



Royal Government of Cambodia

United Nations Development Programme

## **Strengthening Democracy and Electoral Processes In Cambodia**

This project aims to support Cambodia in conducting free, fair, transparent and sustainable elections and will promote the development of a culture of democracy by and for Cambodians through civic engagement initiatives.

Moving beyond event-related electoral assistance, this project will support the evolution of democratic values and information, empowering citizens to exercise their civic rights and understand their obligations as per the Cambodian Constitution. This project will also provide space for dialogue between the government, political parties and civil society, fostering better understanding and political tolerance resulting in greater focus on forward progress and a better environment for democracy to thrive.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor project seeks to:

1. Support to the National Election Committee (NEC) in the preparation of free, fair, transparent and sustainable elections;
2. improve electoral legal frameworks and processes;
3. promote the development of a culture of democracy and civic participation;
4. organize and coordinate donor's assistance to the Commune Elections of 2007 and National Elections of 2008 should the Royal Government of Cambodia request additional support for these two specific electoral events.

This project has been prepared as a follow-up to a request from the Royal Government of Cambodia for UNDP to provide a comprehensive electoral assistance program. This is in line with the Government's Rectangular Strategy which places good governance at its core and as the most important pre-condition to economic development.

The total budget of the project is \$6,565,000 over three years.

**SIGNATURE PAGE**

Country: Cambodia

**UNDAF Outcome:** By 2010, achieve significant progress towards effective participation of citizens, accountability and integrity of government in public decision making and policy implementation for the full realization of human rights and meeting the CMDGs

**Expected Outcome(s)/Indicator(s):** Improved enabling environment and strengthened management capacity for free and fair elections at national and local levels

**Indicator:** Elections in 2007 and 2008 considered as free and fair  
**MYFF Goal:** Democratic electoral processes and institutions that allow citizens to elect their representatives freely and hold them accountable

**Expected Output(s)/Annual Targets:** See Results and Resources Framework and AWP

**Implementing partner:** UNDP Cambodia Country Office  
*(designated institution)*

**Responsible Parties:** NEC, Ministry of Interior, Ministry of Education, UNESCO, Various bilaterals, Cambodian and International NGOs, Cambodian Political Parties

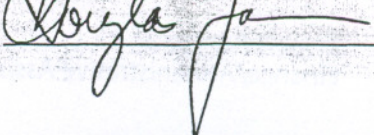
Program Period: 2006-2010  
Program Component: Fostering Democratic Governance  
Project Title: Strengthening Democracy and Electoral Processes in Cambodia  
Project ID: 00048067  
Project Duration: 2006-2008  
Management Arrangement: UNDP Implementation

Budget: US\$  
General Management Support Fee: 7%  
Planned Total budget: US\$ 6,565,000  
Allocated resources:  
• Government US\$  
• Regular US\$ \$1,200,000  
• Other: US\$  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
• In kind contributions \_\_\_\_\_  
Unfunded budget: \_\_\_\_\_

**Agreed by Government:** H.E. Keat Chhon  
Sr. Minister of Ministry of Economy & Finance  
First Vice-Chairman, Council for the Development of Cambodia

**Date:** 01 / 2006 **Signature:** 

**Agreed by UNDP:** Mr. Douglas Gardner  
UNDP Resident Representative

**Date:** 01 / 2006 **Signature:** 

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## ACRONYMS/ABBREVIATIONS

CDRI	Cambodian Development Resources Institute
CDC	Council for Development of Cambodia
CEC	Commune Election Commission
COPCEL	Conflict Prevention in the Cambodian Elections
CPP	Cambodian People's Party
CSO	Civil Society Organizations
EAD	Electoral Assistance Division
FUNCINPEC	Front Uni pour un Cambodge Indépendant, Neutre, Paisible et Coopératif
ICT	Information and Communication Technology
LECC	Law on Election of Commune Councils
LEMNA	Law on the Election of Members of the National Assembly
MDGs	Millennium Development Goals
MOI	Ministry of Interior
MoEYS	Ministry of Education, Youth and Sports
MYFF	Multi-year Funding Framework
NEC	National Election Committee
NFE	Non Formal Education
NGO	Non governmental organizations
PCB	Permanent Coordinating Body
PEC	Provincial Election Commission
PEG	Project Executive Group
PMU	Project Management Unit,
RGC	Royal Government of Cambodia
RNK	Cambodia State Radio
SRP	Sam Rainsy Party
STA	Senior Technical Advisor
TVK	Cambodia State Television
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDPA	Department of Political Affairs of the United Nations
UNESCO	United Nations Educational Scientific and Cultural Organization
UNHCHR	United Nations High Commissioner for Human Rights
UNV	United Nations Volunteers

## **Section I – Background and project description**

### **Introduction**

In this project, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. In post-conflict environments, holding “free and fair” elections is only a first step on the road to democracy. Elections alone are not enough to allow democratic values to flourish, this is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

### **Part I. Situation Analysis**

States, like individuals, are shaped by their histories and memories. Cambodia has emerged from twenty years of war to build a measure of peace, security and reconciliation since the 1991 Paris Peace Accord. This has included the organization of three national elections in 1993, 1998 and 2003, as well as the first commune-level election in 2002. However, because the modern Cambodian state is little more than 10 years old, implementing democratic governance reform is both complex and challenging.

Recent political events have thrown into question Cambodia’s democratic gains. Following the 2003 National Assembly elections, political impasse prevented the formation of the government for almost a year. This was mainly due to the constitutional requirement for a two-thirds majority of the National Assembly to form government. No single party gained this number of seats. The ruling CPP and opposition FUNCINPEC parties ultimately signed a cooperation agreement in June 2004 that allowed the formation of government. This agreement, however, vastly increased the size of the government and now the only opposition party in the National Assembly—the Sam Rainsy Party (SRP)—is effectively absent from most legislative commissions. In the cooperation agreement, the two parties state their intention to amend the two electoral laws (on the National Assembly and commune elections) as well as to re-reform the national electoral management body.

At the same time, however, Cambodia has made significant progress in electoral administration reform and in reducing the cost of elections. For instance, the 2003 election costs were 25% lower than the 2002 commune elections, and over 50% less than the 1998 national election. The two innovations which have mostly contributed to these improvements are the reform of the National Election Committee (NEC) and the move from a voter register that is updated before each election to a permanent register updated annually. The NEC reform from a political party-based model of 11 commissioners to a neutral and independent body of 5 commissioners (of which 2 women), is global good practice. This is relevant for new post-conflict democracies where stress on non-partisanship is needed both for the credibility of the institution and for its smooth functioning. Because voter registration frequently represents up to half the total cost of an election, the move to continuous voter registration also contributes to lower election costs and should enhance transparency and trust in the electoral process as time goes on. International financial assistance to elections in Cambodia went down from nearly 80% of total election costs in 1998 to less than 50% in 2003 as a result of cost-reduction.

Despite these advances, challenges remain in the electoral area. The NEC still faces a number of obstacles to becoming an independent, permanent and effective institution. It has wide-ranging responsibilities as well as the duty to coordinate many different organizations, including political parties, local government, the media, candidates, and civic groups. Based on the NEC’s report of its own performance during the 2003 elections, there was uneven capacity in the provincial election commissions (PECs) and commune election commissions (CECs). Some complaints were not resolved properly at the CEC level in particular, commune council clerks faced competing demands on their time during the registration process and voter education initiatives were insufficient. According to the majority of national and international observer reports on the 2003



elections, the composition of the PECs and CECs remains of concern. They lack women members and they are unable to resolve many electoral complaints satisfactorily. Improvement is also needed in the national-level complaints and appeals processes of the NEC and Constitutional Council, and in ensuring independence of the NEC.

The legal electoral framework and voter registration processes are also areas that bear scrutiny. Suggestions from various quarters include the need to amend the political party law to increase transparency in political campaign financing, and to enhance the NEC's power to sanction violations of electoral law. The process of appointing or electing officials at the provincial and district levels is also being discussed as part of the decentralization process through a formal organic law. Whilst improvement in both the electoral law and processes has occurred in recent years, the capacity of commune council clerks to handle voter registration functions along with their other functions remains a concern.

While elections are a necessary and critical component of democracy, they are not sufficient for its development and sustainability. Even if the institutions, processes and laws are right, a culture of democracy will not evolve if citizens cannot assert their rights and accept their responsibilities on a daily basis. There is a need for a more ongoing, grassroots effort for civic education and engagement as well as voter education initiatives between election periods. There is a lot of potential here to improve citizen participation in the future if the younger generations are targeted. About 60% of Cambodia's population is below the age of 16, and the upper range of this group will become eligible to vote by 2007 and 2008.

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. This is central to the overall strategy to help Cambodia achieve the Millennium Development Goals (MDGs) by 2015. UNDP has provided technical assistance for drafting and amending the electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes to consolidate the democratic base of the country in the spirit of the Rectangular Strategy. This includes a social perspective such as civic education and engagement. The Minister of Information and Minister of Education have also expressed the wish to see UNDP develop a project that would further the values of democracy in their respective areas.

## Part II. Strategy

The focus of UNDP Cambodia in electoral systems and processes is on sustainable, transparent electoral processes that allow all citizens - men, women, the young and the old - to elect their representatives freely and hold them accountable. UNDP's priority is on achieving a balance between short-term, event-specific election support and longer-term support to electoral systems and processes that help to sustain democratic principles throughout society. Elections take place within a broad context of democratic governance and the preparation for the next election begins the day after the last one ends.

UNDP and its funding partners in Cambodia believe that building electoral systems and processes is a long-term endeavor in which setbacks and advances are to be expected, but that it is better to be present, engaged and able to offer rights-based advocacy and policy advice than to be absent from such debates. This is in line with an observation made by the United Nations Special Representative for Human Rights who noted after the 2003 elections that:

*"Ultimately, the establishment of a genuine multi-party democracy which upholds the rights and respects the will of Cambodia's people will require a deep and continuing commitment to ensuring transparent, competent, neutral and accountable state institutions functioning under the rule of law."*<sup>1</sup>

Good elections require four elements: an election law that is fully tuned to provide free and fair elections; an election commission which is truly autonomous and fearless; administrative procedures that ensure even the smallest man and woman can exercise their franchise freely and without fear; and an electorate which is fully aware of its rights and responsibilities<sup>2</sup>. Accordingly, the strategy of this project is to target the following areas:

- NEC support (including PECs and CECs);
- improvements to the normative electoral framework and processes;
- increased civic participation and democratic culture, using an appropriate combination of technical and policy advice, consultative processes, educational activities and media capacity building;
- ensure that sufficient resources (financial and technical) are available to the NEC to hold the 2007 Commune Elections and 2008 National Elections

These four areas also represent a combination of top-down and bottom-up approaches to democracy. On the one hand they help create a more enabling legal framework and processes as well as competent, independent institutions (the supply side), while they also focus on the subjects of democratic governance, namely the citizens (the demand side). In particular, the project targets those citizens who will enter the voting age population for the next election. The project will try to tap both supply and demand sides in the belief that neither alone is sufficient to help build democracy, promote reconciliation and maintain peace. The project is also designed in such a way that the four components can be seen as phased and modular, though inter-related, parts of a whole and on which UNDP may engage different partners at different times, depending upon areas of mutual interest.

There is one area of caution. The first component of the project deals with support to the NEC. However, should there be changes to the NEC rendering it less, rather than more independent, the component would need to be carefully reviewed in order to assess whether it should still be implemented. Of course, this caveat would also hold true for the other components of the project in that the feasibility of each is dependent to an extent upon political decisions that may be made in future.

No one project can or should cover all areas of democratic governance that need attention in Cambodia. This project will focus on activities related to the areas outlined below, but it will also dovetail, wherever possible and relevant, with other initiatives from UNDP or from international organizations in related areas. For example, the decentralization and deconcentration programs

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<sup>1</sup> United Nations Special Representative of the Secretary-General for human rights in Cambodia, The 2003 National Assembly Elections, 2<sup>nd</sup> statement.

<sup>2</sup> Based on a statement by a former electoral commissioner for India.

are relevant to enhancing the legal framework at the provincial and district levels, as well as to the role of village chiefs in political life and their relationship with elected and appointed local governance structures.

To insure achievement of results, UNDP will enter into partnerships/agreements with a number of key national partners (referred to as "Responsible Parties" throughout the document) to assist in successfully delivering project outputs for the implementation of the various components, namely: the National Election Committee (NEC); the Ministry of Interior; the Ministry of Education, Youth and Sports; the Ministry of Information; and UNESCO. The project will also actively liaise with various NGOs, UN agencies and donors so as to avoid any risk of duplication.

### **Part III. Project Components**

The four components of the project are outlined in detail below. Despite being modular in design, these components are not stand-alone compartments but inter-related parts of the whole. For example, activities with the NEC are designed to build on revisions to the legal framework around elections that might be supported through the project. Similarly, civic engagement activities targeting new voters in terms of their rights and responsibilities will refer to and feed into enhanced ability of the NEC to carry out voter education programs. Finally, because the Commune Elections are due early 2007, it is time to consider the provision of sufficient resources to achieve successful elections in 2007 and also prepare for the National Election in 2008. As it was the case in 2002 and 2003, UNDP will continue to play its role as main focal point and coordinator of event-specific electoral assistance if so requested by the government.

A cross-cutting theme through the four components is improving gender balance in terms of electoral institutions and processes. In that respect, it should be emphasized that promotion of women's participation in all echelons of the political process remains an important aspect of this project. However more exhaustive initiatives are being envisaged in a separate UNDP project called "Partnership for Gender Equity II". The under representation of women in the National Assembly and especially at the Commune Council are issues that should be addressed in all aspects of electoral assistance, including the revised electoral legal framework and in the upcoming organic laws on sub-national levels.

The components have been built on the experiences of earlier elections supported by the international community. They have been elaborated by a UNDP technical assistance mission conducted in August-September 2004. The components were further refined following inputs provided by a Needs Assessment Mission conducted in May 2005 by the Electoral Assistance Division of the Department of Political Affairs of the United Nations (UNDPA-EAD). The recommendations of the latter mission include the provision for a situation review to be conducted by EAD/UNDP in June-July 2006. The purpose of this is to review progress of project components and to advise on the specific activities to be implemented for the 2007 and 2008 elections. The review will also assess the appropriateness of continued UN involvement in the election process, based on political analysis.

#### **COMPONENT 1: Support to the National Election Committee (NEC)**

Responsible Parties to the implementation of this component: Ministry of Interior, NEC

Electoral management is often the focus of acute attention at election time, but can be overlooked when elections are not imminent. With the passage of the amendment to the Law on the Election of Members of the National Assembly (LEMNA), the NEC of Cambodia was reorganized in 2002 and its membership reduced from 11 to 5. According to the LEMNA, the NEC "shall be an independent and neutral body in the carrying out of its duties." Consequently, the current 5 members of the NEC do not represent political parties as in the previous system. According to the majority of observer accounts of the 2003 elections, the newly constituted NEC demonstrated much improved capacity to manage free and fair elections, and has improved its reputation as a technically capable institution. Yet it is clear that more needs to be done to consolidate and build on these



gains. There is also a need to ensure that the provincial and commune sub-levels of the NEC—the Provincial Election Commissions (PECs) and the Commune Election Commissions (CECs), respectively—are improved in terms of their capacity and professionalism.

This component on support to the NEC will enhance its capability to plan, manage and organize free, fair, efficient and credible elections as in its mandate at both national and sub-national levels.

In each of the areas listed below, the project will explore collaboration on training or policy advisory services with specialized international institutions in addition to the facilitation of peer exchange programs for the NEC with similar electoral institutions from other countries.

**(i) Support to NEC's ability to inform and educate voters**

Voter information and voter education are both critical to enabling voters to exercise their rights. During electoral periods, a number of civil society organizations (CSOs) play a major role communicating to the grassroots crucial information on the electoral process and voters' rights. However, outside the electoral period, very little is done to continue educating citizens on election-related matters of significant importance, for instance, voter registration. For its part, the NEC is bound by law to "promote public understanding of the elections by means of voter education and public information and by other means"<sup>3</sup>. During the electoral period, most of NEC's voter information is done through State media (TV and radio) that provide large segments of free airtime, as required by law<sup>4</sup>. These are used by the NEC to broadcast spots, small plays, phone-in programs etc. This is supplemented by the use of posters, leaflets, banners and mobile loudspeakers at the local level. In contrast, between elections, NEC operates on a shoestring budget that contains almost no reserve to carry out voter information/education. As a result, there is insufficient information relating to the voter registration process.

Issue: Citizens are not receiving enough information from the NEC, both at election time but also between election periods, as to how, when & where to register as voters.

The NEC needs to strengthen its outreach capacities to the electorate between electoral periods. The initiatives of this sub-component will provide the financial assistance and some technical expertise to allow the NEC to produce lively information/education material to reach the Cambodian electorate. In the first year, such material would essentially promote voter registration in order to achieve a higher percentage of newly registered voters at the end of 2005-2006. State media and even some private media are ready to broadcast such relevant material from the NEC for free, even in period between elections. The same material could be used for many years to come since electoral procedures do not change from one year to another.

In addition, the NEC is interested in modeling the communication breakthrough that was achieved in the 2004 Indonesian elections where mass media were used not only for basic voter education but also to carry out, on state television, the full-fledged training on voting procedures for electoral officials (polling staff), political party agents and observers. In fact, the general public was exposed to technical step-by-step illustrations of the entire voting process usually reserved to electoral staff. The results were a more uniform and effective handling of voting procedures throughout the country and a reduction of misunderstandings between all actors on Election Day, including the voters. Inspired by the Indonesian experience, the NEC intends to test this approach in Cambodia through the production of videos showing live popular scenarios, for instance, when, where and how to register as voter and to lodge a complaint relating to a rejection, showing also how the electoral staff should handle such matters. The use of State media as a training tool would contribute to enhance transparency and understanding, thereby helping to build public confidence in the process.

Finally, taking into account that village chiefs played a very important role for voter education in the previous elections, this component will examine the possibility of working with the village

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<sup>3</sup> Law on Election of the Members of the National Assembly (LEMNA) art. 16, par. 20 and 21

<sup>4</sup> Law on Election of the Members of the National Assembly (LEMNA) art. 74

chiefs on the content and delivery of voter messages and the importance of remaining non-partisan in their role. In that respect, it appears essential for the NEC to initiate formal training sessions to all village chiefs informing them about their role and duties in relation with the electoral process, especially voter registration. These training sessions would be conducted at the Commune level in order to be attended by all village chiefs.

**(ii) Increasing NEC's support to voter registration at the commune level**

Commune councils and, more specifically, commune clerks, bear the brunt of the voter registration process. Commune council members and clerks need to master the most recent provisions and procedures on voter registration. They must be able to handle complaints satisfactorily and take action to ensure the registration of those who come of voting age. In addition, the adoption of a new ministerial directive instituting a year-long window for citizens to pre-register as voters require further support for its implementation and dissemination. Currently, Commune councils and clerks have no easy and continuous access to the guidance and support from the NEC/PECs to perform their duties. The capacity to troubleshoot on site problems relating to voter registration is not sufficient.

Issue: The NEC is not equipped to provide constant and accessible assistance to Commune Councils and clerks in their duties to register voters.

This element will focus on enhancing the NEC's capacity to train commune council officials to be better prepared for the voter registration. This training will gain in importance as elections near and more citizens will be interested to register.

To fulfill the need for appropriate training, the NEC will train all commune/Sangkat and set up roving assistance teams originating from the Provincial Electoral Commission to tour the Commune/Sangkat to provide advice and training. Conceived as year-long training infrastructure, such mobile teams will also play an active role in civic education at the grassroots level and dissemination of the voter's list. This is a natural extension of NEC's mission to spread electoral knowledge at the lowest levels. The capacity to conduct training activities locally through a flexible PEC-based cell will bring expertise closer to the grassroots and provide NEC with a rapid response resource to solve technical problems and reduce misunderstandings quickly and efficiently at their point of origin. Funding of those mobiles units a catalytic activity is limited to one or two years during which sustainability should be achieved through integration into NEC's annual budget as part of its normal operations.

**(iii) Increasing PECs/CECs outreach**

PECs are the provincial antenna of the NEC. They are present in Cambodia's 24 provinces. Outside electoral periods, PECs are staffed only with 2 personnel as opposed to up to 10 during election preparation. The CECs (Commune electoral commissions) are only temporary offices created shortly before an electoral event to organize polling in each commune. During elections, electoral observer reports almost unanimously cited concerns with the capacity of the PECs and the CECs to effectively carry out their responsibilities.

Issues: -PECs and CECs need better training especially on complaints mechanisms  
-PECs have no capacity to serve the public between electoral periods.

In order to carry out their expanded role through their roving assistance teams (as described in section ii above), PECs must build up their information/education capacity and redefine the roles of their permanent staff. Additional technical resources (see ICT below section iv) and training activities of a more professional PEC permanent staff will be geared closer towards the 2007 or next planned elections. In addition, PECs should be able to cater to requests from the public regarding the electoral process, especially voter registration and become a convenient access counter to consult the electoral list. The outreach of the PECs will be better maximized by using the government's district offices (there are 185 districts in Cambodia, representing a middle administrative structure between the commune and the province) as an access point for voter

information and voters' list verification. Implemented initially as a pilot in a few districts, the PECs should have the capacity to supply district offices with the material and know-how to play this role.

**(iv) Applying information technology to increase efficiency and participation and decrease cost of elections**

Information and Communication Technologies (ICT) are today universally recognized as drivers in the promotion of democratic governance and in improving transparency in electoral processes in particular. Assistance to the development of ICT is meant to benefit not only the NEC, but also its clients: the voters and the political parties. Presently, Cambodia has the chance to have a fully computerized voter registry. Unfortunately, all the benefits of having such database have not yet been exploited. For instance, the registry cannot be searched electronically and the electoral list is not available in electronic format. This means that retrieving a name on the list of their commune has to be done manually, by scouring the lists of different polling stations, each containing up to 700 names. This is true for all electoral officials as well as citizens or political parties.

Issues: -The NEC's computerized voter registry have not been fully exploited to facilitate access and consultation of the electoral list.  
-The ICT capacity of the NEC is hampered by obsolete and insufficient equipment

The voters' registry will be made available in CD-ROM format in order to facilitate its dissemination and consultation. Electoral officials and commune administration with computer capability will gain in efficiency while making the information within reach of the public. This increased accessibility will encourage verifications and corrections resulting in greater accuracy. With such a tool, political parties and monitoring organizations could play a more active role in ensuring that citizens are duly registered and encourage the registration of those who come of age. In parallel, to further transparency and accessibility, the NEC needs to actualize its website and possibly make the updated voter registry available online. This will open possibilities to generate disaggregated data by gender, age and socio-economic categories to quantify the participation of women and young voters and carry out other statistical studies which can be used for refining communication strategies and improving processes.

As a pre-condition to achieve the above, some financial support is required to migrate the computerized voters' database from the Oracle system to a more sustainable SQL Server program. As recommended in a UNDP report produced in 2002<sup>5</sup>, the adoption of the SQL Server platform will allow NEC's internal staff to develop new services, put an end to the costly dependency on external expertise and allow substantial annual savings in maintenance costs.

In its administrative operations, NEC is currently unable to maximize the advantages of ICT. The desktop computers in use in NEC headquarters and in its provincial offices have become obsolete (acquired in 1997 on Windows 95 platform). There is no internal network (LAN) and e-communication with the 24 PECs is virtually non-existent. Laptops are non-existent. In short, NEC's computer hardware needs to be replenished. In addition to replacing hardware, a development strategy should be put in place to allow the PEC to communicate easily with the NEC, exchange files and updates of the voter list. Such initiative will open up the PEC as a focal point where citizens can verify the voters' list and bolster the PEC as a permanent information center on electoral issues.

Finally, the NEC is interested in undertaking, with the help of relevant technical assistance, a comparative study on international experiences for the possible use of ICT to facilitate absentee voting for Cambodian citizens living abroad. Other areas of interest include electronic voting (the experience of India). Although the latter can be cheaper in the long term and produces tabulated results far quicker, there are important concerns to factor in on the issue of security and therefore any study of the applicability of electronic voting in Cambodia will need to address this issue among others.

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<sup>5</sup> « Report on Voter Registration in Cambodia », April 2002

## **COMPONENT 2: Normative Electoral Framework and Processes**

Responsible Parties to the implementation of this component: Ministry of Interior, NEC

In addition to the technical support provided to the NEC as the main electoral institution in Cambodia, the project also seeks to contribute to a normative electoral framework and to normative electoral processes. When working on legal framework issues, the project will take particular care to involve the NEC and the wider stakeholders, as full consultancy is a principle of good reform. This could be accomplished at least in part through the time-tested COPCEL (Conflict Prevention in the Cambodian Elections) process (see Component 3 below). Among the issues to be given attention to under this component are: improvements to the voter registry, prevention of disenfranchisement through a National I.D. card program, amendments to the Law on Election of Commune Councils (LECC), to the Law on Election of the Members of the National Assembly (LEMNA), and enhancements to the NEC's independence and public trust. Given its nature, component two of the project is heavier on the policy and legal advisory functions, providing a mixture of legal and electoral expertise. In order to provide the project with the flexibility to adapt to changing circumstances and needs, the precise nature of the initiatives here is deliberately left somewhat open.

### **(i) Improved voter registration process/voter registry**

Voter registration is an extremely important element of an election, as it identifies eligible voters from among the population and, if incomplete or poorly assembled, can be an impediment to voter turnout as well as a source of electoral complaints and weakened credibility of and public faith in the process.

In that respect political parties and civil society need to trust that the voter registry currently in place in Cambodia is complete, accurate and current. The credibility of the electoral process ultimately depends on the confidence that citizens have in the system. Since 2003 Cambodia has adopted the concept of a permanent electoral registry updated yearly. Although no electoral body can achieve a perfect voter registry, it has become necessary to conduct an external verification of the quality of the Cambodian electoral registry that has begun its third year of existence.

Issue: The accuracy, completeness and timeliness of Cambodia's voter registry needs to be verified

An audit of the current registry will be conducted by a firm of external consultants. Such audit will allow the NEC to find and correct the weaknesses of the system. It will also provide reliable information to civil society groups and political parties on overall state of the registry, including an evaluation of the number and characteristics of the missing voters. Ultimately, the audit should lead to qualitative improvements of the voter registry and reinforce its integrity in the eyes of the public.

### **(ii) Support for a National I.D. card project**

In order for Cambodian citizens to register as voter and to vote in the next elections, they need to produce satisfactory documentation proving both their identity and their citizenship. The National I.D. card has become the standard identification document in Cambodia. Still, up to one-third of the electorate does not yet have their National I.D. card. There is no legal obligation for Cambodians to obtain this document. Most importantly, previous voter cards from the 1993, 1998 and 2002 elections that were accepted as valid identification up to the last election, are no longer recognized for the purpose of registering or voting.

Issue: Registered voters may be disenfranchised if they cannot produce a valid identity document on voting day as previous voter cards tolerated until the 2003 elections are no longer acceptable for voting or to register as voter.

A massive public information campaign should be launched in the best delays to inform those who have not yet obtained their National I.D. Cambodian voters should be made aware that their old voter's cards are no longer valid. Such campaign should be carried out through all available media. In addition, to further facilitate the delivery, the administrative procedure to obtain a National I.D. card should be revised, streamlined and simplified to attain modern standards of expediency. The delay to obtain an I.D. card should be significantly reduced (currently from few months up to a year). Measures of incitement should be adopted to convince those with no proper identification to take appropriate action, especially the young adults who need to register as voter. Fees to obtain the card should be waived as part of a special campaign that could be modeled on another operation (conducted by the Ministry of Interior) that recently succeeded in providing Cambodians with their birth certificate (to date, 8 millions issued). Such campaign will involve the participation of UNVs in mobile teams to reach all areas. The objective of this campaign would be to bring the number of I.D. card actually detained by citizens up to 7 million from the current estimated figure of 4.5 million.

### ***(iii) Legal framework changes***

There is political will among the majority of national political stakeholders to review the electoral legal framework in Cambodia. This element of the project is extremely important in such a context of change. The project will provide the means and flexibility to offer policy and legal advice on issues of change to the legal framework around elections. Initiatives range from legal advisory services on reform of the commune council election law, to the provision of legal assistance for a comprehensive overhaul of the electoral framework. These amendments should incorporate lessons learned from previous elections, such as providing some free airtime to candidate or political parties for the purpose of the commune elections. New approaches will be examined, such as alternative electoral systems for the local elections with a view to enhancing accountability. Others include: examination of different systems of absentee voting, electronic voting and any other potential improvements to electoral processes. As a principle, this part of component two needs to be left flexible because of the highly sensitive nature of electoral statutes in the evolving Cambodian political context. UNDP will contribute technical expertise and advocacy efforts to establishing the best possible political consensus around the suggested amendments.

In addition, this part of the project will also provide legal and policy advice on issues such as the reform of political party law. The issues of campaign financing and financing of political parties from the national budget will be revisited. The law on political parties potentially allows public subsidies to political parties, but the RGC has never used this discretionary power, probably due to lack of resources. Currently, the NEC has a role in auditing the political parties following electoral campaigns, but the findings are not made public. Finally, the nomination of village chiefs remains an area of concern for which the project's input may prove crucially important.

In this part, the project will help the government and other stakeholders to assess the advantages and pitfalls of any suggested legislative changes. The project will also provide technical assistance for necessary amendments to the legal framework should the changes be endorsed by the National Assembly, and guide the application of truly consultative lawmaking processes. Rather than prescribe solutions or provide purely on-demand services, the project will strive to offer global practice and international standards on the legal framework issues, as well as explain the pros and cons of various options available and their likely implications for Cambodia.

### ***(iv) Reinforcing the independence of the NEC***

Public confidence in the neutrality of the electoral management body is crucial to the success of any election. The credibility of the best technically held election can be irreversibly tainted if citizens have doubts about the independence and neutrality of the body that organized it. As was noted in and after the 2003 elections, the NEC is a more professional institution than its predecessor. In that respect, the decision of the RGC to move the NEC out of the Ministry of Interior's compound is a much welcomed commitment and another step to reinforce the independence of the NEC. At this stage, the general public continues to retain a rather negative

image of the NEC and remains skeptical of its actual independence from the government's influence.

Issue: The credibility of the NEC as an independent institution is low among the public, undermining trust in the electoral process and election results

Greater confidence in the integrity of the institution needs to be built. This component will provide policy and technical advice on changes which could make the NEC a more independent and credible institution. Such reforms would render the NEC more independent financially and organically, give its members a measure of tenure and provide clear guidelines on how they may be removed and by whom. This part of the project will also review the authority and practice of the NEC in imposing sanctions. In some areas such as the media and the civil service, the NEC does not have clear power to impose sanctions in case of violation of the electoral laws. As a result, the NEC is perceived as perpetuating a culture of impunity. UNDP's electoral expertise in a large number of countries could provide substantive information on how to best tackle such issues in the context of Cambodia. This should include a revision of the legal framework (as mentioned in section iii above) to equip the NEC with necessary sanctioning powers, as well as providing training programs for electoral staff and target groups like civil servants concerned by electoral activities. This part of the project will also look at the selection criteria for and composition of the PECs and CECs in order to see if/what improvements could enhance public trust in their ability to perform their functions neutrally. Finally, from a public media perspective, the NEC has not taken advantage of its achievements to strengthen its reputation. As a result, much progress has passed unnoticed. Emphasis will be put on enhancing NEC's communications skills to increase its public visibility, to promote its achievements and initiatives and to reinforce its image as a reliable, trustworthy and professional election management body.

**(v) *Improving complaints and appeals processes***

An adequate complaints procedure ensures that election grievances can be aired and considered in an accessible, impartial and timely fashion. It also means that effective remedies are available. Where a responsible electoral commission exists, it normally adjudicates all electoral grievances from initial claims to final appeals. When common criminal action is involved in the electoral context, the electoral authorities take it to the public prosecutor and the ordinary courts of justice, either directly or via the police or security forces. This is based on the guiding principle that electoral justice must be specialized and timely. However there are many countries where electoral adjudication is left to ordinary judiciaries. This often applies to matters beyond initial claims before the immediate electoral officers, as well as to appeals against decisions of superior electoral commissions. And there are a number of countries where special electoral courts have the electoral adjudication function. In Cambodia, the complaints and appeals process was subject to a number of criticisms during the 2003 elections.

Issue: Electoral complaints are not handled satisfactorily by electoral officials

This part of component two will focus on the NEC, PEC and CEC mandates and ability to handle electoral disputes. It will include a review of the jurisdiction and powers of the NEC in order to ensure that they match and, closer to the election, it should include training programs for the PECs and the CECs (See Component 1, section iii). The objective is to overhaul the complaints and appeals process to make it more accessible to ordinary voters, to increase the capacity of electoral officials at all levels to receive, document, and solve complaints.



### **COMPONENT 3: Participation and Democratic Culture**

Responsible Parties to the implementation of this component: Ministry of Information, Ministry of Education, CDRI, UNESCO, TVK, RNK

The project as a whole will aim at achieving greater civic engagement and further the overall development of a democratic culture in both the short/medium term and in the long term. Citizens need to possess sufficient information and knowledge to enable their engagement to be productive and empowering. Civic education is a key element to impart this information and knowledge. One of the objectives of civic engagement should be to stimulate a “demand generation” for democratic change, targeting, among others, those currently under aged but soon to be voters and focusing on their political rights and responsibilities, but also more generally applicable skills such as critical thinking and decision making. The specific activities proposed in this component will benefit from greater leverage by the very fact that it is a multi-donor partnership led by UNDP with the government. Certain activities are seen as requiring the direct involvement of and implementation by UNDP staff. This is for the important reason that UNDP is currently accepted by all elements of civil society and other concerned agencies as an objective supporter of enhanced democracy.

#### **(i) *Facilitating dialogue between government and civil society***

Communication, information and education are fundamental to a democratic society. Together, they empower citizens to become natural participants in the governance of their country whilst providing an essential feedback, if not a check and balance, to their elected representatives. In Cambodia, a communicational gap exists between the citizens, civil society organizations and the government. This lack of communication breeds mistrust, perpetuates prejudice, and fosters conflicts. This component intends to provide space and channels through which a renewed private/public dialogue could take place between civil society organizations and the state apparatus.

UNDP’s standing can be used to **bring relevant government and civil society actors together**, to discuss, informally or formally, vital issues in a safe and productive environment. The agendas and substance of these various meetings will not be uniform. Some will serve as an exchange between leaders and seek to build mutual understanding and trust. Others may concentrate on more didactic objectives, seeking to explain and inculcate civic virtue, knowledge and skills. They would supplement formally convened workshops where these elements of civic education are more deliberately “taught” to a wider audience. Ideally this would include government officials, NGO volunteers and local citizens. The latter would derive from such joint events, the information and thus the confidence to begin to undertake more civic, procedure-based demands for their rights in the shared knowledge with local bureaucrats, of the rules and procedures which govern their relations. Similar initiatives may be tried to facilitate engagement between political parties and between different elements of civil society to facilitate exploration of potentially common interests.

The implementation of such gatherings would be primarily by partner organizations (mainly national and international NGOs) supported by UNDP as the convener and even-handed coordinator.

#### **(ii) *The renewed COPCEL process***

By many accounts, the **COPCEL (Conflict Prevention in the Cambodian Elections) process** used prior to the 2003 elections was a model of good democratic space building. The COPCEL meetings were a mechanism through which national stakeholders in the elections, from civic groups to political parties, from the Ministry of Interior to the NEC, could discuss issues of policy, law and implementation and otherwise share information. The NEC used these meetings as the privileged tool to conduct public consultations on all its electoral regulations. At the initiative of UNDP through its “Insight for Action” project, the COPCEL meetings resumed as of July 2005 in a new and

improved format. The objective is to re-open a neutral ground for discussions far in advance of an election to promote cross-party dialogue on issues as well as interaction among the various sectors such as civil society, government, political parties and the international community.

The new COPCEL fora include debates over draft legal amendments and electoral regulations with a view to collecting stakeholders' recommendations for improvements. Any party to the process is empowered to bring issues to the table for discussion and outside experts on various political, institutional, legal or technical issues are also invited to participate and bring their expertise to bear on the discussions. All recommendations of the meetings will be carefully minuted and shared with all participants and updates on the status of the recommendations regularly provided. The COPCEL process is being used as an ongoing inter-election mechanism for dialogue to reach consensus on issues, defuse tensions by promoting constructive discussion furthering mutual understanding. The meetings take place three times a year from now to 2006, then once a month in the year before the elections and more frequently as the election nears, or as demand requires.

**(iii) Improving citizen access to institutions, processes and information**

The content of civic engagement initiatives can be broad-based civic education messages on the democratic process, the importance of citizens' knowing and exercising their rights and responsibilities, and how to develop a set of competencies to become and remain engaged in the civic process.

Essential information enabling citizens to get proper services from the state does not exist. For instance, the procedure and fees to obtain basic documents such as birth certificate, driver license or National I.D. card remain arbitrary and inconsistent. This perceived lack of transparency alienates citizens and opens the door to administrative abuses, providing a fertile ground for systemic corruption.

**A cross-ministries public information strategy** will be devised to properly address this issue. Clear and simple messages on electronic media and posters at the local level should spell out clearly what is the exact procedure, the actual costs and the time required to obtain such basic documents and services from the local branches of the government. Citizens could be encouraged to report any abuses to a dedicated hotline that could provide information and remedy problems. This would be a first step to improve government service delivery to the population. The image of the civil service and the level of satisfaction of the population could significantly improve as a result of such initiative.

The Minister of Information is aware that Cambodian citizens have an insufficient knowledge of the role, duties and obligations of the civil service including the police, the judiciary and the provincial/district administrations. For most citizens, having to deal with or exercise one's right towards the state's bureaucracy remains a daunting ordeal, especially in rural areas.

The Minister is therefore interested in establishing a **post of Information Officer** to serve at the provincial/district level. Initially envisaged as a pilot project, the Officer's functions will be to provide a proactive information service to local populations on any aspect of their day-to-day relations with the bureaucracy, and a monitor of the correctness of such bureaucrats' services. The function is thus a hybrid between a local, informal Ombudsman, and an additional source of the kind of information civil servants would normally provide.

While UNDP's lead in any of these initiatives is essential to their credibility and acceptability, they could be undertaken by a variety of international NGO's with established practice and experience in these fields, but necessarily working in cooperation with national stakeholders. The essential utility of such activities is the practical knowledge they give to citizens, leading to the vital confidence which will ultimately make them, rather than external agencies, the agents of change.

#### **(iv) Education for a democratic culture**

The best hope for a sustainable democracy in Cambodia rests with the young generation which has not been directly traumatized by the events and practices of the past 25 years. Recent reforms to both access to and the quality of basic education now provide the foundations of knowledge, values and attitudes necessary to use, sustain, support and strengthen democracy and democratic institutions as they emerge. Specifically, the recent revision and reform of the Basic Education Curriculum has provided for the first time a framework for democratic "civic" content at both primary and lower secondary levels (Grades 1 – 9). This curriculum framework establishes a foundation from which a democratic culture and democratic practice can emerge. It will also convey the basic knowledge allowing future voters to make informed choices.

There are two new priorities generated by this reform process.

The first is the development and provision of high-quality, appropriate and relevant teaching and learning resources for basic education that teachers, often untrained themselves in the concepts of civics education, will be able to use in the classroom to deliver the new civic education curriculum.

The second is the review, revision and development of an upper secondary (Grades 10 – 12) civic education curriculum. The structure of upper secondary education has recently been radically revised by the Ministry of Education, Youth and Sport. Moral/Civic education continues to be a compulsory component of the new curriculum. There is, however, need for support to be provided to the MoEYS in both developing the new curriculum content for Grades 10 – 12 and the teaching and learning resources, including but not limited to textbooks, to accompany the new content.

Given its considerable expertise in curriculum development, a partnership with UNESCO will be established to **(i) assist the MoEYS in developing relevant course material on civic education in upper secondary schools; (ii) develop and deliver an appropriate training program for teachers to support the introduction of these new materials; and (iii) Develop Non formal education strategies using the channel of the Community Learning Centers (CLCs)**. Coupled with the promotion of basic human rights such as freedom of speech and freedom of association, these courses will emphasize the importance of individual participation, the rights and duties of citizens, the role of government, the role of the opposition, etc.

As the drop out rate in primary education in Cambodia is extremely high (completion rate is only 47% in primary education), it is not possible to reach the majority of the Cambodian children and youth only through the formal schooling system. **Non Formal Education strategies** will be also necessary if civic education is to take roots in the country. The strength of NFE interventions lies in the ability to respond to the real life-situation children, youth and adults. NFE is characterized by a flexible approach to learning in terms of place, time, material, instructors etc, the use and facilitation of community resources, a "learn while you earn" approach (people can combine work and learning), cost effectiveness, the use of ICT and direct effect on poverty reduction.

The *National NFE Action Plan (2003-2015)* was developed by the Royal Government of Cambodia in 2003 and is being implemented by a variety of partners including the MoEYS, the Ministry of Rural Development, the Ministry of Women and Veteran Affairs, the Ministry of Health, and the Ministry of Agriculture, as well as by NGOs and International Organizations. It identifies five priorities that are also specific programs focused on targeted populations:

1. functional literacy for youth and adults,
2. primary and lower secondary equivalency programs for out-of-school children, youth and young adults,
3. short-term income generation skills training for youth and adults,
4. post-literacy programs which sustain and expand levels of functional literacy, and
5. family education for early childhood development

The NFE Action Plan also identifies two extra cross-cutting priorities:

6. an integrated community-based learning approach, and
7. capacity building for effective managements and administration.

The Department of NFE (DNFE) within the MoEYS is currently developing **equivalency programs for primary and secondary education** in order to standardize NFE programs as equal to formal schooling. Equivalency programs provide an opportunity to out-of-school youth and adults further access to study in a more flexible way, better adapted to their real life circumstances. Curriculum and materials will be developed jointly by UNESCO and the MoEYS within this component in order to accommodate civic education in the equivalency programs (grades 5, 6 and 12) following the NFE Policy developed by the Ministry of Education. NFE facilitators will be equally trained on these civic education contents. Equivalency must allow for children and adolescents the possibility of further study and/or to enter into the working world. As much as 75% of the content may be equivalent to the formal system, but 25% is typically replaced by work/community experience.

**Community Learning Centers (CLCs).** CLCs are an integral part of the equivalency program as they provide an integrated community approach to learning. CLCs are currently being supported by the MoEYS through PAP. There are a total of 29 CLCs currently operating in Cambodia. The MoEYS is committed to strengthen these 29 existing CLCs and to create 35 new ones during 2006 (there will therefore be a total of 64 CLCs in Cambodia by the end of 2006). Local CLCs facilitators will be trained on civic education through the DNFE as they will be key in passing this knowledge to the communities. In our view, CLCs, as community based institutions with full participation of the community, will not only give information about democracy but also provide training and fora for adapting the concept to the communities' own context. This approach will also foster the local community management of learning activities while the learning process will enhance the ownership of the democratic process in the society rather than take it as foreign values imposed by external agencies.

Democracy will be promoted through a holistic community empowerment process by linking local government offices, NGOs, schools and other academic institutions and CLCs to share the information and resources. Civic education through NFE should be also linked to NFE training activities undertaken at the community level by other agencies in health, agriculture, rural development, women's affairs etc. All these activities must be viewed as components of a coherent community-based education and development strategy. Although CLCs will be an important mechanism for delivering equivalency and NFE civic education, other delivering tools such as **temples and pagodas** will be further explored (in 2004 there were initial talks between the MoEYS and the Ministry of Religion (MoR) to come up with a MoU on the use of temples and pagodas as learning centers but to this date no formal agreement has been reached). Although data is not complete, there are an estimated 4,000 temples, pagodas, mosques and other kinds of community centers providing different forms of learning to people.

Some aspects of civic education can also be dealt with within the context of the type of activity undertaken with the Ministry of Information or within the reinforced capacity of the NEC as mentioned above. This would be done on an ongoing basis between elections, through an educational program delivered throughout the country, at all levels of society. It would familiarize the people, especially the future voters, with the meaning and workings of electoral democracy. Support for such work, as well as developed instruments and models are available from the Electoral Management Bodies of several countries such as Australia and Mexico, the latter sharing the challenge of educating an only partially literate population.

Gender equality will be mainstreamed in the above project components to promote equal participation of both men and women in the democratic decision making process in the society and in order to enhance the role of women in the electoral and political processes, thereby helping to advance the CMDGs.

#### **(v) Independent and balanced news reporting on current political affairs**

Access to reliable sources of information reflecting the whole spectrum of political opinions in a multi-party state is an essential factor to achieve a mature democracy. In order to shape their opinion on political issues, Cambodian citizens should be exposed to better quality and less polarized news reporting.

During the 2003 elections, the National Election Committee with support from AusAID and the UNDP initiated the 'Equity News' campaign to provide financial and technical assistance to the Ministry of Information to provide balanced and impartial news coverage on state media of political party activities during the campaign period.

Equity News showed that balanced news is possible in Cambodia, and that Cambodian society is mature enough to take a more sophisticated approach to broadcasting. The project received many emails from viewers, most of which were supportive. This was a major step forward for journalism in Cambodia, where the media previously avoided criticizing figures of authority, presenting alternative viewpoints or stimulating political debate. The Ministry of Information indicated its interest to continue the initiative to further build the capacity of journalists employed in state media to meet higher moral and ethical standards of journalism.

Based on the success of 'Equity News', it is proposed to have a follow-up project **to increase public access to information and civic engagement through balanced and responsible news reporting**. This component will (i) provide editorial training on current political affairs issues to the national public TV and radio; and (ii) develop a weekly TV news program on current political affairs to promote public TV coverage of political debates and political headline news.

Senior managers at both TV Kampuchea (TVK) and Radio National of Kampuchea (RNK) have expressed an interest in further technical assistance and support. This will focus on editorial processes, balanced journalism and more effective production techniques. It will be aimed at increasing the capacity of both organizations. The organization subcontracted for the training will also offer advice and support on other issues of concern to TVK and RNK, such as: program scheduling, marketing and revenue-raising, staffing models, and station management. Long term production and editorial support to both RNK and TVK will run for at least a year.

A weekly TV news program on current political affairs will be produced by the former Equity News partners, the Ministry of Information in cooperation with Cambodia National Television (TVK). The program will cover political debates in the National Assembly and Senate to increase public access to information and civic engagement. A formula following the principle of equitable representation will be applied to determine air-time allocated to political parties. It will also include reactions from the public to government decisions through interviews with common people on the street. This will provide a feed-back mechanism for the general public into political debates and also strengthen the role of broadcast media in channeling and forming public opinion in a responsible manner

#### **COMPONENT 4: Funding of the 2007 Commune Council Elections and 2008 National Elections.**

Responsible Parties to the implementation of this component: Ministry of Interior, NEC

In early 2006, the NEC will produce a provisional budget for the 2007 Commune Councils Elections. Based on the costs of previous elections, it is likely that this budget will range between US \$12 and 14 millions. It is difficult to assess at this time how much of these costs will be absorbed by the Royal Government of Cambodia. As indication, the government funded just over 50% of the actual expenditures of the 2003 National Elections. On that basis, the NEC would have to turn to the international community to find up to US \$6 million to carry out the Commune Council elections. Since substantial expenditures towards this election will be incurred from the second quarter of 2006, it is appropriate to begin resource mobilization at an early stage to allow timely funding of specific electoral activities. In both the 2002 and 2003 elections, NEC operations were seriously impaired by a lack of cash flow due to donors' contribution arriving late. The rationale of this component is to allow UNDP, if requested by the government, to have an early start in its role as coordinator and focal point of international assistance to specific electoral events. In that capacity, it will re-start regular donors' meeting with the NEC and continue to facilitate the flow of

information between stakeholders on the lead to the next commune council election and, eventually up to the National election in 2008.

#### **Part IV. Linkages with other projects and pooling of funds for further new initiatives**

The activities of this project are an integral part of UNDP efforts to enhance democratic processes and institutions in Cambodia. Linkages will be established particularly with the UNDP Decentralization Support Project and the revision of sub-national governance structures. There should also be linkages with other ongoing UNDP projects relating to parliamentary development, legal, judicial and public administration reform, anti-corruption and the support to women's participation in the political process through the "Partnership for Gender Equity II" project.

In particular, close cooperation will be established with the "Partnership for Gender Equity II" project which is expected to address gender issues identified by the present document. More precisely, one component of the project proposes activities aimed at promoting women's decision-making roles by extending the leadership and management training of women-civil servants from the central to local level and initiating a new intervention supporting the leadership skills of women-candidates for local and national elections of 2007 and 2008. The leadership and management skills development activity supporting women in government and women-candidates will have a nation-wide scope. The expected deliverables of this component are: (i) Improved leadership and management skills of women civil servants in provincial departments through specially designed training programmes; (ii) Enhanced skills of women-candidates for commune and national elections to effectively communicate their election platforms and developmental issues and interact with various audiences including the media; and (iii) A package of materials promoting women-candidates designed and delivered through various channels including the mass media.

Coordination and linkages will also be conducted with programs from other donors and NGOs in particular in the area of D&D, Legal Reform, and Educational Reform, and with partners such as USAID in the area of civic education and curriculum development, AusAID in the area of media development and any other donors/partners/NGOs that may already be running activities connected or complementary to what this project envisages.

Finally, a provision of US \$250,000 is set aside as a pool fund to allow new and unforeseen activities for which the need may arise in the course of the project. Previous experience has proved that critical breakthroughs can be achieved (such as the Equity News initiative), when funding is readily available for new ideas to be exploited in a timely fashion.

#### **Part V. Management Arrangements**

Ownership: Cambodia has led and managed a series of national elections in 1993, 1998 and 2003, and elections at the commune level in February 2002, which are important initial steps that need to be acknowledged. Few post-conflict countries can claim such success in their first decade of recovery. The expansion of personal freedoms and the birth of a democratic system of government represent, perhaps, the most admirable of the achievements so far.

This project has been prepared by UNDP as a follow-up to a request for assistance from the Royal Government of Cambodia and will be implemented through key national partners.

Implementation: Considering the wide range of partners (referred to as "Responsible Parties" throughout the document), the project will be UNDP implemented.

As Implementing Partner, UNDP will be responsible and accountable for managing the project, achieving project outputs, and for the effective use of resources. UNDP will enter into partnerships/agreements with other organizations or entities as necessary to assist in successfully delivering project outputs for the implementation of the various components. Such arrangements are designed both to achieve results and build national capacities.



The Responsible Parties will be responsible and accountable for implementing the specific parts and activities of the project in a timely and quality fashion as per MoUs, for regular reporting to the project, mobilizing the required additional resources (financial and human as well as partnerships).

The project is built to inherently accommodate the need for flexibility required by such a wide-ranging array of activities. Its structure will allow evolutive new initiatives and will respond and adjust itself to constraints or breakthroughs in planned activities. Such flexibility will be maintained through an annual workplanning cycle. In that respect, the Result and Resource Framework (Annex 1) only contains a budgetary estimate. The fact that it appears compartmentalized will not preclude moving funds from one activity to another as the need may arise. In addition, new ideas and activities will be accommodated as long as they fit into the general framework and spirit of this project.

Oversight: Overall oversight and direction of the project will be provided by the Project Executive Group (PEG).

The PEG will build consensus around the project's strategies and planned results, review the Annual Report and monitor progress of implementation and budget management, assess the continued relevance of the project within the overall context of national reforms and provide advice when substantive changes are needed in the project's planned results, strategies or implementation arrangements, approve the following year workplan and budget, and will participate in field visits to project sites, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management. The PEG will meet twice yearly. Ad hoc meetings of the PEG can be called if needed. Ad hoc meetings are called by UNDP as Implementing Partner at its own initiative or upon the request of any member of the PEG.

The Project Executive Group will be comprised of: (i) UNDP as chair providing in particular technical guidance to the project and secretarial services to the PEG; the National Election Committee (NEC); (ii) implementation Responsible Parties, i.e. National Election Committee (NEC), Ministry of Interior, Ministry of Education Youth and Sports, Ministry of Information and UNESCO, who will each designate a focal point; and (iii) co-sponsoring Donors. Additional partners/stakeholders can be invited as Observers and to share relevant information as and when required.

Project Management: A Project Manager will be appointed by UNDP following a competitive and transparent recruitment process. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can affect project implementation and delivery and for providing suggestions for problem solving. In addition, the Project Manager is expected to provide technical advice to the project with the assistance of the Legal Advisor and specialized consultants, and to facilitate coordination with other relevant projects. The project manager will report to the UNDP Country Office.

To support project implementation, one Project Support (i.e. Project Assistant) and one Financial Assistant will be recruited by the project. The Project Support will provide project administration and management support as required by the needs of the project or Project Manager, as well as provide support with recruitment, procurement and other administrative services. The Financial Assistant will provide implementation support services in the area of financial management, including maintenance of the project's financial accounts and generation of financial reports in the Atlas financial management system. Both will report to the Project Manager.

UNDP will also designate one Programme Manager to provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP programmes and cost-sharing donors.

Project Office: The project will be located at the premises of the NEC.

Sustainability: The project will be implemented with a view to achieving sustainable improved institutional capacity and permanent beneficial effects on the Cambodian electorate, present and future. Past electoral assistance has already resulted in a higher level of institutional autonomy and increased independence from external assistance. For example, the maintenance of the permanent voters' registry through annual registration is entirely paid for by the Royal Government of Cambodia (over half-million dollars per year). NEC's increased technical capacity allows it to prepare the coming Senate elections without any technical or financial assistance. When it comes to the question of the legal framework, the NEC and Mol have already demonstrated that previous support proved to be sustainable. The capacity to draft laws was improved, as exemplified with the passing of the Law on Senate elections that was elaborated without any technical assistance.

At the end of the project it is expected that the independence, financial autonomy and human capacity of the NEC will have been reinforced to allow it to better perform its mandate with no or minimal external support and to gain higher credibility.

A number of activities fall in the "one shot deal" category where there is an urgent need to fill a void or solve a specific problem. The issue of obsolete computer hardware and the special campaign to provide the National I.D. card in a certain timeframe are examples of this. However, a substantial ripple effect will result in a long lasting impact, such as the public awareness of the importance of obtaining the I.D. card and permanent administrative measures implemented to facilitate the process.

Component 3 on civic engagement requires a prolonged commitment as it means investing in an effort to change social mentalities. In that respect, some activities, such as media training and the renewed equity news programme, will have a positive impact both on the short and long term although they require only temporary catalytic funding to get started.

It is hoped that the experience of broader/open dialogue facilitated through the COPCEL mechanism will have proven to be of value and can be continued beyond the life of the project in the same form or through another appropriate mechanism.

As new education material will include civic education, it is expected that generations to come will be made aware early on and in a systematic way of their citizens' rights and obligations.

## **Part VI. Monitoring and Evaluation**

The project will be subject to review and reporting in accordance with UNDP monitoring and evaluation procedures and any additional policies and procedures agreed to by the Project Executive Group.

The project will be managed and monitored on the basis of qualitative and quantitative benchmarks of project progress, indicators of production and use of outputs. The benchmarks will be set out in the annual workplan and will indicate the extent of progress towards the completion of activities. The output indicators are set out below in the resource and results framework.

The project manager will be responsible for preparing the annual workplan, quarterly progress reports (substantive and financial), an annual report, and the terminal report. The annual report and the subsequent year annual workplan and budget will be presented to the PEG for review. These documents have to be submitted to the PEG members at least 3 weeks prior to the PEG meeting.

During the course of the project, lessons learned and best practices will be systematically captured to be shared with other projects, within the broader UNDP network, and with interested parties.

Under this framework, the implementing agent will regularly review the status of progress towards outcomes, outputs, activities and emerging issues. An independent mid-term review of the overall activities and achievements of the project will be conducted in mid-2007, and if appropriate it will suggest adjustments to the project. Terms of reference for this review and selection of consultant(s) will be made in close consultation with donors. The project will also be subject to a final output, outcome and initial impact evaluation (or a joint outcome evaluation as deemed most appropriate by the PEG) as well as to a series of component based impact evaluations a year after project termination. The final evaluation will be designed in close cooperation with UNDP's Regional Bureau for Asia and the Pacific and the Bureau for Development Policy, as well as with the UN's Department of Political Affairs.

The project will be submitted to regular auditing as per UNDP rules and regulations.

## **Part VII. Legal Context**

This project document shall be the instrument referred to as such in the Agreement between the Government of Cambodia and the United Nations Development Program signed by the parties on 19 December 1994, which will remain in effect until such time that a new Standard Basic Assistance Agreement will have been signed between the RGC and the UNDP. All members of the PEG must approve of the budget revision when it involves a change in the project objectives or outputs. In other cases, the Implementing Partner alone may approve and sign. This procedure may be applied, for example, to annual mandatory revisions, or when the purpose of the budget revision is only to rephase activities.

### **Section II - Results and Resources Framework**

The results framework table for the proposed activities in the present project is presented in Annex 1. The results framework is presented using a logical framework linking outputs, output annual targets when complex, indicative activities and inputs required to produce the output.

As mentioned above, the Result and Resource Framework (Annex 1) only contains a budgetary estimate. The fact that it appears compartmentalized will not preclude moving funds from one activity to another as the need may arise. In addition, new ideas and activities will be accommodated as long as they fit into the general framework and spirit of this project.

ANNEX 1: PROJECT RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the MYFF:</b> Improved enabling environment and strengthened management capacity for free and fair elections at national and local levels			
<b>Outcome indicator as stated in the Country Program Results and Resources Framework, including baseline and target:</b> Elections in 2007 and 2008 considered as free and fair.			
<b>Applicable MYFF Service Line:</b> Electoral Systems and Processes			
<b>Partnership Strategy:</b> In close coordination with the National Election Committee, the project will establish strategic partnerships with key Government agencies to facilitate the detailed design and implementation of project activities. The project will also establish collaborative relationships with other UN agencies, donors and non-government organizations active in the sector. In addition, NGOs will be contracted to carry out some project activities. UNDP will promote financial partnerships with interested donors on a cost-sharing basis.			
<b>Project title and ID:</b> Strengthening Democracy and Electoral Processes in Cambodia			
<b>Intended Outputs</b>	<b>Responsible Partners</b>	<b>Indicative Activities</b>	<b>Inputs</b> <b>Costs estimated over a three-year period</b> (as per implementation timetable, Annex 2)
<p><b>1. Increased Capacity and Leadership of the National Election Committee - (NEC)</b></p> <p><b>1.1 Increased capacity of NEC to inform voters who understand the rights, responsibilities and procedures involved in registering/voting</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) Needs, target groups and timelines defined</li> <li>2) New material created for voter education/information</li> <li>3) Increased voters' awareness on electoral matters</li> <li>4) Relevant videos produced and broadcasted on State TV outside electoral period</li> <li>5) Village Chiefs trained on their role and duties relating to elections.</li> </ol> <p><b>1.2 Increased capacity of NEC to train commune clerks to carry out effective voter registration</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) All Commune/Sangkat trained</li> <li>2) 20% of Commune/Sangkat targeted for</li> </ol>	<p>NEC</p> <p>NEC</p>	<p>Establishment of a continuous outreach communication strategy to inform/educate citizens. Design of VI and VE messages (gender sensitive), initiatives and partnership strategies Delivery of voter information/education on registration/voting Ongoing advisory services to NEC in voter education Production of training videos on all aspects of the electoral process to be broadcast on State media. Training of the Chiefs of villages on their role and duties in relation to electoral processes.</p> <p>1.2.1 Identification of training needs and their timelines 1.2.2 Elaboration of training program and plan to target commune clerks and other council members, including the use of state media as training tool. 1.2.3 NEC training of local commune officials in rules, regulations and practices on voter registration 1.2.4 Assistance to commune officials through</p>	<p>Voter and civic education advisor and local or international media/communication advisor Travel, national and international consultants, possible sub-contracts, miscellaneous costs for conception and production of material, costs of dissemination/broadcasting. Possible sub-contract</p> <p>One-day training session to village chiefs (over 13,000 individuals) in 1621 communes.</p> <p>Sub-total: \$450,000</p> <p>Legal advisor and civic education advisor; Travel, national and international consultants, workshops, cost for production of training material, costs for mobile training teams, miscellaneous</p>

<p>assistance visited by PEC mobile training cell per year.</p> <p>3) Use of State TV to broadcast training videos destined to Commune Councils.</p>		<p>1.2.5 decentralized permanent PEC-based mobile cells, enhancing women's access.</p> <p>Ongoing advisory services to NEC in implementing continuous voter registration process.</p>	<p>Sub-total: \$225,000</p>
<p><b>1.3 PEC and CEC capacity building</b></p>	<p>NEC</p>	<p>1.3.1 Advisory services on building up the administrative capacity of the NEC, PECs, CECs.</p>	<p>Electoral Management Body expert</p>
<p><b>Output Indicators:</b></p>		<p>1.3.2 Development of I.T. and mobile training capacity as a permanent feature of the PECs.</p>	<p>Training Advisor/Expert</p>
<p>1) PEC offices accessible to the public for information/verification purpose.</p>		<p>1.3.3 Reference to component two on recruitment procedures of PEC/CEC staff</p>	<p>DGPN, other knowledge resources w/in/out UNDP</p>
<p>2) District offices used as access points opened to the public to consult or verify electoral lists.</p>	<p>NEC/MOI</p>	<p>1.3.4 Training program elaborated for PEC and CEC</p>	<p>Possible partnerships with International organizations; supplies and training to district offices;</p>
	<p>NEC/MOI</p>	<p>1.3.5 Provide accessible service counters or local visibility of the voter registry and the pre-registration process</p>	<p>Workshop costs</p>
	<p>NEC/MOI</p>	<p>1.3.6 Use of district offices as access point to electoral lists</p>	<p>Sub-total: \$250,000</p>
<p><b>1.4 Effective application of ICT to improve efficiency of and participation in elections</b></p>	<p>NEC</p>	<p>1.4.1 Support to NEC to transfer the voters' database from Oracle to SQL Server program.</p>	<p>Local or international ICT consultant experts; Travel costs for any peer exchanges, international experts, commune-level travel.</p>
<p><b>Output Indicators:</b></p>		<p>1.4.2 Support NEC in producing the voter registry in CD-ROM format and issue information notices to voters.</p>	<p>3 High-output printers/photocopiers for electoral lists. Server for web-site.</p>
<p>1) Maintenance of the database done internally: costs of maintenance reduced</p>		<p>1.4.3 Support to review the NEC's website and study as to the opportunity to make the voter registry available for consultation online.</p>	<p>Production costs of videos and CR-ROMs.</p>
<p>2) Electoral list of each province/commune available in CD-Rom format with search tool.</p>		<p>1.4.4 Facilitate study on global comparative experience in using ICT for elections.</p>	<p>Servers; 75 computers with UPS and printers</p>
<p>3) NEC's website updated and possible limited access to voters' registry online.</p>		<p>1.4.5 Support the sharing of experiences with other electoral commissions that have experience in using electronic voting and absentee voting (possible peer exchange with EMBs from Thailand, India or other relevant regional countries).</p>	<p>Sub-total: \$550,000</p>
<p>4) One visit to another Electoral Management Body compatible with NEC's interests conducted.</p>		<p>1.4.6 Support NEC's effort to gather and make available disaggregated data on voting behavior (gender, age) to get a better sense of the participation of women and young voters.</p>	
		<p>1.4.7 Procure computer hardware to replace obsolete office equipment and update the computer center.</p>	<p><b>Sub-total for Component I:</b> <b><u>\$1,475,000\$</u></b></p>

<b>2. Enhanced Normative Electoral Framework and Processes</b>			
<p><b>Improved voter registration process and voter registry</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) Audit of the voters' registry conducted</li> <li>2) Personalized information notices distributed to all registered voters</li> </ol>	<p>NEC/MOI</p>	<ol style="list-style-type: none"> <li>2.1.1 Legal advice on how to improve the voter registration process</li> <li>2.1.2 Training links with 1.2 above</li> <li>2.1.3 Support to an audit of the electoral registry by an independent international organization to verify its accuracy and completeness and currency</li> <li>2.1.4 Distribution of personalized notices of information to registered voters</li> </ol>	<p>Legal advisor; Voter and Civic Education advisor. Local or international media/communication advisor. Partnerships with international institutions or organizations specialized in electoral issues. Printing and distribution of information notices to voters.</p> <p>Sub-total:     \$120,000</p>
<p><b>Support to a National I.D. Program</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) Media campaign to promote ownership of National I.D. card conducted</li> <li>2) New procedure to obtain National I.D. card designed.</li> <li>3) 2 million National I.D. issued before the 2007 election.</li> </ol>	<p>MOI</p>	<ol style="list-style-type: none"> <li>2.2.1 Revision of the procedure to obtain a National I.D. card;</li> <li>2.2.2 Public information campaign and local pro-active;</li> <li>2.2.3 Initiatives to expand ownership of the National I.D. card, such as: waiver of administrative fee to obtain card, use of mobile teams and use of UNVs</li> </ol>	<p>Conception and inception of a large public information campaign;</p> <p>Costs of local initiatives to promote ownership of I.D. card: mobile teams; transport; UNVs; miscellaneous.</p> <p>Sub-total:     \$1,200,000</p>
<p><b>2.3 Revised legal framework</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) Amended Law on the Election of the Commune Councils adopted</li> <li>2) Internal discussions held in the NEC on the utility/opportunity of new electoral processes.</li> <li>3) NEC's input taken into account in the preparation of the organic laws of province and district administration.</li> </ol>	<p>MOI/NEC</p>	<ol style="list-style-type: none"> <li>2.3.1 Advisory services regarding legal framework for the Commune Council elections, National elections and the Law on Political Parties</li> <li>2.3.2 Advocacy to streamline free media airtime to candidates and political parties for commune elections similarly to what is done for the Senate and National elections.</li> <li>2.3.3 Exploration, with the NEC, of new process development such as absentee voting and study of alternate electoral systems with a view of reinforcing accountability at the local level.</li> <li>2.3.4 Revision of the co-directive MOI/NEC regarding the role and duties of the Chiefs of villages relating to the electoral processes.</li> </ol>	<p>Legal advisor Costs to provide an equal access media program for political parties during the campaign for the Commune Council Elections.</p>



<p><b>2.4 NEC's institutional independence reinforced</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) Regulatory criteria to select PEC and CEC members revised</li> <li>2) Enhanced positive visibility of the NEC in the media.</li> <li>3) Draft amendment of the LEMNA prepared for discussion including broader sanctioning powers to the NEC, revised criteria for appointment, tenure and dismissal of its members and provisions regarding financial autonomy.</li> </ol> <p><b>2.5 Improved complaints and appeals processes</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) Quantifiably fewer complaints received for the 2006 and 2007 voter registration update as compared to 2004-2005.</li> <li>2) Complaints resolved in a timely manner.</li> </ol>	NEC	2.3.5	Other legal services (e.g., on harmonizing voter laws, revision of laws; gender analysis of laws; village chiefs elections and the organic law for province and district administration)	Sub-total: \$300,000	
		2.3.6	Ongoing, rights-based legal advisory services	Legal Advisor	
		2.4.1	Review of selection criteria for NEC, PEC, CEC levels; proposals for improvement, advocacy for gender balance	Local or international communication/media advisor	
		2.4.2	Reinforcement of NEC's public information department to increase NEC's visibility, improve its public image and promote NEC's ongoing activities and achievements.		
	MOI	2.4.3	Review of and policy advisory services on tenure of members, codification of dismissal regulations	Sub-total: \$350,000	
		2.4.4	Provide technical legal assistance to the government in introducing any necessary changes to the LEMNA to increase financial and other kinds of autonomy of NEC as required (sanctions issue)		
		NEC	2.5.1	Legal expertise to NEC on how to improve the complaint and appeals processes	Legal Advisor; workshops and training material
			2.5.2	Training to NEC (and later to the lower levels)	Sub-total: \$45,000\$
		2.5.3	Possible peer exchange w/another commission		
	<b>Sub-total for Component II:</b>				<b><u>\$2,015,000</u></b>

<p><b><u>3. Increased civic engagement, participation and interaction between government, civil society and citizens and a stronger democratic culture</u></b></p>			
<p><b>3.1 Government and civil society engage in dialogue at all levels to inform citizens. Empowered citizens interact with state bureaucracy</b></p>	<p>Ministries of the Royal Government of Cambodia</p>	<p>3.1.1 Identify relevant leadership for involvement in small selective, ice breaking meetings of government and civil society, convened regularly by UNDP in Phnom Penh.</p> <p>3.1.2 On basis of initial meetings prepare more substantive agendas and possibly large groups.</p> <p>3.1.3 Extend discussion groups and meetings into selected provinces.</p> <p>3.1.4 Expand discussions into open Provincial Information and training sessions with administrators, M.P's, civil society representatives, and other local professionals, religious, agricultural and business leaders.</p>	<p>UNDP executive level involvement of donors and stakeholders commence convening meeting and managing small meetings</p> <p>Civic engagement UNDP liaison staff to assist convening.</p> <p>Link with PEC's, districts/province administrations and selected NGO's to manage provincial meetings under UNDP auspices.</p>
<p><b>Output Indicators:</b></p> <p>1) Target participants identified and small meetings held at the national and provincial levels followed by extended discussion groups.</p>			<p>Sub-total: \$100,000</p>
<p><b>3.2 Natural leadership engages in open public debate of current issues, followed by Provincial stakeholders</b></p>	<p>CDRI</p>	<p>3.2.1 COPCEL revived, provides the forum for debate with possibility at some stage that the 3 yearly sessions are also broadcast.</p> <p>3.2.2 Examine feasibility of selective convening of COPCEL at Provincial levels. If found possible, convene selective sessions. Identify, select and train conveners.</p>	<p>UNDP Endorsement and support. Cambodian chair and management of COPCEL sessions.</p> <p>Recruitment, training, travel and of provincial conveners.</p>
<p><b>3.3 Government Ministries increasingly accept and practice the sharing and provision of essential empowering information with the public and civil society organizations</b></p>	<p>Ministries of Interior, Information and Education</p>	<p>3.3.1 Follow up on preliminarily identified readiness of the three Ministries - of Interior, of Information and of Education to support and cooperate with the UNDP civic engagement project, and discuss further clarification and possible MOU's to consolidate cooperation.</p> <p>3.3.2 Cross-ministries public information strategy to provide essential clear and simple messages to citizens on the actual procedures and costs of providing essential documents such as I.D. card, birth certificate, etc. including a feedback mechanism.</p> <p>3.3.3 With the Ministry of Information. Examine and elaborate a pilot project on Information Officers. Consult with civil society, and other relevant</p>	<p>High level follow-up discussions with the three Ministries which have indicated their support for the project.</p> <p>On-going follow up by Project team, with Civic Engagement Liaison staff, with other Ministries to explore their possible interest in the objectives of the project</p> <p>Cost for production of media spots, posters or other public communication approaches.</p>
<p><b>Output Indicators:</b></p> <p>1) Concept paper on RGC Information officer at the district level agreed upon, including professional standards, recruitment process and training.</p> <p>2) Clear and accessible information on provision of documents and govt. services available to citizens</p>			<p>Sub-total: \$230,000</p>

<p>throughout Cambodia</p> <p><b>3.4 A sustainable system of civic education in the Cambodian school system and non-formal, extra-mural educational efforts providing to the present and future generations of young citizens a sound basic understanding of and a commitment to democratic values and the procedures and institutions for their enjoyment and application as the basis of a Cambodian democratic culture.</b></p> <p><b>Output Indicators:</b></p> <ol style="list-style-type: none"> <li>1) MOU on implementation including training of teachers agreed upon.</li> <li>2) Teaching and learning resources on civic education for primary and lower secondary education (Grades 1 to 9) teachers developed.</li> <li>3) Morals/civic curriculum for upper secondary schools (Grades 10 to 12) and associated course materials designed and developed.</li> <li>4) Appropriate training program for teachers to support the introduction of moral/civic education for upper secondary schools developed and delivered.</li> </ol>	<p>UNESCO and Ministry of Education</p>	<p>stakeholders</p> <ol style="list-style-type: none"> <li>3.4.1 Agree on MOU's as necessary between Ministry of Education/UNDP/UNESCO for the research, design, production and teaching of the curriculum, including any necessary special training needs and an appropriate evaluation of the impact of the curriculum.</li> <li>3.4.2 Follow up with the Minister of Education and UNESCO to develop teaching and learning resources on civic education for primary and lower secondary schools (grades 1 to 9) teachers.</li> <li>3.4.3 Follow-up with the MoEYS and UNESCO to design and develop morals/civic curriculum and associated course materials for upper secondary schools (grades 10 to 12).</li> <li>3.4.4 Follow-up with the MoEYS and UNESCO for the development and delivering of appropriate training programme for teachers to support the introduction of moral/civic education for upper secondary schools.</li> <li>3.4.5 Agree on MOU's as necessary between Ministry of Education/UNDP/UNESCO for the integration of civic education within the NFE equivalency program being developed by the MoEYS (DNFE) and for the training of facilitators. Strengthening the DNFE work.</li> <li>3.4.6 Review of the existing NFE literacy and continuing education curriculum and materials and develop teaching learning materials for CLCs. Training of CLCs personnel through the DFNE.</li> <li>3.4.7 Mainstream gender issues in the curriculum materials of formal schools and NFE.</li> </ol>	<p>Provide advice, from consultant or a relevant partner organization, on comparative concepts and practice, and ensure on-going liaison during the formulation of the proposed officers' duties and the monitoring and evaluation process by UNDP Program and Liaison staff</p> <p>Sub-total: \$225,000</p> <p>High-level advocacy of the case for support of this objective and the project with government, civil society, the business community and the public at large. Partnership with UNESCO, Partnership with Ministry of Education</p> <p>Costs for curriculum development, by reference to comparative models and practice. Costs for training 7000 teachers (only once) Costs to procure material to 300,000 pupils (recurrent/yearly costs).</p> <p>Costs related to NFE and CLCs</p> <p>Provide advice and support To NEC, PEC's, civil society through consultants or partner organizations, for the design of materials, delivery techniques, training and general access to comparative practice elsewhere Provide evaluation methodology and necessary resources, human and material.</p>
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<p>5) NFE equivalency program for primary/secondary designed and developed and facilitators trained.</p> <p>6) NFE program for civic education implemented through CLCs and temples.</p> <p>7) Civic education program implemented in coordination with activities on point iii.</p> <p><b>3.5. Increased independence and balanced news reporting on current political affairs</b></p> <p><b>Output Indicators:</b></p> <p>1) Number of reporters trained</p> <p>2) Number of trainings achieved</p> <p>3) Broadcast of TV and Radio news programs on elections related issues</p> <p><b><u>4. Funding of the 2007 Commune Council Elections and 2008 National Elections.</u></b></p> <p><b><u>Polling Fund for emerging activities</u></b></p>	<p>Ministry of Information</p>	<p>3.4.8 Coordinate the above mentioned activities with the production and publication of printed materials broadcast programs supported and endorsed by UNDP and designed to create awareness and understanding of democratic values and the working of the institutions to apply and protect them. This would be aimed at existing official organs with a potential to provide such a service, such as the NEC and its PEC offices, national and international NGO's.</p> <p>3.4.9 Mobilize the necessary donor support and funding to launch and sustain this project</p> <p>3.4.10 Establish a mechanism for monitoring and evaluating such programs.</p> <p>3.5.1 Advocacy with government and donors for a renewed and extended Equity News service including agreement to apply professional principles for the recruitment, training and conduct of radio reporters, presenters and managers</p> <p>3.5.2 Training to develop understanding of editorial processes, balanced journalism and more effective production techniques of reporters and editors from both TVK and RNK</p> <p>3.5.3 Production and broadcasting of a weekly "Ongoing Equity News" programme</p> <p>3.5.4 UNDP sponsored launch of "Ongoing Equity News".</p> <p>4.1 Resource mobilization, coordination of donors' assistance, information meetings, secretariat, preparation of documents, budgets, electoral master plan, workplans, reproduction/dissemination</p> <p>To be determined</p>	<p>Sub-total: \$2,000,000</p> <p>High level UNDP involvement supported by the Management team, possibly augmented by Civic Engagement Advice/Advice staff.</p> <p>International media consultant/trainer/producer</p> <p>Costs to support production of one year of Equity News programming.</p> <p>Sub-total: \$250,000\$</p> <p><b>Sub-total Component III: <u>\$2,805,000</u></b></p> <p>Costs of reproduction; venues for meetings, miscellaneous</p> <p><b>Sub-total Component IV: <u>\$20,000</u></b></p> <p><b>Sub-total Pooling facility: \$250,000</b></p> <p><b><u>GRAND TOTAL: \$ 6,565,000</u></b></p>
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**Staffing Requirements (including management) included in the costs of activities above\***

\*For a three-year term unless otherwise indicated

▪	One Legal Advisor as STA:	\$ 375,000
▪	One Project Manager:	\$ 300,000
▪	One Project Assistant/Translator:	\$ 40,000
▪	One Project Finance/Admin. Assistant:	\$ 35,000
▪	One driver:	\$ 10,000
▪	One Communication/Media advisor for Component 1, 2 and 3:	\$ 200,000 (for 24 months)
▪	One Media trainer and producer for Equity News:	\$ 230,000 (for 24 months)
▪	One Training /Education advisor:	\$ 250,000 (for 24 months)
▪	Other short-term specialized consultancies:	<u>\$ 200,000</u>
<b>SUB- TOTAL:</b>		<b>\$ 1,640,000 included into the sub-totals of each component.</b>

ANNEX 2: ACTIVITIES IMPLEMENTATION TIMETABLE

Activities by Component	2005	2006				2007				2008			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 1: NEC</b>													
<b><i>Voter education</i></b>													
1.1.1 Identification of VI/VE needs, timelines													
1.1.2 Design of VI/VE msges, etc.													
1.1.3 Delivery of Vi on reg/voting													
1.1.4 Delivery of VE on reg/voting													
1.1.5 Ongoing VE advisory to NEC													
1.1.6 Training of village Chiefs													
<b><i>Commune councils</i></b>													
1.2.1 Identification of training needs													
1.2.2 Design of training programme													
1.2.3 NEC-PEC training commune officials													
1.2.4 Ongoing VR advisory to NEC													
<b><i>PECs and CECs</i></b>													
1.3.1 Advisory services on capacity of PEC-CEC													
1.3.2 Development of I.T. and mobile training at PEC													
1.3.3 Recruitment procedures reviewed													
1.3.4 Training programme elaborated													
1.3.5 PEC as service counter													
1.3.6 District offices as access point for electoral lists													
<b><i>ICT</i></b>													
1.4.1 Migration of database to SQL													
1.4.2 Voter registry available in CD-Rom													
1.4.3 NEC website updated													
1.4.4 Study on comparative experience in ICT													
1.4.5 Sharing of experiences with other Elec. Comm.													
1.4.6 Disaggregated data available													
1.4.7 Procure hardware to replace obsolete computers													



	2005	2006				2007				2008			
Activities by Component	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 2: Laws and Processes</b>													
<b><i>Voter registration</i></b>													
2.1.1 Legal advice on VR system													
2.1.2 Training links with 1.2 above													
2.1.3 Audit of electoral registry													
2.1.4 Distribution of personalized notices of info to voters													
<b>Support to National I.D. Card</b>													
2.2.1 Revision and adoption of new procedure													
2.2.2 Public information campaign													
2.2.3 Initiatives to expand ownership													
<b><i>Legal framework</i></b>													
2.3.1 Advisory services on LECC, LEMNA and other laws													
2.3.2 Changes to LECC accepted for media access													
2.3.3 Exploration of new process and future developments													
2.3.4 Revision of directive to Chief of village													
2.3.5 Other legal services													
2.3.6 Ongoing rights-based legal advisory services													
<b><i>NEC more independent</i></b>													
2.4.1 Review select criteria NEC, PEC, CEC													
2.4.2 Reinforcement of NEC public information dept.													
2.4.3 Review re: tenure of members,													
2.4.4 Laws re: finan. autonomy, sanctions													
<b><i>Complaints and appeals</i></b>													
2.5.1 Legal expertise on C&A processes													
2.5.2 Training to NEC (later to lower levels)													
2.5.3 Peer exchange w/another commission													

	2005	2006				2007				2008			
Activities by Component	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Component 3: Civic Participation</b>													
<b><i>Increase interaction govt-civ. society-citizens</i></b>													
3.1.1 Identify leadership for small meetings and initiate													
3.1.2 Enlarge agenda and group size													
3.1.3 Extend discussion meetings to provinces													
3.1.4 expand discussions into open sessions													
<b><i>COPCEL Meetings</i></b>													
3.2.1 COPCEL revived 3 yearly sessions													
3.2.2 COPCEL expanded at provincial levels													
<b><i>Govt. information sharing</i></b>													
3.3.1 MOUs UNDP/ Ministries on civic engagement													
3.3.2 Cross-ministries public information strategy													
3.3.3 Pilot project on Information Officer (Min of Info)													
<b><i>Civic Education in Schools and extra-mural</i></b>													
3.4.1 MOUs Ministry of Edu/UNDP/UNESCO on curriculum development													
3.4.2 Develop curriculum for upper secondary													
3.4.3 Mobilization of donor support and implementation													
3.4.4 Provision of extra-curricula forms of public education													
3.4.5 Monitoring and evaluation													
<b><i>Increased independence and balanced news reporting on current political affairs</i></b>													
3.5.1 Strategy to implement extended Equity News service													
3.5.2 Training of media staff to ensure objective reporting													
3.5.3 Balanced news reporting of current political affairs													
3.5.4 Broadcast of the new format of "Equity News" program													

ANNEX 3: INDICATIVE BUDGET  
(see Excel Sheet)

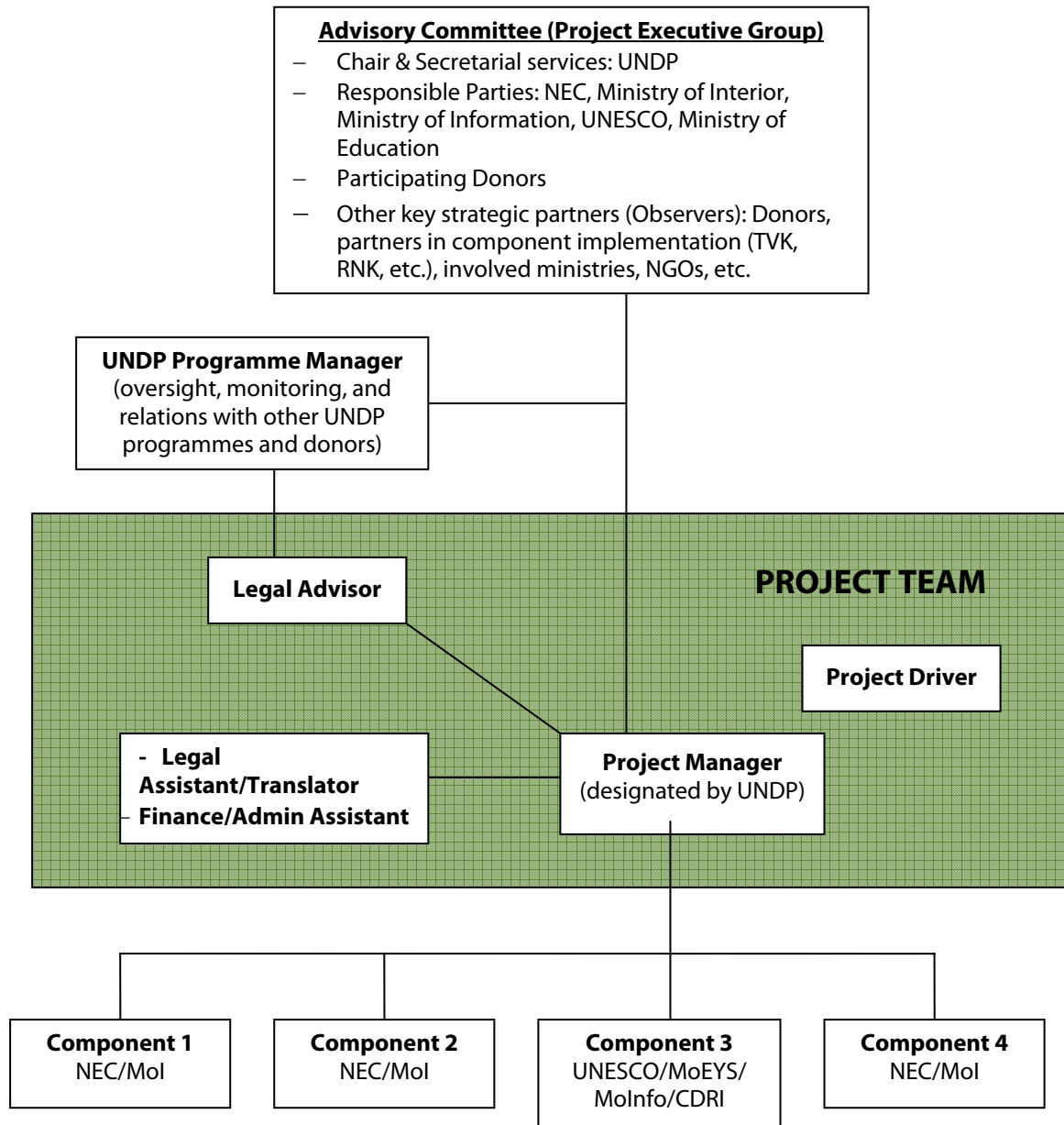


ANNEX 4: RISK LOG

	Type	Description	Comments/Risk level	Status	Status Change Date
1	Technical	Difficulties in producing or broadcasting training material due to administrative delays or poor collaboration from TVK.	Low Alternatives can be found and administrative obstacles can be overcome because of the RGC commitment to the project. The impact of such risk may produce delays in implementing the activity.		
	Technical	ICT activities not in place due to insufficient funding of needed hardware.	Low Funding may come later than planned. The impact may delay the implementation of the activity.		
2	Political	Refusal to consider the project's legal input/advice into the preparation of amendments of the electoral statutes.	Medium Mitigation: enhance awareness of the RGC of all aspects and risks associated with legislative changes through consultation and communication.		
		Adoption of a regressive policy and undermining of the NEC by reverting to a party-based composition.	Medium If the ruling coalition decides to adopt policies that would run contrary to the greater good of the democratic process and roll back the reforms that were adopted, notably regarding the non-political composition of the NEC, the project may have to reconsider its assistance, including a possible withdrawal from this component.		
3	Political and technical	Simplified procedures to issue 2 million I.D. cards to citizens before the 2007 commune elections are not adopted and administrative measures to facilitate the issue of I.D. cards are not in place.	Medium in view of the relatively short time-span before the next election. This risk can be compensated by a more intense public information campaign starting early on.		
4	Political and technical	Failure for NEC to secure stronger financial and human resource base.	Medium-high Mitigation: provide legal and technical advice when and where needed to ensure that tools and mechanisms to secure stronger financial and human resource base are in place.		

5	Political	Linkages between civil society and the RGC: failure to establish dialogue.	Medium-high Much depends on the political climate and the relative agreement of the stakeholders to build bridges between them. Mitigation strategy includes reverting to less difficult models along the lines of the COPCEL meetings.		
6	Political, technical and administrative	Ministries reluctant to engage into a significant public information policy or low level of collaboration of the administration to bring some information out to the public.	Medium Mitigation: project to call upon the support of higher authorities, including the Prime Minister to overcome potential difficulties or misunderstandings.		
7	Political and technical	Production of a TV/Radio program of political nature. As experienced in the "Equity News" experience in 2003, obstacles of all nature can arise: some internal, such as production costs, sponsor's support, and self-censorship; other external such as: boycott by some political parties, lack of interest or allegations of bias and partisanship against the project's staff.	Technical risk: low Political risk: medium - high. Much depends on the firm political will at the highest level to commit to a more open broadcast policy when it comes to political affairs. In the worst case scenario, the programme may have to be cancelled altogether. Mitigation and prevention strategy includes: maintaining high level of transparency and consultation between all stakeholders, especially political parties.		

ANNEX 5: MANAGEMENT ARRANGEMENTS CHART





## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

<b>Post Title:</b>	<b>Project Manager – Strengthening Democracy and Electoral Processes</b>
<b>Organization Unit:</b>	<b>UNDP Project 00048067</b>
<b>Type of contract:</b>	<b>Activities of Limited Duration (ALD) -Local</b>
<b>Level:</b>	<b>A4</b>
<b>Location:</b>	<b>Phnom Penh, Cambodia</b>
<b>Reports to:</b>	<b>ARR P/ DRR P</b>

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- coordinate support from the international community for the 2007 Commune Council elections and 2008 National elections.

UNDP Cambodia is seeking a Project Manager to manage the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:



**Ensure effective management of UNDP Cambodia Strengthening Democracy and Electoral Processes in Cambodia, ensuring compliance with appropriate UNDP policies and procedures, and Cambodian laws and regulations.**

- In close cooperation with the Responsible Parties involved, :
- 1. provide strategic advice and direct input to materialize successful project inception, through the articulation of a detailed work plan, formulation of operational procedures, development and implementation of an HR strategy to mobilize needed human resources;
- 2- Plan, coordinate and develop micro budget allocations based on AWP jointly approved by partner agency and UNDP including direct technical interfacing with sub-contractors UNDP country office operations to ensure accountable and transparent procurement of goods and services.
- 3- Take the lead to consolidate and align strategic triangular partnership between partners, donors and UNDP while emphasizing a high degree of knowledge and skills building for local counterparts
- 4- Exercise accountable management oversight on all financial operations of the programme, including the preparation of financial reporting for the programme, as per UNDP rules and regulations. This includes preparing budget revisions as necessary and ensuring appropriate use of donor funding as per funding agreements.
  
- In close cooperation with UNDP
- 1- Mobilize sector wide coordination and develop mechanisms to engage donors and relevant stakeholders through thematic and output based meetings.
- 2- Monitor, analyze, consolidate and concisely share information and data which are deemed related to core functions to UNDP CO and peers.
- Mobilize resources, coordinate funding and conclude funding agreements, especially regarding the eventual support to the 2007 and 2008 elections, if the RGC requires UNDP's assistance.
- Oversee monitoring and evaluation of the implementation of project activities with the view of consolidating knowledge/lessons learnt and distill good practices on participatory and human rights based implementation of project activities and ensure timely reporting;

**Plan for the expansion of the project relating to event-specific technical assistance for the 2007 Commune Council elections and the 2008 National Elections.**

- In close cooperation with the NEC, develop need assessment notes on technical assistance required for the preparation of the commune and national elections. To prepare the expansion of the portfolio to strategically assist other ministries involved in these processes (Ministry of Interior, Ministry of Information, TVK);
- In close cooperation with the NEC and UNDP senior management, design and submit project proposals to potential interested partners for event-specific assistance to expand pool of mobilized resources;
- Collaborate with other national and international stakeholders involved in electoral assistance and establish a coordination/information sharing cell.
- Liaise and consult with the Electoral Assistance Division of the Department of Political Affairs of the United Nations (New York) as prescribed by the *Note of Guidance for UNDP and UNDP on Electoral Assistance Activities* dated 17 January 2001.
- Liaise and seek new programmatic opportunities with the Bangkok Regional Center

**General**

- Provide advice to the management of the UNDP Cambodia Country Office on strategic electoral and civic engagement related issues;
- Draft reports in a timely manner to be submitted to UNDP, Government, cost-sharing donors and UN headquarters (EAD) on progress and achievements, against agreed outcome and output targets;
- Undertake other relevant tasks as required by the UNDP Resident Representative.

**IV. Impact of Results**

The key results are expected to strengthen the positioning of UNDP as a key partner and even-handed broker between stakeholders, leading to improved partnerships with Government, civil society and like-minded donors. The design and relevance of the programme should allow for significant levels of resource mobilization, in line with the Country Office target ratio for core/non-core resources. Finally, results are expected to reinforce UNDP in its leading role as coordinator of electoral assistance and major source of support to the democratization processes in Cambodia.

**V. Competencies**

- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- Excellent organizational and supervisory skills
- A good team leader with experience in building client relationships and networks and with strong advocacy skills
- Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines
- Able to exercise excellent judgment and discernment.
- Familiarity with UNDP rules and regulations would be an asset

**VI. Recruitment Qualifications**

Education:	Master's degree in political science, law, development studies/ international relations, management or other relevant field
Experience:	<ul style="list-style-type: none"> <li>▪ 8 years working experience, at least 5 years of which involves management of electoral assistance activities at a senior level.</li> <li>▪ Sound liaison, negotiation and representational skills, and experience in senior level representation in domestic and international forums;</li> <li>▪ Experience in resource mobilization and/or international assistance mechanisms</li> <li>▪ A sound understanding, and experience in personnel management and in the application of equal employment opportunities and workplace diversity.</li> </ul>
Language Requirements:	Proficiency in written and spoken English. Khmer and/or French would be an asset.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Title: **Legal Advisor – Strengthening Democracy and Electoral Processes in Cambodia**

Department: UNDP Cambodia  
Reports to: ARR P/ DRR P

Type of contract: ALD  
International 300 series (A4) or 200 series (L4)

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- coordinate support from the international community for the 2007 Commune Council elections and 2008 National elections.

UNDP Cambodia is seeking a Legal Advisor to assist in the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:

***To provide legal advice and expertise to all aspects of implementation of the “Strengthening Democracy and Electoral Processes in Cambodia” Project.***

- Provide legal expertise and assistance to the project manager in the implementation of project “Strengthening Democracy and Electoral Processes in Cambodia”, including cross-linkages with other relevant UNDP projects and programs.
- Working in close coordination with relevant advisers, provide legal advice and support to specific activities in each of the four components of the project.

***Provide legal and upstream policy advice on issues related to democratization and the electoral process to relevant key stakeholders with a view to strengthen national ownership.***

- In close cooperation/consultation with the NEC and MOI, prepare an amendment to the Law on Election of Commune Councils and its relevant regulations.
- Provide legal advice for the amendment of relevant sections of the Law on the Election of the Members of the National Assembly (LEMNA) and its regulations to reflect improvements of the permanent voter registration process and to incorporate changes based on the lessons learned from the 2003 elections.
- Provide legal advice and cooperate with other consultants relating to the preparation of the Organic Laws, especially regarding the indirect election process at the provincial and district levels.
- Contribute to policy formulation at the NEC and at the Mol regarding potential improvements to the electoral process and future developments in line with international trends and standards.
- Provide inputs to the Ministry of Interior regarding the role and duties of the Chiefs of Villages in the electoral process, the revision of the procedure to obtain the National I.D. Card.
- Advise the NEC in the revision of all its internal procedures and facilitate/participate the public consultation process on all legal and regulatory changes to the electoral framework.

***General***

- Provide legal and political advice to the management of the UNDP Cambodia Country Office on strategic electoral and civic engagement related issues;
- To participate in meetings, workshops, round table discussions and provide necessary technical legal advisory support to the MOI Technical Working Group and the NEC and to help the formulation of policies to foster the development of democratic institutions in Cambodia.
- Fostering strategic cooperation between key stakeholders (MOI, NEC, local and international NGOs, Donors, political parties, other regional Electoral Management Bodies) to enhance their ability to advance and contribute to these reforms.
- To support UNDP resource mobilization efforts through meetings and information to donors on the progress achieved.
- Review and provide advice, inputs or feedback on all matters that could affect or be affected by the proposed legislative framework and impacting on democratic institutions.
- To report to UNDP management on progress and achievements of results
- Undertake other relevant tasks as required by the UNDP Resident Representative.

#### IV. Impact of Results

The key results are expected to strengthen the Cambodian electoral legal framework and increase the capacity of all Cambodian legal actors involved in electoral legislation and its implementation, especially NEC's legal department

#### V. Competencies

- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- Excellent organizational and supervisory skills
- Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines
- Prior experience in Cambodia highly desirable
- Familiarity with UNDP rules and regulations would be an asset

#### VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"><li>▪ A Master or PHD degree in law.</li></ul>
Experience:	<ul style="list-style-type: none"><li>▪ At least 10 years working experience, at least 5 years of which involves legal or judicial support of electoral management body at a senior level</li><li>▪ Comprehensive knowledge and expertise in the legal aspects of electoral processes in a developing country and international context. Experience in the conception and development of electoral reform legislation. .</li><li>▪ Sound liaison, negotiation and representational skills, analytical abilities and experience in senior level representation in domestic and international forums; and</li><li>▪ Ability to interact with high ranking officials and network with key stakeholders including government, civil society, grass roots and international community.</li><li>▪ Familiarity with the South East Asia region would be an asset.</li><li>▪ Demonstrated, well-developed ability to write clear and comprehensive reports</li></ul>
Language Requirements:	Proficiency in written and spoken English. Khmer and/or French would be an asset. Computer literate.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Title: **Civic Education and Training Advisor for Strengthening Democracy and Electoral Processes in Cambodia:**

Department: UNDP Cambodia

Reports to: Project Manager

Type of contract: ALD

Duration of contract: 24 months renewable

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- advance civic engagement through independent, balanced news reporting on Cambodian political affairs.

UNDP Cambodia is seeking an international Civic Education/Training Adviser to provide technical advice and support to the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:

***To support capacity building of the NEC to ensure that voters understand the rights, responsibilities and procedures involved in registering as a voter and voting***

- Advise the NEC on the elaboration of a plan for voter education activities, identifying priority needs, priority target groups, distribution plans, and timelines;
- In accordance with the proposed plan, advise the NEC on development of an estimated budget as well as identify technical assistance and sub-contracts;
- Support the NEC in the implementation of all planned activities;
- Advise the NEC on the development of voter education/information materials in accordance with planned activities;
- Advise the NEC on the production of a video covering all aspects of the electoral process, to be used as both a voter education and training tool;
- Advise the NEC on gender-sensitive considerations in the implementation of all voter education activities.
- Advise the NEC on monitoring for voter education activities to ensure maximum effectiveness
- Advise and support the NEC to build the capacity of staff of the *NEC voter education department*.

***To support capacity building of the NEC to deliver training to PECs, CECs, and commune clerks on procedures related to registering as a voter and voting***

- Advise the NEC on the elaboration of a plan for training activities, identifying priority needs, priority target groups, field training plans, and timelines;
- In accordance with the proposed plan, advise the NEC on development of an estimated budget as well as identify technical assistance and sub-contracts;
- Support the NEC in the implementation of all planned activities;
- Advise the NEC on the development of training materials in accordance with planned activities and ensures that all messages and materials developed and distributed by the NEC conform to the legal framework, NEC policies and procedures and uphold the integrity, impartiality and neutrality of the commission.
- Advise the NEC on the production of a video covering all aspects of the electoral process, to be used as both a voter education and training tool;
- Advise the NEC on gender-sensitive considerations in the implementation of all training activities.
- Advise the NEC on monitoring mechanisms for training activities to ensure maximum effectiveness
- Advise and support the NEC to build capacity of staff of the *NEC training department*.

***To support the design and implementation of a voter registration audit***

- Working in close cooperation with the NEC and project advisers, assist in the design of an audit of the voter register, together with the selected organization selected for the implementation of the audit
  - Working in close cooperation with the NEC and project advisers, monitor the implementation of the audit
- Working in close cooperation with the NEC and project advisers, advise on the most appropriate means of using the results of the audit to contribute to the confidence of voters and other stakeholders in the electoral process.

**General**

- Advise the project management on strategic issues related to voter education and training activities of the project
- Contribute to update and final reports as requested by the project management
- Undertake other relevant tasks as required by the project management

**IV. Impact of Results****V. Competencies**

- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- A good team player with experience in building relationships and networks and strong advocacy skills
- Excellent organizational and supervisory skills
- Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines
- Prior experience in Cambodia highly desirable
- Familiarity with UNDP rules and regulations would be an asset

**VI. Recruitment Qualifications**

Education:	MA in public relations, journalism, communications, politics, development studies/ international relations or any related field
Experience:	At least 5 years of relevant, diversified and progressively responsible professional experience in public relations, the media, management training and/or human resources development. Experience in the planning and implementation of education campaigns and training activities in the election context is also required.
Language Requirements:	Proficiency in written and spoken English. Khmer and/or French would be an asset. Computer literate.





## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Title: **Communications/Media Advisor  
Strengthening Democracy and Electoral  
Processes in Cambodia:**  
Department: UNDP Cambodia  
Reports to: Programme Manager

Type of contract: ALD

Duration of contract: 12 to 24 months over a  
period of 3 years

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- advance civic engagement through independent, balanced news reporting on Cambodian political affairs.

UNDP Cambodia is seeking an international Media/Communications Adviser to provide technical advice and support to the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:

***To advise and support the NEC in measures to build the image and visibility of the institution among stakeholders***

- Advise the NEC on capacity building measures for staff of the NEC department of media;
- Advise the NEC on the elaboration of a plan for public information activities, identifying priority needs, public image concerns, and target timelines for promoting activities and achievements;
- Advise and support the NEC in the development of public information materials in accordance with planned activities;
- Support the NEC in the implementation of all planned activities;
- Advise the NEC on monitoring of the public image of the institution to be able to assess the effectiveness of public information activities.

***To advise and support the NEC in building relationships with the media as well as in managing releases and responses to the media.***

- Advise and provide training as required to relevant persons in the NEC to fulfill the role of media spokesperson
- Advise and support the NEC in preparing timely and relevant media releases and in organizing press conferences as required
- Advise and support the NEC in preparing responses to media criticism and possible misinformation

***To advise and support the NEC in building relationships with the other election stakeholders, including political parties and non-government organisations.***

- Advise and support the NEC in preparing regular communications to relevant stakeholders, including written updates and/or newsletters.
- Advise and support the NEC in preparing meetings with relevant stakeholders on key election activities, to ensure understanding and to receive feedback as appropriate
- Advise and support the NEC in responding to and accommodating, if appropriate, concerns and questions received from relevant stakeholders

***General***

- Advise the project management on strategic issues related to communication and media activities of the project
  - Contribute to update and final reports as requested by the project management
- Undertake other relevant tasks as required by the project management

### IV. Impact of Results

A National Election Commission that is seen as a credible and responsive institution by all relevant stakeholders in the process.

### V. Competencies

- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- A good team player with experience in building relationships and networks and strong advocacy skills
- Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines
- Prior experience in Cambodia highly desirable
- Familiarity with UNDP rules and regulations would be an asset

**VI. Recruitment Qualifications**

Education:	MA in public relations, journalism, communications, or any related field
Experience:	At least 5 years of relevant, diversified and progressively responsible professional experience in public relations and the media. Experience in the planning and implementation of public information campaigns in the election context is highly desirable.
Language Requirements:	Proficiency in written and spoken English. Khmer and/or French would be an asset. Computer literate.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Title: **Media and Civic Engagement Advisor - Strengthening Democracy and Electoral Processes in Cambodia:**

Department: UNDP Cambodia  
Reports to: Programme Manager

Type of contract: SSA

Duration of contract: 6 to 12 months over a period of 3 years

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- advance civic engagement through independent, balanced news reporting on Cambodian political affairs.

UNDP Cambodia is seeking an international Media and Civic Engagement Adviser to provide technical advice and support to the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:

***To support relevant Government Ministries in sharing and providing information to the public***

- Establish commitments from relevant ministries to cooperate with UNDP on activities related to civic engagement
- Establish an appropriate public information strategy for relevant ministries to communicate on key issues related to democratic and electoral processes
- With relevant ministries, examine possibilities of establishing posts of information officers

***To support the State Media in develop understanding of editorial processes, balanced journalism and more effective production techniques of reporters and editors.***

- Work with state media and political parties to launch, produce and broadcast a weekly "Ongoing Equity News" programme to provide balanced coverage on various political issues, especially those being considered by the Cambodian Parliament.
- Work with the State Media and political parties to establish agreements on professional principles for media coverage of National Assembly activities and, when relevant, of news coverage of electoral campaigns.
- Provide technical assistance, advisory support and training to state media editors and journalists to ensure that international standards of media reporting on political or electoral issues are understood and practiced.

***General***

- Advise the project management on strategic issues related to the civic education and media activities of the programme
- Ensure appropriate monitoring of civic education and media components of the programme
- Contribute to update and final reports as requested by the programme management
- Undertake other relevant tasks as required by the programme management

**IV. Impact of Results**

**V. Competencies**

- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- A good team player with experience in building relationships and networks and strong advocacy skills
- Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines
- Prior experience in Cambodia highly desirable
- Familiarity with UNDP rules and regulations would be an asset

**VI. Recruitment Qualifications**

Education:

MA in journalism, communications, or any related field

Experience:	At least 10 years of relevant, diversified and progressively responsible professional experience in journalism and/or media management. Experience in the training of journalists and/or editors in the election context is highly desirable.
Language Requirements:	Proficiency in written and spoken English. Khmer and/or French would be an asset. Computer literate.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Title: **Legal Assistant/Translator  
Strengthening Democracy and Electoral  
Processes in Cambodia**

Department: UNDP Cambodia  
Reports to: Project Manager

Type of contract:  
National

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- advance civic engagement through independent, balanced news reporting on Cambodian political affairs.

UNDP Cambodia is seeking a Project Assistant to assist in the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:

**Translation support to the Project Implementation Team**

- Provide high level specialized translation from Khmer into English and vice-versa of draft legislation, regulations, directives and other legal documents as required.
- Provide other translation and interpretation services to the project manager, the project's advisors and other consultants as required.

**Administrative support**

- Provide administrative and secretarial support to member of the electoral team as requested by the project manager..

**General**

- Act as the focal point for all communications related to the UNDP Cambodia Strengthening Democracy and Electoral Processes in Cambodia
- Assist in preparing reports in to be submitted to UNDP, Government and cost-sharing donors on progress and achievements, against agreed outcome and output targets;
- Undertake other relevant tasks as required by the Programme Manager.

**IV. Impact of Results**

The key results are expected to strengthen the positioning of UNDP as a key partner and even-handed broker between stakeholders, leading to improved partnerships with Government, civil society and like-minded donors. The design and relevance of the programme should allow for significant levels of resource mobilization, in line with the Country Office target ratio for core/non-core resources.

**V. Competencies**

- Good interpersonal skills
- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- Excellent organizational skills and ability to work independently with minimum supervision
- A good team member

**VI. Recruitment Qualifications**

Education:

Minimum University Degree in a relevant discipline, preferably a law degree.

Experience:

- 3 years working experience in government institutions, international organizations, NGO's or equivalent experience.



	Experience with a UNDP programme will be an asset - Knowledge and understanding of the electoral mechanism in Cambodia - Experience in translation of judicial texts - Experience in report writing and correspondence
Language Requirements:	Exceptionally superior Khmer and English written/oral communication skills. French language will be an asset.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

Job Title: **Finance/Administrative Assistant – Strengthening Democracy and Electoral Processes in Cambodia**

Department: UNDP Cambodia

Reports to: Project Manager

Type of contract:  
National

### II. Background

In Cambodia, UNDP has been a long-standing partner of the NEC in supporting the electoral process as part of its democratic governance program. UNDP has provided technical assistance for drafting and amending electoral law for the past three elections. The main objective of the UNDP was to support the different departments of the NEC to facilitate national ownership, leadership and accountability. Future support is in line with a request made to UNDP on 24 February 2005 by the Royal Government of Cambodia through its Minister of Interior. The Minister wants to move from short-term event-specific support to longer term and broader initiatives beyond electoral processes. This includes a social perspective such as civic education and engagement.

In this program, the UNDP moves beyond the traditional short-term technical assistance to electoral events to propose longer term support to electoral institutions and assistance to improve electoral legislation and processes with a view to making these more transparent, participatory and independent. Moreover, since elections alone are not enough to allow democratic values to flourish, it is important to couple electoral assistance with broader ranging initiatives involving the Cambodian people as a whole, its civil society and especially the younger generation to foster the emergence of a culture of democracy going beyond the ballot boxes.

More specifically and in partnership with national and international stakeholders and through a mixture of technical and policy support, this three-year multi-donor program seeks to:

- increase the technical capacity, leadership and independence of the National Election Committee (NEC)
- improve electoral legal frameworks and processes
- promote the development of a culture of democracy and civic participation and
- advance civic engagement through independent, balanced news reporting on Cambodian political affairs.

UNDP Cambodia is seeking a Finance/Administrative Assistant to assist in the implementation of the UNDP Strengthening Democracy and Electoral Processes in Cambodia Project

### III. Functions / Key Results Expected

Summary of key functions:

***Administrative support for the effective implementation of the UNDP Cambodia Strengthening Democracy and Electoral Processes in Cambodia***

- Providing support to the project manager in all administration aspects of the programme
- Working in close coordination with UNDP services, support the project manager in staff-related administration, including the processing of recruitment processes, processing appointments and extensions, briefing staff members on personnel requirements and entitlements, as detailed in contract documents, maintaining leave and attendance records, and preparing quarterly reports of status of all staff contracts.
- Working in close coordination with UNDP services support the project manager in service contract-related administration, including the preparation and issuance of bidding documents, monitoring of contract deliverables and payments, and preparing quarterly reports of status of all contracts;

***Secretarial support to the overall workload of the Project Manager and the Legal Advisor, including the performance of clerical tasks***

- Perform secretarial tasks for the project's advisors.
- Act as secretary for the project implementation team, including preparing meeting agendas and taking meeting notes, preparing meeting minutes, and drafting and distributing correspondence
- Organize and coordinate meetings, workshops, and field trips as required
- Receive all incoming calls and dispatch correspondence for the Project Secretariat
- Assist in coordinating activities and follow-up with donors, UN agencies and NGOs

***Financial support for the effective implementation of the UNDP Cambodia Strengthening Democracy and Electoral Processes in Cambodia***

- Providing support to the project manager in all financial aspects of the project
- In close coordination with UNDP finance and project manager, prepare, maintain and revise as necessary financial records for UNDP Cambodia Strengthening Democracy and Electoral Processes in Cambodia
- Oversee the timely payment of project related commitments, including commitments related to staff and service contracts.
- In close coordination with UNDP finance, manage the administration of all project staff travel and DSA payments, as well as other entitlements and claims
- Advise and assist staff, experts and consultants on all aspects of allowances, salary advances, travel claims and other financial matters.
- Provide assistance in concluding trust fund agreements with donors and work closely with relevant UNDP staff to ensure appropriate recording of contributions.
- Monitor all donor contributions and works closely with relevant UNDP staff to ensure appropriate reporting on expenditure.
- Maintain, log, file and update all project related finance records
- Performs other duties as required.

***General***

- Undertake other relevant tasks as required by the Programme Manager.

**IV. Impact of Results**

The key results are expected to strengthen the positioning of UNDP as a key partner and even-handed broker between stakeholders, leading to improved partnerships with Government, civil

society and like-minded donors. The design and relevance of the programme should allow for significant levels of resource mobilization, in line with the Country Office target ratio for core/non-core resources.

## V. Competencies

- Familiarity with UNDP administration rules and regulations
- Excellent knowledge and experience of using computers as an administration tool
- Able to work effectively in a politically sensitive environment and exercise discretion, impartiality and neutrality.
- Excellent organizational skills and ability to work independently with minimum supervision
- A good team member

## VI. Recruitment Qualifications

Education:	Minimum University Degree in a relevant discipline, with specialized training in administration and/or accounting preferred
Experience:	Five years of increasingly responsible experience in administration, preferably including contracts and/or human resources administration. Prior experience with UNDP is a strong advantage.
Language Requirements:	Proficiency in written and spoken English. Khmer and/or French would be an asset. Computer literate.