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**Project Document**

**United Nations Development Programme, BANGLADESH**

**Project Document**

**Project Title** Electoral Support Project: Support to Administration of 10<sup>th</sup> Parliamentary Elections.

**UNDAF Outcome(s):** UNDAF Outcome 1 – Government institutions at the national and subnational levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner.

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

**Expected Output(s):**  
*(Those that will result from the project and extracted from the CPAP)* Output 1. Professional ICT based Result and Candidate Management System.  
Output 2. Strengthened ECB capacity through Professional Training and Production of Election Reference Materials.  
Output 3. Communication and Voter Education.  
Output 4. Logistics, Coordination and Stationary Support for 10<sup>th</sup> Parliamentary Elections.

**Implementing Partner:** UNDP Bangladesh

**Brief Description**

This 1-year electoral support project consists of technical assistance designed to enhance and further consolidate the institutional and professional capacities of the ECB, its Secretariat and local offices to deliver fair, credible and transparent 10<sup>th</sup> Parliamentary Elections and ensure public confidence in electoral administration.

Programme Period: 2012-2016  
 Key Result Area (Strategic Plan): Democratic Governance  
 Atlas Award ID: 00041188  
 Project ID: 00086798  
 Start date: 16 July 2013  
 End Date : 30 June 2014  
 PAC Meeting Date: 11 July 2013  
 Management Arrangements: Direct Execution (DEX)

<b>Multiyear Work plan budget: USD 10,500,000.00</b>		
Total resources required	USD	10,500,000.00
Total allocated resources:	USD	10,500,000.00
• UNDP TRAC	USD	120,000.00
• Other:		
- AusAID	USD	963,391.14
-DFID	USD	7,633,587.79
Un Funded	USD	1,783,021.07
<b>Total</b>		<b>10,500,000.00</b>
Government	BDT	

Approved by:

Country Director, UNDP

## **Section 1: Introduction**

The 10th parliamentary election in Bangladesh is expected to take place between 26 October 2013 and 24 January 2014. The organisation of elections in a country the size of Bangladesh is a major challenge, in terms of the planning, logistics, personnel and huge financial costs. For the parliamentary elections, the Election Commission Bangladesh (ECB) will need to recruit, train and deploy over half a million polling officers and similar numbers of security personnel. It will need to establish some 40,000 polling stations (up from 34,000 in 2008) and over 200,000 polling booths. It needs to update the voter registry, re-delimit parliamentary constituencies and make a host of procurement, printing distribution and other arrangements. The challenges and financial costs of elections will be even greater in 2013 since the upazilla elections and parliamentary elections, two major polls, are expected to occur in close succession. Even further, the ECB is also required to organize several local elections between now and January 2014.

Counterbalancing these difficulties, the ECB has shown in the past that it is up to the challenge of managing election operations. The Election Commission delivered very good parliamentary elections in 2008, proving that it has the basic skills and capabilities to effectively conduct elections. Many of the same staff who conducted the 2008 poll still work within the ECB Secretariat. Moreover since the 2008 elections, the ECB has administered a large numbers of local elections, generally without serious difficulties. The Commission has also successfully started its preparations for the parliamentary elections including the update of the voter register, initiation of the boundary delimitation process and launched a series of stakeholder consultations, among others preparatory actions. The primary target of the ECB is to deliver credible and technically robust elections that maintain and exceed where possible, the high standards of election administration witnessed in the 9th parliamentary election.

The Bangladesh Medium Term Budgetary Framework (MTBF) projects that the 2013-14 expenditure for the Election Commission Bangladesh should be 5,336,500,000 BDT or around \$65 million USD. The ECB has however estimated that the 10th parliamentary election alone will cost approximately 5,458,658,975 BDT or USD 67.4 million which far exceeds the financial projections of the MTBF for the 2013/4 timeframe. ECB's estimates include the very basic aspects of the parliamentary election related to (i) election management covering costs related to logistics, basic stationery, equipment, printing and personnel; (ii) maintenance of law and security and; (iii) training of election and polling officials, not inclusive of other electoral stakeholders. The Commission submitted its revised budget in March 2013.

While there is a continued Government commitment to provide adequate financing for elections, the pressure on the country's economy in 2013-14 is onerous, which inadvertently threatens to limit the scope of some initiatives. In this regard, there are a few initiatives that the ECB would like to undertake for the next parliamentary elections which are not captured within the existing MTBF framework or their projected election budget for 2013/4. In order to accomplish them, the ECB will require external assistance from the international community. These initiatives primarily seek to enhance the quality of election administration and advance electoral reforms. They also directly respond to past recommendations of International and National Observers including several put forward after the 9th parliamentary election and subsequent local elections.

The ECB is keen to implement these proposals as they are also management responses to their own internal review of election administration and conduct.

Ultimately this project contributes to enhance the transparency and credibility of elections administration. It seeks to raise public confidence in the quality of elections and the ECB.

## Section 2: Objectives and scope of work

This project aims to support the Election Commission Bangladesh to deliver credible and technically sound 10<sup>th</sup> parliamentary election and to raise public confidence in the quality of election administration and the ECB.

### Project outputs and indicative budget

		Indicative Budget USD
Output 1	Professional ICT based Result and Candidate Management System.	USD 1,500,000
Output 2	Enhanced trainings for electoral staff and stakeholders and training aids and reference materials developed;	USD 2,700,000
Output 3	Voter Education and Candidate Debate	USD 1,000,000
Output 4	Logistics, Coordination and Stationary Support for 10th Parliamentary Elections	USD 5,300,000

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

## Section 4: Descriptions of Project Outputs

As mentioned previously in this document, the **Support to 10th Parliamentary Elections** Project will mainly support the commission for the 10<sup>th</sup> parliamentary elections and the above mentioned outputs will contribute to the overall goal of the project.

### **Output 1: Capacity of the Election Commission of Bangladesh strengthened to enable implementation of robust and sustainable ICT-based Result and Candidate Management Systems to support national elections**

The Election Commission of Bangladesh (ECB) has developed in-house a Candidate Management System (CMS) and a Results Management System (RMS) that have been used in the recent City Corporation elections. This development, intended to address very immediate needs of the ECB, was assisted by local technical expertise provided through a UNDP project, Strengthening Elections Management in Bangladesh (SEMB). In accordance with the ECB requirements, both CMS and RMS were designed and developed to augment manual candidate nomination and election result management processes. Both CMS and RMS systems require further development to ensure that these

systems conform to good practice standards and are sufficiently robust to support elections such as the forthcoming 10<sup>th</sup> national elections.

The ECB ICT equipment and infrastructure used with these systems was deployed several years ago and is reaching the end of its useful life. Similarly, the ECB operates its own private network, using low-bandwidth mobile Internet services, to connect its offices around the country and for election purposes. Higher than normal utilisation of the mobile network, typically occurring on election days, is likely to affect the availability of the existing data network.

Capacity of the ECB needs to be urgently strengthened to ensure that the ECB does not rely only on manual processes or systems that may not be able to cope with the scale of the national elections to handle candidate information and compilation of voting results. This needs to address the issues raised above and the hands-on ICT development and system maintenance capacity of the ECB IT staff, to ensure that the ECB systems are sustainable and operate effectively, especially for the upcoming 10<sup>th</sup> national elections.

A pragmatic development and implementation approach will be taken that ensures ECB ownership of the development process and of the developed systems, with full consideration of the Bangladesh Electoral Law and the operational requirements of ECB such as the election schedule.

#### **Candidate Management System**

The CMS will support candidate nomination management processes, with submission of candidate nominations, including asset disclosure and other relevant candidate information; generation of lists of candidates who submitted nominations; assessment of submitted nominations for compliance and completeness; recording of any appeal court decisions; generation of lists of valid nominations; recording of withdrawn nominations; allocation of voting symbols; and generation of final candidates lists. It is envisaged that the ECB will operate 67 centres where candidates standing for the national elections will be able to submit their nominations.

Highly skilled and experienced IT resources provided by the UNDP will assist the ECB IT staff with identification of CMS requirements, considering good practice standards and the need for the system to be robust and scalable to support national elections. Subsequently, the current CMS will be assessed against the requirements to identify deficiencies that need to be addressed. Necessary software enhancements will be then developed by the joint development team, comprising of the ECB IT staff and UNDP-provided IT resources, in line with the release schedule identified earlier. As part of quality assurance, the developed enhancements and the complete CMS will be subject to a testing regime prior to deployment. The deployment schedule will also ensure that sufficient training is provided to the ECB officials and staff who will receive and process candidate nominations using CMS.

#### **Result Management System**

The RMS will support the process of vote count aggregation and compilation, leading to results declaration. The process starts with counting cast votes at polling stations; results from each polling station are then officially recorded and forwarded to the respective Assistant Returning Officers (ARO) who compile and approve results from all polling stations that they are responsible for. RMS scope of operations starts at this point, with

recording of vote counting results received from the polling stations. Approved results are then summarised and forwarded to the respective Returning Officers (RO) who then declare the results for respective constituencies and forward these to the ECB for publication, including publication on a web site. It is envisaged that 550 vote aggregation centres will operate during the national elections, with each centre collecting vote counting results from up to 200 polling stations.

The project foresees a two-pronged approach to the development of the RMS. Initially, a prototype of RMS will be developed in line with the internationally recognised best practice. The ECB IT staff will be first assisted by the UNDP-provided technical expertise in finalising RMS requirements. The combined ECB IT/project development team will then develop a prototype RMS system and present it to the Election Commission for approval. Once the ECB is assured that the prototype provides requisite functionality and mitigates all major perceived risks, the development will move from the prototype to a final release of the RMS, ready for a full scale deployment.

If the ECB decides, for any reason, to defer the further development of the RMS prototype, a secondary approach will be pursued, where the project technical expertise resources will be immediately redeployed to upgrade the existing simplified version of RMS. that has been piloted in the recent City Corporation elections. The development will follow the same methodology as used for the development of CMS enhancements where the existing RMS will be assessed against the identified requirements, any shortfalls or deficiencies identified and requisite enhancements developed by a joint ECB\project development team.

The development of RMS will be carried out in parallel with the development of CMS. As will be the case with the CMS, the RMS will be subject to a testing regime and the deployment schedule will ensure that adequate time is allocated for training of the officials who will use the RMS.

### **IT Equipment**

To mitigate possible equipment failures, the project will assist the ECB with IT equipment to operate CMS and RMS at the ECB Secretariat, at the candidate nomination submission points and at the vote count aggregation centres. The assessment of the existing ECB data network capacity will be conducted and, in consultation with the ECB, any additional equipment and/or services will be procured to mitigate identified risks such as data connectivity loss. IT equipment including multimedia projectors with screens will also be procured to enhance the ECB capacity for displaying of election results to election observers and the media reporting on the elections, for conducting briefings and press conferences.

### **Sustainability**

The joint requirements analysis and development approach, involving the ECB IT staff and project resources working side-by-side will not only ensure the ECB ownership but also will ensure the sustainability of the developed systems. The software for the CMS and RMS will be developed in-house and highly skilled and experienced international IT resources provided by the UNDP will work closely with local developers from the ECB IT wing, supported by the developers from the SEMB project. The international IT developers will provide technical guidance and mentoring to ECB IT staff working with

them. This will facilitate the transfer of knowledge to the local experts and will provide the ECB IT staff with greater hands-on software development skills and capacity.

The relevant ECB staff will also be trained to operate and maintain the systems, thereby limiting the need for outside assistance. Training of the ECB officials and staff that will use the CMS and the RMS will be undertaken prior to the deployment of the IT equipment in the field. The Training of Trainers (ToT) methodology will also be utilised to create a pool of skilled trainers capable of replicating the training at a later stage. Helpdesk arrangements will also be implemented during the elections to provide the officials and staff using the CMS and the RMS with assistance.

All source code will be handed over to the ECB, allowing the ECB to develop further enhancements and modifications at a later stage. With this approach, the ECB will be equipped to maintain and introduce future improvements to the CMS and the RMS to respond to the ECB evolving needs.

### **Project Output 2: Enhanced trainings for electoral staff and stakeholders and training aids and reference materials developed**

This output will contribute to the enhancement of the ECB's capacity to plan and implement high quality training for the parliamentary elections as well as raise the knowledge of election staff and stakeholders. Training for the parliamentary elections by the ECB is a massive undertaking and requires the mobilization and training of more than one million temporary staff that is over 500,000 electoral staff and around 500,000 security personnel. The extent of the training needs in 2013 has almost doubled given the requirement to conduct trainings related to the parliament and upazilla elections.

In Bangladesh, as in most countries, these temporary election workers are not all permanent staff of the Election Commission and are recruited specifically to support the extensive need for election workers. Many of them have past experience in supporting elections and are familiar with key election procedures. Where possible, the ECB has started to utilise qualified permanent staff for key positions, such as Returning Officers and Assistant Returning Officers, as seen in sub-national elections. However the ECB does not have the internal man-power to cover the full requirements and therefore need the support of temporary electoral staff.

Ahead of all elections short trainings courses normally spanning just one-or two days are usually organised for election staff and security personnel. The ECB has expressed an interest to extend and enhance the nature and quality of electoral training in order to increase its effectiveness. The ECB would also like to extend its training to stakeholders such as the media, political parties/party agents and civil society as well as provide them and the public with election reference materials and guidelines. This will be done to encourage the consistent understanding and application of electoral laws and guidelines.

The ECB has been working continuously to improve its capacity to develop, deliver and monitor trainings provided for elections, including with the support of the donors of the SEMB project. However there is still a need to (1) further enhance the quality of training to election staff to ensure the consistent implementation of electoral procedures and guidelines and (2) conduct extensive training of election staff in voting-related tasks and

of electoral stakeholders to raise skills and knowledge of election processes and procedures.

### **Description of the Activity**

Training will seek to equip election workers and stakeholders with requisite knowledge to apply election procedures accurately, impartially, and consistently contributing to the integrity of the parliamentary elections. Technical support will be provided to develop and implement a cascade strategy and operational plan to train permanent and non-permanent elections staff, poll workers and other electoral stakeholders. The development of more effective training delivery methodologies, training aids and materials as will also be supported. Training will be provided to the following:

- Returning Officers (ROs) and Assistant Returning Officers (AROs) (approximately 560);
- Presiding Officers (POs), Assistant Presiding Officers (APOs), Polling Officers (approximately 700,000)
- Election Inquiry Committees' members (approximately 175)
- Electoral Stakeholders - polling agents/political parties; observers; police/security forces and media.

### **Training for Electoral Staff, Polling Officers and Inquiry Committee Members**

Training will also be tailored to the specific electoral task to be undertaken, such as the responsibilities of the returning officer, poll worker or inquiry committee member. All training will be geared to ensure that personnel are fully aware of the electoral guidelines and relevant procedures, including new procedures; raise knowledge of their expected behaviour; introduce them to all materials and equipment to be utilised and relevant to their task; raise awareness on the rights and responsibilities of electoral stakeholders and; importantly underscore the importance of maintaining the integrity of elections along with others more specifically tailored topics.

### **Meetings/Training for Electoral Stakeholders**

Through trainings and meetings with stakeholders, the ECB will seek to communicate directly with the electoral stakeholders and raise their knowledge of electoral guidelines and procedures as well as expected behaviour during elections. Importantly, these trainings sessions will underscore the importance of maintaining the integrity of elections along with others more specifically tailored topics. The training for electoral stakeholders will be done through the Training of Trainers (ToT) modality primarily to encourage consistency in the application and implementation of electoral rules. The ECB does not intend to train all stakeholders and its approach will complement the trainings planned by other groups and donors such as trainings for polling agents, political parties, observers and security forces.

### **Training Materials**

The support also extends to develop training manuals and printing. All training will be supported by training materials including (i) training manual and handbooks (ii) methodological guidelines for implementation and (iii) facilitators notes.

The assistance seeks to support the ECB to undertake content development, design, printing and dissemination for the following manuals and guidelines.

- Election Manuals and Guides – This will include the production of easy reference material that will quickly and simply present key aspects of elections. This may include polling and counting guides which will describe various steps in the polling and counting process.
- Candidates and Party Agents Handbooks – This will be produced by the ECB for political parties and their representatives. It will be used to outline the processes that will be applied for voting, the legal and procedural frameworks along with party and candidate rights and responsibilities.
- Observers Guides will be produced by the ECB to serve as a reference document for domestic and international observers outlining their roles, duties, and responsibilities, as well as contain essential information on the election framework, polling and counting process.

In addition to being printed, these manuals and guidelines will also be placed on CDs and in other formats including on the ECB website to allow for wider dissemination. Provision of these guides to stakeholders should serve to enhance the level of awareness of electoral stakeholders and election officials as well as reduce tensions related to the polling and election process, caused by the lack of information and understanding.

Election manuals, guides and other materials will also be adapted for voter education purposes with the publication of appropriate sections in print media, as well as the display at the polling stations on Election Day Materials produced can also be disseminated and utilized by contestants, media, civil society and other stakeholders.

#### **Monitoring and Review**

Assessing the implementation of the training, to ascertain the extent to which it is achieving the desired objective and to identify areas for improvement will be undertaken. In this light, a systematic monitoring and evaluation methodology for training will be developed. Inputs from this will feed into the development of future training to ensure the continual improvement of the training programmes.

The operational training will sensitize election officers and stakeholders on gender concerns to eliminate any discriminatory practices in election administration and reduce situations that compromise the security of women in elections. This will be further reinforced through the Voter Education component that specifically targets women and adopts a strategy that underscores that Bangladeshi women must be fully aware of their political/voting rights. Both approaches serve as a means to expand women's participation in elections at all levels. The Election Commission will also identify capable women as trainers and poll workers.

#### **Sustainability of Training**

Technical assistance will be provided to the Electoral Training Institute (ETI) to raise its capacity to plan, implement and deliver more effective trainings. The development of a training plan and the codification of training curricula, manuals and guidelines will facilitate the institutionalisation of training and knowledge creation within the ECB and promote a more systematic approach to the implementation of electoral training. Additionally, a cadre of trainers with enhanced skills will emerge that will constitute a resource that the ECB can continuously tap into for future trainings. Similarly, more



knowledgeable temporary and permanent election workers to serve as resources for future support to the administration of elections. Importantly, electoral stakeholders will have increased access to information on electoral processes which will contribute to strengthening the democratic culture. Finally recommendations emerging from the post-training evaluations will be used to improve future training approaches.

The proposed activities will work seamlessly with the on-going UNDP's Strengthening Election Management in Bangladesh (SEMB) project that provides a more long term support for enhancing the capacity for training within the Election Commission.

### **Project Output 3: Communication and Voter Education**

This output will contribute to increase the level of awareness of voters about the electoral laws and procedures and will also provide candidates a platform to communicate with public and inform them their election manifesto and answer question raised by the public.

**Voter Education Campaign** – The ECB will launch a country-wide voter education campaign to promote peaceful elections and a more aware and responsible electorate. It will utilise youth as ambassadors of peace before, during and after the election and will forge partnerships with other stakeholders, including non-partisan youth groups, civil society organisations, local musicians and athletes to this end. The campaign will seek to provide youth with a greater voice and include them in the creation of a vision for enhancing the electoral process and overall governance and democracy in the country.

**Voter Education/Information Materials** – This will include the development, production and dissemination of well-designed voter education materials for the 10th parliamentary election. This will extend to, but not be limited to the production of voter education manuals; posters, videos, jingles and flyers to convey key messages to the electorate on democracy and voting procedures.

### **Project Output 4: Logistics, Coordination and Stationary Support for 10th Parliamentary Elections**

The support intends to enhance logistics, coordination and provide essential equipment for the increased efficiency and functioning of polling stations. This output will provide a range of logistics support that contributes to transparency of elections.

#### **Description of the Activity**

##### **Production of Polling Station Location Maps**

Currently detailed location maps of polling stations do not exist which make logistic and security planning for the ECB and its stakeholder's complex. It also results in difficulty in the identification of polling station by voters and stakeholders. Observers have recommended that a system to improve the identification of polling stations be implemented by the ECB.

The support will be provided to the ECB to produce polling station location maps using Geographic Information Systems (GIS) technology. GIS systems for plotting of polling

station locations and production of the relevant maps will be undertaken. Services of a specialised GIS firm will be utilised for the production of maps.

The polling station maps will make polling stations more accessible to voters and to enhance logistics and security planning. The ECB intends to utilise the maps as a necessary tool in planning functions related to (i) logistics routes; (ii) developing security plans (iii) public information campaign purposes, in advising voters of the polling station at which they should vote and provision of location information to observers, political participants and other electoral stakeholders.

#### **Voting Screens**

The ECB seeks to standardise the marking area through the provision of standard voting screens. Currently this is not standardised in each polling station and various improvisations exist. A more standardised and regulated marking place will ensure full privacy and secrecy of the vote.

In this light, the project seeks to support the ECB ensure the secrecy of the vote through the purchase of 312,000 standardised voting screens. This will include one for each polling booth and an additional two for each polling station. The voting screens will be collapsible and made preferable of plastic or paper board. The material should be sturdy enough to be reusable and stored with minimal damage.

#### **Emergency Lighting for Polling Stations**

Voting station operations in Bangladesh often extend beyond daylight hours. The counting of the ballots occurs at the polling station and it is essential that the area used for voting and the counting be equipped with reliable lighting. Many polling stations, including those in remote areas, do not have reliable electricity and require portable light supplies. Candles have been traditionally used by the Election Commission and in a few cases lamps.

Against this background, the project seeks to support the ECB with the procurement of 86,000 emergency lights for each polling station to facilitate more comfortable voting procedures and the efficient and secure counting of the vote. The light should be able to run for at least five to six hours.

#### **Ballot Boxes and Indelible Ink pens**

The introduction of translucent ballot boxes, use of high quality indelible ink pens, together with the creation of a new voter list and construction of new local election offices, were part of the system-wide reforms introduced in 2007/8 to improve national capacity for electoral administration and revive public confidence in the democratic process. The use of translucent ballot boxes and numbered security seals were also a direct response to the long-time demand of major political parties for increased credibility and transparency in elections. The series of confidence building and administrative reforms ultimately contributed to the success of the 2008 parliamentary election, which have been deemed to be the most inclusive and peaceful to date.

Maintaining the high quality of election administration witnessed in 2008, and improving where possible, will be essential for the upcoming parliamentary election in 2013/4. This underscores the importance of institutionalising and sustaining the electoral reforms introduced. Since the 2008 parliamentary polls, the ECB has

successfully used TBBs, security seals and indelible ink pens in all its administered elections such as by-elections, municipal, upazilla and union parishad elections. Observer reports and Commission reports have confirmed the positive role that TBBs and the use of indelible ink pens have played in enhancing the credibility and trust in elections, cementing their effectiveness in strengthening public confidence in elections.

Significant capacity for the proper use of electoral stationery exists within the ECB, enhanced in part, through past assistance from the international community. The ECB is now in a position to carry out its own training on the use of ballot boxes and indelible ink pens. However there is still a need to strengthen the ECB's capacity for the procurement of election stationery.

The Election Commission will reuse the existing translucent ballot boxes for the next parliamentary election in 2013/4. The ECB however requires additional translucent ballot boxes and seals to meet the expected demands of the parliamentary election and the upazilla election in 2013/4. This additional requirement is primarily linked to projected voter increase and the need to replace damaged TBBs. Indelible ink pens are perishables with a shelf life of approximately 24 months and supplies need to be replenished ahead of the elections.

This output will contribute to the procurement of:-

- 40,000 ballot boxes
- 2.4 million security seals
- 648,000 indelible ink pens, and
- Enhance capacity of the ECB staff for electoral procurement and use of electoral stationery

#### **Translucent Ballot Boxes and Seals**

The project will purchase 40,000 translucent ballot boxes. Translucent ballot boxes allow voters to recognize the shape of the ballot inside the box but prevent the reading of any inscriptions. The boxes to be purchased will meet international standards, including the "strength test" and "fall test" to ensure their longevity. Similarities in the design of new boxes, with those previously purchased, will be maintained.

#### **Security Seals**

The purchase of 2.4 million pull tight seals, made of plastic, bearing a sequential number will be supported by the project. Five security seals are needed per box, that is, one for each side of the box to seal the lid to the box, and one additional for sealing the ballot slot on the lid (top of box).

#### **Indelible Ink Pens**

There will be the purchase of 648,000 indelible ink pens. Pens will be used to mark the nail, skin and/or cuticle of the voter to indicate that the voter has already cast a ballot. The ink should be fast drying and long lasting after application for at least 48hours. Once dry, the ink must not be hazardous to the eye, skin or health and must be resistant to cleaning with water, soap or similar solvents. The shelf-life of the indelible ink pens is approximately 24 months or greater.

### **Training of Polling Staff**

The ECB will be responsible for conducting training on the use of ballot boxes, seals and indelible ink pens. Training modules will include but not be limited to topics such as (i) how to properly transport, and store ballot boxes and seals (ii) how to record the identification numbers and (iii) how to use and store indelible ink pens. Training will be held for ECB Secretariat officials, polling agents and returning officers.

### **Sustainability and Enhanced Capacity Development of ECB**

The use of translucent ballot boxes, seals and indelible ink pens in the 2008 parliamentary polls as well as in all subsequent elections, reaffirms the commitment of the ECB to their usage and the general acceptance of the population for the introduction of TBBs and continued use of indelible ink pens. The ability of the ECB to plan, design and implement its own training of election officials on the use of translucent ballot boxes and indelible ink also signals an increase in knowledge and skill of the ECB.

This project will contribute to the consolidation of advancements and progress witnessed in the capacity of the ECB and will work in synchronicity with existing election projects, such as the SEMB project, to further build the capacity of the Commission for enhanced planning and procurement of electoral goods. This will be done to ensure that the ECB is able to effectively plan and implement its own procurement in the most effective manner in the future. This will include the conduct of training on the procurement of election goods. More specifically the transfer of knowledge and training related to the entire procurement process such as development of specifications, tender, evaluation and approval. Additionally there will be the development of ECB skills in global sourcing for and research on electoral goods.

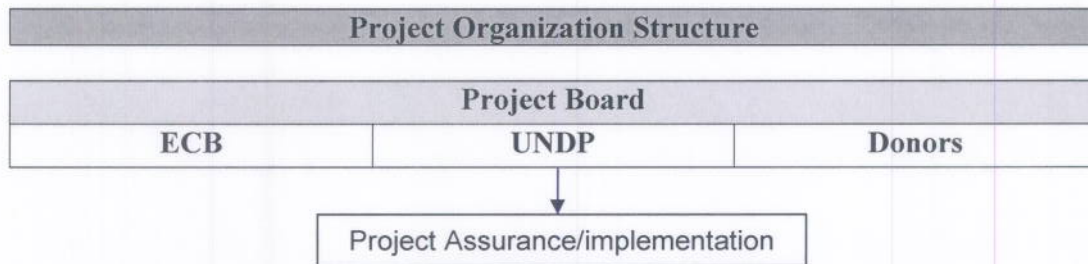
The support will also be provided to the ECB to train a small number of its personnel in the use of GIS in order to ensure that there is in-house capacity for the use of the system.

The voting screens will be reusable and can be utilised for the parliamentary and upazilla elections as well as other local elections. Emergency lights are reusable and can be utilised for the parliamentary and upazilla elections as well as other local elections.

### **Section 4: Management Arrangement**

During the implementation process the project will directly liaison with the Election Commission Bangladesh secretariat, under the overall supervision of the CEC. The project's implementation will be closely monitored by a joint monitoring team comprised of ECB, Donors and UNDP.

UNDP Bangladesh will partner with UNDP Procurement Support Office (PSO) Global Procurement Unit (GPU), which provides support to the country level for specialised electoral procurement. Overall project implementation will be closely coordinated with the implementation of the SEMB project.



**Section 5: Project Assurance**

The project assurance will be managed by a Project Board. The Board will monitor the overall progress of the project and will provide guidance. The overall project assurance role will be delegated to the Programme Specialist - Political Governance. To avoid any duplication the same project board of SEMB can be used for this project as well.

**Monitoring and Evaluation**

As the project will be implemented against specific deliverables and for one year period the progress will be monitored monthly. Further to this the Project Board will evaluate the progress on quarterly basis and a quarterly progress report will be prepared to be reviewed by the Project Board.

**Annexure I. Risk Analysis/log**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
	Enter a brief description of the risk <i>(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</i>	When was the risk first identified <i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i>	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) <i>(In Atlas, select from list)</i>	Describe the potential effect on the project if this risk were to occur  Enter probability on a scale from 1 (low) to 5 (high) P =  Enter impact on a scale from 1 (low) to 5 (high) I =  <i>(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i>	What actions have been taken/will be taken to counter this risk  <i>(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i>
1	Delay in receiving fund	01/06/2013	Operational	Delayed start to the project.  P = 5 I = 5	UNDP meetings with potential donors and commitment to fund this initiative.
2	Completion of all procurements on time.	01/06/2013	Operational Organizational	Planned project activities will be hampered without smooth procurement of equipment and services to implement (e.g. in the training department, administration, communications and ICT).  P = 4 I = 4	UNDP has communicated with PSO to give necessary support on big procurements. Assurance from senior management and operations received.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response
3	Delay in getting approval of proposed activities from the election commission. The BEC is not able to recruit staff for the new positions in good time.	01/06/2013	Operational Organizational	Planned project activities will be limited and delayed without approval from the commission to implement P = 5 I = 5	Proactive measures taken by UNDP, RC/RR meeting the CEC on regular basis to expedite approval process.
4	Lack of proper coordination among different components in absence of a suitable project manager.	01/06/2013	Operational	Project team will be less effective in delivering results. P = 3 I = 4	UNDP CO provides coordination support
5	Lack of ownership from the election commission.	01/06/2013	Organizational	Project activities hamper and lose momentum, delay in approval process P = 4 I = 4	Regular consultation being done both at secretariat level and commissioner level from both UNDP senior management and projects. The commission shown interest in taking the ownership.

**Annexure II - Logical framework/Monitoring framework**

	Intervention Logic	Objectively verifiable indicators of achievement (sources and means of verification)	Sources and means of verification	Assumptions
<p><b>Overall Objectives</b></p>	<p>This project aims to support the Election Commission Bangladesh to ensure technical electoral preparation to conduct the 10th parliamentary elections in free, credible and fair manner, by providing logistics and technical support</p>	<ul style="list-style-type: none"> <li>▪ Quality of ECB's technical preparation for coming general elections and people's perception on election administration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perception survey</li> <li>▪ International and National Election Observer reports</li> <li>▪ Bangladesh Election Commission reports</li> <li>▪ Project evaluation</li> <li>▪ Media reports</li> <li>▪ NGO/civil society assessments and perception surveys</li> <li>▪ UN annual project report</li> </ul>	<ul style="list-style-type: none"> <li>○ Commitment of the GoB to a strong and independent election commission.</li> <li>○ Sustainable political will</li> <li>○ Good coordination between stakeholders</li> <li>○ Conducive political environment</li> <li>○ Full participation of the BEC, Government and other stakeholders</li> </ul>



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o Full participation of the eligible citizens of Bangladesh

o Timely and fair recruitment of competent personnel

o Timely resource disbursal

o Stable political environment

<p><b>Expected Results (activities)</b></p>	<p><b>ICT based result management system and candidate management system strengthened;</b></p>	<ul style="list-style-type: none"> <li>▪ IT based system in place (ECB report);</li> <li>▪ Orientation programme and material for new system (ECB report/Project report)</li> <li>▪ Improvements in skills levels of ECB's permanent staff (ECB/Project report)</li> <li>▪ Percentage of staff trained (ECB reports/project reports)</li> <li>▪ ICT Wing Training Plan developed and implemented (ECB reports/project reports)</li> <li>▪ ICT Wing staff have access to online technical library / books (project reports, M&amp;E reports)</li> <li>▪ Quantitative and qualitative data on local and wide area networking performance shows improvements (project reports/assessment reports)</li> <li>▪ Approved ICT Action Plan (ECB reports/project reports)</li> <li>▪ Numbers of women trained in use of ICT (project reports/M&amp;E reports)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation reports</li> <li>▪ Election Commission reports</li> <li>▪ Media reports</li> <li>▪ Field reports</li> <li>▪ Project reports;</li> <li>▪ Monitoring reports;</li> <li>▪ Two system deployed;</li> </ul>
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<p><b>Enhanced trainings for electoral staff and stakeholders and training aids and reference materials developed</b></p>	<ul style="list-style-type: none"> <li>▪ Orientation programme and material developed (ETI/project reports)</li> <li>▪ Improvements in skills levels of ECB permanent staff (regular audit results)</li> <li>▪ Number of specialised courses held for permanent BEC staff as well as other electoral staff (project reports/ETI annual report/ECB report)</li> <li>▪ Number of trainers available at training institute (ETI annual report/project reports)</li> <li>▪ Performance of registration and polling staff (assessment/survey reports/observer reports)</li> <li>▪ Numbers of women trained including women poll workers (project reports/M&amp;E reports/ETI report/ECB report)</li> </ul>	<ul style="list-style-type: none"> <li>• Project Evaluation report</li> <li>• Training survey report</li> <li>• ETI report</li> <li>• ECB report</li> <li>• Media report</li> </ul>
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<p><b>Nationwide voter education and communication for public and electoral stakeholders conducted</b></p>	<ul style="list-style-type: none"> <li>▪ Increased professionalism of the communications department (media reports/assessment reports/M&amp;E reports)</li> <li>▪ Development of comprehensive voter education programme (ECB report, project report, M&amp;E reports)</li> <li>▪ Numbers of national partnerships and regional linkages established (ECB reports, project reports, M&amp;E reports)</li> <li>▪ Number of organised press conferences and media events and attendance at those press conferences (ECB reports/media reports/project reports)</li> <li>▪ Updated information available on website (website/ M&amp;E reports)</li> <li>▪ Number of publicity material produced (project reports/ECB reports/media reports)</li> </ul>	<ul style="list-style-type: none"> <li>▪ ECB report</li> <li>▪ Project evaluation report</li> <li>▪ Media reports</li> </ul>
<p><b>Strengthened logistics, coordination and provision of electoral stationery</b></p>	<ul style="list-style-type: none"> <li>▪ 40,000 ballot box procured</li> <li>▪ 312,000 voting screen procured</li> <li>▪ Emergency lights procured for 30% polling stations</li> <li>▪ 2.4 million Security seals procured</li> <li>▪ 648,000 indelible ink procured</li> </ul>	<ul style="list-style-type: none"> <li>• ECB report</li> <li>• Project report</li> <li>• Media report</li> </ul>