Government of the People's Republic of Bangladesh

United Nations Development Programme

Project Document

Title of Project/Number:	Preparation of Electoral Roll with Photographs (BGD/07/002)
Implementing Partner:	Bangladesh Election Commission
Responsible Parties:	Bangladesh Election Commission (BEC) United Nations Development Programme (UNDP)
Start date:	1 July 2007
End date:	30 June 2010
Management arrangement:	National Implementation

Brief Description:

Timely completion of a credible photo voter list is currently the highest priority of the caretaker administration in order to make a peaceful and secure transition back to democratic governance. The objective of this project is: technical requirements and infrastructure fully established and capacity built to enable the GoB to prepare a credible voter list for elections in 2008 and to maintain and update the nationwide list thereafter.

The main output of this project is a credible electoral roll with photographs. This output will facilitate preparations for a free and fair election.

The following activities will be carried out to support the completion of this output:

1. Develop required software to support photo voter list data entry and storage
2. Establish ICT infrastructure at the Central, District, Upazila and field data collection teams
3. Provide training to field workers who will facilitate the creation of the photo voter list, including enumerators, data entry operators and data collection officers
4. Data collection and integration
5. Printing and distribution of photo voter list
6. Prepare project evaluation
7. Prepare project audit
8. Project management and implementation

Government of the People's Republic of Bangladesh

United Nations Development Programme

Project Document

Title of Project/Outcome	Promotion of Freedom Skill with Bangladesh (BGD/07/001)
Implementing Partner	Bangladesh Election Commission
Responsible Parties	Bangladesh Election Commission (BEC), United Nations Development Programme (UNDP)
Start date	1 July 2007
End date	30 June 2010
Management arrangement	National Implementation

Brief Description

Timely completion of a credible photo voter list is currently the highest priority of the caretaker administration in order to create a peaceful and secure transition back to democratic governance. The voters are given the opportunity to register, have their data validated and electoral role...

This could region of this project is of voters displaced with this stakeholders. This project will facilitate improvements in the first and last decision.

The following activities will be carried out to support the completion of this output.

1. Strategic response and early to support photo voter list data entry and storage
2. Feedback to ICT infrastructure at the National District People and field data collection teams
3. How the internal to field working side with the team the creation of the photo voter list and delivering measures early data entry operation and data collection effort
   a. Data collection and data entry
   b. Training and deployment of photo voter list
   c. Support printed validation
   d. National support audit
   e. Phone management and reconciliation

UNDAF Outcome(s)/Indicator(s):

UNDAF Outcome 1: Human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance [The Millennium Declaration]
Indicator: Quality of people's participation in the existing governance processes and mechanisms

Expected Outcome(s)/Indicator(s):

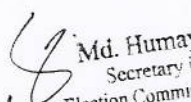*Credible preparations for elections, facilitated by a photo voter list*

Expected Project Output(s)/Annual Targets:

- A credible electoral roll with photographs

Implementation Agency:

Bangladesh Election Commission (BEC)
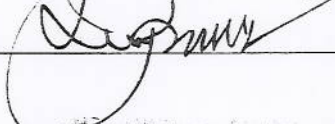
Programme Period: UNDAF 2006-2010
Programme Component: Democratic Governance
Project Title: Preparation of Electoral Roll with Photographs
                Project
Project ID: BGD/07/002
Project Duration: 1 July 2007 to 30 June 2010
Management Arrangement: National Implementation

*UNDP also provides an additional USD $3,000,000 for parallel activities, including technical and advisory support for the completion of the photo voter list.

Project Budget:	USD $84,672,262
Allocated resources:	
• Government (through DPP)	USD $34,305,903
• TRAC	USD $1,000,000*
• Other:	
○ EC	USD $18,813,085
○ DFID	USD $18,691,589
○ Netherlands	USD $4,616,822
○ Norway	USD $934,580
○ Sweden	USD $934,580
○ Switzerland	USD $934,580
○ Denmark	USD $858,721
○ Korea	USD $500,000
• In kind contributions	
• To be mobilized:	USD $3,082,402
GMS Fees	USD $3,237,584
○ EC	USD $1,316,915
○ DFID	USD $1,308,411
○ Netherlands	USD $323,178
○ Norway	USD $65,420
○ Sweden	USD $65,420
○ Switzerland	USD $65,420
○ Denmark	USD $60,110
○ Korea	USD $32,710

Agreed by (Election Commission): _____

Md. Humayun Kabir
Secretary in Charge
Election Commission Secretariat
Dhaka.

Agreed by (UNDP): _____

Manoj Basnyat
Country Director
UNDP-Bangladesh

Agreed by (ERD): _____

MD. AMINUL ISLAM BHUIYAN
Secretary
Economic Relations Division
Ministry of Finance
Govt. of the People's Republic
of Bangladesh

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SECTION 1

<u>Part 1.1: Situation Analysis</u>

The highest priority of the current caretaker government is to prepare for credible elections to make a peaceful and secure transition back to democratic governance. The Bangladesh Election Commission (BEC) is a constitutional body charged primarily with the task of conducting elections for the Parliament and the local bodies. An important element in the discharge of these responsibilities is the preparation, maintenance and periodic updating of an electoral roll on the principle of universal adult franchise. However, recently the BEC faced significant difficulties due largely to the process adopted in preparing the electoral roll. The 9th Parliamentary Election was scheduled to be held on 22nd January 2007 following the dissolution of Parliament in October 2006. In the days leading up to the elections, violence became widespread with deterioration in the overall law and order situation of the country. Eventually, the elections could not be held. A new caretaker government assumed charge and has vowed to the nation its intention of holding a free, fair and credible election.

One of the main reasons for the deferment of the January 2007 election was a faulty and grossly inaccurate electoral roll that was not acceptable to the opposition parties. Several civil society groups, local and foreign NGOs and prominent citizens of the country also pointed to innumerable anomalies relating to the process of updating the electoral roll and its final outcome. A Pre-Election Assessment Mission of the National Democratic Institute conducted a statistically rigorous survey of the 2006 electoral roll (updated 2001 electoral roll + supplementary list) in October 2006 and found that approximately 21.2 million names on the Electoral roll are either in error or are duplicates. This figure comes roughly to 13% of the total number of voters and exceeds the traditional 5% margin of error; the major source of error in the updated Electoral roll is migration. It was also found that rural centers were more prone to error. In addition, there were very strong demands for reconstitution of the BEC; amendment of the laws, rules and regulations relating to holding of elections in order to create a level-playing field for all contesting political parties and preparation of a new electoral roll with photographs. In fulfillment of these popular demands, the new Caretaker Government reconstituted the BEC with the appointment of a new Chief Election Commissioner and two other Commissioners. Changes have also been made in the top-level management of the BEC Secretariat to bring about more transparency and accountability in its operations. The Commission has, in the meantime, identified needed legal and institutional reforms and concrete amendment proposals have already been drafted for review by different stakeholders. To start the process of completing the cycle, it is now necessary to take steps for preparing a credible electoral roll.

Given the level of mistrust and lack of confidence in the authenticity of the 2006 electoral roll (updated 2001 List + supplementary list), revising this Electoral roll in the existing mode is not an option. The minimum that seems acceptable is an electoral roll with photographs. An improved system could be achieved by developing a system whereby the computerized database is generated and maintained through annual update using a process of addition, deletion and transfer. This exercise involves the capture of photographs and the integration of these photographs with data in the computers. The skill mix of the teams will be quite different under this system from what has been in practice so far. The proposed electoral roll with photographs will be merged into a central database by incorporating the fields necessary for voter registration.

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A committee constituted by the government, headed by the most venerable ICT expert of the country, the Vice Chancellor of BRAC University, recently examined the issue of preparing Voter ID Cards. After assessing the technology, he opined that this could be done within 12 months. This committee also assessed that required human resources is available within the country to perform the task. However, large expenditures of equipment like portable computers and peripherals would be required which would have to be procured from abroad involving a huge amount of foreign currency. It would be very difficult for the government to provide such a large amount of funds from the revenue budget in a single year.

Development partners, while meeting government leaders including the Chief Election Commissioner and other high officials in April 2007, have appreciated the need of electoral reforms in Bangladesh in order to stabilise the future of democracy in the country. They have also expressed their willingness to assist the Election Commission in executing its various reform programs including preparation of an Electoral Roll with Photographs on an urgent basis. The Government of Bangladesh requested the assistance of development partners to financially support the urgent preparation of a photo voter roll.

This project falls under the first UNDAF Outcome: "Human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance [The Millennium Declaration]". The related Country Program Output is number 2.1: "The legal, policy and institutional framework for free and fair elections at national and local levels are enhanced." Since strategies for ensuring that poor and marginalized citizens will be encouraged and enabled to register to vote, the PERP project will help to strengthen the voice of vulnerable groups within the democratic process. The provisional ID cards will also assist the poor to access services previously denied to them due to a lack of personal identification.

The PERP project falls under the Supporting Strategy I of the 2005 PRSP: Ensuring Participation, Social Inclusion and Empowerment. As the poor, women, ethnic minorities, the disabled and other disadvantaged groups feel more included in the national decision-making process, they can feel empowered. This empowerment can lead to a greater sense of security and self-determination, which is an important condition of sustainable poverty reduction.

Part 1.2: Strategy
The Fresh Enumeration approach has been followed to prepare the Electoral Roll for each parliamentary election with the exception of the June 1996 election and the deferred January 2007 election. Therefore, institutional mechanisms and systems were not in place to successfully update an existing Electoral Roll without creating duplicate enrolments. This process resulted in an unacceptable Electoral Roll for the scheduled January 2007 election.

Many stakeholders including political parties agreed on the requirement for improved voter identification through either voter ID cards or a voter list incorporating photographs. Options were considered and evaluated including a National ID card, Voter ID card, and an Electoral Roll with photographs, and the decision was made to create an Electoral Roll with photographs as the initial step towards a future National ID card system.

This project has been designed through the review of international practices in voter registration with photographs. The experiences of other nations are reflected in the specification of equipment and outline of methodologies for this project with appropriate modifications as required for the local context.

A previous initiative for Voter ID cards was conducted in Bangladesh in 1995. This initiative was unsuccessful due to a variety of factors and provided minimal return on investment and a reduction in confidence in the BEC. The project was unsuccessful for a number of reasons including a lack of motivation for voters to attain a Voter ID card, a segmented rather than holistic national approach to the project, and poor data quality and mismatching of voter details with photographs due to a manual matching process. Only a small percentage of the voting population received Voter ID cards. The failure in Bangladesh was in many ways consistent with experiences from other countries that had taken the same approach to Voter ID projects.

Lessons learned from past experiences have been instrumental in the design of this project. To successfully negotiate these issues modern technologies must be utilized and appropriate methodologies implemented.

Most of the GoB funding for the PERP project will be spent on field services, including the fees for the enumerators, computer operators, data entry helpers and VDPs. Development partners have been asked to finance other costs required to complete the electoral roll with photographs, including the ICT equipment, core project staff, technical expertise, travel and transportation, supplies and consumables, voter awareness materials, etc. More information can be found in the detailed budget in annex 6.

1.2.1 Methodology
The photo voter list will be completed by using a software solution that can electronically record voter information from a registration form, along with digital photographs, fingerprint scans and signatures/thumb prints. The methodology was developed by the Bangladesh Election Commission with support from a team of 5 UNDP consultants. A detailed description of the methodology can be found in Annex 1.

A pilot was conducted in June 2007 in Sreepur Upazila to test the methodology, software and equipment, after which an end-to-end analysis will be completed and findings recorded. Analysis has been conducted progressively throughout the pilot exercise and initial findings on aspects including methodology, technology, training, recruitment and logistical support refinements have been integrated into the overall project design. A summary of lessons learned from the Sreepur pilot can be found in annex 8.

Accuracy of captured voter information is being verified through direct voter confirmation at the time of entry, secondary data verification, and voter verification of provisional ID card details. Fingerprint-matching software will also be used at the Upazila level to ensure that the same person does not register more than once in any Upazila. Draft voter lists will be posted for a mandatory 2 week period for voters to raise objections and to vary their own details and inclusion. The first photo voter list completed in an upazila/municipality would be assessed to draw lessons learned for the rest of the project.

Historically, the compilation of the voter list has been conducted through door-to-door enumeration. To complete a voter list with photographs it is essential that voters are encouraged to attend voter registration centers as per international best practice. This is necessary because the equipment required for registration should remain as stationary a possible to minimize the time required to capture the information electronically and to maintain the performance of the IT equipment. Completing the process in registration centers also helps to ensure consistency in data collection, including the need for standardized quality of photographs.

Voter registration projects have failed previously in other countries and in Bangladesh due to a lack of motivation for voters to attend registration centers. To provide an incentive to register in this case, voters will be issued a provisional identity card. For many citizens of Bangladesh, this will be their first form of personal identification. Experience from the Sreepur pilot project has indicated that the issuance of provisional identity cards has been a major factor in drawing voters to the registration centers.

Capturing voters' fingerprints not only provides biometric data for the basis of a future National ID card, but also has a strong role to play in the voter registration process. One of the major contributing factors in the loss of confidence of the previous voter list, and consequently the abandonment of the scheduled 2007 elections, was the number of duplicate voters on the list. Under this project voters will have their fingerprints captured electronically, which will be matched at the Upazila level to ensure duplicate registrations do not exist. Fingerprints will also provide the basis for the ongoing update of the voter list to ensure that duplicate registrations will not be created when voters change address or details.

While it is not feasible in Bangladesh today to provide nationwide cleansing of the voter database by fingerprint matching and the use of fingerprint technology in each Polling Center to ensure one voter, one vote, the cost of these technologies is dropping very quickly. The collection of voter fingerprint data now ensures that the door is open to these techniques in the not too distant future.

Alternative publication and distribution of the list, including publication on the internet and the feasibility of future online registration, will be addressed under a parallel UNDP project implemented by the BEC entitled "Support to Electoral Process".

1.2.2 Strategy for Reaching Marginalized Voters
The registration methodology is designed with a mechanism to identify and provide door-to-door registration for voters unable to visit registration centers. This includes the disabled and elderly. During the pilot exercise in Sreepur, mobile data collection teams electronically registered 183 disabled persons, 50 who were too ill to visit a registration center and 36 detailed in local jails.

Bangladesh is a Muslim-majority country, and a significant proportion of women wear *hijab* that covers their face as well as their hair. There is a risk that some women will not feel comfortable removing their face veil in order to have their photo taken, and would refrain from registering as a result. This concern was monitored during the Sreepur pilot. The Election Commission worked with local mosques to educate women about the importance of registering and the acceptability

of taking their photograph for the electoral roll. In addition, about 40% of the computer operators recruited for the pilot exercise were women, as well as most of the assistants/helpers. Where possible, registration centers were set up with separate registration areas for men and women. The result was encouraging- about 50% of the eligible voters who came to register were women, many in *hijab*. For the full project, plans are in place to recruit female computer operators and assistants/helpers to improve the registration environment for women. The project will monitor the situation closely and will develop contingency plans if female voters are reluctant to participate due to the new methodology and the photo requirement.

Special attention will also be paid to ensure that vulnerable populations, including minority ethnic groups and those living in remote and/or geographically difficult terrain (e.g. the Chittagong Hill Tracts) are able to participate fully in the registration process. Throughout the course of the project, the Project Board/Steering Committee will monitor registration to ensure that all groups are able, and feel comfortable, to register. If a problem is identified at the local level by Upazila Election Officers, UNOs or partner NGOs, the Project Board/Steering Committee, headed by the Chief Election Commissioner, will define the way forward to identify the source of the problem and develop a strategy to overcome it. Such strategies may include revising the methodology to accommodate the needs of minority, remote and/or marginalized populations.

It is important to note that the production of land tax/title is not a requirement for voter registration, as registration is based on a place of residence and not a permanent address. This will help to ensure that vulnerable populations, including the landless poor, will not be prevented from registering. On mobile populations, voter registration services are available at any time up to the announcement of the election schedule. From the date of announcement of the schedule until Election Day, enrollment is only possible through direct petition to the Election Commission. The project will establish electronic registration capacity within each Upazila Election Office which will be available for ongoing additions and changes to the Photo Voter List (PVL).

1.2.3 Equipment

The ICT equipment procured under the project will be the basis for a nationwide voter list system with voter information being available for query, verification, and update at the central, district and Upazila election office levels. In addition, this equipment will form the essential infrastructure for the subsequent establishment of a nationwide Election Commission intranet to facilitate inter-office administrative communication, information sharing, and e-mail systems. The intranet system will further provide the backbone for the collection of additional election related information including the collection and publication of candidate declarations and nominations, and the transparent collation and publication of Election Day results. These systems will be developed under the parallel UNDP project with the BEC entitled 'Support to the Electoral Process'.

Once the data collection is completed for the 2008 Parliamentary election, the BEC will retain a core quantity of the mobile data collection equipment for subsequent PVL update processes. The equipment will also be used to boost the institutional capacity of the EC at central and field levels, facilitate further e-governance initiatives throughout Bangladesh, and contribute to the

meeting of educational and other needs. The BEC is holding workshops with various Government Ministries and other government and non-government organizations to gather inputs and requirements for future e-government initiatives in Bangladesh. The BEC will assess this information and formulate plans for the utilization of PVL equipment for the promotion of ICT and e-governance in Bangladesh.

All assets procured under the PERP project, including ICT equipment, will remain the property of UNDP until it is transferred to the GoB. Transfer usually occurs at the end of the project, but it may also occur earlier for a percentage of the assets if project activities requiring those assets are completed prior to the end of the project.

1.2.4 Procurement

All goods and services procured under the project will be conducted using competitive Open Tender Method (OTM). The project is using the Government of Bangladesh PPR-2003 as the guideline for the procurement process. To facilitate urgent requirements for timely project commencement, technology and methodology design, and pilot project activities UNDP procurement has been for the PERP project through the existing UNDP 'Support to Electoral Process' project with the BEC.

Under the guidance of the Advisory Team the BEC has already released bid documents for data collection equipment. This has been conducted to ensure that the overall timeline for the voter list project can be maintained while still adhering to the full PPR-2003 guidelines.

The Government DPP and PPR-2003 stipulates the requirement for a Tender Opening Committee and Tender Evaluation Committee to oversee procurement. The specifications and bid documents were prepared during the course of the project's formulation and vendors have been invited to submit proposals for the time stipulated in the GoB's procurement requirements.

1.2.5 Training and Recruitment of Field Staff

The project will result in ICT capacity development in the Upazila Election Offices (UEO) throughout the country. All UEO staff will receive basic computer operation and maintenance training at the time of computer installation and a skilled operator will be employed under the project in each office until the staff is sufficiently skilled. During the period of data collection in each Upazila, a team of four computer staff will support the Upazila office in data integration and printing activities. During this period, the computer staff will train the UEO staff in simple database update techniques to enable to UEO staff to maintain the voter list database.

As a lead-up to the PERP project, the BEC has placed advertisements in the media throughout Bangladesh for skilled computer staff to register their contact details and skills at the local UEO. These lists will form the basis for the recruitment of skilled staff to support data collection activities. Computer operators will be trained on both theoretical and practical skills required to effectively perform their responsibilities for completing the photo voter list. Similarly, enumerators will also be trained on their duties, including voter education and awareness and helping voters to understand and complete the registration forms.

A record will be maintained of trained staff, which may then form the basis of future PVL update activities in a similar manner to the current recruitment process for enumerators. Some of the staff recruited and trained for the data collection process may be retained in the UEO computer operator role to perform ongoing PVL update tasks.

The PERP project will effectively develop a core of basic ICT skills throughout Bangladesh, which will benefit the individual employment prospects of the citizens and also will provide a basis for further development of ICT initiatives at the grassroots level.

<u>1.2.6 Project activities to be completed after the parliamentary election</u>
The principal activities to continue after the completion of the photo voter list (i.e., until 2010) will be:
   a) To maintain the central and countrywide technology infrastructure established under the project;
   b) To institutionalize PVL and ICT skills capacity developed under the project at the central and field levels
   c) To capture and incorporate lessons learned from the registration and election processes;
   d) To further develop the capability of the PERP system to incorporate the update process; and
   e) To prepare the Election Commission for the first large scale PERP update period envisioned to be 12 months after the election date.

After the completion of the project, the equipment will be handed over to the Government to continue the process of updating the photo voter list and to facilitate sustainability of ICT and e-governance initiatives started under the project.

<u>1.2.7 Linkages with Related Projects and Activities</u>
UNDP has been providing support to the Bangladesh Election Commission since 1997, and recently signed a new work plan entitled 'Support to the Electoral Process' (SEP) Project. This project provides support for ongoing policy and advisory services, capacity building and knowledge sharing and is implemented by the Election Commission. The project document for the PERP project was prepared with technical assistance from the SEP project. In addition, some items urgently needed for the photo voter list, including 500 notebook computers, were procured under the SEP project. The IT Team, the Technical Adviser and the short-term experts in the PERP organogram will also be funded under the SEP project. Both the PERP and SEP projects will be implemented in close coordination during the duration of time that both projects will run simultaneously. These particular activities under SEP will be considered as UNDP contributions to the PERP project

Other development partners, including USAID and Canadian CIDA, have indicted their willingness to support the creation of a photo voter list through parallel activities, including providing support thorough NGOs on voter awareness, outreach and education initiatives.

<u>1.2.8 Linkages with the GoB Umbrella Project</u>

The Government of Bangladesh is currently considering nationwide initiatives such as the infrastructure for instituting e-governance in Bangladesh and the development of a National ID card mechanism, and a project is currently underway to complete Birth Registration for all Bangladesh citizens. UNICEF is assisting the GoB with the birth and death registration activities.

A series of inter-ministerial meetings have been conducted during the design process for the PERP. These discussions have been conducted to ensure that wherever possible common objectives of the GOB can be accommodated during the conduct of the PERP.

The National ID and Birth and Death Registration initiatives require the establishment of nationwide infrastructure and coordinated data collection methods and activities. As the Election Commission will be the first to conduct a nationwide data collection program, the project can be developed and implemented to meet the common requirements of each project. The required inputs for the National ID and Birth and Death Registration initiatives have been accommodated in such a way to not compromise the timing and budgetary requirements of the PERP.

Once data collection is completed for the 2008 Parliamentary election, the Election Commission will be able to provide electoral and other services through an ICT infrastructure to the Upazila office level. Other ICT equipment utilized during the creation of the Electoral Roll may also be used to support ongoing e-governance and educational requirements, as required.

The overall GOB Umbrella Project under consideration also includes the enhancement of the independence of the BEC and boosting of institutional capacity through the development of independent office accommodation for the BEC.

1.2.9 Legal Considerations
The Roll Ordinance is currently under revision to ensure that all required legal provisions are in place to support the PVL process.

Data security provisions are being accommodated under the project including both technical systems penetration issues and the definition of various "data views" to meet the requirements for voter list access for political parties, public postings, Election Day, internet posting, etc.

SECTION 2: Annual Work Plan and Budget Sheet
(see next page)

Annual Work Plan for 2007/2008
(Version A; Dated 1 July 2007)

Project title: Preparation of Electoral Roll with Photographs (PERP)

MYFF Service Line 2.3: Electoral Systems and Processes
Award ID in ATLAS: 00047457

Success Indicators: Credible national voter list with photos completed for free and fair parliamentary elections.

Outcome	Outputs	Activities	07 Q3	07 Q4	08 Q1	08 Q2	08 Q3	08 Q4	09 Q1 Q2	09 Q3 Q4	10 Q1 Q2	Responsible Party	Source of Funds	Account Code and Description	Amount (USD)
Credible preparations for elections, facilitated by a photo voter list	A credible electoral roll with photographs	Develop required software to support photo voter list data entry and storage	◆	◆								BEC		72100: Sub-contract	$186,500
Project ID: 00057009		Establish ICT infrastructure at the Central, District, Upazila data collection offices	◆	◆								BEC		72200: Equipment and facilities for Central Data Centre	$771,000
			◆	◆								BEC		72200: Equipment and facilities for Central Office	$315,500
			◆	◆								BEC		72200: Equipment and facilities for Upazila data collection centers	$2,892,700
			◆	◆								BEC		72200: Equipment and facilities for Project Office	$259,400
			◆	◆								BEC		72200: Equipment and facilities for District data collection offices	$229,500
		Provide training to field workers who will facilitate the creation of the photo voter list, including enumerators, data entry operators and data collection officers	◆	◆	◆	◆						BEC		63400: Training (Enumerators and Data Collectors)	$5,947,000
			◆	◆	◆	◆						BEC		63400: Training (data collection offices)	$150,000

Budget Line	Amount (GoB DPs)	Responsible
72100: National Professional (enumerators, helpers, data entry staff, VDP, etc.)	$29,261,753	BEC
72200: Equipment (DVD for data storage)	$375,000	BEC
72200: Equipment (field level)	$18,480,000	BEC
72100: Sub-contract (Information Dissemination)	$200,000	BEC
72100: Sub-contract (laptop Config.)	$10,000	BEC
72500: Consumables at Upazila Data Collection Offices	$9,057,905	BEC
72500: Consumables for data collection teams	$753,000	BEC
72100: Sub-contract (Printing)	$4,886,567	BEC
72100: Sub-contract	$150,000	UNDP
72100: Sub-contract	$60,000	UNDP
71200: International Professional	$157,500	UNDP
71400: National Personnel	$631,800	BEC/UNDP

Activities (rows):
- Data collection and integration
- Printing and distribution of registration forms and voter list
- Prepare project evaluation
- Prepare project audit
- Project management and implementation

Budget Line	Responsible Party	Amount
72200: Rent, equip. & supplies for project office	BEC	$486,000
72100: Rent of vehicles at Upazilas	BEC	$2,781,000
72200: Purchase and maintenance of vehicles	BEC	$825,000
71600: Local travel	BEC/UNDP	$20,000
74700: Fuel	BEC	$1,753,125
74500: Contingency	BEC/UNDP	$4,032,013
Grand Total		**$84,672,263**

- An AWP signed by the IP and UNDP hereby authorizes Fund Commitment, Disbursement and Expenditure ReportingThe Annual Work Plan is an instrument to plan the delivery of results and resources. Approval of the work plan authorizes the Project Director, Project Manager and Program Manager of the responsible organizations to deliver the results and incur expenditures as given in the approved budget.
- AWP forms an integral part of the CPAP, and when completed, is annexed thereto and incorporated therein by reference
- This AWP supersedes any previous AWP for the period specified

Implementing Partner and UNDP agree that the following Official(s) of the Responsible Party(ies) is/are delegated for signing of the Funding Authorization and Certificate of Expenditure (FACE) :

FACE signatory(ies) remain unchanged as specified in the previous AWP version.

Name and designation/Responsible Party

1)
2)
3)

Signature: _____

Signature

(_____)
National Project Director
Project Number: 00057009
On behalf of the Implementing Partner

(Manoj Basnyat)
Country Director
UNDP, Bangladesh

13

PERP ACTIVITY FLOW CHART

UNDP

- Evaluation and audit
- Technical Advisory Services
- Monitoring, Project Assurance
- Recruit project staff (UNDP)

CENTRAL PROJECT OFFICE

OPERATIONS TEAM
- Coordinate and track equipment
- Coordinate field activities with Upazila Offices
- Voter outreach activities
- Plan sequence of data collection
- Plan where data collection starts

IT TEAM
- Develop web applications to publish voter list
- Monitor IT and software performance
- Install equipment at central & field levels
- Install software on computers
- Test software
- Develop software

ADMINISTRATION TEAM
- Print voter list
- Procure printing for registration forms
- Procure consumables
- Procure equipment
- Recruit technical experts
- Recruit project staff (GoB)

TRAINING TEAM
- Manage, schedule, & monitor field training
- Recruit Master Trainers
- Develop training curriculum
- Develop training plan

FIELD LEVEL

- Verify voter list
- Store and integrate data
- Data collection
- Voter awareness and education
- NGOs
- Train field staff
- Recruit field staff

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SECTION 3: Management Arrangements

The Bangladesh Election Commission, under the overall supervision of the Chief Election Commissioner, is responsible for implementing the activities outlined in this project document to create a national voter list with photographs. The National Project Director will be responsible for the day-to-day management of the project under the direct supervision of the Project Board, chaired by the Chief Election Commissioner. The PERP project will follow the Results Management Guidelines of UNDP.

Many of the equipment and expenses required by the BEC to complete the photo voter list are required before donor funding may be available. Since the outcome of the project is time sensitive (i.e., the elections need to be held with a completed photo voter list by the end of 2008), the Government of Bangladesh may procure needed equipment and services for reimbursement by the PERP project.

The PERP project will coordinate with the on-going UNDP project with the Election Commission Secretariat entitled, "Support to the Electoral Process".

Project Board/Steering Committee: The membership of the project board includes the Chief Election Commissioner as the Executive, the Bangladesh Election Commission Secretary as the Senior Beneficiary, the UNDP Country Director as the Senior Supplier, and other Government institutions and development partners as members. Other Government institutions include ERD, the Planning Commission and IMED. Development partners included on the project board include EC, DFID, in addition to UNDP. The main responsibilities of the Project Board are to:
1. Provide overall direction for the project
2. Monitor and control progress
3. Review each completed stage
4. Commitment of project resources, as required
5. Deliver project results and objectives
6. Provide inter-ministerial coordination
7. Approve any revision of the work plan

Project Assurance: The project will have a project monitoring unit reporting to the National Project Director (NPD). UNDP will conduct project assurance activities in coordination with the Project Monitoring Team. The project assurance function is the responsibility of the entire UNDP project team consisting of a Technical Adviser, short term experts, a Donor Coordination Specialist, a Program Manager and a Program Associate. The Technical Adviser has the overall responsibility to manage the UNDP team and is accountable to ensure for quality project assurance. This position will be funded through the parallel UNDP project, "Support to the Electoral Process". As part of its project assurance role, UNDP will report to the Project Board with regard to:
1. Adherence of the project to the business case
2. Compliance with user needs and expectations
3. Supplier assurance carried out by spot-checks of deliverables and outputs
4. Review of deliverables via quality reviews.

Project Manager: The Bangladesh Election Commission will appoint a National Project Director (NPD) to manage the project. The key responsibilities of the NPD will include:

1. Day-to-day management of the project
2. Identify and obtain any support and advice required for the management, planning and control of the project
3. Reporting progress through regular highlight reports to the Implementation Committee and the Project Board/Steering Committee
4. Delivery of project outputs and deliverables as outlined in the project document

Project Board/ Steering Committee

Members DP Reps (EC, DFID)	Sr. Supplier UNDP CD	Executive CEC	Sr. Beneficiary BEC	Members GoB Institutions

Project Assurance and Donor Coordination
(UNDP)
1. Sr. Technical Adviser*
2. Short-term Experts*
3. Coordination Specialist
4. Program Manager
5. Program Associate (Finance)

Project Director
National Project Director

Communications Team
1. *Communications Manager**
2. Communications Officer
3. Communications Assistant

Monitoring Team
1. *Monitoring Manger**
2. Monitoring Officer
3. Monitoring Assistant

Deputy Project Director *
(Operations Management)

Deputy Project Director
(Project Support Services)

Training Team
1. *Training Manager**
2. Training Officer
3. Training Assistant

Operations Team
1. *Operations Manager**
2. Asset Manager
3. Asset Management Officer
4. Voter Outreach Officer
5. Asset Management Associate
6. Operations Associates/ Assistants (3)

IT Team
1. *IT Team Manager**
2. Sr. Programmer**
3. Jr. Programmer**
4. Jr. Programmer**
5. Jr. Programmer**
6. Hardware Specialist**
7. Computer Operators (9)
8. IT Assistant
9. Notebook Configuration Specialists

Finance Team
1. *Finance Manager**
2. Finance Associate
3. Finance Associate
4. Finance Assistant
5. Finance Assistant

Administration Team
1. Human Resources Officer
2. Procurement Officer
3. Procurement Consultant
4. HR Associate
5. HR Assistant
6. Procurement Assistant

Legal Team
1. Contract Administration Officer
2. Contract Administration Assistant

* Technical Assistance Team on UNDP contracts
** To be funded under separate UNDP project, 'Support to Electoral Process Project'
*** From Bangladesh Army

The six project teams will be structured as teams of technical specialists integrated with BEC staff. The teams will work together to manage and coordinate all project functions from the central to field level activities.

Training Team

The Training Team will be responsible for the development of curriculum and the management, training, scheduling, and coordination of the core group of master trainers. The team will be required to monitor training progress and results and to ensure that adjustments are made to training program to ensure the successful development of all required field level skills.

Operations Team

The Operations Team will coordinate with 508 Upazila Election Officers on the Upazila-level data collection offices, the ward-level registration centers and the computer operators staffing the registration centers. Upazila Election Officers report to the Bangladesh Election Commission. The Operations Team will also coordinate with the Upazila Nirbahi Officers (UNOs) on the enumerators. UNOs report directly to the District Commissioner and are responsible for coordinating all Upazila activities. In essence, they are the executive of the Upazila. Prospective voters will receive their registration form from the enumerators, and they will visit the registration centers to submit their forms and have their photo and fingerprints captured.

Additionally the Operations Team will be required to coordinate and track logistics such as assets and transportation through their coordination mechanism with the UEO and UNO.

IT Team

The IT Team will be engaged and funded from the UNDP Support to the BEC project. The IT Team will develop and support all computer software for the project including data entry, Upazila data integration, Voter List updating, and central server software. The IT Team will also develop web based applications to publish the voter list and to facilitate project communications.

The IT Team will also develop software applications specified under the UNDP Support to the BEC project such as implementing the BEC intranet, nominations and results systems, candidate declarations, GIS system, and others as required.

Finance Team

The Finance Team will be responsible for the day to day management of budgetary and payment processing and management. The team will coordinate with UNDP to ensure that all payments follow due process and meet all monitoring and reporting requirements.

Administration Team

The Administration Team will oversee all personnel management and procurement processes. The team will be responsible for the planning of activities and will ensure that all processes follow UNDP and GOB guidelines.

Legal Team

The Leal Team will operate as a contract administration resource. Many vendors will be involved through the procurement and support of equipment and the provision of services. The Legal Team will ensure that all contract conditions are met and will provide advice to the project team in the event of further contractual requirements or negotiations.

The Bangladesh Army
The role of the Bangladesh Army in the implementation of the PERP project will be to contribute management and technical support services in strategic areas as well as to provide logistical support and ad-hoc surge staffing as and when deemed necessary by the Bangladesh Election Commission. The BEC may seek one high ranking Army official having expertise in computer hardware/software to be posted as the project director on secondment/deputation. At the field level, a number of Army personnel (not exceeding 5) are likely to be engaged in each registration center so far as it relates to data entry and associated activities. The Bangladesh Army's extensive experience in UN peace-keeping missions in Cambodia and numerous African countries, its previous involvement in conducting elections and its experience managing large and complex projects make it well-suited to provide management and technical support services for the PERP project.

Field-Level Flowchart and Information Flow back to the Project Office:

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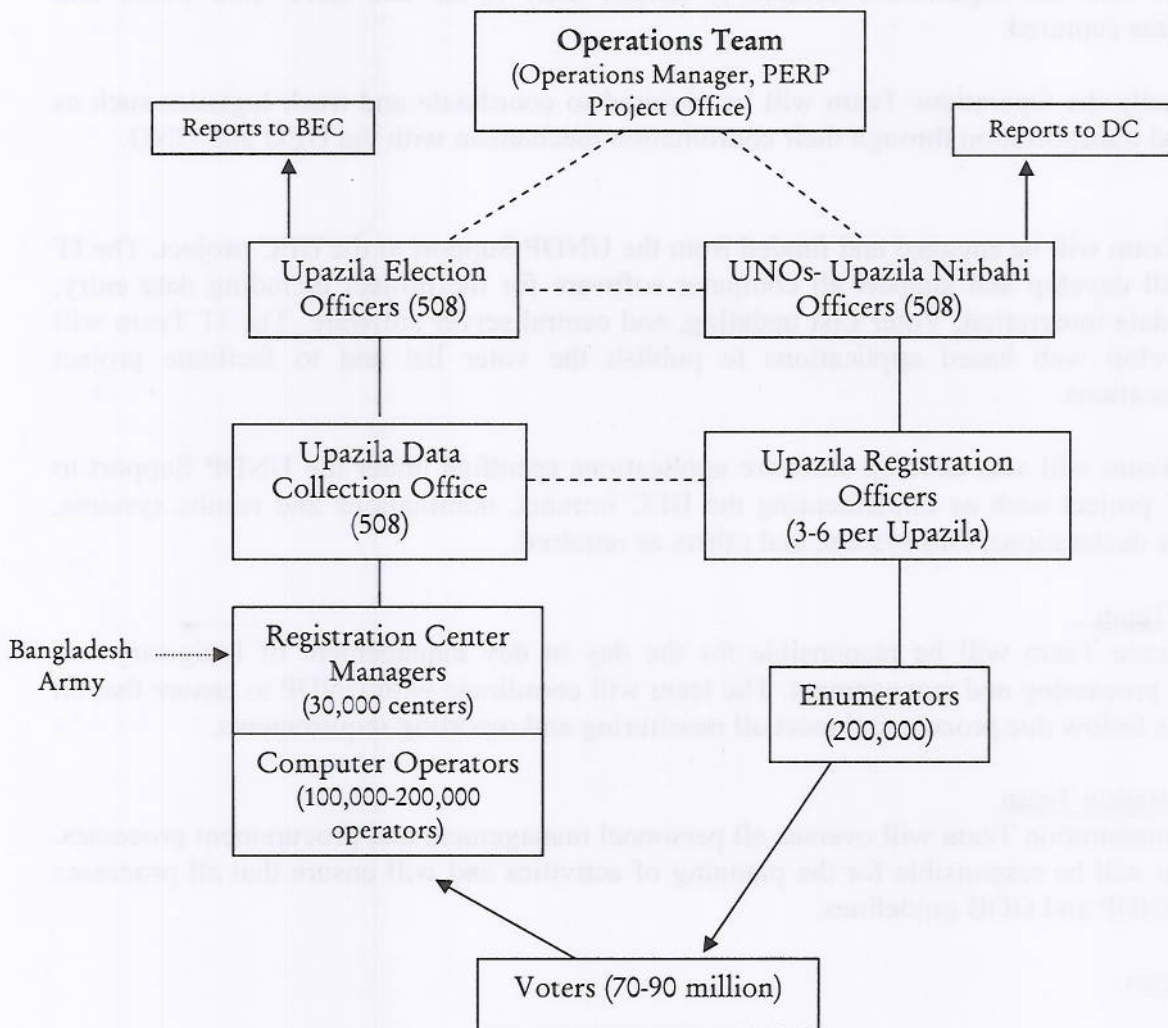
SECTION 4: Monitoring and Evaluation
Monitoring and Communication Plan:
The key stakeholders of this project include:
a. Bangladesh Election Commission
b. Economic Relations Division
c. GoB Ministries
d. UNDP
e. Donors

The underlying principle behind the communication strategy for the project is to keep all the stakeholders well informed with regard to project activities, lessons learned and project targets and achievements.

Separate cost-sharing agreements will be signed with development partners. UNDP will keep donors informed through Technical VL Group meetings, including representatives from all donors contributing to the PERP project. Technical VL Group meetings will be held at least once per quarter to review quarterly progress towards completing the Annual Work Plan, and on an as-needed basis. The Annual Work Plan Monitoring Tool (see Annex 4) will be used to record progress. An Annual Review will be conducted in January of each year. A more rigorous monitoring plan will be developed at the start of the project. UNDP audit, monitoring and reporting formats and guidelines will be utilized and followed in this project.

The project will maintain communication with stakeholders by way of providing status reports, minutes of the meetings/consultation held, progress reports, lessons learned, and other event-based reports and management products.

At the conclusion of the data collection, a mission will be invited to complete a project evaluation to draw on lessons learned for countries undergoing or contemplating similar initiatives.

Annual project audits, as well as an independent audit after the photo voter list has been finalized, will be completed following UNDP guidelines. Annual project audits will be completed in December of each year, and the independent audit will take place in Spring 2009, after the bulk of the budget has been spent.

Regarding external communications, the project's communications team will assist the BEC to develop a communication strategy, press releases and informative materials relating to project activities. The Voter Outreach Officer, who is part of the project's Operations Team, will be responsible for developing and overseeing activities related to voter education and awareness on the registration process, including coordinating with NGOs and civil society groups that are involved with voter education and awareness initiatives.

The development of a broader communication strategy is the responsibility of the Election Commission, and support for developing that strategy is included an activity under the UNDP Support to the Electoral Process project.

SECTION 5: Legal Context

This Project Document (Prodoc) shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBBA) between the Government of Bangladesh (GoB) and the United Nations Development Programme (UNDP) signed by the parties on 26 November 1986. The Bangladesh Election Commission (BEC) will be the National Implementing Partner (NIP) for this project. UNDP will act as a Responsible Party to implement activities as identified in the project document and relevant budget lines. This role is in line with the Letter of Agreement (LOA) on such services signed by UNDP and the Government on 5 December 1999 as well as the Country Programme Action Plan 2006-2010.

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

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

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

The national implementing agency designated on the cover page to this Project Document shall carry out this project and accordingly will follow the accounting, financial reporting and auditing procedures set forth in the UNDP programming guidelines.

SECTION 6: Annexes

Annex 1: Detailed Methodology
Annex 2: Risk Log
Annex 3: Results Tree
Annex 4: Logical Framework
Annex 5: Annual Work Plan Monitoring Tool
Annex 6: Detailed Budget
Annex 7: Budget Lines for ATLAS
Annex 8: Lessons Learned from the Sreepur Pilot
Annex 9: TORs

Annex 1: Detailed Methodology

1. Data Collection

- Enumerators will distribute registration forms to the target locality in advance of the registration period.
  - They will visit each house.
  - Forms will be pre-numbered during the central printing process.
  - The enumerator will note the numbers of the forms distributed to which households and to which voters.
  - The enumerator will ask if the household requires assistance completing the form.
  - The form will be completed at this time.
  - The enumerator will ask if there are any elderly or disabled in the house. If so, a notation will be made so that data entry staff will visit the house.
  - A time will be allocated/agreed with the household for the occupants to come to the registration area for photograph and data entry.
  - A receipt with the agreed time is left with the household.
  - An area of 3-400 people will be assigned 1 enumerator.

- During the registration period:
  - Voters come to the registration center during their agreed time period.
  - The voter brings their completed form.
  - The form is verified by the enumerator and checked for correctness and completeness.
  - The voter goes to the data entry operator.
  - The details are typed into the computer.
    - If the queue is large the data entry operator may just key form number, name, take photo & fingerprint, and put the form aside for later data entry.
  - Photograph is taken and fingerprints captured.
  - The voter returns home.

2. Upazila

- Data Collection teams will return to the Upazila Election Office at the completion of data collection for each Voter Area
  - UEO technical staff assist each data collector to upload their data to the Upazila server.
  - The upload process includes fingerprint matching to detect multiple registrations.
    - Cases of multiple registrations are reported and printed for resolution by Union Parishad officials.
  - Following confirmation of a successful upload the Upazila server is backed up.
  - All uploaded voter data is removed from each notebook.
  - When all data for the Voter Area is successfully uploaded to the Upazila server:
    - Draft Voter Lists are printed for the Voter Area.
    - ID cards are printed and laminated for all voters in the Voter Area

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- - Laminated ID cards are boxed and distributed through the relevant Union Parishad office.
  - o Draft Voter Lists are posted within the Voter Area for 2 weeks as per legislative requirements.
    - Objections and changes are incorporated by updating the Upazila database.
  - o The completed and updated Voter List for the Voter Area is downloaded to a DVD and sent to the central Election Commission Data Center.
- When all initial data collection activities are completed in the Upazila area a registration computer remains in the Upazila Election Office to register any new voters.

3. Central Data Center

- DVD of one or more Voter Areas is received at the Data Center.
  - o The DVD's details are recorded manually.
  - o Details of the Voter Areas are entered into the version control application.
  - o The data is uploaded to the central database.
    - The version control application records and reports details of the upload.
  - o Final Voter Lists can be printed progressively as required.
  - o Text version of Voter List posted on web site.
  - o An electronic copy of the Voter List for each electoral district is sent to each DEO for uploading to the District Server.

Annex 2: Risk Log

Type	Date Identified; Author	Description	Comments	Status	Status Change Date	Owner
Political		The project is being conducted under a Caretaker Administration. Stability of the political environment under the Caretaker Administration is essential for the project to succeed.	Continued tangible progress must be demonstrated towards the objective of holding elections in 2008. Elections may be held in City Corporate areas prior to Parliamentary Elections.			
Political		One prominent reason the 2007 election was boycotted by the Opposition party is because the 2006 voter list was perceived to be flawed. Engagement of political parties within the legal framework is essential to mitigate this risk for the new voter list.	Local leaders from major political parties will be involved with the registration process, including the immediate past ward commissioner and the opposition candidate from the most recent election. Local leaders will help to ensure that no eligible voter is disenfranchised and will encourage ownership of the registration process by the political parties. The BEC has scheduled political party dialogue on electoral reform proposals which will provide the opportunity for inputs on broader reform issues.			
Security		Deterioration of security in Bangladesh could result in reluctance of voters to attend Registration Centres.	Registration Centres will be established in localised areas with the support of local agencies.			
Operational		Strong logistical coordination and management is required. Adequate logistical support required for transportation, printing, supply of consumables, recruitment, training, payments etc. Must have strong operational support team and mechanisms in place.	The project has proposed a strong administrative and logistical support team. The BEC has experience in logistical support of manual data collection processes so has some internal capacity for this task. Adequate resources have been provided in the project to ensure staff with appropriate technical qualifications are engaged in the project.			

Type		Description	Response			
Operational		The project will require contingency plans in case the timeline can not be met due to factors endogenous and exogenous to the project.	One responsibility of the Project Board will be to develop and activate contingency plans to address any significant deviation from the project's timeline.			
Operational		The success of the project depends on the availability and timely procurement and delivery of the required equipment	The BEC has drafted equipment requirements prior to the start of the project and has maintained contact with venders to ensure equipment availability			
Financial		Additional data collection resources required to accelerate project to meet election timeline.	Budgetary estimates should prove sufficient for projected equipment and staffing requirements. Other contingencies may be implemented to meet timeline requirements without procuring additional equipment/staffing.			
Financial		Fiduciary Risk: Fund may not be used for the intended purpose.	The project will report expenditures regularly to UNDP as part of the monitoring requirements. UNDP will perform annual audits, as well as manage an independent audit after the bulk of the budget has been spent (Spring 2009). The audit will assess fiduciary requirements.			
Organizational		Field level coordination and cooperation required between BEC, other government agencies, NGOs, and other organisations.	In an election environment BEC has the mandate to operate as the lead agency at field level. Existing modalities can be implemented to coordinate with organisations at the filed level including Local Government institutions and national NGOs.			
Strategic		A Photo Voter List has been deemed politically mandatory for full political participation in the 9th Parliamentary Elections.	Voter awareness campaigns will be conducted with assistance from civil society organisations in an effort to have all voters come to Registration Centres to have their photographs taken. Contingencies are in place to attend residences where voters are unable to attend the Centre.			

		The project is being conducted through the monsoon season which may disrupt voters' ability to access Registration Centres and the operation of technical equipment in these centres.	The project will try to target urban and semi-urban areas during the monsoon season and operate in rural areas during the more favourable seasons.			25
Environmental						
Regulatory		Project requires changes to the Electoral Roll Ordinance to support the Photo Voter List method.	Proposals have been prepared for all appropriate changes to the Electoral Roll Ordinance and these should be processes in advance of large scale field work commencing.			

Annex 3: Results Tree

BGD/07/002: Preparation of Electoral Roll with Photographs (US$84,672,262)

Practice area: Democracy and Governance
Service Line 2.3: Electoral Systems and Processes

Long-term Outcome (UNDAF outcome)

Human rights of children, women, and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance [The Millennium Declaration]

↑

Project Outcome

A free and fair parliamentary election is facilitated by the creation of a credible photo voter list

↑

Project Output

A credible electoral roll with photographs

↑

Activities

1. Develop required software to support photo voter list data entry and storage
2. Establish ICT infrastructure at the Central, District, Upazila and field data collection teams
3. Provide training to field workers who will facilitate the creation of the photo voter list, including enumerators, data entry operators and data collection officers
4. Data collection and integration
5. Printing and distribution of photo voter list
6. Prepare project evaluation
7. Prepare project audit
8. Project management and implementation

Annex 4: LOGICAL FRAMEWORK- Preparation of Electoral Roll with Photograph (PERP) Project

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall Objectives	The human rights of children, women and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance (UNDAF Outcome 1*)	~ Quality of people's participation on the existing governance processes and mechanisms	~ UNDAF evaluation	
Specific Objective (Purpose)	Technical requirements and infrastructure fully established and capacity built to enable the GoB to prepare a credible voter list for elections in 2008 and to maintain and update the nationwide list thereafter	~ A photo voter list that is widely perceived to be accurate within a reasonable margin of error ~ Strategy in place to utilize ICT infrastructure and trained field workers in activities to update the photo voter list ~ Improved capacity of the Election Commission to complete and update the photo voter list	~ Project evaluation ~ Media reports ~ NGO/civil society assessments and perception surveys	~ Commitment of the GoB to complete the photo voter list; ~ Proficient GoB management of the Photo Voter List project ~ Commitment of the GoB to retain and/or utilize the skills of trained staff in future updates of the photo voter list; ~ Good coordination between stakeholders;
Expected Results	1. A credible national electoral roll with photographs completed 2. Central and country-wide technology infrastructure for updating the photo voter list established and maintained 3. Photo voter list and ICT skills capacity developed at the central and field levels	~ A national photo voter list produced by the Bangladesh Election Commission, in cooperation with other stakeholders ~ Number and location of ICT equipment used for creating and updating the photo voter list installed and maintained at the central and field levels ~ Number of BEC staff trained to update the photo voter list;	~ Field reports ~ Quarterly project reports; ~ Monitoring reports; ~ Final project report; ~ A completed photo voter list	~ Full participation of the Government and other stakeholders; ~ Full participation of the eligible citizens of Bangladesh; ~ Fair recruitment of competent personnel ~ Availability of equipment for procurement ~ Stable political environment ~ Favorable weather conditions

* UNDAF Outcomes are the broadest objectives to be addressed by the UNCT Country Programmes (2006-2010), equating to national development priorities, goals or impacts that the project contributes to but does not have direct control over

Activities	Means:	Costs:	
1. Develop required software to support photo voter list data entry and storage 2. Establish ICT infrastructure at the Central, District and Upazila data collection offices to build capacity to complete the photo voter list; 3. Provide training to field workers who will facilitate the creation of the photo voter list, including enumerators, data entry operators and data collection officers; 4. Support data collection and integration for the completion of the photo voter list; 5. Support printing and distribution of the photo voter list 6. Support some of the key operating costs to ensure success including compensation for the core project team, transportation and other operating costs.	**1. Human Resources** 1.1 National, technical staff 1.2 Administrative/support staff 1.3 International expertise **2. Travel** 2.1 Local travel **3. Equipment and Supplies** 3.1 Purchase and rent of vehicles 3.2 Furniture and equipment 3.3 Software and licensing **4. Local Office** 4.1 Vehicle costs (fuel) 4.2 Office rent 4.3 Consumables- office supplies 4.4 Other services, including security and notebook configuration **5. Other Services** 5.1 Printing 5.2 Audit 5.3 Evaluation 5.4 Field services **6. Other** 6.1 Voter awareness materials	**1.$ 4,861,300** 1.1. $4,577,800 1.2. $126,000 1.3 $157,500 **2. $20,000** 2.1. $20,000 **3. $26,590,100** 3.1. $3,606,000 3.2. $22,575,600 3.3. $408,500 **4. $14,602,530** 4.1. $1,745,125 4.2. $1,241,000 4.3. $11,604,405 4.4. $12,000 **5. $34,336,319** 5.1 $4,886,567 5.2. $60,000 5.3. $150,000 5.4. $29,269,752 **6. $200,000** 6.1. $200,000	~ Timely resource disbursal * Likely cost sharing between GoB, EC, UK/DFID, Netherlands, UNDP, Switzerland, Korea, Sweden, Norway and Denmark ~ Availability of experts with knowledge in the relevant areas

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Annex 5: The Annual Work Plan (AWP) Monitoring Tool

CP Component: Democratic Governance
Implementing Partner: Bangladesh Election Commission

EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES	EXPENDITURES	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs	*List actual expenditures against activities completed*	*For each activity, state the results of the activity*		Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: ▪ *Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged* ▪ *Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues*
OUTPUT: An electoral roll with photographs	Develop required software to support photo voter list data entry and storage			
	Establish ICT infrastructure at the Central, District, Upazila and field data collection teams			
	Provide training to field workers who will facilitate the creation of the photo voter list, including enumerators, data entry operators and data collection officers			
	Data collection and integration			
	Printing and distribution of photo voter list			
	Prepare project evaluation and audit			
	Project management and implementation			

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Annex 6. Budget for the Action[1]

Expenses	All Years				Year 1[2]			
	Unit	# of units	Unit rate (in USD)	Costs (in USD)[3]	Unit	# of units	Unit rate (in USD)	Costs (in USD)
1. Human Resources								
1.1 Salaries (gross amounts, local staff)[4]								
1.1.1 Technical								
Project Director- GoB deputation								
Deputy Project Director (Operations)- GoB deputation								
Deputy Project Director (Administration)- GoB deputation								
Monitoring Manager	Per month	18	2,500	45,000	Per month	12	2,500	30,000
Finance Manager	Per month	18	2,500	45,000	Per month	12	2,500	30,000
Operations Manager	Per month	18	2,500	45,000	Per month	12	2,500	30,000
Procurement Consultant	Per month	6	6,500	39,000	Per month	6	6,500	39,000
Asset Manager	Per month	18	2,500	45,000	Per month	12	2,500	30,000
Training Manager	Per month	18	2,500	45,000	Per month	12	2,500	30,000
Communications Manager	Per month	18	2,500	45,000	Per month	12	2,500	30,000
Program Manager (UNDP)	Per month	21	2,000	42,000	Per month	12	2,000	24,000
Program Associate (UNDP)	Per month	21	2,000	42,000	Per month	12	2,000	24,000
Monitoring Officer	Per month	24	400	9,600	Per month	12	400	4,800
Human Resources Officer	Per month	36	400	14,400	Per month	12	400	4,800
Procurement Officer	Per month	36	400	14,400	Per month	12	400	4,800
Asset Management Officer	Per month	36	400	14,400	Per month	12	400	4,800
Training Officer	Per month	36	400	14,400	Per month	12	400	4,800
Communications Officer	Per month	36	400	14,400	Per month	12	400	4,800
Voter Outreach Officer	Per month	36	400	14,400	Per month	12	400	4,800
Contract Administraton Officer	Per month	24	700	16,800	Per month	12	700	8,400
Master Trainers (Data entry training)- 25 Trainers, 10 months	Per month	250	1,000	250,000	Per month	250	1,000	250,000
Trainers (Data entry training)- 250 trainers, 10 months	Per month	2500	800	2,000,000	Per month	2500	800	2,000,000
Examiners (Data entry training)- 84 examiners for 10 months	Per month	840	800	672,000	Per month	840	800	672,000
Master Trainers (Enumerator training)- 15 Trainers, 10 months	Per month	150	1,000	150,000	Per month	150	1,000	150,000
Trainers (Enumerator training)- 125 trainers, 10 months	Per month	1250	800	1,000,000	Per month	1250	800	1,000,000
1.1.2 Administrative/ support staff								
Finance Assistants (4)	Per month	144	200	28,800	Per month	48	200	9,600

Expenses	All Years				Year 1[2]			
	Unit	# of units	Unit rate (in USD)	Costs (in USD)[3]	Unit	# of units	Unit rate (in USD)	Costs (in USD)
Operations Assistants (3)	Per month	108	200	21,600	Per month	36	200	7,200
Asset Management Assistant	Per month	36	200	7,200	Per month	12	200	2,400
Administration Assistants (3)	Per month	72	200	14,400	Per month	24	200	4,800
Training Assistant	Per month	36	200	7,200	Per month	12	200	2,400
IT Assistant	Per month	36	200	7,200	Per month	12	200	2,400
Contract Administration Assistant	Per month	18	200	3,600	Per month	18	200	3,600
Office Secretary	Per month	36	200	7,200	Per month	12	200	2,400
Drivers (4)	Per month	144	200	28,800	Per month	48	200	9,600
1.2 Salaries (gross amounts, expat/int. staff)								
Coordination Specialist	Per month	21	7,500	157,500	Per month	12	7,500	90000
Chief Technical Adviser	Per month				Per month			
Election Expert(s)	Per month				Per month			
1.3 Per diems for missions/travel[5]								
1.3.1 Abroad (staff assigned to the Action)	Per diem				Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem				Per diem			
1.3.3 Seminar/conference participants	Per diem				Per diem			
Subtotal Human Resources				4,861,300				4,515,400
				5.74%				
2. Travel[6]								
2.1. International travel	Per flight				Per flight			
2.2 Local transportation	Lump	1	20,000	20,000	Lump	1	20,000	20,000
Subtotal Travel				20,000				20,000
3. Equipment and supplies[7]								
3.1 Purchase or rent of vehicles								
Purchase of vehicles for Secretariat, project office and division offices	Per vehicle	13	115,385	825,000	Per vehicle	13	115,385	825,000
Rent of vehicles for Upazila offices	Per rental month	3,090	900	2,781,000	Per rental month	2,781	900	2,502,900
3.2 Furniture, computer equipment								
Notebooks with OS - 32 bit with minimum 1.8GHz	Per unit	12,000	1,200	14,400,000	Per unit	12,000	1,200	14,400,000

Expenses	All Years				Year 1[2]			
	Unit	# of units	Unit rate (in USD)	Costs (in USD)[3]	Unit	# of units	Unit rate (in USD)	Costs (in USD)
Fingerprint scanners - *USB connected NIST compatible*	Per unit	12,000	150	1,800,000	Per unit	12,000	150	1,800,000
Web cams - *USB connected min 1.2 m-pixel true resolution*	Per unit	12,000	100	1,200,000	Per unit	12,000	100	1,200,000
Bangla keyboard and mouse - *standard keyboard & 3 button mouse*	Per unit	12,000	15	180,000	Per unit	12,000	15	180,000
Servers for Central Data Center - *2* Dual Core 64 bit processor, 16GB RAM*	Per unit	2	60,000	120,000	Per unit	2	60,000	120,000
UPS 5000VA rackmount for Central Data Center	Per unit	2	3,500	7,000	Per unit	2	3,500	7,000
OS for Central Data Center	Per unit	2	3,500	7,000	Per unit	2	3,500	7,000
Storage 40 TB for Central Data Center - *40 TB rack mounted with RAID functionality*	Per unit	1	500,000	500,000	Per unit	1	500,000	500,000
Back-up strategy and equipment for Central Data Center- *20TB native tape with 4GB fiber channel interface*	Per unit	1	35,000	35,000	Per unit	1	35,000	35,000
VPN router for Central Data Center – *1,500 VPN tunnels*	Per unit	1	10,000	10,000	Per unit	1	10,000	10,000
Network Security	Per unit	1	30,000	30,000	Per unit	1	30,000	30,000
Internet interfaces- Switches and load balancing		1	10,000	10,000		1	10,000	10,000
Internet interfaces- Proxy		1	5,000	5,000		1	5,000	5,000
Internet interfaces- Remote access/VPN		1	5,000	5,000		1	5,000	5,000
E-mail server for Central Data Centre	Per unit	1	5,000	5,000	Per unit	1	5,000	5,000
Web application server for Central Data Centre	Per unit	1	5,000	5,000	Per unit	1	5,000	5,000
Generator - *minimum 650 to 1,000W*	Per unit	3,000	300	900,000	Per unit	3,000	300	900,000
Server/PC with OS for Upazila Offices - *Dual Core 64 bit 1.8GHz or greater. 2*80GB SATA drive with RAID1*	Per unit	550	2,500	1,375,000	Per unit	550	2,500	1,375,000
UPS for Upazilas - 650VA	Per unit	550	250	137,500	Per unit	550	250	137,500
LAN switch for Upazilas - 16 port 10/100	Per unit	550	100	55,000	Per unit	550	100	55,000
Printer for Upazila - *monochrome 20ppm, 1,200dpi*	Per unit	550	1,500	825,000	Per unit	550	1,500	825,000
Color Printer for Upazila - *duplex, 20ppm b/w, 6ppm color, 600dpi*	Per unit	64	1,800	115,200	Per unit	64	1,800	115,200
Computer furniture for Upazila	Per upazila	550	400	220,000	Per upazila	550	400	220,000
Laminator	Per unit	100	200	20,000	Per unit	100	200	20,000
Cutter	Per unit	100	20	2,000	Per unit	100	20	2,000
Server/PC with OS for District Offices - *Dual Core 64 bit 1.8 GHz or greater, 300GB SATA drive*	Per unit	90	2,000	180,000	Per unit	90	2,000	180,000
UPS for District Offices - 650VA	Per unit	90	250	22,500	Per unit	90	250	22,500
PC with OS for Central Office - *Dual Core 64 bit 1.8 GHz or greater, 120GB SATA drive*	Per unit	100	2,000	200,000	Per unit	100	2,000	200,000

Expenses	All Years				Year 1[2]			
	Unit	# of units	Unit rate (in USD)	Costs (in USD)[3]	Unit	# of units	Unit rate (in USD)	Costs (in USD)
UPS for Central Office - 650VA	Per unit	100	250	25,000	Per unit	100	250	25,000
Printer for Central Office- *monochrome 20ppm, 1,200dpi*	Per unit	50	1,000	50,000	Per unit	50	1,000	50,000
Personal computers with OS for Project Office	Per unit	30	2,000	60,000	Per unit	30	2,000	60,000
UPS for Project Office	Per unit	30	250	7,500	Per unit	30	250	7,500
Printers for Project Office	Per unit	15	1,000	15,000	Per unit	15	1,000	15,000
Furniture for Project Office	Per unit	50	800	40,000	Per unit	50	800	40,000
Photocopier for Project Office	Per unit	3	1,500	4,500	Per unit	3	1,500	4,500
Water purifier for Project Office	Per unit	6	100	600	Per unit	6	100	600
Fax machine for Project Office	Per unit	6	300	1,800	Per unit	6	300	1,800
3.3 Machines, tools…								
3.4 Spare parts/equipment for machines, tools								
3.5 Software and Licensing								
Megamatcher SDK (Base SDK)	Per unit	1	6,000	6,000	Per unit	1	6,000	6,000
Megamatcher SDK (Upazila)	Per unit	550	110	60,500	Per unit	550	110	60,500
MySQL Enterprise License	Per unit	3	40,000	120,000	Per unit	1	40,000	40,000
Software for Upazila office	Per office	550	300	165,000	Per office	550	300	165,000
Software for District Office	Per office	90	300	27,000	Per office	90	300	27,000
Software for Central Office	Per unit	100	300	30,000	Per unit	100	300	30,000
Subtotal Equipment and supplies				26,590,100				26,232,000
				31.40%				
4. Local office								
4.1 Vehicle costs								
Fuel for BEC vehicles	Per km	245,125	1	245,125	Per km	122,563	1	122,563
Fuel for generators	Per liter	1,500,000	1	1,500,000	Per liter	750,000	1	750,000
4.2 Office rent								
Central Data Center refurbishment	Lump	1	30,000	30,000	Lump	1	30,000	30,000
Project office rent and facilities	Per month	36	13,500	486,000	Per month	12	13,500	162,000
Project office fit out	Lump	1	100,000	100,000	Lump	1	100,000	100,000
Training facilities rent (data entry training)	Per course	7500	50	375,000	Per course	7500	50	375,000

Expenses	All Years				Year 1[2]			
	Unit	# of units	Unit rate (in USD)	Costs (in USD)[3]	Unit	# of units	Unit rate (in USD)	Costs (in USD)
Training facilities rent (enumerator training)	Per course	5000	50	250,000	Per course	5000	50	250,000
4.3 Consumables - office supplies								
Paper for draft voters list	Per packet	30,000	4	120,000	Per packet	30,000	4	120,000
Toner for draft voters list	Per cartridge	4,300	70	301,000	Per cartridge	4,300	70	301,000
Paper for provisional ID cards	Per packet	45,000	4	180,000	Per packet	45,000	4	180,000
Toner for color printers	Per cartridge	6,500	600	3,900,000	Per cartridge	6,500	600	3,900,000
Laminate	Per laminate	90,000,000	0.02	2,014,925	Per laminate	90,000,000	0.02	2,014,925
Toner for Central Office	Per unit	150	70	10,500	Per unit	150	70	10,500
Paper for proof-reading	Per packet	180,000	4	720,000	Per packet	180,000	4	720,000
Toner for proof-reading	Per cartridge	25,714	70	1,799,980	Per cartridge	25,714	70	1,799,980
Office supplies for field teams (pens, rulers, paper for signature, clipboards, etc)	Per team	1,500	502	753,000	Per team	1,500	502	753,000
Office supplies for project office	Lump	1	30,000	30,000	Lump	1	30,000	30,000
DVD for data storage	Per pack	25,000	15	375,000	Per pack	25,000	15	375,000
Training materials for data entry operator training	Per course	7,500	100	750,000	Per course	7,500	100	750,000
Training materials for enumerator training	Per course	5,000	100	500,000	Per course	5,000	100	500,000
Training materials for Data Collection Offices	Per course	510	294	150,000	Per course	510	294	150,000
4.4 Other services (tel/fax, electricity/heating, maintenance)								
Physical Security for Central Data Centre	Per month	36	55.55	2,000	Per month	12	55.55	666.6
Notebook Configuration	Lump	1	10000	10,000	Lump	1	10000	10,000
Subtotal Local office				14,602,530				13,404,635
				17.25%				
5. Other costs, services[8]								
5.1 Publications[9]								
Printing of registration forms	Lump sum	1	2,686,567	2,686,567	Lump sum	1	2,686,567	2,686,567
Printing of final voter list	Lump sum	1	2,200,000	2,200,000				
5.2 Studies, research[9]								

Expenses	All Years				Year 1[2]			
	Unit	# of units	Unit rate (in USD)	Costs (in USD)[3]	Unit	# of units	Unit rate (in USD)	Costs (in USD)
5.3 Auditing costs								
Audit	Lump sum	1	60,000	60,000				
5.4 Evaluation costs								
Evaluation	Lump sum	1	150,000	150,000				
5.5 Field Services								
Enumerators (~ 200,000 enumerators)	Per voter reached	90,000,000	0.11	9,900,000	Per voter	90,000,000	0.11	9,900,000
Computer operators/Data entry staff (~ 150,000 operators)	Per voter entered	90,000,000	0.07	6,300,000	Per voter	90,000,000	0.07	6,300,000
Data entry helpers (~ 96,000 helpers)	Per month	96,000	72	6,912,000	Per month	96,000	72	6,912,000
Center Managers (~12,000 managers)	Per month	12,000	120	1,440,000	Per month	12,000	120	1,440,000
VDP Ansar Allowances (~3,000 VDP)	Per day	672,000	2	1,344,000	Per day	672,000	2	1,344,000
District and Upazila Computer Operators (~ 633 operators)	Per month	11,394	100	1,139,400	Per month	11,394	100	1,139,400
Proof reader managers	Per month	4,400	120	528,000	Per month	4,400	120	528,000
Proof readers	Per voter	90,000,000	0.015	1,350,000	Per voter	90,000,000	0.015	1,350,000
Technical experts at Upzaila (~64 experts)	Per month	768	200	153,600	Per month	768	200	153,600
Technical support at Upazila (~ 64 support personnel)	Per month	768	120	92,160	Per month	768	120	92,160
Support at Upazila (~128 support staff)	Per month	1,536	72	110,592	Per month	1,536	72	110,592
5.6 Financial services (bank guarantee costs etc.)								
5.7 Costs of conferences/seminars[9]								
5.8 Visibility actions								
Subtotal Other costs, services				34,366,319				31,956,319
				40.59%				
6. Other								
Voter awareness materials	Lump sum	1	200,000	200,000	Lump sum	1	200,000	200,000
Subtotal Other				200,000				200,000
				0.24%				
7. Subtotal direct eligible costs of the Action (1-6)				80,640,249				76,328,354
8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				4,032,012				3,816,418
9. Total direct eligible costs of the Action (7+ 8)				84,672,262				80,144,772

							100.00%					94.65%
10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action)							3,237584					3,147,273
11. Total eligible costs (9+10)							87,909,846					83,292,045
												94.65%

Expenses	Year 2				Year 3			
	Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Unit	# of units	Unit rate (in USD)	Costs (in EUR)
1. Human Resources								
1.1 Salaries (gross amounts, local staff)[4]								
1.1.1 Technical								
Project Director- From Civil Service								
Deputy Project Director (Operations)- From Civil Service								
Deputy Project Director (Administration)- From Civil Service								
Monitoring Manager	Per month	6	2,500	15,000				
Finance Manager	Per month	6	2,500	15,000				
Operations Manager	Per month	6	2,500	15,000				
Procurement Consultant	Per month			0				
Asset Manager	Per month	6	2,500	15,000				
Training Manager	Per month	6	2,500	15,000				
Communications Manager	Per month	6	2,500	15,000				
Program Manager (UNDP)	Per month	9	2,000	18,000				
Program Associate (UNDP)	Per month	9	2,000	18,000				
Monitoring Officer	Per month	12	400	4,800				
Human Resources Officer	Per month	12	400	4,800	Per month	12	400	4,800
Procurement Officer	Per month	12	400	4,800	Per month	12	400	4,800
Asset Management Officer	Per month	12	400	4,800	Per month	12	400	4,800
Training Officer	Per month	12	400	4,800	Per month	12	400	4,800
Communications Officer	Per month	12	400	4,800	Per month	12	400	4,800
Voter Outreach Officer	Per month	12	400	4,800	Per month	12	400	4,800
Contract Administraton Officer	Per month	12	700	8,400				
Master Trainers (Data entry training)- 25 Trainers, 10 months								
Trainers (Data entry training)- 250 trainers, 10 months								
Examiners (Data entry training)- 84 examiners for 10 months								
Master Trainers (Enumerator training)- 15 Trainers, 10 months								

Expenses	Year 2				Year 3			
	Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Unit	# of units	Unit rate (in USD)	Costs (in EUR)
Trainers (Enumerator training)- 125 trainers, 10 months								
1.1.2 Administrative/ support staff								
Finance Assistants (4)	Per month	48	200	9,600	Per month	48	200	9,600
Operations Assistants (3)	Per month	36	200	7,200	Per month	36	200	7,200
Asset Management Assistant	Per month	12	200	2,400	Per month	12	200	2,400
Administration Assistants (3)	Per month	24	200	4,800	Per month	24	200	4,800
Training Assistant	Per month	12	200	2,400	Per month	12	200	2,400
IT Assistant	Per month	12	200	2,400	Per month	12	200	2,400
Contract Administration Assistant			200				200	
Office Secretary	Per month	12	200	2,400	Per month	12	200	2,400
Drivers (4)	Per month	48	200	9,600	Per month	48	200	9,600
1.2 Salaries (gross amounts, expat/int. staff)					Per month			
Coordination Specialist	Per month	9	7,500	67500				
Chief Technical Adviser	Per month							
Election Expert(s)	Per month				Per month			
1.3 Per diems for missions/travel[5]								
1.3.1 Abroad (staff assigned to the Action)	Per diem				Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem				Per diem			
1.3.3 Seminar/conference participants	Per diem				Per diem			
Subtotal Human Resources				276,300				69,600
2. Travel[6]								
2.1 International travel	Per flight				Per flight			
2.2 Local transportation	Per month				Per month			
Subtotal Travel								
3. Equipment and supplies[7]								
3.1 Purchase or rent of vehicles								
Purchase of vehicles for Secretariat, project office and division offices								

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Expenses	Year 2				Year 3			
	Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Unit	# of units	Unit rate (in USD)	Costs (in EUR)
Rent of vehicles for Upazila offices	Per rental month	309	900	278,100				
3.2 Furniture, computer equipment								
Notebooks with OS - 32 bit with minimum 1.8GHz								
Fingerprint scanners - USB connected NIST compatible								
Web cams - USB connected min 1.2 m-pixel true resolution								
Bangla keyboard and mouse - standard keyboard & 3 button mouse								
Servers for Central Data Center - 2* Dual Core 64 bit processor, 16GB RAM								
UPS 5000VA rackmount for Central Data Center								
OS for Central Data Center								
Storage 40 TB for Central Data Center - 40 TB rack mounted with RAID functionality								
Back-up strategy and equipment for Central Data Center- 20TB native tape with 4GB fiber channel interface								
VPN router for Central Data Center – 1,500 VPN tunnels								
Network Security								
Internet interfaces- Switches and load balancing								
Internet interfaces- Proxy								
Internet interfaces- Remote access/VPN								
E-mail server for Central Data Centre								
Web application server for Central Data Centre								
Generator - minimum 650 to 1,000W								
Server/PC with OS for Upazila Offices - Dual Core 64 bit 1.8GHz or greater. 2*80GB SATA drive with RAID1								
UPS for Upazilas - 650VA								
LAN switch for Upazilas - 16 port 10/100								
Printer for Upazila - monochrome 20ppm, 1,200dpi								

Expenses	Year 2 Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Year 3 Unit	# of units	Unit rate (in USD)	Costs (in EUR)
Color Printer for Upazila - *duplex, 20ppm b/w, 6ppm color, 600dpi*								
Computer furniture for Upazila								
Laminator								
Cutter								
Server/PC with OS for District Offices - *Dual Core 64 bit 1.8 GHz or greater, 300GB SATA drive*								
UPS for District Offices - 650VA								
PC with OS for Central Office - *Dual Core 64 bit 1.8 GHz or greater, 120GB SATA drive*								
UPS for Central Office - 650VA								
Printer for Central Office- *monochrome 20ppm, 1,200dpi*								
Personal computers with OS for Project Office								
UPS for Project Office								
Printers for Project Office								
Furniture for Project Office								
Photocopier for Project Office								
Water purifier for Project Office								
Fax machine for Project Office								
3.3 Machines, tools...								
3.4 Spare parts/equipment for machines, tools								
3.5 Software and Licensing								
Megamatcher SDK (Base SDK)								
Megamatcher SDK (Upazila)								
MySQL Enterprise License	Per unit	1	40,000	40,000	Per unit	1	40,000	40,000
Software for Upazila office								
Software for District Office								
Software for Central Office								
Subtotal Equipment and supplies				318,100				40,000
4. Local office								

Expenses	Year 2				Year 3			
	Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Unit	# of units	Unit rate (in USD)	Costs (in EUR)
4.1 Vehicle costs								
Fuel for BEC vehicles	Per km	61,281	1	61,281	Per km	61,281	1	61,281
Fuel for generators	Per liter	375,000	1	375,000	Per liter	375,000	1	375,000
4.2 Office rent								
Central Data Center refurbishment								
Project office rent and facilities	Per month	12	13,500	162,000	Per month	12	13,500	162,000
Project office fit out								
Training facilities rent (data entry training)								
Training facilities rent (enumerator training)								
4.3 Consumables - office supplies								
Paper for draft voters list								
Toner for draft voters list								
Paper for provisional ID cards								
Toner for color printers								
Laminates								
Toner for Central Office								
Paper for proof-reading								
Toner for proof-reading								
Office supplies for field teams (pens, rulers, paper for signature, clipboards, etc)								
Office supplies for project office								
DVD for data storage								
Training materials for data entry operator training								
Training materials for enumerator training								
Training materials for Data Collection Offices								
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month				Per month			
Physical Security for Central Data Centre	Per month	12	55.55	666.6	Per month	12	55.55	666.6
Notebook Configuration								

Expenses	Year 2				Year 3			
	Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Unit	# of units	Unit rate (in USD)	Costs (in EUR)
Subtotal Local office				598,948				598,948
5. Other costs, services[8]								
5.1 Publications[9]								
Printing of registration forms								
Printing of final voter list	Lump sum	1	2,200,000	2,200,000				
5.2 Studies, research[9]								
5.3 Auditing costs								
Audit	Lump sum	1	60,000	60,000				
5.4 Evaluation costs								
Evaluation	Lump sum	1	150,000	150,000				
5.5 Field Services								
Enumerators (~ 200,000 enumerators)								
Computer operators/Data entry staff (~ 150,000 operators)								
Data entry helpers (~ 96,000 helpers)								
Center Managers (~12,000 managers)								
VDP Ansar Allowances (~3,000 VDP)								
District and Upazila Computer Operators (~ 633 operators)								
Proof reader managers								
Proof readers								
Technical experts at Upzaila (~64 experts)								
Technical support at Upazila (~ 64 support personnel)								
Support at Upazila (~128 support staff)								
5.6 Financial services (bank guarantee costs etc.)								
5.7 Costs of conferences/seminars[9]								
5.8 Visibility actions								

Expenses	Year 2				Year 3			
	Unit	# of units	Unit rate (in USD)	Costs (in EUR)	Unit	# of units	Unit rate (in USD)	Costs (in EUR)
Subtotal Other costs, services				2,410,000				0
6. Other								
Voter awareness materials								
Subtotal Other				0				
7. Subtotal direct eligible costs of the Action (1-6)				3,603,348				708,548
8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				180,167				35427.38
9. Total direct eligible costs of the Action (7+8)				3,783,515				743,975
10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action)				148,578				28,216
11. Total eligible costs (9+10)				3,932,093				773,191

PERP BUDGET for ATLAS (BGD/07/002)

Code	Description	W/m	US $
63400	**TRAINING (LEARNING COSTS)**		
	Training for Data Collection Offices (cen., div., dist., up.)	1	150,000
	Training for Enumerators and Data Collectors	1	5,947,000
63400	Line Total		**6,097,000**
63500	**SECURITY RELATED COSTS**		
	Security for Central Data Center	1	2,000
63500	Line Total		**2,000**
71200	**INTERNATIONAL PERSONNEL**		
	Coordination Officer (UNDP)	21	157,500
	Chief Technical Adviser	18	
	Elections Expert(s)	18	
71200	Line Total		**157,500**
71400	**NATIONAL PERSONNEL**		
	Project Director (GoB)	21	
	Deputy Project Directors (2) (GoB)	42	
	Monitoring Manager	18	45,000
	Communications Manager	18	45,000
	Training Manager	18	45,000
	Finance Manager	18	45,000
	Operations Manager	18	45,000
	Asset Manager	18	45,000
	Procurement Consultant	6	39,000
	Program Manager (UNDP)	21	42,000
	Program Associate (UNDP)	21	42,000
	Training Officer	36	14,400
	Monitoring Officer	18	9,600
	Communications Officer	36	14,400
	Human Resources Officer	18	14,400
	Procurement Officer	36	14,400
	Asset Management Officer	36	14,400
	Contract Administration Officer	24	16,800
	Voter Outreach Officer	36	14,400
	Finance Associates/Assistants (4)	144	28,800
	Operations Assistants (3)	108	21,600
	Asset Management Associate	36	7,200
	Administration Assistants (3)	72	14,400
	Training Assistant	36	7,200
	IT Assistant	36	7,200
	Contract Administration Assistant	18	3,600
	Office Secretary	36	7,200
	Drivers/Messengers (4)	144	28,800

71400		Line Total		631,800
71600	TRAVEL			
		Local Travel	1	20,000
71600		Line Total		20,000
72100	CONTRACTURAL SERVICES			
		Field Service**	1	29,269,752
		Notebook Configuration Specialists	50	10,000
		Voter Awareness Materials	1	200,000
		Rent of vehicles for Upazila offices	3090	2,781,000
72100		Line Total		32,260,752
72200	EQUIPMENT AND FURNITURE			
		Equipment for Central, Division, District and Upazila Offices	1	4,836,200
		Equipment for Data Collection and Integration	1	17,580,000
		Equipment for Project Office	1	129,400
		Purchase and maintenance of vehicles	13	825,000
72200		Line Total		23,370,600
72500	SUPPLIES			
		Supplies for data collection offices (paper, toner, laminates)	1	9,076,406
		Consumables for data collection teams	1	753,000
		Office supplies for project office	1	30,000
		DVDs for data storage	1	375,000
72500		Line Total		10,234,406
73100	RENT AND MAINTENANCE			
		Rent of Project Office	1	486,000
73100		Line Total		486,000
73200	PREMISES ALTERATIONS			
		Project Office fit out	1	100,000
		Central data center refurbishment	1	30,000
73200		Line Total		130,000
73300	RENT AND MAINTENANCE OF IT EQUIPMENT			
		Software development and licensing	1	186,500
		Software for Upazila Office	1	165,000
		Software for District Office		27,000
		Software for Project Office	1	30,000
73300		Line Total		408,500
74100	PROFESSIONAL SERVICES			
		Audit	1	60,000
		Evaluation	1	150,000
74100		Line Total		210,000

74200	**PRINTING PRODUCTION COSTS**			
		Printing (Registration forms and voter list)	1	4,886,567
74200		**Line Total**		**4,886,567**
74500	**FUEL (MISC.)**			
		Fuel for BEC vehicles		245,125
		Fuel for generators	1	1,500,000
74500		**Line Total**		**1,745,125**
74700	**CONTINGENCY**			
		Provision for Contingency Reserve	5%	4,032,013
74700		**Line Total**		**4,032,013**
		GRAND TOTAL		**84,672,263**

** GoB cost-sharing will be largely in the field services line item of the budget

Sreepur Pilot Project Lessons Learnt

The pilot project was conducted in Sreepur Municipality with distribution of enrolment forms commencing on June 8th and Registration Centers opening on June 10, 2007. The pilot project continued until June 30, 2007, by which time approximately 46,000 voters had been registered.

The Sreepur Municipality is made up of 22 local government polling center areas. The pilot project was conducted with a total of 30 Registration Centers being established across the 22 areas.

Registration Centers
Registration Centers were generally well run and efficient with voters willingly coming to the centers for registration. Separate queuing was provided by gender in some localities.

The overall efficiency of Registration Centers was linked to the methodology being used. The methodology of "pre-entry" of voter information placed a far heavier management burden on the centers and also produced non uniform queuing and across the registration units.

Centers were generally open from 9am to 5pm but stayed open into the evening as required to process all voters. The busiest time of each day was between 10am to 1pm, and then from 4pm into the evening. Opening hours for future registration exercises must be tailored to meet the required hours. This particularly applies to urban areas where evenings are likely to be the only available time for working voters.

Most Registration Centers were established in schools. The facilities were generally suitable for the requirements. Electrical power outside of the urban areas was less reliable which confirmed the planned requirement for back-up generators for each registration team.

Gender Issues
Awareness building exercises were conducted prior to the registration period through local Imams. Additionally, an effort was made to have a large percentage of female registration officers and to have a minimum of two female Village Defense Police (VDP) volunteers available in each Registration Center.

Very few gender related issues arose during the pilot project. When required, privacy was provided for female voters through using strictly female registration staff and VDP volunteers. In the early phases of the pilot project the majority of voters coming the Registration Centers were female.

The importance of awareness-raising through local Imams and the availability of female registration officers and volunteers were confirmed through the pilot.

Disabled Voters
The identification of elderly or disabled voters who were unable to attend Registration Centers was done through local government organizations and direct information recorded by enumerators. Registration staff used this information to register 183 disabled or elderly voters through door to door visits.

Methodology
Two methodologies were trialed during the Sreepur pilot project. The two methods can be summarized as:

Methodology 1:
- Enumerators go door to door, assist the voters to complete the form and bring the completed forms back to the Upazila data entry center. The voter is given a receipt containing their form number.
- Information is entered from the forms into specific notebook computers.

- The following day voters go the Registration Center and are directed to the specific computer which contains their data.
- The registration officer uses the voter's form number to retrieve the voter's pre-entered information.
- The voter's photo, fingerprints, and signature are captured and integrated with the pre-entered voter information.

Methodology 2:
- Enumerators go door to door, assist the voters to complete the form.
- Voters bring the completed forms to the Registration Center at their convenience and go to the first available notebook computer.
- The voter's photo, fingerprints, and signature are captured along with the form number and basic details such as name and date of birth.
- The completed registration form is retained by the registration officer and a receipt given to the voter.
- Completed forms are returned to the Upazila data entry center and the form numbers are used to link the entered data to the captured photo, fingerprints, and signature.

Under both methods full data integration, verification, and printing of provisional ID cards is conducted from the Upazila office.

Findings:
- Method 1 takes approximately 7 minutes of contact between the voter and registration officer while Method 2 takes approximately 5 minutes.
- Method 1 requires additional management in the Registration Center to direct voters to the specific computer.
- Method 1 results in queuing imbalances depending on the speed of operators or arising from any technology issues. This results in impatience from voters.

Methodology 2 provides greater flexibility, throughput, and reduces the management requirements at both the Registration Center and Upazila office.

Staffing & Skills
Across the 30 registration areas a total of 145 enumerators and 60 data entry operators were recruited. Many of the enumerators had experience from previous elections and understood their role.

Many of the data entry staff were students. The pilot project drew a large number of prospective staff with sufficient skills to meet the requirements. In the first few days following training the staff had basic level skills but this continued to develop with experience and their efficiency built rapidly.

Most data entry staff were hard working and enjoyed their role in the project. Many expressed their appreciation for the opportunity to develop their computer skills and wished to be retained with the project as it moves to new locations.

Some Registration Centers were staffed with a second person at each notebook computer to assist with the management of forms and fingerprinting of the voter. This greatly improved efficiency and continuity of processing.

Enumerators are sufficiently skilled for their primary responsibility but some require additional assistance with the notation of voter's name in English. This will be part of the focus of secondary data checking and proof reading to be done in the Upazila office.

Training
Enumerators received 3 days of training which included 2 days of classroom training and a 1 day workshop. Data entry staff received 1 week training which included 3 days of classroom training, 3

days of practical training, and a 1 day exam. Of the 80 data entry staff that received training, 60 passed the exam and were recruited.

Enumerators will continue to be recruited and trained by location as local knowledge is a principal requirement. Data entry operators however can operate in any location and the more operators that are retained within the project the lower the recruitment and training load will be on the project. Staff retention through favorable working conditions and prompt payment must be a focus of the project.

Technology

Various software and hardware technologies were evaluated in the pilot project. Some of the findings can be summarized as:
- Some stability issues were detected with one of the software products evaluated. These products will not be used in the ongoing project.
- The lighting in Registration Centers is rarely ideal for the taking of quality photographs. Cameras with a light enhancement features are beneficial.
- Fingerprint scanners of the capacitive type do not have the required durability for this type of project. Only optical type scanners should be used.
- No major technical incidences were reported with notebook computers.

General Observations

Other general findings of the pilot registration process include:
- Heavy rainfall in the first few days of registration lowered the number of voters coming to the Registration Centers. All Registration Centers should at least have some provision for shelter from rain.
- Many of the voters coming to the Registration Centers were motivated by the desire for the provisional ID card. This has proven to be a major incentive to bring voters to the centers and must be continued.
- Voters are patient and motivated for the registration process. Queuing does not appear to be an issue as long as it is orderly and systematic.
- Women with small children, pregnant women, or other voters with mobility, comfort, or health issues must be given priority in queuing.
- Weekends are an important time for voters with full time employment and wherever possible each locality must have a weekend when Registration Centers are open.
- The form number on each registration form is critical to matching of voter's information to their photo, fingerprint, and signature. The paper quality and printing of forms must be of sufficient quality to ensure that these numbers remain legible.
- There has been some reporting of mismatched voter photos and details. Data entry operators should be asked to type the form number twice (once, plus verification) to reduce the likelihood of accidental errors.
- The issuance of provisional ID cards should not occur until all data quality checking has been concluded including the mandatory posting and correction of draft voter lists.

Senior Technical Advisor (UNDP)

Location:	Dhaka, Bangladesh
Post Level:	Senior
Post Classification:	International
Post Type:	ALD 4
Duration of Contract:	One year with possibility of extension

Background

The Government of Bangladesh recently initiated a series of reforms in order to conduct a free, fair and credible election, including the preparation of a countrywide voter roll with photographs and fingerprints. With an eligible voting population estimated to be approximately 90 million in Bangladesh, this will be a globally groundbreaking exercise in scale and scope. While the photo voter list will be completed by the Bangladesh Election Commission, the Government requested development partners to provide financial assistance to complete the voter list through a project coordinated by UNDP, entitled "Preparation of Electoral Roll with Photographs". The objective of the donor-supported project is to establish the technical requirements and infrastructure required to enable the GoB to prepare the photo voter list for elections in 2008 and to maintain and update the list thereafter.

Duties and Responsibilities

Under the direct supervision of the Assistant Country Director and Manager, Democracy and Governance Cluster (DGC) and the over-all supervision of the Country Director of UNDP Bangladesh, the Senior Technical Adviser (STA) will be responsible for the overall leadership, management and coordination of the technical assistance team supporting the project, as well as the donor-supported components of the project. More specifically, his or her responsibility will carry out the following functions:

Project Assurance
- Ensure proper implementation of the project activities and quality control of the outputs;
- Ensure the progress reporting on project activities to BEC, UNDP and other donors;
- Identify issues that requires immediate attention by the implementing agency, UNDP or donors;
- Channel free flow of information regarding any project issue that requires any change or modification for smooth implementation of the project;
- Closely monitor the implementation process countrywide and report to the concerned authority.
- Ensures programme outputs are aligned procedurally with UNDP positions and practice area development.

Management
- Manage the technical assistance team and financial resources provided by international development partners, in consultation with the Programme Outcome Board, for achieving results in line with the outputs and activities outlined in the project document;
- Monitor the preparation and implementation of the results based work plans and result frameworks as endorsed by the management;
- Lead in the coordination of project activities with related and parallel activities both within UNDP and with external agencies;
- Represent the project in meetings of the Programme Outcome Board and the Project Board and provide advice to the Project Management Team in organizing meetings as well;

Policy Services
- Provide necessary guidance to project management teams to ensure effective resources and services delivery;
- Monitor the functions of each of the teams responsible for the implementation of different components;
- Hold consultations with implementing agency, UNDP and donors;
- Provide necessary comments and suggestions to the Team Members, as and when required for recruitment, procurement and sustainability of the project activities;
- Contribute to the production of reports and serve as peer reviewer;

Partnership:
- Maintain close liaison with UNDP Programme Manager for Electoral Process and the Rule of Law in the DG

cluster
- Maintain close liaison with BEC officials responsible for PERP (NPD, DNPD and others)
- Harmonize support of development partners in close consultation with Assurance Team of UNDP to achieve the programme outcomes;
- Advise UNDP to establish, develop and maintain mutually beneficial strategic partnerships with NGOs and community groups, the press and media, the business sector, etc and develop appropriate oversight mechanisms;
- Design, introduce and continuously develop feedback mechanisms and open communication channels to ensure that the changing needs and expectations of the public are fully taken into account when reviewing the Annual and Quarterly Work-plans;

Deliverables

The successful incumbent is expected to deliver the followings by the course of her/his assignment:
- Detailed work plan within two weeks of joining;
- Weekly progress reports to UNDP
- Monthly reports to donors and the Bangladesh Election Commission;
- Regular presentations on project progress to all concerned;
- Project closing report;
- End of assignment report.

Competencies

The candidate must have competencies that include:

Technical Competencies
- Strong background in electoral project management;
- Donor coordination skills;
- Strong analytical skills;
- Excellent communication ability in both written and spoken English;
- Computer and internet literate;
- Excellent reporting skills.

Behavioral Competencies
- Good interpersonal skills and understanding of cultural diversity, specially in Asia and the Pacific;
- Ability to function at both policy advisory and project management levels;
- Demonstrable results-oriented approach to work;
- Strong networking and representational skills;
- Ability to promote learning environment, human rights and gender friendly work environment;
- Political sensitivity

Recruitment Qualifications

The candidate must have the following qualifications to be short listed for the position:

Education
- Post graduate degree in development administration, management, business administration or relevant governance discipline;

Experience
- Minimum ten years experience in project management, out of which five years should be in the position of a Senior Technical Adviser;
- At lest five years experience in electoral reform;
- Experience in managing multi-donor funded projects in developing countries;
- UN experience or working experience with DFID/EC will be preferable.

Coordination Specialist (UNDP)

Location :	Dhaka, Bangladesh
Post Level :	Coordination Specialist
Post classification:	International
Post Type:	SSA
Duration of Initial Contract :	1 year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list. The objective of this project is to ensure effective management of donor coordination in providing support to the Bangladesh Election Commission's photo voter list project. It also aims at harmonization of donors' contribution to different components of the project.

Duties and Responsibilities

The Coordination Specialist will report to the Technical Adviser and will be responsible for efficient and effective donor coordination for the PERP project, in terms of resource mobilization, disbursement, expenditure and in minimizing the transaction costs for the Government. On the basis of the expected outputs of the project and in close consultation with the implementing agency, the incumbent is expected to:
- Review all available documentation on procurement, recruitment and budgeting for the pooled photo voter list project;
- Maintain regular contact with the BEC and its Secretariat so that relevant information are shared with the donors in a timely manner;
- Prepare regular project progress reports and update the donors;
- Convene regular meetings with the donors;
- Represent the project at the LCG Elections sub-group;
- Liaise with UNDP Programme and Operations head in expediting operational issues for project management;
- Undertake any other relevant tasks that may emerge as important in the course of this assignment, and which deems to be appropriate for the Coordination Officer to undertake.

Deliverables

The successful incumbent is expected to deliver the followings by the course of her/his assignment:
- Detailed work plan within 2 weeks after joining;
- Required documentations on meeting proceedings;
- Weekly reporting to donors and implementing agency;
- Monthly project progress report;
- Quarterly and Annual work plan reports;
- Presentations to the donors as and when required;
- Donor reports;
- Project closing reports;
- End of assignment report
- Other documents as required

Competencies

- Strong analytical skills
- Excellent communication skills, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals

- Demonstrated results-oriented approach to work
- Strong networking and representational skills
- Promotes a Learning environment in the office
- Political, cultural sensitivity, commitment to diversity
- Manages for results

Required Skills and Experience

Education
- University degree or higher on development administration, business administrations or relevant governance discipline;

Experience
- At least 5 years of work experience out of which a minimum of two years was spent working with bilateral agencies in governance areas, particularly on elections;
- Project management experience in developing countries;
- Excellent inter-personal skills and English language proficiency;
- Demonstrated capability of working under a multi cultural environment;
- Ability to accommodate cultural sensitivity and respect human rights and gender issues in the workplace.

Program Manager (UNDP)

Location :	Dhaka, Bangladesh
Post Level :	Program Manager
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list. The objective of this project is to ensure effective management of donor coordination in providing support to the Bangladesh Election Commission's photo voter list project. It also aims at harmonization of donors' contribution to different components of the project.

Duties and Responsibilities

The Program Manager will report to the Technical Advise and will be responsible for efficient and effective execution of project assurance activities for the PERP project, in terms of project monitoring and reporting to minimize the transaction costs for the Government. On the basis of the expected outputs of the project and in close consultation with the implementing agency, the incumbent is expected to:

- Review all available documentation on procurement, recruitment and budgeting for the pooled photo voter list project;
- Liaise closely with the project's Project Management and Oversight Team;
- Visit the project site(s) regularly to monitor project activities
- Monitor all project activities, expenditures and progress towards achieving the project output by using the Annual Work Plan Monitoring Tool
- Prepare regular project progress reports provide inputs for quarterly and annual reports for donors;
- Provide inputs for other donor reporting;
- Update the risk log, issue log and monitoring log in ATLAS
- Prepare the TOR for an Evaluation Mission
- Provide support, information and logistic arrangements to the Evaluation Mission
- Undertake any other relevant tasks that may emerge as important in the course of this assignment, and which deems to be appropriate for the Coordination Officer to undertake.

Deliverables

The successful incumbent is expected to deliver the followings by the course of her/his assignment:

- Detailed work plan within 2 weeks after joining;
- Required documentations on meeting proceedings;
- Weekly reporting to donors and implementing agency;
- Monthly project progress report;
- Quarterly and Annual work plan reports;
- Presentations to the donors as and when required;
- Donor reports;
- Project closing reports;
- End of assignment report
- Other documents as required

Competencies

- Strong analytical skills
- Excellent communication skills, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Strong networking and representational skills
- Promotes a Learning environment in the office
- Political, cultural sensitivity, commitment to diversity
- Manages for results

Required Skills and Experience

Education
- At least a Masters degree, or equivalent, in business administration or relevant governance discipline;

Experience
- At least 5 years of related experience out of which a minimum of two years was spent working on project assurance;
- Knowledge of UNDP rules, regulations and policies, including the results management guide
- Knowledge of project assurance under PRINCE2
- Demonstrated capability of working under a multi cultural environment;
- Ability to accommodate cultural sensitivity and respect human rights and gender issues in the workplace.

Program Associate (UNDP)

Location :	Dhaka, Bangladesh
Post Level :	Program Associate
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

Under the guidance and supervision of the UNDP Program Manager, the Program Associate ensures effective execution of financial services and processes and transparent utilization of financial resources for the project. The Program Associate promotes a client-oriented approach consistent with UNDP rules and regulations, and will have the following duties and responsibilities:

- Acts as the focal point for all questions relating to financial administration of the MDF for the PERP project;
- Assists the Project Coordinator in communicating and reporting to the donors, UNDP and the BEC on the financial matters;
- Ensures appropriate representation of the MDF at meetings with donors, UNDP and BEC;
- Prepares the most up-to-date and accurate budget data inclusive of all prior actual expenditure relating to both project activities and support cost;
- Ascertains that resources are disbursed timely;
- Ensures that on a cumulative basis, the actual expenditure including outstanding obligations do not exceed total approved and allocated project budget;
- Ensures that all substantive reporting and all interim financial reports are prepared and submitted to UNDP, BEC and donors in a timely manner, in accordance with the agreement;
- Prepares monthly and quarterly resource plan showing cash flow requirements and resources available;
- Monitors and evaluate on a quarterly basis the resource utilization against the planned activities;
- Maintains any additional records as necessary to supplement but not to duplicate the financial reports for the purpose of adequate financial monitoring and such records; and
- Ensures that UNDP's cost of administering the MDF are recovered in accordance with the cost-sharing agreement.
- Performs other duties, as required

Competencies

- Strong analytical skills
- Good communication skills in English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning environment in the office
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- At least a University degree, or equivalent, in accounting, business administration or related field

Experience

- Minimum 10 years experience in development projects;
- Understanding of budgeting, accounting and bookkeeping, particularly under RMG Guidelines;
- Knowledge of ATLAS is desired
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

TERMS OF REFERENCE

Post Title: National Project Director
Duty Station: Dhaka, Bangladesh (with field visits when required)
Type of contract: GoB Deputation
Duration: 3 Years

Background: Bangladesh Election Commission (BEC) is a constitutional body charged primarily with the task of conducting elections to the Parliament and local bodies. An important element in the discharge of these responsibilities is the preparation, maintenance, and periodic updating of a voter list on the principle of universal adult franchise.

One reason for the deferment of the January 2007 election was the lack of a voter list acceptable to all parties. Given the level of mistrust in the 2006 voter list revising the voter list using existing modalities is not an option. To meet the common demands of political parties the minimum acceptable standard is the production of a fresh voter list incorporating photographs, and the holding of an election prior to the end of 2008.

The establishment of a voter list with photographs requires a large and complex nationwide data collection exercise conducted on a scale and timeframe rarely attempted elsewhere in the world. The challenges of such a project include logistical, technical, administrative, financial, and political risks.

The end result of the data collection exercise must be a central voter list database including photographs and other biometric data. This data must meet the requirements for the production of a voter list to facilitate elections within 2008, and also assist in meeting the requirements of National ID card and other national priorities. In addition to those, proposals for developing necessary infrastructure for instituting e-governance are under active consideration by many ministries.

The current political environment provides an opportunity to develop an integrated approach to meet the common requirements of various Government organisations.

Role: The role of the National Project Director is to oversee the implementation of the PERP project. The NPD will have overall project responsibility for project implementation including coordination with all project partners and participating agencies.

Key Responsibilities: Under the direct supervision of the Secretary, ECS and policy directives from the Project Steering Committee, headed by the Chief Election Commissioner, the National Project Director will be responsible for

- Overall management and guidance of project teams with responsibilities for:
  - Project management, monitoring, and reporting of project targets, achievements, and progress.
  - Financial management, monitoring, and reporting.
  - Administrative support including logistics, procurement, asset management, recruitment, and management of staff.
  - Planning and implementation of the training plan for central and field level staff.
  - Coordination with project partners, participating agencies, and other stakeholders.
  - Implementation and management of the technology infrastructure.
- Report and provide feedback to the Election Commission and Steering Committee on project strategies and activities through the Secretary, ECS.
- Represent the project and Election Commission in coordination meetings.
- Under the guidance of the Secretary, ECS of BEC, manage relationships with project stakeholders including donors, NGOs, Government Agencies, political parties, and others as required.
- Ensure efficient linkages with National ID Card and other initiatives through the establishment of mutually beneficial methodologies, technologies, and data structures.

- Ensure that project activities are integrated and coordinated with the established operations of the BEC at central and field office levels.
- Ensure the development of sufficient capacity within the BEC to maintain and manage the voter list systems beyond the duration of this project.
- Perform other related tasks as and when deemed necessary by the ECS and the BEC.

Deliverables:
- Work plan within 15 working days of joining;
- Monthly progress report to the Project Steering Committee through the Secretary, ECS;
- Weekly progress reports to the Secretary, ECS;
- Three monthly (quarterly) progress reports, including analysis of risks and recommended actions and contingencies.
- Post implementation review at project completion including assessment of methodologies, technologies, human resources, and providing recommendations for the following 3-5 year cycle with linkages to National ID systems.
- Others as and when required.

Competencies:
- Able to work at a senior level in a complex technical and political environment;
- Strong analytical and decision making skills and the ability to present ideas and concepts in a concise manner.
- Excellent organizational and supervisory skills with a proven track record in national level projects;
- A strong leader with experience in building senior level relationships and networks;
- Strong advocacy skills, judgment, and discernment;
- Demonstrated capacity to work in a multi-cultural environment.

Recruitment Qualifications:

The candidate should possess the following qualifications to compete for the announced position:
- Post-graduate degree in Public Administration, Information Technology, Management, or any other development relevant discipline;
- Minimum of 20 years working experience including several years in senior Government positions;
- Excellent knowledge of Government of Bangladesh structures and protocols;
- Knowledge of election management processes and voter list management issues including knowledge of both international practices and the local context;
- Leadership experience in the implementation of large and complex projects in cooperation with multiple donor agencies and other stakeholders including NGOs and political organizations.
- A sound understanding of personnel management, human rights and gender perspective;
- Excellent proficiency in written and spoken English and Bangla.

Deputy Project Director (Operations Management)

Location :	Dhaka, Bangladesh
Post Level :	Deputy Project Director (Operations Management)
Post Classification:	National
Post Type:	GoB Deputation
Duration of Initial Contract :	3 Years

Background

The BEC initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have the major output of producing a credible electoral roll with photographs.

Duties and Responsibilities

The Deputy Project Director (Operations Management) will report to the National Project Director and will have the following duties and responsibilities under the overall guidance and supervision of the Secretary, ECS and the Steering Committee of the project:

- Provide management and guidance for the following project teams: Training, Operations and Information Technology (IT);
- Ensure a realistic training plan is developed and implemented
- Oversee overall project planning, logistics and asset management
- Monitor and manage operational risks
- Implement operational risk management strategies, including contingency plans, if and when required
- Monitor activities of project teams and ensure timely delivery of quality results;
- Coordinate with project partners, participating agencies and other stakeholders;
- Represent the project and the Election Commission in coordination meetings when the NPD is not available;
- Report weekly progress on all operational activities to the NPD;
- Provide inputs for quarterly, annual and other reports to the ECS, BEC and UNDP;
- Provide feedback to the NPD on project activities;
- Ensure that operational activities are integrated and coordinated with the established operations of the BEC at central and field levels offices;
- Perform any other project related duties as and when required.

Competencies

- Excellent administrative and analytical skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability to establish and maintain good working relationships to facilitate projected outputs;
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment

Required Skills and Experience

Education
- At least a Masters degree, or equivalent, in management or any development-related discipline

Experience
- Minimum 10 years experience at the management level
- Experience managing large-scale, logistically complex projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Deputy Project Director (Project Support Services)

Location :	Dhaka, Bangladesh
Post Level :	Deputy Project Director (Project Support Services)
Post Classification:	National
Post Type:	GoB Deputation
Duration of Initial Contract :	3 Years

Background

The BEC initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have the major output of producing a credible electoral roll with photographs.

Duties and Responsibilities

The Deputy Project Director (Project Support Services) will report to the National Project Director and will have the following duties and responsibilities under the overall guidance and supervision of the Secretary, ECS and the Steering Committee of the project:

- Provide management and guidance for the following project teams: Finance, Administration and Legal/ Contract Administration
- Oversee financial management, recruitment, procurement, contract administration and management of staff
- Monitor and manage communication-related risks
- Implement administration-related affairs, including contingency plans, if and when required
- Monitor activities of project teams and ensure timely delivery of quality results;
- Report weekly progress on all administration activities to the National Project Director;
- Provide inputs for monthly, quarterly, annual and other reports to the ECS, BEC and UNDP;
- Provide feedback to the NPD on project-related activities;
- Ensure that administrative activities are in full compliance with GoB and Development Partners' (including UN/UNDP) policies, rules and regulations;
- Perform any other project-related duties as and when required

Competencies

- Strong administrative and analytical skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability to establish and maintain good working relationships to facilitate projected outputs
- Demonstrated results-oriented approach to work

Required Skills and Experience

Education
- At least a Masters degree, or equivalent, in any development-related discipline

Experience
- Minimum 10 years' management experience, preferably in project implementation
- Familiarity with UNDP policies and practices
- Fluency in written and spoken English and Bangla
- Good ICT and computer skills

Monitoring Manager

Location :	Dhaka, Bangladesh
Post Level :	Monitoring Manager
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Monitoring Manager will report to the Project Director and will have the following duties and responsibilities:
- Monitor all project activities, expenditures and progress towards achieving the project output;
- Monitor overall progress on achievement of results;
- Monitor the likely sustainability of the project's results;
- Provide feedback to the Project Director on project strategies and activities;
- Suggest strategies to the Project Director for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks;
- Manage the Project Monitoring and Oversight Team;
- Develop indicators and a monitoring strategy for the Monitoring Officer;
- Report weekly progress on all project activities to the Project Director;
- Visit the project site(s) regularly and provide the Project Director with bi-monthly monitoring reports;
- Provide inputs, information and statistics for quarterly, annual and other reports to the BEC and UNDP;
- Complete other related duties as required

Competencies

- Strong administrative and analytical skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management, statistics or a related discipline

Experience
- Minimum 10 years management experience, preferably in UNDP or donor supported projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Communications Manager

Location :	Dhaka, Bangladesh
Post Level :	Communications Manager
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Communications Manager will report to the Project Director and will have the following duties and responsibilities:

- Liaise with media outlets to ensure that the appropriate information and messages are reaching the public, including preparing press releases;
- Develop and implement strategies to increase and improve public outreach and voter information with respect to the Photo Voter List project;
- Prepare promotional material on the project, including pamphlets, videos, etc.
- Communicate with stakeholders to facilitate information flow;
- Prepare regular communication reports for the BEC and UNDP;
- Develop and maintain a project website for information dissemination;
- Complete other related duties as required

Competencies

- Strong administrative and analytical skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- At least a Masters degree or equivalent in communications or related discipline

Experience

- Minimum 10 years external relations experience, preferably for UNDP or donor supported projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Training Manager

Location :	Dhaka, Bangladesh
Post Level :	Training Manager
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Training Manager will report to the Deputy Project Director (Operations Management) and will have the following duties and responsibilities:
- Develop training plans for trainers, data entry operators, enumerators and personnel staffing Upazila, District and Division data collection offices;
- Develop training curriculum;
- Train and manage the "Master Trainers" who will train the trainers working at the Upazila level;
- Oversee the "Training of Trainers", which will be conducted by Master trainers;
- Oversee and troubleshoot the training of data entry operators, enumerators and personnel staffing Upazila, District and Division data collection officers;
- Revise the training plans as and when required;
- Prepare required training reports for the BEC and UNDP;
- Evaluate and supervise Master Trainers;
- Prepare evaluation criteria to assess the competencies of data entry operators, enumerators and other project personnel;
- Monitor training evaluations completed by Master Trainers;
- Complete other related duties as required

Competencies

- Strong analytical skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 10 years experience conducting training programs
- Minimum 5 years experience in developing/managing large national training programs
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Finance Manager

Location :	Dhaka, Bangladesh
Post Level :	Finance Manager
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

Under the guidance and supervision of the Deputy Project Director (Project Support Services), the Finance Manager ensures effective execution of financial services and processes and transparent utilization of financial resources for the project. The Finance Associate promotes a client-oriented approach consistent with UNDP rules and regulations.

1. Ensures **implementation of annual work plan, adapts processes and procedures** focusing on achievement of the following results:
   - Full compliance with UN/UNDP rules and regulations of financial processes, financial records and reports and audit follow up; implementation of the effective internal control framework.
   - Monitoring and overview of cost sharing and trust fund agreements follow up on contributions within UNDP's resource mobilization efforts

2. Ensures **monitoring of budgets and functioning of the optimal cost-recovery system** focusing on achievements of the following results:
   - Monitoring of the project budget, follow up and monitoring on cash availability
   - Ensures and follows up proper cost recovery mechanisms

3. Provides **accounting and administrative support** focusing on achievement of the following project results:
   - Proper control of the supporting documents for payments, preparation of all types of vouchers for management projects and PO vouchers for management and development projects;
   - Approval of vendors in Atlas
   - Maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared and processed; travel claims, MPOs and other entitlements are duly processed
   - Timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
   - Maintenance of the Accounts Receivables for UNDP projects and follow-up with partners on contributions, deposits creation in Atlas and their application to AR pending items.

Other related duties, as required.

Competencies

- Strong analytical skills
- Good communication skills in English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning environment in the office

- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in accounting

Experience
- Minimum 10 years experience in development projects, preferably UNDP-related projects;
- Understanding of budgeting, accounting and bookkeeping, particularly under NEX procedures;
- Knowledge of ATLAS is desired
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

Operations Manager

Location :	Dhaka, Bangladesh
Post Level :	Operations Manager
Post classification:	National
Post Type:	UNDP Service Contract
Duration of Initial Contract :	1 Year, with an opportunity to extend

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Operations Manager will work under the Deputy Project Director (Operations Management) and will have the following duties and responsibilities:

- Ensure that activities are on schedule and are being implemented according to plan;
- Schedule data collection and integration activities throughout the country and update the plan when required;
- Develop contingency plans in the event that activities (data collection, data integration, recruitment, training, etc) fall behind schedule
- Implement contingency plans when required in consultation with the Deputy Project Director;
- Track project activities and prepare regular activity-based reports for the BEC and UNDP;
- Supervise the management of logistics and transportation for the project, including the movement of equipment and supplies, the transport pool, etc.
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 10 years management experience, preferably with GoB projects
- Expertise coordinating large, logistically complex projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Training Officer

Location :	Dhaka, Bangladesh
Post Level :	Training Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Training Officer will report to the Training Manager and will have the following duties and responsibilities:

- Schedule training for Master Trainers, data entry operators, enumerators and personnel staffing Upazila, District and Division data collection offices;
- Revise schedules when required, for example due to weather, availability to trainers, etc;
- Identify facilities for all Dhaka-based training and coordinate with local officials to secure all Upazila and District level training;
- Trouble-shoot problems related to training facilities and identify new facilities if required.
- Ensure all trainers have the required training materials, including booklets, visual aids, paper, and computers;
- If trainer(s) do not have the required materials to conduct the training, liaise with procurement and operational colleagues to ensure timely delivery of required materials;
- Prepare required training reports for the BEC and UNDP under the direction of the Sr. Training Manager.
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 8 years experience conducting training programs
- Minimum 3 years experience in administrating large national training programs
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Monitoring Officer

Location :	Dhaka, Bangladesh
Post Level :	Monitoring Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Monitoring Officer will work under the Monitoring Manager and will have the following duties and responsibilities:

- Monitor project activities and progress towards achieving the project output;
- Monitor overall progress on achievement of results, based on the indicators and monitoring strategy given by the Sr. Monitoring Manager;
- Visit the project site(s) regularly and provide monitoring reports to the Sr. Monitoring Manager;
- Receive regular monitoring reports from all Upazila Election Offices;
- Compile statistics and information from monitoring visits and Upazila Election Office reports;
- Report on progress towards achieving results to the Sr. Monitoring Manager;
- Provide inputs, information and statistics for quarterly, annual and other reports to the BEC and UNDP;
- Prepare required monitoring reports for the BEC and UNDP under the direction of the Sr. Monitoring Manager;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 6 years experience monitoring programs and/or projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Communications Officer

Location :	Dhaka, Bangladesh
Post Level :	Communications Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Communications Officer will work under the Communications Manager and will have the following duties and responsibilities:

- Assist with the preparations of promotional material on the project, including pamphlets, videos, etc.
- Collect information from project staff and field offices to assist the creation of messages for the media, the general public and other stakeholders;
- Provide content for the project website for information dissemination;
- Provide inputs for regular communication reports to the BEC and UNDP;
- Prepare required communication reports for the BEC and UNDP under the direction of the Sr. Communications Manager.
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in communications or related discipline

Experience
- Minimum 8 years experience in communications
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Human Resources Officer

Location :	Dhaka, Bangladesh
Post Level :	Human Resources Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Human Resources Officer will work under the Deputy Project Director (Project Support Services) and will have the following duties and responsibilities:

- Develop and maintain the recruitment plan for data entry operators, enumerators, Upzaila, District and Division data collection office staff, master trainers, trainers, technical support staff and others;
- Recruit Master trainers, technical support managers and District and Division level field managers and staff
- Monitor the recruitment of data entry operators, enumerators, Upzaila data collection office staff, trainers, technical support staff and others;
- Troubleshoot problems related to recruitment and human resources management;
- Ensure full compliance of human resources management with UNDP rules, regulations and policies;
- Prepare recruitment and other HR reports for the BEC and UNDP;
- Supervise the creation of Purchase Orders for recruitment contracts to ensure commitment of funds and salary disbursal;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 8 years Human Resource experience, preferably with GoB projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Procurement Officer

Location :	Dhaka, Bangladesh
Post Level :	Procurement Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Procurement Officer will work under the Deputy Project Director (Project Support Services) and will have the following duties and responsibilities:
- Identifies goods and services that need to be procured;
- Drafts request for quotation/proposals for goods and services that need to be procured;
- Collects quotations and proposals for goods and services;
- Ensures compliance with UNDP procurement rules, regulations and policies including sourcing strategies, supplier selection and evaluation, quality management, customer relationship management, and performance measurement;
- Ensures the most competitive vendor is chosen for procurement contracts and orders;
- Ensures the creation of Pos for procurement contracts to ensure commitment of funds;
- Prepare procurement reports for the BEC and UNDP;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 5 years procurement experience, preferably with GoB projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Procurement Consultant

Location :	Dhaka, Bangladesh
Post Level :	Procurement Consultant
Post classification:	National
Post Type:	UNDP SSA
Duration of Initial Contract :	6 months

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Procurement Consultant will work under the Deputy Project Director (Project Support Services) and will have the following duties and responsibilities:
- Draft request for quotation/proposals for goods and services that need to be procured;
- Collect quotations and proposals for goods and services;
- Ensure compliance with UNDP procurement rules, regulations and policies including sourcing strategies, supplier selection and evaluation, quality management, customer relationship management, and performance measurement;
- Ensure the most competitive vendor is chosen for procurement contracts and orders;
- Prepare procurement reports for the BEC and UNDP;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 5 years procurement experience, preferably with GoB projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Asset Management Officer

Location :	Dhaka, Bangladesh
Post Level :	Asset Management Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Asset Management Officer will work under the Operations Manager and will have the following duties and responsibilities:

- Create and maintain a log of all equipment (laptops, desktop computers, webcams, fingerprint scanners, etc);
- Know where each set of equipment is at all times;
- Decide, in collaboration with project colleagues, where the equipment needs to be transferred;
- Manage the transfer of equipment when necessary;
- Create and maintain equipment transfer documentation;
- Ensure all project staff who receive equipment have received information on how to care for that equipment and what their responsibilities are regarding the maintenance and safe-keeping of the equipment;
- Receive accounts of lost, stolen or damaged equipment;
- Inform project management on lost, stolen or damaged equipment;
- Arrange for storage space for equipment when not in use;
- Collect all equipment at the conclusion of the project and arrange for its secure storage;
- Prepare regular asset management reports for the BEC and UNDP;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 5 years management experience
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Contract Administration Officer

Location :	Dhaka, Bangladesh
Post Level :	Contract Administration Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Contract Administration Officer will work under the Deputy Project Director (Project Support Services) and will have the following duties and responsibilities:

- Ensures compliance with UNDP and GoB procurement rules, regulations and policies including sourcing strategies, supplier selection and evaluation, quality management, customer relationship management, and performance measurement;
- Manages supplier contracts for the project;
- Ensures that the procured items are delivered as per specifications;
- Troubleshoots problems relating to suppliers;
- Ensures that items delivered by suppliers are in turn delivered to the intended project recipient;
- Prepare procurement reports for the BEC and UNDP;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 5 years procurement experience, preferably with GoB projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Voter Outreach Officer

Location :	Dhaka, Bangladesh
Post Level :	Voter Outreach Officer
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Voter Outreach Officer will work under the Operations Manager and will have the following duties and responsibilities:

- Develop and oversee the creation of promotional material and activities to facilitate education and awareness on the registration process;
- Liaise with NGOs and other community groups on voter education and awareness;
- Supervise all voter education and awareness activities and sub-contractors;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 8 years management experience, preferably related to governance, elections and/or public awareness campaigns.
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Human Resources Associate

Location :	Dhaka, Bangladesh
Post Level :	Human Resources Associate
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Human Resources Associate will work under the Human Resources Officer and will have the following duties and responsibilities:

- At the direction of the Human Resources Officer, provide assistance to recruit Master trainers, technical support managers and District and Division level field managers and staff
- Provide assistance for monitoring the recruitment of data entry operators, enumerators, Upzaila data collection office staff, trainers, technical support staff and others;
- Ensure full compliance of human resources management with UNDP rules, regulations and policies;
- Prepare recruitment and other HR reports for the BEC and UNDP;
- Create Purchase Orders for recruitment contracts to ensure commitment of funds and salary disbursal;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 8 years human resource experience, preferably in GoB projects
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

Asset Management Associate

Location :	Dhaka, Bangladesh
Post Level :	Asset Management Associate
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Asset Management Associate will work under the Asset Management Officer and will have the following duties and responsibilities:

- Create and maintain a log of all project equipment (laptops, desktop computers, webcams, fingerprint scanners, etc);
- Maintain equipment transfer documentation;
- Collect and maintain records of where each set of equipment is at all times;
- Ensure all project staff who receive equipment have received information on how to care for that equipment and what their responsibilities are regarding the maintenance and safe-keeping of the equipment;
- Maintain records of lost, stolen or damaged equipment;
- Facilitate maintaining storage space for equipment when not in use;
- Collect all equipment at the conclusion of the project and arrange for its secure storage;
- Assist the Asset Management Officers with preparing regular asset management reports for the BEC and UNDP;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least a Masters degree or equivalent in management or related discipline

Experience
- Minimum 5 years management experience
- Fluency in written and spoken English and Bangla
- Excellent ICT and computer skills

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Finance Associate/Assistant (4)

Location :	Dhaka, Bangladesh
Post Level :	Finance Associate/Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Finance Assistant will report to the Finance Officer and will have the following duties and responsibilities:
- Support the NPD and project staff in all administrative and financial affairs of the project;
- Manage day-to-day routine administration of the project concerning project personnel and logistic support;
- Manage the project budget, ensuring that project funds are made available when needed and disbursed in accordance with project workplan and financial rules and regulations designed for NEX projects.
- Maintain accounting records and supporting documents.
- Prepare required financial reports;
- Ensure that financial operations of the project are transparent and stand up to audit at any time, in accordance with NEX financial procedures and regulations;
- Make disbursement from project funds and maintain records, such as expenditure statement, cashbook, bank register and reconciliation statement, etc;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records, files and documents to facilitate monitoring of project implementation;
- Prepare and ensure timely submission of Quarterly Advance Request (QAR), Quarterly Financial Report (QFR), Annual Equipment Inventory Report, Countersigned CDRs;
- Assists project staff to prepare and update budgetary aspects of project workplan, and prepare draft budget revisions, forecasts and reprisal based on project delivery reports (PDRs), and other financial and accounting reports; and
- Coordinate matters relating to improvement of financial management of NEX projects, and audit of their accounts by FAPAD.

Competencies

- Strong analytical skills
- Good communication skills in English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning environment in the office
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- Professional qualifications in accounting (B.Com. or equivalent).

Experience
- Minimum 5 years experience in development projects;
- Understanding of budgeting, accounting and bookkeeping, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

Training Assistant

Location :	Dhaka, Bangladesh
Post Level :	Training Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Training Assistant will work under the Training Officer and will have the following duties and responsibilities:

- Maintain training files;
- Manage day-to-day routine administration of the project's training component concerning personnel and logistic support;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of all training activities;
- Complete other related duties as required

Competencies

- Good administrative skills
- Good communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrates results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- Professional qualifications in accounting (B.Com. or equivalent).

Experience
- Minimum 6 years experience in development projects;
- Understanding of budgeting, accounting and bookkeeping, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

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Human Resources Assistant

Location :	Dhaka, Bangladesh
Post Level :	Human Resources Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Human Resources Assistant will report to the Human Resources Officer and will have the following duties and responsibilities:

- Maintain the Human Resources files;
- Manage day-to-day routine administration of the project's Human Resources activities;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of Human Resources activities within the Administration team;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- Professional qualifications in accounting (B.Com. or equivalent).

Experience
- Minimum 6 years administrative experience in development projects;
- Understanding of filing, administration and budgeting, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

Procurement Assistant

Location :	Dhaka, Bangladesh
Post Level :	Procurement Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Procurement Assistant will report to the Procurement Officer and will have the following duties and responsibilities:

- Maintain the procurement-related files of the Administration team;
- Manage day-to-day routine administration of the project's procurement activities;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of procurement activities of the Administration team;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- Professional qualifications in accounting (B.Com. or equivalent).

Experience

- Minimum 6 years administrative experience in development projects;
- Understanding of filing, administration and budgeting, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

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Operations Assistant

Location :	Dhaka, Bangladesh
Post Level :	Operations Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Operations Assistant will report to the Operations Manager and will have the following duties and responsibilities:
- Maintain the files of the operations team;
- Manage day-to-day routine administration of the project's operations component concerning planning and logistic support;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of activities of the operations team;
- Manage the transport schedule
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- Professional qualifications in accounting (B.Com. or equivalent).

Experience
- Minimum 6 years administrative experience in development projects;
- Understanding of filing, administration and budgeting, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

Communications Assistant

Location :	Dhaka, Bangladesh
Post Level :	Communications Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Communications Assistant will report to the Communications Officr and will have the following duties and responsibilities:

- Maintain the files of the Communications team;
- Manage day-to-day routine administration of the project's communications activities
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of activities of the project's communications team;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- At least University degree or higher in administration, communications or a related discipline

Experience
- Minimum 6 years administrative experience in development projects;
- Understanding of filing, administration and budgeting, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

IT Assistant

Location :	Dhaka, Bangladesh
Post Level :	IT Assistant
Post classification:	National
Post Type:	GoB Contract
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The IT Assistant will report to the IT Manager and will have the following duties and responsibilities:
- Maintain the files of the IT team;
- Manage day-to-day routine administration of the project's IT component;
- Prepare routine correspondence and general reference documents, organize data and information, maintain records and documents to facilitate monitoring of activities of the IT team;
- Complete other related duties as required

Competencies

- Strong administrative and analytic skills
- Excellent communication skills in Bangla and English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning Environment
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- Professional qualifications in accounting (B.Com. or equivalent).

Experience
- Minimum 6 years experience in an administrative-related role for development projects;
- Understanding of filing, administration and budgeting, particularly under UNDP RMG procedures;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems, and exposure to accounting software and ICT.

Office Secretary

Location :	Dhaka, Bangladesh
Post Level :	Office Secretary
Post classification:	National
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Office Secretary will report to the Deputy Project Director (Project Support Services) and will have the following duties and responsibilities:

- Maintain in-coming and out-going documents, maintain project files, documents, provide support to NPD, project staff and consultants/experts.
- Prepare routine correspondence and general reference documents, organize data and information, and maintain project records, files and discernments.
- Type letters, document, reports etc. and application of ICT.

Competencies

- Good analytical skills
- Good communication skills in English, both written and oral
- Ability establishing and maintaining good working relationships to facilitate work goals
- Demonstrated results-oriented approach to work
- Promotes a Learning environment in the office
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education

- Higher Secondary Certificate and Diploma in ICT from a recognized computer institution;

Experience

- 5 years practical experience in secretarial duties and use of computers
- Excellent computer skills and ability to provide ICT support and software applications
- Demonstrated ability in use of Microsoft Office including MS Word, Excel, and Power-Point;
- Typing Speed: 60 wpm
- Proficiency in drafting standard/routine communication in both English and Bengali required.

Driver/Messenger (4)

Location :	Dhaka, Bangladesh
Post Level :	Driver/Messenger
Post classification:	National
Duration of Initial Contract :	1 Year

Background

Following a change in the Care Taker Government in January 2007, the Bangladesh Election Commission initiated a series of reforms in order to conduct a free, fair and credible election. The reforms include preparing a countrywide photo voter roll. On 25 April 2007, the government of Bangladesh requested development partners to provide financial assistance to complete the photo voter list through a UNDP pooled project. The project will have one main output- to produce a credible photo voter list.

Duties and Responsibilities

The Drivers/Messengers will report to the Operations Officer and will have the following duties and responsibilities:

- Drive project vehicle within Dhaka city and on field trips outside Dhaka to meet the transportation requirements of the project
- Day-to-day maintenance of project vehicle(s)
- Maintain log book
- Arrange repairs when necessary
- Follows rules and regulations and report to the authorities in case of incidence; and
- Collect/deliver mail or documents when required.
- He/She will also work as messenger in the project office while not driving the vehicle.

Competencies

- Good analytical and problem solving skills
- Adequate communication skills in English, both written and oral
- Political, cultural sensitivity, commitment to diversity

Required Skills and Experience

Education
- Minimum educational qualification is class eight passed or equivalent level;

Experience
- Minimum 5 years driving experience, with good track records of safe driving;
- Valid heavy/light vehicles driving license;
- Good knowledge of road networks in Dhaka and surrounding areas;
- Adequate knowledge and skills in vehicle maintenance and minor repair; and
- Working knowledge of communicative English, and possessing good manners.