



United Nations Development Programme
Country: Georgia
Project Document

Project Title Promoting Dialogue and Capacity for Effective National Electoral Processes

UNDAF Outcome(s): Outcome 2: Efficiency and accountability of governance structures at central and local levels strengthened, towards an inclusive and participatory decision-making process

Expected CP Outcome(s): 2.7.1 Public sector reform in support of efficient, effective, responsive and pro-poor public services promoted and supported through policy advice and capacity development activities.

Expected Output(s):

1. Increased consensus on the critical aspects of electoral legislation and enhanced expertise within national institutions on the critical aspects of electoral legislation.
2. Increased awareness of the electoral process among the wide range of stakeholders.

Execution: UNDP

Implementing Partner: International Society for Fair Elections and Democracy (ISFED)

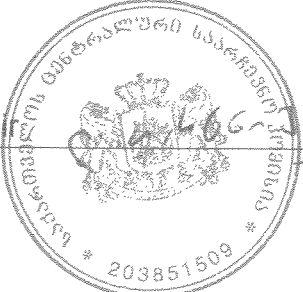
Brief Description

Please refer to the next page.

Programme Period:	2009-2010
Key Result Area (Strategic Plan):	2.3 Electoral systems and processes
Atlas Award ID:	TBI
Start date:	October 2009
End Date	December 2010
PAC Meeting Date	November 2009
Management Arrangements	DIM

2009-2010 AWP budget:	USD 1,420, 070
Total resources required	USD 1,420, 070
Total allocated resources:	USD 1,420, 070
EU	USD 1,420, 070

Agreed by: CEC – Levan Tarkhnishvili, Chair



Agreed by: UNDP – Inita Paulovica, Acting Resident Representative

Promoting Dialogue and Capacity for Effective National Electoral Processes

Brief Description

Georgia has gone through series of elections of different types and levels since its independence. UNDP has been actively supporting the Electoral Administration (EA) since 2003 including large-scale professional and technical assistance. During the 2008 presidential, parliamentary and Ajara Supreme Council elections UNDP provided a training assistance to the election administration at all levels and supported the election administration in improving the pre-election voter information and communication campaign. In addition, the project supported the ongoing election legislation reform by local and international expertise, as well as by raising public awareness and ensuring broader civic engagement in the reform process. UNDP shall further expand its election support to address the following problems and needs:

- Lack of consensus around the key aspects of the UEC. This stems from the limited ownership of the law by the major stakeholders, as well as contradictions and ambiguities in the document. It is widely accepted that the UEC needs revision in a participatory manner, in an environment of political consensus in order to ensure its recognition by the broader political spectrum and its unquestioned binding authority.
- Limited understanding of the UEC by stakeholders, including the EA, courts, media, observers and general public. Increased awareness on the regulatory framework will promote both an adequate organization of elections by the EA and credibility of the process by the rest. The proper organization of local-self governance elections is an immediate need.

The objective of the project will be promoting dialogue and capacity for effective national electoral processes. This will include:

- Supporting the process of Unified Election Code (UEC) reform to adopt an improved Code by the end of 2009 in line with the agreed schedule of the Election Code Working Group (EWG) or the schedule of any other nationally agreed format of discussion. This activity will be followed up in partnership with other influential international stakeholders. The project shall support the process of the consensus building around the key provisions of the legislation and the process of identifying contradictions/ambiguities in the election legislation for their further elimination. The project shall encourage the relevant parties to comply with the initial agreement among the political players while adopting the new UEC. To encourage the compliance of the new election legislation with international standards and the best election management practices the project shall provide local and international expertise to the relevant players.. This will contribute towards an improved legal framework and recognition of relevant electoral rules and procedures by major political players. By this date, the agreements should be mostly attained regarding the parts of the Code related with local self-governance elections. However, the discussions regarding the remaining parts of the Code on parliamentary and presidential elections should theoretically continue during the 2010. UNDP together with other international stakeholders will advocate for that. If the political agreement is reached, UNDP will continue to support the process.
- As an innovation for Georgia, promoting the signing of a Joint Code of Ethics/Conduct, which will reaffirm statements on commitments by all stakeholders of the electoral process, including election officials, electoral subjects, the media and domestic observers, thus making it applicable for the upcoming 2010 election.
- Civil society (Public) contribution to electoral reform through organizing public debates to the maximum extent possible to ensure awareness-raising with regard to the electoral framework. The Public will be widely informed about the changes. This will be a precondition for a credible electoral process in the country. This will also enhance predictability of the political process.
- Supporting the EA in its efforts to improve management of the upcoming local self-governance elections of 2010. Immediate operational/procedural needs will be addressed, including development/delivery of training modules by the EA in accordance with the revised UEC. Roundtables and seminars on international standards and best management practices will also be conducted. The organization of elections in accordance with those standards and practices will diminish the risk of consequent instability.
- Supporting training of various election stakeholders, including: training of judges to understand the UEC and its latest changes, training media representatives to understand the UEC and its role in the electoral system and process and training of domestic observers regarding changes in the revised UEC with an emphasis on observation procedures.
- Organizing wide public information activities for the general public, including ethnic minorities, about the overall electoral developments and procedures. Keeping the public informed about the basic electoral principles will ensure greater respect of electoral rules and thus enhance a responsive civil behaviour.

UNDP will take the overall responsibility for project implementation, while the implementation of some parts of voter education and public awareness will be delegated to a competent local NGO, international Society for Fair Elections and Democracy (ISFED)

1. Situation Analysis

A free, fair and credible electoral process is the foundation for strengthening democratic governance and establishing the principles of liberal order and guaranteeing protection for the fundamental human rights of each individual. This directly relates to maintaining rule of law and people's safety and promoting political stability in the country. Assistance in organizing credible elections is of especially great importance for countries where electoral results are generally contested.

Election process in Georgia has long been one of the most controversial subjects, due to its key role in shaping decision-making structure in the country. From 1990s, the electoral process has been largely lacking credibility. The allegations concerned falsified voter's lists, use of administrative resources, ballot stuffing and intimidation of voters that have been common means for the previous administrations. In fact, the election fraud has been the key factor behind the Rose Revolution in 2003. Since then, the new authorities have made significant steps towards enhancing credibility of the electoral processes, however it continues to be widely recognized that certain problems, such as e.g. use of administrative resources, still remain unresolved.

The legal basis for preparing and holding elections in the country is the Unified Electoral Code (UEC). The UEC has undergone multiple changes in the past several years, though ambiguities and contradictions over some parts of the UEC continue to generate a lack of trust among some electoral stakeholders, mostly within opposition parties and their public supporters. In the absence of an overall consensus around the UEC, chances for instability continue to loom over the country.

The UEC is at times not followed by the Electoral Administration (EA) due to its poor understanding of the Code, especially at the mid- and lower levels of the administration. Ambiguous passages in the UEC have led to varying interpretations, which make it more difficult for the EA to administer well-organized and credible elections. The EA requires greater technical capacities to ensure strict adherence to latest election legislation.

In response to the necessity of revising electoral framework based on the consultations between the authorities and the opposition parties, UNDP, in cooperation with other influential international stakeholders such as European Commission (EC) Delegation, Council of Europe (CoE), National Democratic Institute (NDI) and United States Agency for International Development (USAID), has determined the vital need to support the election legislation reform starting from the end of 2008. The reform aims at reaching a broad consensus around the key provisions and principles of the legislation as well as to eliminate contradictions and ambiguities from the election code.

In December 2008, the above international stakeholders conducted an assessment of immediate prospects for the election legislation reform. During the assessment phase, meetings were held with leaders of political parties, Central Election Commission (CEC) as well as domestic NGOs to hear their opinion about issues that the international community deemed crucial for further success of the election legislation reform.

In the course of the meetings all electoral stakeholders spoke out for a strong involvement of the international community in the election code reform process by facilitating the electoral framework discussion, drafting a code of conduct for the participating political parties, ensuring the continued commitment of all stakeholders to a constructive dialogue and providing logistical support and expert advice.

After the needs assessment phase, NDI prepared and discussed a draft Code of Conduct for parties willing to take part in the Election Legislation Working Group (EWG). The agreed Code of Conduct was signed by the participants and the EWG convened its first meeting on 17 March 2009. Since then, a number of regular meetings have taken place at the premises of the NDI office. UNDP assisted the work of the EWG by preparation of EWG minutes twice. Currently, prior to each EWG session, UNDP distributes the extracts of relevant recommendations provided by international and domestic organizations reflecting the relevant topics of discussion.

Knowledge of the UEC is minimal amongst other stakeholders, such as the courts, media, domestic observers and the general public, particularly ethnic minorities. Their lack of knowledge regarding electoral matters hinders structured political discussions and increases the vulnerability of the system.

As clear and unambiguous UEC and an increased awareness and understanding of it among the electoral stakeholders constitute one of the solid foundations of a stable democracy, UNDP election assistance project will continue supporting the ongoing election legislation reform in the country, as well as increasing the capacity of the election administration, and various stakeholders such as domestic observers, judges, and media representatives to act strictly in accordance with the Code. In addition, the project shall support increasing public awareness on electoral processes among various stakeholders, including ethnic minorities.

2. Previous assistance from UNDP

UNDP has been actively supporting the Electoral Administration¹ (EA) since 2003. By providing large-scale professional and technical assistance UNDP was one of the key partners of the EA. The Presidential elections of January 2004 and the Parliamentary elections of March 2004 as well as the June 2004 Supreme Council elections in Ajara benefited from the substantive aid from UNDP. The Delegation of the EC in Georgia was instrumental in securing the timely funding of up to 2 million Euros for the ad-hoc elections. Therefore, UNDP was able to provide direct assistance to the EA in setting up the election results framework, training of the electoral administration, rationalizing the logistics and communication systems as well as provision of voter education and domestic monitoring through local partners. Back in 2003, UNDP suggested the establishment of two working groups, at ambassadorial and technical levels. The Ambassadorial Working Group (AWG), composed of Ambassadors and led by UNDP, was created with an aim to advocate and assist in coordinating higher-level support to the electoral processes. The Technical Working Group (TWG), consisting of organizations with expertise in the relevant field, was tasked with providing technical advice on electoral matters, coordinating activities at a technical level and providing recommendations to the AWG. UNDP also facilitated the communication from AWG to TWG. During the preparations for the 2006 self-governance elections, this two-level coordination among the interested international and local organizations was restored and was based on the earlier arrangement of 2003.

During the Local Self-government Elections of October 2006 UNDP provided limited, but crucial assistance in training through a local expert placed within the CEC.

In the frames of the most recent project Developing Capacities of Democratic Institutions for Fair Electoral Processes and Active Civil Participation UNDP has provided a large-scale training assistance to the EA for 2008 Presidential, Parliamentary and Ajara Supreme Council Elections as well as after the elections. The project supported the Electoral Administration in improving the pre-election voter information and communication campaign. Civic and voter education component contributed to better knowledge of electoral matters among youth. In addition, the project supported the ongoing election legislation reform by local and international expertise, as well as by raising public awareness and ensuring broader civic engagement in the reform process.

3. Strategy

The action will build on the experience of the current EC-UNDP-CEC project on support to elections and will take the full advantage of its resources, i.e. an established relation with the CEC, the team of competent experts and project facilities. The regular, day-to-day coordination and communication with the CEC, including the chair, senior management and targeted operational staff will continue.

The project will facilitate broad involvement of various stakeholders in the processes, including the international community through organising Technical Working Group (TWG) and Ambassadorial Working Group sessions (AWG). UNDP, as a co-chair of both groups is well positioned to strategically employ these resources to the benefit of reaching a consensus on the UEC, which is by far the most complex task proposed by this programme.

UNDP will support the process of election legislation reform the aim of which is to attain a much-needed consensus on the UEC, which will be extremely difficult to achieve. UNDP will demonstrate its neutrality in the reform process and leave the ownership of the political decision with the national counterparts. UNDP's involvement will be limited to supplying the process with an expert support and outlining options for a national decision-making. A resident international expert will play a significant role in the facilitation process not least by establishing good working relations with all parties and emphasizing the neutrality of the action. Reaching of the national consensus and a following compliance with the agreements by all parties has to be sealed by strong public involvement in all the processes. The credibility of the process will be supported by contribution and awareness of the public to the agreements reached, which will also minimize the ground for any parties to contest the same agreements later on.

The implementation of the UEC will be effectively supported by increasing understanding of its specific procedures by all relevant stakeholders.

UNDP will support immediate operational/procedural needs of the EA in the pre-election period by support to the CEC training department in development and delivery of training modules in accordance with the revised UEC. Day to day cooperation will be institutionalized with the Training Department to meet their immediate needs, as well as transfer their capacity for the future occasions. Training needs assessment will be made at

trainings supported by the project to better target the specific needs of the audience. Various interactive methods and modern training tools will be applied during the training process to make it more effective

Support to organizing local self government elections will also be provided through the TWG, which will serve as a good forum for planning and coordinating activities of various international organizations.

The civic/voter education component will be implemented through the partner organization ISFED. ISFED has a long history and experience of organizing various civic/voter education campaigns and it has established its presence in various regions of Georgia. ISFED, therefore, will use its extensive resources to effectively plan and administer the nation-wide campaign. The tools such as bus tours, public banners, public stands and media will be employed to ensure the broadest possible outreach.

4. Output and Activities/Actions

The project **outputs** will be as follows:

- 1 Increased consensus on the critical aspects of electoral legislation and enhanced expertise within national institutions on the critical aspects of electoral legislation.
- 2 Increased awareness of the electoral process among the wide range of stakeholders.

The expected project results are as follows.

- A revised UEC, with clearly formulated provisions, acknowledged by national electoral stakeholders including key decision-makers and political parties.
- An Electoral Administration fully aware of the legal framework and technically ready to effectively administer free and fair elections of local self-governance in 2010.
- An increased awareness of the electoral process among electoral stakeholders such as courts, media, domestic observers and public in general, including ethnic minorities.

Below are the project **activities** that will be undertaken under the above mentioned three outputs:

OUTPUT 1

The project **activity 1** will support the process of the Unified Election Code (UEC) reform to adopt an improved and comprehensive Code by the end of 2009 in line with the agreed schedule of the Election Legislation Working Group or the schedule of any other nationally agreed format of discussion. Public debates will be organized to ensure public involvement and contribution to electoral legislation reform. Under **activity 1** the project will also promote the signing of a Joint Code of Ethics/Conduct among the various stakeholders.

This will include the following actions:

- Action 1.1 Facilitating meeting of AWG
- Action 1.2 Facilitating meeting of TWG
- Action 1.3 Providing the EWG with resident international expert support
- Action 1.4 Providing the EWG with expert support on selected topics from national and international experts if needed
- Action 1.5 Preparing commentaries on adopted code
- Action 1.6 Distributing commentaries on adopted code
- Action 1.7 Organizing public debates
- Action 1.8 Publicizing the results of public debates (including among the members of EWG)
- Action 1.9 Examining experience of other countries and share the lessons with stakeholders
- Action 1.10 Organizing discussions/working meetings with respective stakeholders
- Action 1.11 Promoting signing of the code

The project **activity 2** will support the EA in its efforts to improve management of the upcoming local self-governance elections. Immediate operational/procedural needs will be addressed, including development/delivery of training modules by the EA in accordance with the revised UEC. In addition the project **activity 2** will support training of judges, media representatives and domestic observation NGOs on the new UEC. The training for domestic observers shall involve ethnic minorities and women groups, willing and eligible to be accredited for election observation.

This will include the following actions:

- Action 2.1 Supporting the CEC in organizing workshops/seminars to discuss UEC
- Action 2.2 Training of CEC legal department in dispute resolution and procedures and manual development (BRIDGE)²
- Action 2.3 Supporting training needs assessment
- Action 2.4 Supporting development of training manuals, including in ethnic minority languages
- Action 2.5 Supporting development of training methodology
- Action 2.6 Training of Election Administration trainers and facilitators
- Action 2.7 Supporting DEC member training (including ethnic minority DEC members)/domestic observers
- Action 2.8 Supporting PEC member training (including ethnic minority PEC members) /domestic observers
- Action 2.9 Supporting CEC in identifying concrete gaps and deficiencies in procedures after elections
- Action 2.10 Supporting training needs assessment
- Action 2.11 Training of judges in cooperation with High School of Justice (HSJ)
- Action 2.12 Preparing recommendations on electoral dispute resolution in cooperation with Supreme Court
- Action 2.13 Supporting design of targeted media training module
- Action 2.14 Supporting CEC PR department and media joint workshops
- Action 2.15 Supporting training of media representatives nation-wide
- Action 2.16 Identifying training needs for local NGOs
- Action 2.17 Providing training to NGOs on latest procedures

Output 2

The project **activity 1** will support organizing wide public information activities for the general public, including ethnic minorities, about the overall electoral developments and procedures. This will include the following actions:

- Action 1.1 Establishing Regional Centers
- Action 1.2 Bus Tour Campaigns
- Action 1.3 Public Stands
- Action 1.4 TV and Radio Talk Shows
- Action 1.5 Developing film on the importance of voting
- Action 1.6 Inserts (PSA) in newspapers
- Action 1.7 Posters/ brochures/ flyers (PSAs) including in ethnic minority languages

The details regarding the planned actions are as follows:

OUTPUT 1

Activity 1 supporting the process of the Election Code reform and broader public involvement in the election legislation reform process, promoting signing of a joint Code of Ethics/Conduct

Action 1.1 Facilitating meeting of AWG

In order to promote participatory discussions leading to general agreement or, even more preferably, to a consensus among key national political players, all types of discussion forums and working groups should be used, including formal and informal mechanisms. The Ambassadorial Working Group (AWG) will be used as one of the mechanisms to provide the key local political and non-political actors with the opinions of the international community in a coordinated manner.

Action 1.2 Facilitating Meeting of TWG

The Technical Working Group (TWG) shall provide a forum for technical discussions among the non-political players and will be used as a tool for information sharing as well as coordinating efforts of international community in election related matters.

Action 1.3 Providing the EWG with support of resident international expert

A resident international expert will be recruited to lead UNDP's efforts to facilitate legal discussions and the drafting process. The expert will also be in charge of leading TWG discussions with an objective to link this resource with the Election Legislation Working Group (EWG) more effectively.

Action 1.4 Providing the EWG expert support on selected topics from national and international experts if needed

The project will provide the EWG with background materials including recommendations of various stakeholders such as election administration, NGOs and international organizations on selected topics identify international best practices relevant to the ongoing discussions and provide translated documents to stakeholders, invite short-term top-notch experts in specific electoral matters to provide advice, when needed. This will complement existing efforts of other organizations and be carried out in a full coordination with them. UNDP has the necessary capacity to support this process without requiring much additional resources. UNDP will heavily rely on the existing expertise in the project. The highly competent local and international project staff will be involved in the essential overhaul of the election code.

Action 1.5 Preparing commentaries on adopted code

To further strengthen the involvement in facilitating an agreement around UEC, UNDP will prepare commentaries/textbook to the election code. In particular, after the adoption of the new UEC, certain steps should be taken to implement the new law. Professional literature, such as guidelines, textbooks and commentaries, are a significant component in promoting understanding and effective application of the law.

To promote implementation of the newly adopted UEC, a guide to the UEC will be prepared and published. It will include commentaries drafted following the traditions of countries of continental law system that has already become common for the Georgian legal system. Invited experts (election experts, professors), including professionals involved in UEC legal drafting process, will work on the publication. The commentaries will be drafted in a language that will be understandable for election practitioners such as election administration officials, judges and lawyers. Thus, the publication will be aimed at better understanding and executing the newly adopted UEC. The textbook will support particular target groups in their daily activities.

Action 1.6 Distributing commentaries on adopted code

The commentaries/textbook to the election code shall be then distributed among various stakeholders such as electoral administration, acting electoral officials, as well as candidates for electoral official positions who are eager to participate in the certification process, observers and NGO community, mass media, courts, attorneys, law professors, students and other related stakeholders.

Action 1.7 Organizing public debates

To encourage public contribution to the electoral code reform, public debates will be organized throughout Georgia and cover all segments of civil society. The public events will be conducted for different target groups to provide effective involvement and interactive discussions. Target groups will be comprised of the following representatives: political parties; electoral administration; domestic observers and NGO community; mass media; judges, attorneys; students, professors. The consideration will also be given to involving ethnic, religious and other minorities in the discussions.

The activity will cover all regions of Georgia. At the meetings, the project staff as well as the invited Georgian and/or foreign experts, as needed, will provide participants with comprehensive information on the stages of ongoing electoral legislation reform and particular themes tailored for the event. The project will also act as a conduit transferring particular initiatives from various civil society groups to the decision makers, thereby making possible public involvement.

Public debates will be conducted in one day format. Participants will be provided with relevant materials in advance, including latest legal drafts (if available), to facilitate upcoming discussion and, if possible, to attain the overall consensus on the draft law.

Action 1.8 publicizing the results of public debates (including among the members of EWG)

As a follow up to the public debates, respective documents will be prepared compiling suggested comments, recommendations and/or depicting reached consensus. Such documents will be widely publicized and brought to the attention of decision makers. Participants of the discussions will also have an opportunity to receive feedback on their proposal and explanations of the concrete decisions made.

Action 1.9 Examining experience of other countries and share the lessons with stakeholders

The UNDP shall prepare the materials based on the Codes of Conducts of different electoral stakeholders from various countries. The materials will be then shared with the relevant Georgian stakeholders for their consideration. The UNDP will provide the translation of all the applicable materials (such as Codes of Conducts of various countries, international standards) for this purpose.

Action 1.10 Organizing discussions/working meetings with respective stakeholders

In order to be effective, the code will be drafted as a result of careful consultations among the main stakeholders, considering the particular political and social context, and the needs that must be met. Accordingly, the UNDP will consult with all the relevant stakeholders (Election Administration, political subjects, the media and observers) to identify the priority issues which should be covered by the Code of Conduct/Ethics.

After careful discussions with all the relevant stakeholders, UNDP will support elaboration of the draft Code of Conduct. The Code will be drafted considering the views/suggestions of the stakeholders and will be submitted to the parties for revision. The Code will account for differences in responsibilities among different involved parties, (i.e. EA, media, observers, etc) and they will have separate sets of responsibilities and rights outlined and signed, however, the document will nonetheless be one integral Code which will specify to all electoral stakeholders responsibilities of all the parties

Several working meetings will be organized in order to agree with the final version of the Code of Conduct as well as the mechanisms to ensure the effective enforcement of the Code of Conduct.

Action 1.11 Promoting signing of the Code

After agreeing with all the parties the final version of Code will be signed. The final stage will be signature of the Code of Conduct. Even though the Code of Conduct will be drafted with the active participation of all the relevant stakeholders it will nevertheless remain an open instrument to be subscribed to

Activity 2 Supporting the EA in its efforts to improve management of the upcoming local self-governance elections and training of various stakeholders on the new UEC

Action 2.1 Supporting the CEC in organizing workshops/seminars to discuss UEC

At the initial phase the project will support the CEC members as well as the CEC legal department in organizing seminars and workshops to discuss the revised UEC, find the possible practical gaps or ambiguities in a new UEC and to ensure timely issuance of the CEC legal acts, instructions or regulations of CEC chair and to avoid problems during the election implementation process.

Action 2.2 Training of CEC legal department in dispute resolution and procedures and manual development (BRIDGE)

A three day Professional Development Programme of BRIDGE will be given to the entire staff of the Legal Department. A "Dispute Resolution" module, together with "Procedures and Manual Development" module will be covered. The combination of elements of these BRIDGE modules will enable the Legal Department to explore effective ways of translating the Electoral Code into user-friendly operational procedures and manuals. It will also allow the Legal Department to explore both effective preventative and curative approaches to dispute resolution.

Action 2.3 Supporting training needs assessment

In the framework of supporting professional conduct of the local self governance elections, the project staff will support the Central Election Commission (CEC) training unit to assess the training needs, and plan training for the lower level electoral officials. Needs assessment and planning phase will be supported through an internal survey and capacity building programs using international training experience.

Action 2.4 Supporting development of training manuals

Afterwards, the project will assist the CEC training unit to develop training manuals (in Georgian and ethnic minority languages) including necessary modules on election procedures based on the revised UEC for the DEC and PEC members. All members of DEC and PEC including ethnic minority EA members will receive the relevant manuals, which will be easy to comprehend. Step-by-step instructions and illustrations will make it easier to understand the procedures of the new UEC for the election administration staff. The project will provide the necessary expertise and logistical support to elaborate and deliver two separate manuals, one for DEC members and the other for PEC members. In addition, project will assist the CEC training unit in developing Trainer's Manual. Trainer's Manual shall be used as a guideline for trainers to conduct training.

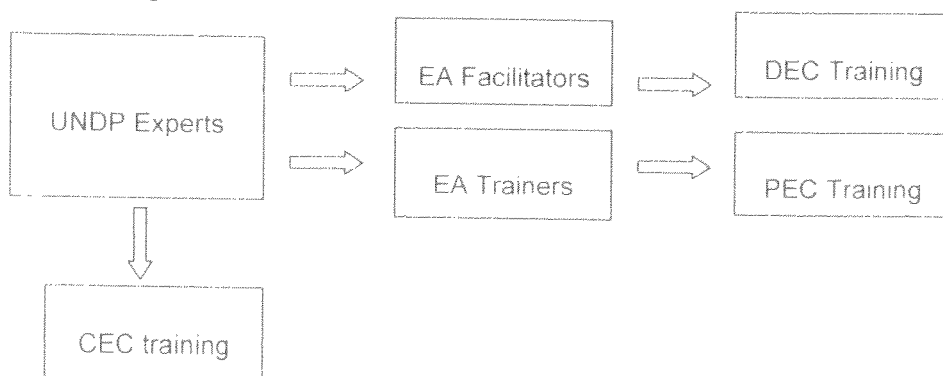
Action 2.5 Supporting development of training methodology

The project will provide expertise to assist in developing training methodology for the lower-level, DEC and PEC electoral officials. The training will be activity-based, using a wide range of teaching strategies that are mindful and inclusive of the different learning styles for adults, keeping in mind the local cultural sensitivities.

Action 2.6 Training of Election Administration trainers and facilitators

About 25 Election Administration (EA) facilitators and 180 EA trainers will be recruited and prepared to conduct cascade training for lower-level electoral officials. The project will organize the Training of Trainers (ToT) for EA facilitators and trainers. The PEC training will be conducted by EA trainers, while the DEC training - by EA facilitators. Additionally, the EA facilitators will coordinate training program in their respective regions as well as provide logistical and organizational support.

The Training structure will be as follows:



Action 2.7 Supporting DEC member training/domestic observers

The DEC training will be conducted by the EA facilitators. Nearly 400 permanent members of all DEC members will be trained at the initial phase of the project. The training will include the modules identified during the needs assessment phase. Depending on the DEC composition rules under the new UEC, all DEC members, (approximately 1000 EA officials including temporary members of DEC members), will be trained for a second time closer to Election Day in the latest election procedures. Due to the adoption of the new law two round of training will be more effective in terms of understanding the new provisions and procedures. Each DEC will be trained separately. However, considering the new rule for the composition of the DEC members, it might be reasonable to conduct jointly the training of two or three DEC members. A pool of experienced EA facilitators will be recruited and trained to instruct the DEC members. Domestic observers will be invited to participate in the DEC training.

Action 2.8 Supporting PEC member training/domestic observers

The project will support the training unit of the CEC to conduct trainings for all or most polling station officials, depending on their number and the results of the needs assessment. Up to 50,000 members of all PECs will be trained. Starting from the first session of PECs, which is nearly a month prior to Election Day, the PEC training programme shall be launched throughout Georgia. Trainings will be conducted through a cascade training system that will include an Election Day simulation. Also, a separate instruction for the PEC management staff (chair, secretary, deputy - as needed) will be designed and conducted. This activity will be conducted close to Election Day and the project will provide experienced trainers and logistical support for the trainings. The PEC member training shall be conducted by the EA trainers. Domestic observers will be invited to participate in the PEC training.

Action 2.9 Supporting CEC in identifying concrete gaps and deficiencies in procedures after elections

After elections, the project will continue identifying gaps in the new UEC through evaluating practical implementation of electoral procedures and assessing the relevant legal provisions and acts of the election administration. Seminars involving DEC representatives as well as NGO and other stakeholders will be organized throughout Georgia.

Action 2.10 Supporting training needs assessment

The project, in close cooperation with the legal department of CEC will assess the training needs for supporting election related dispute resolution process and close awareness of updated election legislation by panel of judges

Action 2.11 Training of judges in cooperation with HSJ

In close coordination with the HSJ the programme will organize training of judges for the first two instances of the Georgian common courts: the city courts and the appellate courts. All judges comprising Collegiums of Administrative Cases of the city courts and judges comprising Chambers of Administrative Cases of the Tbilisi and the Kutaisi Appellate Courts will be trained. If the UEC latest amendments change the rules of appeal, including instances for appeal, judges of the higher court instances will be also involved.

Training will be held in a one or a two-day format, as needed. Training will be conducted by invited external experts. Training materials, including latest legal provisions and training materials will be provided and

disseminated among participants.

Whenever possible, the BRIDGE (Building Resources in Democracy, Governance and Elections) interactive methodologies will be used in working with judges.

Action 2.12 Preparing recommendations on electoral dispute resolution in cooperation with Supreme Court

Recommendations on electoral dispute resolution will be drafted with the aim of developing consistent common court practices in terms of newly adopted amendments. The recommendations will be prepared in close cooperation with the Supreme Court of Georgia. The documents will be drafted by invited experts.

Action 2.13 Supporting design of targeted media training module

The project, in close cooperation with the CEC's PR department, will design and conduct the training module for journalists covering election processes. The media module will include the new UEC regulations that are important and interesting for the media and general public. It will also cover the rights and obligations of media outlets and journalists according to the revised electoral legislation. The provisions of fair distribution of time among the qualified electoral subjects will be particularly stressed.

Whenever possible, the BRIDGE interactive methodologies will be used in working with journalists.

Action 2.14 Supporting CEC PR department and media joint workshops

The project will facilitate the cooperation between the CEC and media outlets in order to design and implement the necessary public information and voter education campaigns through the seminars/workshops. During the workshops, the CEC's PR department, together with the media representatives, will identify the necessary steps for better coverage of the electoral processes as well as the voter information campaign.

Action 2.15 Training media representatives nation-wide

The series of one-day trainings will be conducted for the central and regional media, including TV, radio and print media representatives. Approximately 60 journalists will be trained.

Action 2.16 Identifying training needs for local NGOs

The project will identify special needs for domestic observation NGOs through focus group meetings and interviews. UNDP will assist the main domestic observation organizations in designing a specific observation module based on revised electoral legislation. Also, the project will support domestic observation NGOs with training, particularly in usage of accurate training methodology by means of BRIDGE interactive tools.

Action 2.17 Providing training to NGOs on latest procedures

The project will support Training of Trainers (ToT) (for up to 20 trainers) for main domestic observation groups who will further train the accredited observers at different levels

To make sure new UEC is interpreted by electoral administration and the observing organizations in the same manner, the joint working session on the main issues and procedures of new electoral legislation will be conducted for interested electoral stakeholders. The senior management and training officers of accredited local domestic observation NGOs will be invited to attend joint workshop together with election administration and other stakeholders

In addition, the regional representatives of the observing NGOs will be invited to attend the DEC and PEC member trainings which itself will cover election procedures as well as observer rights and responsibilities. The project will support training of ethnic minorities and women groups who plan and who are eligible to observe 2010 local elections

Output 2

Activity 1 Support organization of wide public information activities for the general public, including ethnic minorities, about the overall electoral developments and procedures

The implementing partner of the programme - International Society for Fair Elections and Democracy (ISFED).

Action 1.1 Establishing Regional Centers

ISFED will expand its regional outreach via establishing 3 new regional centers in Zugdidi, Marneuli and Akhalkalaki. It is important that the new regional centers in Marneuli and Akhalkalaki will be located in the regions with predominantly ethnic minorities and will focus on working in ethnic Azerbaijani-populated Kvemo Kartli Province and ethnic Armenian-populated Samtskhe-Javakheti Province. The new regional centers will be provided with the comprehensive materials on electoral topics. Each center will be managed by regional office manager. The centers will regularly organize discussion meetings with the representatives of local public on election-related topics. The participants will receive comprehensive information on the revised UEC, local self-government elections, election procedures, and the voter rolls. The public will have access to electoral materials and be able to participate in the Questions/Answers events with the representatives of Central and Regional Offices of ISFED. Besides, the centers will ensure voters are informed about election-related activities during the post-election period, which shall include information on election results and legal corrections through the dispute resolution process. Each center will organize a public evaluation seminar/discussion to assess the citizens' attitude towards the elections held and the electoral legal framework. Assessment results will be delivered to the CEC, particularly to the CEC legal department. In the long-run, the center will be concentrated on civic education needs through supporting public awareness on active citizenship and democracy.

Five young leaders' groups (Youth for Fair Elections) will be established with approximately 15-20 youth at each center. The youth will act as the agents of change in their communities, inspiring their peers and other members of their communities to participate in the elections as well as enhance their awareness with electoral topics. The youth will be participating in a number of the project activities listed below, such as Bus Tours, Public Stands, discussion meetings, public awareness activities and leaflets/brochures distribution. The members of the leaders' groups also will be recruited as ISFED observers for the upcoming local self-government elections.

Action 1.2 Bus Tour Campaigns

ISFED will organize the public awareness campaigns throughout the entire territory of Georgia. The campaign will be organized in the form of a Bus Tour involving ISFED staff (central, regional and municipality-city levels) and the members of Youth for Fair Elections. The bus tour events will be organized in all election districts of Georgia (currently controlled by the Central government). The bus tour participants will provide the public with information about electoral legislation, electoral administration, Election Day procedures, self-governance elections, and the importance of participating in the elections. The Bus Tour teams will distribute specially prepared brochures and leaflets including information on election procedures and voters' rights and obligations. The particular focus will be made on organizing the Bus Tour campaign in the regions with predominantly ethnic minority population, Samtskhe-Javakheti and Kvemo Kartli and providing information in the local languages.

Action 1.3 Public Stands

ISFED will organize the public stands in the regions of Georgia in every electoral district. The public stands will be organized in the electoral district centres (in the open air). The public stands' team (ISFED Coordinators and Youth for Fair Elections) will provide the public with comprehensive information about the electoral legislation, electoral administration, Election Day procedures, self-governance elections, the importance of participating in the elections and the voter rolls. Special emphasis will be placed on organizing the Public Stands in Samtskhe-Javakheti and Kvemo Kartli for ethnic minorities in local languages.

Action 1.4 TV and Radio Talk Shows

ISFED will organize the regular TV and Radio talk shows on national and regional TV and Radio Stations. The participants of the talk shows will be the staff of ISFED central and regional offices, the representatives of electoral administration and civic organizations. The talk shows will have different topics: election legislation, electoral administration, Election Day procedures, Self-Government elections, importance of participating in the elections, etc. The general public will have an opportunity to talk to the experts and ask questions.

answers on any election related issue.

Action 1.5 Developing film on the importance of voting

As part of the media campaign ISFED will develop a special film on elections and the importance of participating in the elections. Approximately 30 minutes interactive film will cover election related topics, including updated procedures, voters' rights and obligations. The importance of citizens' participation in the elections will be underlined. The film will be aired at the regional movie-theatres and on TV stations, as well as by the Public Broadcaster. In addition, ISFED will present a film to the invited representatives of local public during discussions and other events at regional levels.

Action 1.6 Inserts (PSA) in newspapers

Another direction of the media campaign will be developing special inserts in the central and regional newspapers on electoral issues.

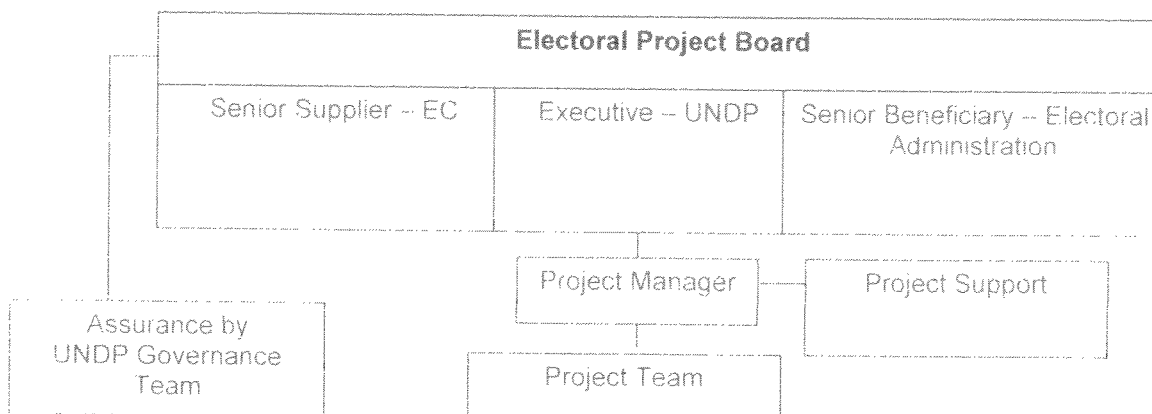
Action 1.7 Posters/ brochures/ flyers (PSAs)

ISFED will produce posters/brochures/flyers, including in ethnic minority languages, on a small number of election-related issues with public service announcement content. These should be displayed at places of voter registration and in polling stations on Election Day. Posters may outline basic provisions of the law, what to do if you are not in the voter list, etc. Special emphasis will be placed on covering issues related to active participation in the elections by representatives of ethnic minorities and women.

4. Implementation Arrangements

The project will be implemented under Direct Implementation Modality (DIM) in accordance with UNDP rules and regulations. UNDP will be responsible for the achievement of results and the use of resources. As such, it will bear the overall accountability for delivering the project in accordance with its applicable regulations, rules, policies and procedures (ref.: UNDP Programme and Operations Policies and Procedures). As per UNDP's Financial Regulations and Rules, the following general principles will be given due consideration while executing procurement in connection with the project: Best Value for Money; Fairness, Integrity & Transparency; and, Effective Competition.

As per UNDP procedures and requirements, the project will introduce the Project Board with the three relevant roles of executive, senior supplier and senior user. While the executive will ensure the funds are managed properly and in a cost-efficient manner, the user will actually use its benefits and the supplier will provide resources and skills to produce the output. In the relevant case, the project executive role will rest with UNDP, the supplier will be the European Commission and Electoral Administration will be a principle user of the output. The Board meetings will take place on a quarterly basis. Project assurance will be provided by the Governance Team of the UNDP. The CEC will also provide a quality assurance regarding the project products such as the training materials, organized trainings, etc.



UNDP will make use of the resources available at the current EC UNDP CEC project. The team of the current project will be transferred to the new project including the project manager, training expert, two legal experts, civic education expert and admin/finance assistant. In addition, a resident international expert will be employed following UNDP rules and regulations. National and international experts will also be recruited as per UNDP procedures.

The CEC will continue providing working space for the project staff in its own premises for at least four persons including computers, as an in-kind contribution. However, given the planned expansion of the project team, including the expected need for short-term experts, temporary rental of an extra space and purchase of some additional furniture/equipment should be envisaged.

The project manager will be the official liaison between the CEC and UNDP to ensure proper project implementation. The project manager will be in charge of requesting funds to cover project-related expenses. In the absence of the project manager, the designated project expert will take over relevant functions

Official summary records of all transactions will be provided by UNDP to the project manager, who will in turn be responsible for keeping comprehensive relevant records.

The project will involve the local non-governmental organization (NGO), International Society for Fair Elections and Democracy (ISFED) as an implementing partner. The Cooperation Agreement will be signed between UNDP and ISFED. The Agreement shall set Advance Payment Modality and the audit requirement for carried activities. ISFED will assume responsibility for public information component. UNDP does have a proven record of cooperation with ISFED through the ongoing EC-funded electoral assistance project. ISFED has extensive experience in electoral matters, including the promotion of civil participation, by better informing the public on electoral standards and motivating voters to ensure inclusiveness in elections and the decision-making process.

In addition, all project activities will be carried out in a close cooperation with the Central Electoral Commission (CEC) of Georgia. UNDP has the benefit of having a history of outstanding cooperation with the CEC, including an office space at the CEC premise in Tbilisi.

Other election stakeholders will also be active partners of the proposed action such as the Election Administration, courts, media, and domestic observers. The action will also consider political parties/candidates (election subjects) and political party agents (election subject representatives) and voters/general public as other stakeholders. All the stakeholders will be invited to actively contribute to the programme implementation, and thus relevant steps will be taken to promote broad based ownership of the programme achievements.

5. Monitoring

A rigorous reporting system will be put in place in order to provide the Programme Team, the European Commission and the beneficiaries with an up-to-date insight on the progress achieved or possible constraints identified during Programme implementation. It will also allow the Programme team to be promptly informed about any external factor that may have an impact on the activities.

On a quarterly basis, an activity quality assessment shall record progress towards the completion of key deliverables.

An Issue Log shall be activated in Atlas³ upon the programme commencement and updated by the UNDP programme staff based on the inputs from Project Manager to facilitate tracking and resolution of potential problems or requests for change.

A Risk log will be activated in Atlas upon the programme commencement and will be regularly updated by the UNDP programme staff based on the inputs from Project Manager reviewing the external environment that may affect the project implementation

Based on the above information recorded in Atlas, a Quarterly Progress Reports shall be submitted by the Project Manager to the Project Board through Project Assurance

A project Lesson-learned log shall be activated and regularly updated by the UNDP programme staff based on the inputs from Project Manager. This will facilitate the preparation of the Lessons-learned Report at the end of the project

Monitoring and communications plan will be developed. A Communication and Monitoring Plan shall be activated in Atlas and updated to track key management actions/events.

An Annual Review Report shall be prepared by the Project Manager and with assistance from relevant Experts and shared with the Project Board. Based on this report, an annual project review will be conducted during the fourth quarter of the year or soon after, as a basis for assessing the performance of the project. In the last year, this review will be a final assessment. This review will involve all key project stakeholders and the Implementing Partner, and focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate indicators.

The Project Manager with Expert's assistance will be providing monthly information to the Head of the CEC regarding the performed activities to ensure that the project implementation stays in line with the CEC priorities

Reporting procedures as per internal UNDP and EC requirements will be followed.

6. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

7. PROJECT RESULTS AND RESOURCES FRAMEWORK (RRF)

Please find the RRF on the next page.

8. Budget

Please find the Budget appended to this document.

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Public sector reform in support of efficient, effective, responsive and pro-poor public services promoted and supported through policy advice and capacity development activities.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Verbal assessment by local NGOs, media and individual citizens as well as international organizations regarding the impact of the public administration reform reflecting rationalized civil service and improved public standards.

Applicable Key Result Area (from 2008-11 Strategic Plan): 2.3 Electoral systems and processes

Partnership Strategy: Central Electoral Commission will be the key partner during the project implementation period. Other electoral stakeholders such as Media, Observing Groups, Courts and General Public will be also deeply involved in the project. UNDP will work closely with other organizations such as European Commission (EC) Delegation, Council of Europe (CoE), National Democratic Institute (NDI) and United States Agency for International Development (USAID) within the electoral legislative reform component to ensure effective coordination. Interagency cooperation and information sharing (CoE, EC Delegation, USAID, NDI etc) will be ensured including AWG and TWG mechanisms. UNDP will be expecting a large-scale electoral cooperation with the EC. ISFED will also be engaged in voter education and public awareness activities and mobilizing voters' participation in electoral process.

Project title and ID (ATLAS Award ID): Developing capacities of democratic institutions for fair electoral processes and active civil participation

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Increased consensus on the critical aspects of electoral legislation and enhanced expertise within national institutions on the critical aspects of electoral legislation.</p>	<p>Targets 2009</p> <ul style="list-style-type: none"> A revised UEC, with clearly formulated provisions; Expertise provided for electoral legal reform process; Final agreement on sustainable UEC reached; Election Legislative reform process coordinated among domestic and international stakeholders; Public involved in electoral reform process. <p>Targets 2010</p> <ul style="list-style-type: none"> New UEC adopted for Local Elections; Commentaries/text-book on new 	<p>Activity 1 To support the process of the Unified Election Code (UEC) reform to adopt an improved and agreed schedule of the Election Legislation Working Group or the schedule of any other nationally agreed format of discussion Public debates will be organized to ensure public involvement and contribution to electoral legislation reform. Under activity 1 the project will also promote the signing of a Joint Code of Ethics/Conduct among the various stakeholders.</p> <p>This will include the following actions:</p> <ul style="list-style-type: none"> Action 1.1 Facilitating meeting of AWG Action 1.2. Facilitating meeting of TWG Action 1.3 Providing the EWG with resident international expert support Action 1.4 Providing the EWG with expert support on selected topics from national and international experts if needed Action 1.5 Preparing commentaries on adopted code 	<p>UNDP</p>	<p>Local Experts; International Expert; Admin staff; Supplies; Communications.</p>

Number where consensus was reached	where consensus was reached	UEC developed:	Action 1.6 Distributing commentaries on adopted code
Number of recommendations prepared and advocated for.	New UEC acknowledged by national electoral stakeholders including key decision-makers and political parties.	Action 1.7 Organizing public debates	Action 1.8 Publicizing the results of public debates (including among the members of EWG)
Number of election issue based debates prepared by election experts	Election Legislative reform process coordinated among domestic and international stakeholders.	Action 1.9 Examining experience of other countries and share the lessons with stakeholders	Action 1.10 Organizing discussions/working meetings with respective stakeholders
Number of Political Parties participated in the consensus process over the new UEC.	Expertise provided for electoral legal reform process.	Public involved in electoral reform process.	Action 1.11 Promoting signing of the code
Number of substantive and principle changes adopted in new electoral legislation	Basic principles and rules on Election behaviour agreed among electoral stakeholders.		
Number of Election Working Group Extra meetings held.			
Text book on new UEC produced			
Number of possible errors in new UEC identified			
Number of public debates held over the UEC reform.			
Number of suggestions by voters identified and submitted to EWG			
Number of meeting minutes produced.			
Number of citizens attending public debates			
Number of Conductive Signed.			
Number of stakeholders signing the code of Conductive			

Activity 2 Baseline	Targets 2010	Activity 2 To support the EA in its efforts to improve management of the upcoming local self-governance elections. Immediate operational/procedural needs will be addressed, including development/delivery of training modules by the EA in accordance with the revised UEC. In addition the project activity 2 will support training of judges, media representatives and domestic observation NGOs on the new UEC.	UNDP/CEC	Local Experts:
<p>Level of knowledge of necessary procedural information availability on updated UEC by different electoral stakeholders, such as Election Administration (EA), political parties observing groups media representatives and judges.</p> <p>Lack of capacity and knowledge to provide training to EA staff.</p> <p>Lack of capacity and knowledge to provide training to observers</p> <p>Indicators</p> <p>Number of manuals produced</p> <p>Existing manuals in ethnic minority languages:</p> <p>Number of instructions, guides included</p> <p>Number of procedural posters/flyers issued including in ethnic minority languages</p> <p>Number of EA training conducted</p> <p>Number of EA members and staff trained including ethnic minority EA members</p> <p>Number of media training conducted:</p> <p>Number of media representatives attending training.</p> <p>Number of training for observing groups conducted:</p> <p>Number of observers attending procedural training including representatives of ethnic minorities and women groups</p> <p>Number of responsive complaints received by the EA reduced compared</p>	<p>CEC supported in training of members of 76 District Electoral Commissions and approximately 3,600 Precinct Electoral Commissions (in total around 50,000 EA members including ethnic minority EA members) for Local Elections;</p> <p>BRIDGE training package for CEC Legal department produced.</p> <p>Media supported in acknowledgement of updated UEC and relevant election procedures;</p> <p>Courts supported in acquiring information on new UEC particularly on dispute resolution provisions;</p> <p>Observing groups supported in training capacity and obtaining necessary knowledge on updated electoral legislation;</p> <p>Manual in Georgian and ethnic minority languages for Election Administration including DEC's and Trainers and Facilitators Manual for Observers manual for Local Elections designed;</p> <p>Instructions, guides on new electoral legislation for different electoral stakeholders produced;</p>	<p>This will include the following actions:</p> <p>Action 2.1 Supporting the CEC in organizing workshops/seminars to discuss UEC</p> <p>Action 2.2 Training of CEC legal department in dispute resolution and procedures and manual Action development (BRIDGE)</p> <p>Action 2.3 Supporting training needs assessment</p> <p>Action 2.4 Supporting development of training manuals</p> <p>Action 2.5 Supporting development of training methodology</p> <p>Action 2.6 Training of Election Administration trainers and facilitators</p> <p>Action 2.7 Supporting DEC member training/domestic observers</p> <p>Action 2.8 Supporting PEC member training/domestic observers</p> <p>Action 2.9 Supporting CEC in identifying concrete gaps and deficiencies in procedures after elections</p> <p>Action 2.10 Supporting training needs assessment</p> <p>Action 2.11 Training of judges in cooperation with High School of Justice (HSJ)</p> <p>Action 2.12 Preparing recommendations on electoral dispute resolution in cooperation with Supreme Court</p> <p>Action 2.13 Supporting design of targeted media training module</p> <p>Action 2.14 Supporting CEC PR department and media joint workshops</p> <p>Action 2.15 Supporting training of media representatives nation-wide</p> <p>Action 2.16 Identifying training needs for local NGOs</p> <p>Action 2.17 Providing training to NGOs on latest procedures</p>		<p>International Experts:</p> <p>Facilitators.</p> <p>Trainers;</p> <p>Admin staff.</p> <p>BRIDGE Modules:</p> <p>Training Facilities:</p> <p>Supplies:</p> <p>Communications</p>

Previous elections.

Number of training conducted for agents

Number of responsive complaints received by the courts reduced compared to previous elections

Number of procedural violations observed/reported by observing organizations

Output 2 Increased awareness of the electoral process among the wide range of stakeholders

Activity 1 Baseline	Targets 2010	Activity 1 To support organizing wide public information activities for the general public, including ethnic minorities, about the overall electoral developments and procedures. This will include the following actions:	Local Experts:
<p>Level of information on updated electoral legislation among the voters</p> <p>Level of knowledge on election procedures by general public.</p> <p>Level of confidence of citizens that their participation in elections matters.</p> <p>Indicators:</p> <p>Number of citizens reached with the information on the electoral procedures</p> <p>Number of voter education publications (leaflets, booklets etc) produced and disseminated</p> <p>Number of voter education publications translated in ethnic minority languages and disseminated.</p> <p>Number of newspaper inserts produced and disseminated.</p> <p>Number of bus tours organized.</p> <p>Number of regional centres to communicate with voters created</p> <p>Number of conducted meetings and discussions with voters.</p> <p>Number of election issues produced.</p> <p>Number of times film aired in media with national coverage as well as feeds with regional coverage</p> <p>Number of public stand events held</p> <p>Number of TV and Radio talk-shows aired.</p> <p>Media data on number of citizens participating in the elections</p> <p>Presence of organizations reports on citizens turnout and active participation in the elections</p>	<p>Publications produced for voter education on electoral procedures including publications for ethnic minorities;</p> <p>Voter information materials distributed in 11 regions of Georgia including all 76 district electoral areas by organizing public stands;</p> <p>TV and Radio talk-shows on electoral procedures in central as well as regional media arranged;</p> <p>Film on election issues produced and actively aired on central and regional levels.</p> <p>bus tours arranged throughout Georgia for the general public to increase their electoral knowledge and active participation in elections;</p> <p>Public discussions with citizens on Local Election related issues organized and required consultations provided;</p>	<p>This will include the following actions:</p> <p>Action 1.1 Establishing Regional Centers</p> <p>Action 1.2 Bus Tour Campaigns</p> <p>Action 1.3 Public Stands</p> <p>Action 1.4 TV and Radio Talk Shows</p> <p>Action 1.5 Developing film on the importance of voting</p> <p>Action 1.6 Inserts (PSA) in newspapers</p> <p>Action 1.7 Posters/ brochures/ flyers (PSAs)</p>	<p>Central staff;</p> <p>Regional staff;</p> <p>District Coordinators;</p> <p>Trainers;</p> <p>Training Facilities;</p> <p>Supplies;</p> <p>Communications.</p>

8. Budget in USD

Budget Description	Budget Item	Unit #	Unit	Cost	Amount	Total
71100 International Employee	International Election Expert	11	per month	17,220.59	189,426.51	189,426.51
71300 Local Consultants	Translator Service	2	per person	2,588.76	5,177.51	5,177.51
71400 Contractual Service - Individual	Legal Expert	12	per month	1,875.83	22,509.96	45,019.92
	Legal Officer	12	per month	1,875.83	22,509.96	
71600 Travel	Legal activity Staff DSA (field visits)	5	per month	2,130.18	10,650.89	15,088.76
	Resident International Election Consultant travel (roundtrip flight)	2	per flight	2,218.93	4,437.87	
72100 Contractual Service Comp (Catering)	Seminar/Training for Judges	4	per activity	3,698.22	14,792.90	59,171.60
	Legal Activity seminar/debates	10	per activity	4,142.01	41,420.12	
	Code of contact signing Event	1	per event	2,958.58	2,958.58	
72400 Communic & Audio Visual Equip	Project Staff Communication Costs	15	per month	147.93	2,218.93	2,218.93
72500 Supplies	Project Office Supplies	5	per month	221.89	1,109.47	4,807.69
	Legal Activity Supplies	10	per activity	369.82	3,698.22	
72800 IT Equipment	Office Computer	1	per item	1,109.47	1,109.47	1,109.47
73400 Rental & Maintenance of Other Equipment	Vehicle Rental for Project Activities	3	per month	591.72	1,775.15	5,769.23
	Bus/Minibus Rental for seminar purposes	10	per activity	399.41	3,994.08	
74200 Audio Visual & Print Prod Cost	Instructions for Judges Trainings	100	per item	14.79	1,479.29	18,491.12
	Election Code Textbook	3000	per item	2.96	8,875.74	
	Legal activity printed materials, recommendations, amendments, etc	4000	per item	1.48	5,917.16	
	Translation Service	3	per service	739.64	2,218.93	
	NET Total activity 1					346,280.75

Activity 2 (Training) UNDP		Budget Description	Budget Item	Unit #	Unit	Cost	Amount	Total
71200	International Consultants	International Consultants (2)		32	per day	665.68	21,301.78	21,301.78
71300	Local Consultants	Translator Service		2	per person	2,588.76	5,177.51	5,177.51
71400	Contractual Services - Individ	Project Manager		12	per month	3,225.83	38,709.96	317,099.04
		Training Expert		12	per month	2,775.83	33,309.96	
		Training Officer		10	per month	1,875.83	18,758.30	
		Civic Education Expert		12	per month	1,875.83	22,509.96	
		Administrative Assistant		12	per month	1,560.83	18,729.96	
		Driver		12	per month	815.42	9,785.04	
		Facilitators (Coordinators)		25	per person	2,218.93	55,473.37	
		Trainers		180	per person	665.68	119,822.49	
71600	Travel	Staff DSA (Broad)		30	per day	369.82	11,094.67	
		Training Activity Staff DSA (field visits)		10	per month	2,130.18	21,301.78	
		International Consultants DSA (2)		20	per day	458.58	9,171.60	
		Facilitators, Trainers DSA		75	per person	103.55	7,766.27	
		International Consultants' ticket (roundtrip)		2	per flight	2,218.93	4,437.87	
		Staff Travel (roundtrip ticket)		3	per flight	2,218.93	6,656.80	
72100	Contractual Services Comp (Catering)	Project Evaluation Seminar		1	per action	5,917.16	5,917.16	94,378.70
		Seminar/Training for Election Administration		11	per action	6,360.95	69,970.41	
		Seminar/Training for observers		2	per action	2,958.58	5,917.16	
		Seminar/Training for media		3	per action	2,958.58	8,875.74	
		Project Visibility cost (activity presentation, visibility materials)		1	per project	3,698.22	3,698.22	
72200	Equipment and Furniture	Office Furniture		1	per office	2,958.58	2,958.58	2,958.58
72400	Communic & Audio Visual Equip	Project Staff Communication Costs		15	per month	369.82	5,547.34	5,547.34
72500	Supplies	Project Office Supplies		10	per month	221.89	2,218.93	19,970.41

	Training Supplies	20	per activity	887.57	17,751.48	
72800	IT Equipment					1,334.17
	Office Xerox/Printers	1	per item	887.57	887.57	
	Office Photo Camera	1	per item	446.60	446.60	
73100	Rental & Maintenance- Premises					24,408.28
	Project Staff Office Rent	15	per month	1,183.43	17,751.48	
	Utility Costs	15	per month	443.79	6,656.80	
73400	Rental & Maintenance of Other Equipment					22,300.30
	Vehicle Rental for Project Activities	12	per month	591.72	7,100.59	
	Bus/Minibus Rental for seminar purposes	20	per activity	399.41	7,988.17	
	Project Car Maintenance tools	15	per month	110.95	1,664.20	
	Project Car Fuel Cost	15	per month	369.82	5,547.34	
74200	Audio Visual & Print Prod Cost					89,711.54
	Election Administration Manual/Guide	48000	per item	0.87	41,893.49	
	Training Manual (for Facilitators and Trainers)	220	per item	36.98	8,136.09	
	Training Materials, handouts, checklist, etc	48000	per item	0.22	10,650.89	
	Posters/Flyers/leaflets	16250	per item	0.74	12,019.23	
	TV Ad preparation, Airing	1	per item	14,792.90	14,792.90	
	Translation Costs	3	per service	739.64	2,218.93	
74500	Miscellaneous Expenses					3,001.87
	Miscellaneous Expenses	1	per project	3,001.87	3,001.87	
	NET Total Activity 2					667,618.51
	Budget Description	Unit #	Unit	Cost	Amount	Total
71400	Contractual Services - Individ					80,889.90
	Contracted Logistic Coordinator (30%)	4.5	per month	573.59	2,581.18	
	Contracted Driver (30%)	4.5	per month	573.59	2,581.18	
	Contracted Central Office Cleaner (30%)	4.5	per month	223.37	1,005.18	
	New Regional Centres Managers (100%) (3 Managers)	4.5	per month/ manager	325.44	14,644.97	
	Contracted 3 Regional Office Guards (30%)	15	per month	64.79	971.89	
	Honorarium contracted 6 Trainers	30	per training	59.17	1,775.15	
	Contracted Executive Director (30%)	4.5	per month	1,385.58	6,235.10	
	Contracted Program Manager (30%)	4.5	per month	1,117.35	5,028.08	

Activity 3 ISFED

	Contracted Project Coordinator (100%)	15.0	per month	887.57	13,313.61
	Contracted Financial Manager (30%)	4.5	per month	1,385.59	6,235.16
	Contracted Administrative Officer (30%)	4.5	per month	685.40	3,084.30
	Contracted IT Manager (50%)	7.5	per month	370.41	2,778.11
	Contracted PR Coordinator (30%)	4.5	per month	663.21	2,984.45
	Contracted 5 Regional Coordinators (50%)	37.5	per month	353.25	13,247.04
	Contracted Field Director (30%)	4.5	per month	983.22	4,424.51
71600	Travel				35,478.99
	Central Office DSA (accommodation, transportation)	15	per month	599.11	8,986.69
	Regional Office DSA (accommodation, transportation)	15	per month	562.13	8,431.95
	New Regional Centres DSA (3 centres) (accommodation, transportation)	45	per month/ office	59.17	2,662.72
	District Coordinators DSA (accommodation, transportation)	219	per activity	37.28	8,163.91
	Trainers DSA (6) (accommodation, transportation)	30	per training	133.14	3,994.08
	Bus Tour Participants DSA (accommodation, transportation)	73	per event	44.38	3,239.64
72200	Equipment and Furniture				3,328.40
	New Regional Centres Furniture	3	per office	1,109.47	3,328.40
72400	Communic & Audio Visual Equip				2,578.40
	District Coordinators communication costs (73)	219	per activity	10.36	2,267.75
	Trainers communication costs (6)	30	per training	10.36	310.65
72100	Contractual Services Comp				41,035.50
	Costs for Bus tour organizing (73 bus tours)	365	per event	48.82	17,818.05
	Costs for public stands, formation of youth leaders groups	219	per activity	81.36	17,818.05
	Refreshments for the trainings	30	per training	48.82	1,464.50
	Evaluation Seminar	1	per event	739.64	739.64
	Project Visibility Actions	1	per project	3,195.27	3,195.27
72500	Supplies				13,979.29
	Central Office Supplies	15	per month	221.89	3,328.40
	Regional Offices Supplies (3)	45	per month/ office	88.76	3,994.08
	New Regional Centres Supplies (3)	45	per month/ office	147.93	6,656.80
72800	IT Equipment				5,174.56
	New Regional Centres computers (3)	3	per item	1,109.47	3,328.40
	New Regional Centres printers (3)	3	per item	319.53	958.58
	New Regional Centres TV sets (3)	3	per item	295.86	887.57

