key features of past elections. This is particularly significant in the context of mobilising first-time voters, women voters and citizens from remote areas to ensure their effective participation. The project will provide resources for the design and implementation of voter education campaigns through CSOs and media. The voter's education and awareness campaigns will be designed to target special population segments. The voter registration campaigns under Component 1 would also contribute to better citizen's awareness of electoral systems.

#### **Component 3: Improved engagement and involvement of all partners in strengthening electoral process:**

Effective communication and engagement of the ECP with political parties, CSO, media and other stakeholders through regular meetings and consultative forums would promote better understanding and appreciation of the roles and responsibilities of different partners in the electoral process. It would also promote collective actions to address some of the electoral management issues that are identified in the process. The project will establish consultative mechanisms such as meetings at national and sub-national levels to establish channels of communication between the ECP, political parties, media, CSOs and other relevant partners. The forums could also provide the ECP an opportunity to brief the partners on progress in voter

registration and polling preparations and emerging issues, as well as provide an opportunity for the parties to raise relevant issues.

**Component 4: Effective coordination, management and facilitation of electoral support:**

The next general elections have generated considerable interest among donors and other development partners. Donors have expressed a strong interest in providing coordinated and harmonised support to the next elections. This would require strong coordination and facilitation between donors' intervention to avoid duplication and maximise the coverage and effectiveness of donor assistance. The project can set up a mechanism to strengthen donor coordination including through links with the DFID-lead donors group. It would strengthen engagement of the ECP with the donors and also enable networking and information sharing among different partners within the agreed framework. It will also ensure effective monitoring, reporting and accountability of donor funds.

The details of project results, outputs, key activities and budget for each component are described in detail in Section II – Results and Resources Framework (R&RF). The R&RF is broad and includes a comprehensive set of outputs and activities. Priorities in the allocation of resources would be accorded to the primary areas of support, i.e., voter registration, training of polling staff and party agents, and voter education. Secondary areas of support would be covered depending on the availability of resources. There are indications that certain donors may provide direct support in the areas covered under the DCM. Thus to the extent some of the activities described in the R&RF are supported directly by donors, they will not be pursued through this project. The resource requirements and allocations from this project would be adjusted accordingly based on decisions of the steering committee.

**IV. Management and Implementation Arrangements**

The project would be implemented using the UNDP Direct Execution (DEX) arrangements under the supervision of Project Steering Committee (PSC), which will be co-chaired by the Secretary of the ECP and UNDP Country Director. The PSC will also include Economic Affairs Division (EAD), the heads of contributing donor agencies and the Chief Technical Advisor of the project (see below). Donors providing bilateral support to the elections would attend PSC meetings as observers. The PSC will be responsible for making policy decisions, setting priorities, reaching agreement on items to be funded, reviewing progress and guiding project management to overcome project implementation issues. The PSC will approve criteria for award of sub-contracts to NGOs and private contractors to implement activities. It will also review the progress of implementation of the project activities including those related to voter education, public information and other activities undertaken by partners and outsourced agencies and make decisions to address bottlenecks, if any develop. The PSC will meet quarterly to review progress of the project and approve the quarterly work plan. Additional meetings of the PSC can be convened at the request of its members, if required. PSC decisions will be made through consensus.

An Electoral Support Unit (ESU) will be established to act as a secretariat for the PSC and to assist in the implementation of the project as well as in the coordination, management and reporting of donor assistance. As a secretariat to the PSC, the ESU will be responsible for convening PSC meetings, preparing working papers and background documents, submitting work plans and progress reports and following-up on the decisions of PSC. The ESU will facilitate coordination of all donor support to the elections by regularly updating the DCM to reflect details of on-going and planned activities, implementing partners and funding. It will be responsible to convene regular donor coordination meetings to discuss modalities for enhancing the effectiveness of donor support and to identify and resolve coordination bottlenecks.

The legal context for UNDP-assisted programmes and projects in Pakistan is established by two major agreements: 1) the Convention on the Privileges and Immunities of the United Nations, given effect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) the agreement between the Government of the Islamic Republic of Pakistan and the United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations Development Programme, signed by the parties on 25<sup>th</sup> February 1960.

## VII. Legal Context

Monitoring and evaluation will be conducted in accordance with standard UNDP policies and procedures. The ESU will prepare quarterly work plans and submit quarterly progress reports to the PSC. The ESU will monitor and report on field-based activities through field visits. Interested partners would also be invited to join field-based monitoring visits. The project will be evaluated by a team of independent consultants at the end of the project. The evaluation will be designed and implemented in close collaboration with the Electoral Assistance Division, UNDP/A. Findings and recommendations of the evaluation will be shared with the concerned partners. A final audit and financial report will be submitted to all the contributing donors.

## VI. Monitoring, Reporting and Evaluation

Allocation of funds from the basket will be made on the basis of priorities determined by the PSC taking into consideration the relevance to the DCM as well as the primary and secondary areas of assistance identified under section III above. The allocation of funds to specific outputs and activities in the Results and Resources (R&R) Framework should thus be considered as indicative.

The project provides a mechanism for channelling donor funds for electoral support. A "Basket Fund" will be established to enable the contributing donors to provide funds to support the results and resources framework for the project. The basket will be managed by UNDP. Each contributing donor will enter into separate cost-sharing agreements with UNDP and each of these agreements will be governed by their termination and duration clauses. The preferred modality would be that the contributions to the basket are not earmarked for specific activities, thereby allowing for more flexibility in prioritizing and allocating the funds. The ECP and GOP will be informed of all agreements between UNDP and contributing donors.

## V. Funding Arrangements

The ESU will also be responsible for planning and implementing all project-related activities and liaising with UNDP for the procurement, contracting, recruitment and other operational support services. Project procurement and contracting of services including those to be outsourced to NGOs, CSO, private and public sector organizations will be done on the basis of competitive selection process and partnership agreements, where permissible. Services of NGO, CSOs and private sector would in particular be utilized for the implementation of voter awareness, civic education and for training of polling officials. All procurements, contracting and recruitment will be done based on UNDP DEX procedures.

The ESU will be headed by Chief Technical Advisor (CTA) who should be an international electoral expert to be recruited for the duration of this project and who will report to the UNDP Country Director. The CTA would be responsible for overall coordination and liaison with donors, the ECP, and other stakeholders; preparation, review and quality control of substantive technical reports; coordination and supervision of project implementation; and submission of timely reports and regular briefings to contributing donors and other partners. A Project Manager will report to and assist the CTA in management, planning, implementation and monitoring of project activities and achieving the desired results. The ESU will have additional long-term and short-term national and international experts and administrative staff to provide the required technical and operational support. (*Terms of References for PSC, CTA, PM are at Annex II*)

This Project Document shall be the instrument (herein referred to as a Plan of Operation) envisaged in article 1, paragraph 2, of the agreement between the Government of the Islamic Republic of Pakistan and the United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations Development Programme.

UNDP-assisted programmes and projects for Pakistan are planned and executed in accordance with the global UNDP Financial Rules and Regulations and the Project Cycle Operations Manual for Pakistan.

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 objection to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

This project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, which are available.

**Section II - RESULTS AND RESOURCES FRAMEWORK**

**Intended Outcome as stated in the MYFF:** Legal and institutional frameworks that enable free, fair, transparent and sustainable elections at all levels in place.

**Applicable MYFF Service Line:** Service Line 2.3: Electoral systems and processes

**Partnership Strategy:** The project will be implemented in close collaboration with the ECP and ensure that all the partners work together to achieve the project results. The project will promote strategic partnership between the ECP, CSOs, media and political parties for strengthening electoral processes in Pakistan. The project will provide a platform for coordinated donor support to the elections and ensure harmonization and alignment of donor support.

**Project title and ID (ATLAS Award ID):** Support to national elections in Pakistan

Outputs	Key Activities	Responsible Agency	Planned Budget		
			Budget Description	Amount	
<b>Component 1:</b> Improved electoral administration, management systems and capacities.					
<p><b>1.1 New computerized voters rolls developed and used for the next elections</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Improved accuracy of electoral rolls as indicated by surveys/ independent audit, comparison with previous rolls, etc.;</li> <li>▪ Timely completion and testing of the rolls</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support design and implementation of public awareness campaign for voter registration, particularly aimed at mobilization of women voters;</li> <li>▪ Support development of voters database;</li> <li>▪ Assist in preparation of voter registration forms and in developing procedures for voter registration;</li> <li>▪ Assist in training of registration staff;</li> <li>▪ Support enumeration and data entry;</li> <li>▪ Assist in verification and finalization of rolls;</li> <li>▪ Support training of ECP officials in using computerised electoral rolls</li> <li>▪ Provide IT support at all levels of ECP operations.</li> </ul>	DEX	<ul style="list-style-type: none"> <li>▪ Intl expert (12 months)</li> <li>▪ National consultants</li> <li>▪ Training and remuneration of registration staff</li> <li>▪ Data entry</li> <li>▪ IT hardware and software</li> <li>▪ Design, printing and mailing of registration forms</li> <li>▪ Validation, printing and dissemination of voters lists</li> <li>▪ Miscellaneous</li> <li>▪ Media campaign for voter registration</li> </ul>	<p>US\$250,000</p> <p>US\$100,000</p> <p>US\$9.5 Million</p> <p>US\$2.0 Million</p> <p>US\$1.0 Million</p> <p>US\$750,000</p> <p>US\$3.4 Million</p> <p>US\$1.0 Million</p> <p>US\$2 Million</p> <p>US\$20.0 Million</p>	
			<b>Total</b>		



<p><b>1.2 Trained Polling Officials and Political Party Agents</b></p> <p><i>Indicators:</i></p> <p>Reduction in the number of clerical errors or complaints at the level of people trained?</p>	<ul style="list-style-type: none"> <li>▪ Training needs assessment;</li> <li>▪ Preparation of training plan including costs and implementation schedule</li> <li>▪ Content design, training materials and packaging;</li> <li>▪ Solicit proposals and select partner organizations</li> <li>▪ Training events (400,000 ROs, POs, APOs)</li> <li>▪ Training party agents (200,000)</li> </ul>	<p>DEX</p>	<ul style="list-style-type: none"> <li>▪ Training expert/s for training electoral officials including developing of training modules, content development, materials, printing, and training events</li> <li>▪ Sub-contract/s for training party agents including developing of training modules, materials, printing, and training events</li> </ul>	<p>US\$ 6.0 Million</p> <p>US\$2.0 Million</p>
<p><b>1.3 Improved systems and procedures for compilation and transmission of elections results and for electoral disputes</b></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>▪ Fewer complaints filed regarding the integrity and transmission of results</li> <li>▪ Time between vote closing and public posting of results reduced</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of current results processes;</li> <li>▪ Develop recommendations for simplifying documentation and procedures, increasing security and speeding up transmission of results;</li> <li>▪ Training on new procedures;</li> <li>▪ Technical assistance to design and implement new procedures</li> <li>▪ Hardware &amp; software support for improving compilation and communication of results;</li> <li>▪ Design a system for registration, tracking and analysis of electoral disputes</li> </ul>		<ul style="list-style-type: none"> <li>▪ Consultancy of results - IT hardware and software</li> <li>▪ Training</li> <li>▪ Electoral dispute tracking systems development</li> </ul> <p>Total</p>	<p>US\$0.5 Million</p> <p>US\$0.1 Million</p> <p>US\$0.6 Million</p>

<p><b>1.4 Modern and robust electoral materials introduced</b></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>Fewer complaints filed regarding the security, quality and availability of electoral materials</li> </ul>	<ul style="list-style-type: none"> <li>Review options for introducing transparent ballot boxes;</li> <li>Agree on design of new ballot boxes</li> <li>Procurement of new ballot boxes;</li> <li>Design and procure tamper-proof bags for transport of polling items back to RO</li> <li>Voting screens for polling booths</li> </ul>		<ul style="list-style-type: none"> <li>Procurement of ballot boxes</li> <li>Procurement of tamper proof bags</li> <li>Procurement of voting screens</li> </ul> <p>Total</p>	<p>US\$6.0 Million</p> <p>US\$0.4 Million</p> <p>US\$ 1.7 Million</p> <p>US\$8.1</p>
<p><b>1.5 Electoral research, survey and analysis conducted to enable policy actions</b></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>Findings from surveys and research are included in policy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Voters survey (on participation, attitudinal, voting patterns, confidence, electoral credibility, others) designed and conducted</li> <li>Dissemination of survey results</li> <li>Devise forms for recording and submission of voters information disaggregated by gender for each polling station.</li> <li>Statistics on male/female polling staff to constituency level;</li> <li>Elections monitoring and feedback</li> <li>Analysis and policy actions</li> </ul>		<ul style="list-style-type: none"> <li>Sub-contract/s for benchmark surveys and research</li> </ul> <p>Total</p>	<p>US\$100,000</p> <p>US\$0.1 Million</p>
<p><b>Component 2:</b> Better informed citizens, particularly women and underprivileged, about the electoral systems and voting procedures</p>				
<p><b>2.1 Voter education and public information and implemented</b></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>Improved voter turn out as compared with last national elections</li> <li>Turnout of women voters is comparable to male voters</li> <li>Adequate staffing of female polling staff</li> </ul>	<ul style="list-style-type: none"> <li>Support ECP in developing voter education plan based on voters survey;</li> <li>Design voter education and information source materials and campaigns, particularly targeting women, first time voters and rural voters;</li> <li>Develop criteria for contract modalities and selection of partners;</li> <li>Solicit/assess proposals to select partner organizations</li> <li>Support ECP in undertaking voter education campaign;</li> <li>Targeting voter education campaigns to mobilize women voters;</li> <li>Provide guidance, monitoring and evaluation of campaign</li> </ul>	<p>DEX</p>	<ul style="list-style-type: none"> <li>Media/communication experts</li> <li>Voter education campaign by CSOs</li> <li>Sub-contracts for designing and implementing public awareness campaigns through mass media advertising</li> </ul> <p>Total</p>	<p>US\$10 Million</p> <p>US\$3.5</p> <p>US\$13.5 Million</p>

**Component 3: Improved engagement and involvement of all partners in strengthening electoral process**

<p><b>3.1 Improved channels of communication established between ECP and political parties to address electoral issues</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Meetings held between ECP and political parties;</li> <li>▪ Electoral issues identified and resolved;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support ECP in establishing consultative forums for ECP-political parties dialogue at national and sub-national levels;</li> <li>▪ Convene regular meetings of the forums to discuss issues such as design and adherence to Code of Conduct, electoral dispute resolution and other related issues agreed jointly between ECP and political parties.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Workshops, seminars and consultative meetings</li> </ul> <p style="text-align: right;">Total</p>	<p>US\$0.1 Million</p>
<p><b>3.2 Improved understanding of electoral management issues among media, CSOs, and other stakeholders</b></p> <p><b>Indicator:</b></p> <ul style="list-style-type: none"> <li>▪ Improved accuracy of media reporting on electoral management;</li> <li>▪ Fewer complaints lodged regarding responsibilities outside the remit of the ECP by CSOs and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support ECP in establishing forums for interaction with media and CSOs at national and sub-national levels;</li> <li>▪ Develop materials for media/CSO awareness;</li> <li>▪ Organize media briefings on electoral issues.</li> </ul>	<p>DEX</p>	<ul style="list-style-type: none"> <li>▪ Workshops, seminars and consultative meetings</li> </ul> <p style="text-align: right;">Total</p>	<p>US\$0.1 Million</p> <p>US\$0.1 Million</p>

**Component 4: Effective coordination, management and facilitation of electoral support**

<p><b>4.1 Elections Support Unit (ESU) established.</b> <i>Indicators:</i></p> <ul style="list-style-type: none"> <li>▪ Donor and other partner attendance and participation in PSC meetings</li> <li>▪ Extent of donor coordination and duplication of efforts avoided.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruit project management team</li> <li>▪ Project implementation including work planning, progress monitoring and reporting</li> <li>▪ Support procurement of electoral materials, contractual services</li> <li>▪ Organize, manage and coordinate training workshops, consultative meetings and other electoral events</li> <li>▪ Logistic support for monitoring field based activities of the project and to electoral support missions</li> <li>▪ Maintain, update and share elections related information of interest to donors;</li> <li>▪ Coordinate with all the donors to regularly update and disseminate the DCM</li> <li>▪ Convene donor coordination meetings and briefings to provide an update on the electoral support activities on the basis of updated DCM and to agree on modalities for improving coordination.</li> <li>▪ Mobilize and manage donor resources and ensure timely financial and progress reporting</li> <li>▪ Organize evaluations</li> <li>▪ Ensure timely accountability, audits and financial reporting of funds</li> <li>▪ Support facilitation of donors' elections observation missions through briefings and information sharing.</li> </ul>		<ul style="list-style-type: none"> <li>▪ International Advisor (1x18 months)</li> <li>▪ Project manager (1x18 months)</li> <li>▪ Monitoring and evaluation expert (1x18 months)</li> <li>▪ Short term International consultants (12 months)</li> <li>▪ Short term National consultants (36 months)</li> <li>▪ Procurements and contracting expert (1x12 months)</li> <li>▪ Admin support staff (5x18 months)</li> <li>▪ Travel/missions</li> <li>▪ Office equipment</li> <li>▪ Vehicles/Transport</li> <li>▪ Communication</li> <li>▪ Printing and publications</li> <li>▪ Premises</li> <li>▪ Operations and maintenance</li> <li>▪ Stationary</li> <li>▪ Miscellaneous</li> </ul> <p style="text-align: right;">Total</p>	<p>US\$3 Million</p>
	<p style="text-align: center;"><b>Total Project Budget</b></p>			<p>US\$53.5 Million</p>

Donor Coordination Matrix

Donor Coordination Matrix of financial and technical assistance

Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
<p><b>Overall Goal:</b></p> <p><b>Strengthened democratic electoral processes in Pakistan.</b></p>				
<p><b>Result 1:</b> Voter Registration Process updated</p> <p><b>Result 2:</b> Election administration improved</p> <p><b>Result 3:</b> Legal framework for elections reviewed and updated</p> <p><b>Result 4:</b> ECP and Political Parties regularly confer to address election-related issues</p>		<p>It has been suggested in the UN Consultant report that total financial needs are approximately <b>44 Million USD.</b></p>		

Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
<p><b>Result 5:</b> Citizens better informed of election issues and procedures</p> <p><b>Result 6:</b> Independent Election Observation</p> <p><b>Result 7:</b> Independence of ECP Asserted</p> <p><b>Result 8:</b> Election Resolution Strengthened</p> <p><b>Result 9:</b> Dispute Resolution Process</p>				
<p><b>Result 1:</b> Voter Registration Process updated</p>	<p>(i) development of the database</p> <p>(ii) associated forms and procedures</p> <p>(iii) public awareness</p> <p>(iv) door to door enumeration</p> <p>(v) recruitment and training of staff</p> <p>(vi) data entry</p> <p>(vii) Verification and</p>	<p>18 -20 Million USD</p>	<p>The US intend to:</p> <ul style="list-style-type: none"> <li>• Fund full-time advisor</li> <li>• Training program for 2,000 assistant registration officers</li> <li>• Print 100,000 Guidelines for Registration Staff</li> <li>• Establish computer electoral rolls MIS</li> <li>• Arrange printing for</li> </ul>	

Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
	finalisation.		<ul style="list-style-type: none"> <li>electoral rolls</li> <li>Engage political parties to discourage politicization of process</li> <li>Engage political parties to support new voter registration process</li> </ul>	
<p><b>Result 2:</b> Election Administration Improved</p>	<p>(i) Election results improved through reorganisation and restructuring.</p> <p>(ii) provision of transparent ballot boxes</p> <p>(iii) introduction of tamper proof bags for transport of polling items.</p> <p>(iv) provision of polling booths</p> <p>(v) polling training (391.000 official persons)</p> <p>(a) returning officer</p>	<p>0.3 Million USD</p> <p>3 – 6 Million USD</p> <p>0.4 Million USD</p> <p>2.7 Million USD (plus 6 Million USD for others)</p>	<p>The US intend to:</p> <ul style="list-style-type: none"> <li>Fund full-time advisor</li> <li>Provide 300,000 transparent ballot boxes</li> <li>Provide 200,000 polling booths</li> <li>Process re-engineering</li> <li>Develop training for staff on re-engineered processes</li> <li>Training of security personnel</li> </ul>	

Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
<p><b>Result 3:</b></p> <p>Legal Framework for Elections Reviewed and Updated</p>	<p>(b) presiding officer</p> <p>(c) assistance presiding officer</p>		<p>The US intend to:</p> <ul style="list-style-type: none"> <li>• Technical assistance/advice</li> <li>• Political party engagement with ECP</li> </ul>	
<p><b>Result 4:</b></p> <p>ECP and Political Parties Regularly Confer to Address Election-Related issues</p>	<p>(i) Support consultative mechanism at national level developed and operational</p> <p>(ii) consultative mechanism at district levels developed and operational.</p> <p>(iii) Engage political parties to work closely with ECP on Code of Conduct</p> <p>(iv) Engage political parties to work w/ ECP on electoral</p>	<p>0.1 Million USD</p>	<p>The US intend to:</p> <ul style="list-style-type: none"> <li>• Support the establishment and facilitation of regular political party/ECP forum</li> <li>• Engage political parties to work closely with ECP on Code of Conduct</li> <li>• Engage political parties to work w/ ECP on electoral dispute resolution</li> <li>• Engage political parties to work w/ ECP on training of polling</li> </ul>	



Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
	(v) Engage political parties to work w/ ECP on training of polling agent. (vi) Training of political party/candidate agents (194,000 person). (vii) Political party training on issued-based platform development		agents	
<b>Result 5:</b> Citizens better informed of Election Issues and Procedures (voter education)	(i) public information campaign through mass media (ii) voter education programme through appropriate NGOs. (iii) Get the vote out campaign in proximity to election (iv) Information campaigns for defined under represented target groups e.g. gender	3.5 Million USD  10 Million USD  0.5 Million USD	The US intend to: <ul style="list-style-type: none"> <li>Information campaign targeted at FATA voters, particularly women</li> </ul>	

Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
<p><b>Result 6:</b></p> <p>Independent Election Observation</p>	<p>based, FATA.</p> <p>(i) Provision of organisation or country contingent for international election observation, including training of observers</p> <p>(ii) Support parallel vote count process</p> <p>(iii) Engage civil society including media to gather data and report code of conduct irregularities</p>		<p>The US intend to:</p> <ul style="list-style-type: none"> <li>• Support US contingent for international election observation, including training of observers</li> <li>• Support parallel vote count process</li> </ul>	
<p><b>Result 7:</b></p> <p>Independence of ECP Asserted</p>	<p>(iv) Engage with CEC</p> <p>(v) Showcase best international practices</p> <p>(vi) Improve ECP monitoring and oversight capacity for election</p>		<p>The US intend to:</p> <ul style="list-style-type: none"> <li>• Engage with CEC</li> <li>• Showcase best international practices</li> </ul>	

Summary of Objectives / Activities	Activity	Proposed Funding mechanisms	Partner	Comments
<p><b>Result 8:</b></p> <p>Election Resolution Strengthened</p> <p>Dispute Process</p>	<p>(i) regulations developed in CEC to provide for further enhance strength of complaints procedure.</p> <p>(ii) communications systems improved to respond</p> <p>(iii) provision of complaint units at district level as well as national level</p> <p>(iv) Response time for complaints improved.</p>			

**TERMS OF REFERENCE**

**PROJECT STEERING COMMITTEE**

**Background**

The Election Commission of Pakistan and several donors expressed a strong interest in ensuring coordinated support to the next elections. UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, *Support to National Elections in Pakistan* has been formulated to support a free, fair and transparent electoral process. The project would be implemented using the UNDP Direct Execution (DEX) arrangements under the supervision of Project Steering Committee (PSC).

**Composition**

- |    |                                                 |                  |
|----|-------------------------------------------------|------------------|
| 1. | Secretary, Election Commission of Pakistan      | Co-Chair         |
| 2. | Country Director, UNDP                          | Co-Chair         |
| 3. | Representative, Economic Affairs Division       | Member           |
| 4. | Head of contributing donors                     | Members          |
| 5. | Head of non-contributing donors                 | Observers        |
| 6. | Chief Technical Advisor, Elections Support Unit | Member/Secretary |

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

**Role and Responsibilities**

The PC will provide the policy guidance and overall supervision of the project and will serve as a forum to coordinate electoral assistance. Its responsibilities would include:

- Make policy decisions, set priorities and reach agreement on items to be funded through the project;
- Review progress and guide project management to overcome project implementation issues;
- Review the progress of implementation of the project activities including those related to voter education, public information and other activities undertaken by partners and outsourced agencies;
- Approve criteria for award of sub-contracts to CSO, NGOs and private contractors to implement activities;
- Make decisions to address bottlenecks, if any develop;
- Meet quarterly to review progress of the project and approve the quarterly work plan. Additional meetings of PSC may be convened if required.

**TERMS OF REFERENCE  
CHIEF TECHNICAL ADVISOR**

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

**Background**

UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, a project of *Support to National Elections in Pakistan* has been formulated to support a free, fair and transparent electoral process. The Election Commission of Pakistan and several donors have expressed a strong interest in ensuring coordinated support to the next elections through the project. The project will be implemented using the UNDP Direct Execution (DEX) arrangements under the supervision of a Project Steering Committee (PSC).

An Electoral Support Unit (ESU) will be established to act as a secretariat for the PSC and to assist in the implementation of the project as well as in the coordination, management and reporting of donor assistance. The ESU will be headed by a Chief Technical Advisor (CTA) who will be an international electoral expert recruited for the duration of this project and who will report to the UNDP Country Director.

**Duties and Responsibilities**

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

- ▶ Plan, initiate, facilitate and manage project activities and measure performance and report on programme results and outcomes to PSC.
- ▶ Ensure the establishment and equipment of the ESU at the outset of the project operations. Manage the recruitment of ESU team and local consultants, as well as identifying short-term international experts;
- ▶ Coordinate and supervise the activities of the project staff, experts and consultants working as part of the technical assistance team;
- ▶ Prepare project work plans, progress reports and terminal report;
- ▶ Be responsible for the timely preparation and quality control of all substantive technical reports, briefs and required documents, ensuring timely production and submission of reports by all members of the project team, contractors and project partners;
- ▶ Liaise with the Election Commission of Pakistan, UNDP country office, donors and all other partners on all matters concerning the implementation of the project;

The candidate should be familiar with the work of UNDP and Electoral Assistance Division (EAD) of UN Department of Political Affairs (UNDPA), and possess extensive experience in dealing with electoral assistance projects. A minimum of an advanced university degree in the field of political science, law, economics or other social science related subject. A minimum of 7 years experience in electoral advisory positions and project management with demonstrated project management and strong communications skills. Fluency in English is a must. Previous experience in Pakistan or the region will be an asset.

### Qualifications

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

### Competencies

- ▶ Act as special adviser on electoral issues to the Secretary of the Election Commission of Pakistan, co-chair of the Project Steering Committee (PSC) and members of the PSC as related to the project components;
- ▶ Support coordination of all electoral support activities through regular contacts with the donors and by organizing regular donor briefings;
- ▶ Organise PSC, donor coordination and project review meetings. Prepare background document, briefs, issues papers, progress reports for the PSC meetings and for donor reporting. Follow-up on the implementation of PSC decisions and recommendations;
- ▶ Manage process for the selection of suppliers, contractors and partners. Supervise procurement of goods and services including preparation of equipment specifications, Terms of Reference (TORs) and Request for Proposals (RFPs);
- ▶ Conduct field visits to supervise, coordinate and monitor field-level activities of the project; Supervise outsourced electoral research and dissemination of research findings;
- ▶ Organize end of project evaluation in close coordination with UNDPA.

**TERMS OF REFERENCE  
PROJECT MANAGER**

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

**Background**

The Election Commission of Pakistan and several donors expressed a strong interest in ensuring coordinated support to the next elections. UN/UNDP and several donors undertook an assessment of the environment within which the next elections will take place, with a view to identifying the needs for technical assistance. In light of the findings and recommendations of the assessment missions, *Support to National Elections in Pakistan* has been formulated to support a free, fair and transparent electoral process. The project would be implemented using the UNDP Direct Execution (DEX) arrangements under the supervision of Project Steering Committee (PSC).

**Key Duties and Responsibilities**

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

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

**Qualifications**

The candidate should possess at least 8 years working experience, at least 5 years of which involves management and implementation of technical assistance programmes at a senior level. A minimum of a Master's degree in political science, law, development studies/ international relations, management or other relevant field and:

- Sound liaison, negotiation and representational skills, and ability to interact with senior officials;
- Able to work effectively in a sensitive environment and exercise discretion, impartiality and neutrality;

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