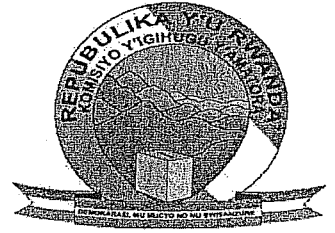




United Nations  
**RWANDA**  
Unity in Diversity



### UNDP/NEC Rwanda

## PROVIDING SUPPORT TO THE ELECTIONS CYCLE AND THE NATIONAL ELECTORAL COMMISSION STRATEGIC PLAN

### PROJECT DOCUMENT

This project aims to support the National Electoral Commission's (NEC) capacity to effectively and efficiently manage electoral processes in line with the UNDAF Goal 1: Good governance enhanced and sustained. The project will run in two phases. The first phase is designed to provide support to the 2008-2011 Elections Cycle in four keys areas: 1) Provide support and training in the area of voter and civic education and provide training to Electoral Agents 2) Setting up a call centre within the NEC – Voter information 3) Provide technical assistance to the basket fund currently held by the NEC 4) Provide support to non-state actors (particularly media and civil society). Support would be provided separately, but through the same project mechanism, to non-state actors (particularly media and civil society) in the area of elections observation. The second phase of the project will build upon capacity development programmes. The second phase would be ongoing throughout the elections cycle and would be in support of NEC's Strategic Plan. The key area of support would be: (1)reinforcing the institutional capacity of NEC.



**SIGNATURE PAGE**

Country: RWANDA

UNDAF Outcome (Goal 1): Good governance enhanced and sustained

Expected Outcome 3: Participation in democratic processes and structures at national and decentralized levels increased

Expected Output(s)/Annual Targets for **2008 ONLY**:

**Phase I**

1. Provide support and training in the area of voter and civic education; Provide training to Electoral Agents
2. Setting up a call centre within the NEC – Voter information
3. Provide technical assistance to the basket fund currently held by the NEC
4. Provide support to non-state actors (particularly media and civil society) in the area of elections observation..

Expected Output(s)/Annual Targets 2009-2011 in addition to the 2008 targets

**Phase II**

- (i) Reinforce the institutional capacity of NEC
- (ii) Provide technical assistance to the basket fund currently held by the NEC

Implementing partner: National Electoral Commission (NEC)

Responsible parties: NEC/UNDP/MINECOFIN

Project Period: 2008 - 2011  
Project Component: Goal 1: Good governance enhanced and sustained  
Project Title: **PROVIDING SUPPORT TO THE ELECTIONS CYCLE AND THE NATIONAL ELECTORAL COMMISSION STRATEGIC PLAN**  
Project ID: \_\_\_\_\_  
Project Duration: 3 years  
Management Arrangement: National Execution (NEC)

Budget (indicative):  
• **Total project budget: USD\$ 5,000,000**

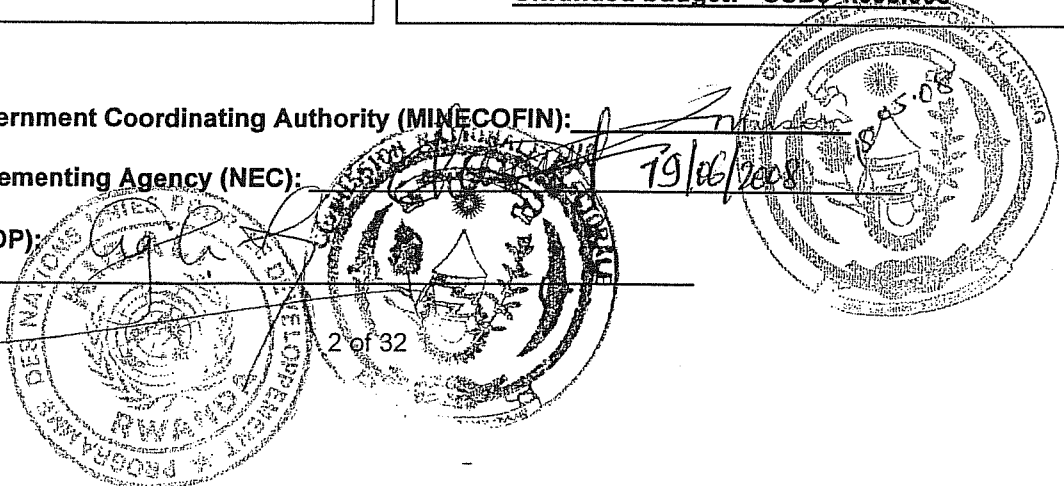
**Funds available:**

- UNDP TRAC plus one UN Fund: USD\$ 500,000
- Other Donor contribution 2008: USD\$ 500,000
  - CANADA USD\$ 100,000
  - Belgium USD\$ 100,000
  - DFID USD\$ 300,000
- Donor contribution for other years: TBD
- **Unfunded budget: USD\$ 4,000,000**

Agreed by Government Coordinating Authority (MINECOFIN):

Agreed by Implementing Agency (NEC):

Agreed by (UNDP):



## NARRATIVE ANALYSIS

### 1. Situation Analysis

- 1.1. Country situation
- 1.2. Elections in Rwanda
- 1.3. The National Electoral Commission (NEC)
- 1.4. NEC requirements

Rwanda is a landlocked country situated in Central Eastern-Africa with a surface of 26,338 km<sup>2</sup>. It has a population of 8.3 million as per 2002 National Census with a density of 305 inhabitants per km<sup>2</sup>.

#### 1.1. Country situation

Since 1959 Rwanda has known periodic ethnic violence against parts of the population that resulted in the 1994 Genocide. The country for a long time did not experience democratic elections. With almost no support from the International Community during the Genocide, Rwandans were able to stop this and installed a transitional Government called the Government of the National Unity that governed the country from 1994 to 2003.

For a long time since independence there were no democratic elections in the country. It was one presidential candidate to elect by saying yes or no to the candidate, most other positions were by appointment and far from being free and fair. After the transitional period following the genocide, the referendum on the Constitution, and the legislative and Presidential elections contributed strongly to the democratisation of the country.

Rwanda's economy is small and predominantly agricultural (39.4% of GDP in 2006). The country registered a 5.8% real GDP Growth in 2006. The annual average inflation was at 8.9% for 2006.<sup>1</sup> Although poverty has dropped from 60.2% of the population in 2001 to 56.9% of the population in 2006, there were actually 600,000 more poor people due to population growth (Rwanda has the highest population density in Africa). In a more positive development, women make up 48.8% of parliamentarians, the highest rate in the world. Rwanda currently ranks 161 out of 177 countries on the Human Development Index.<sup>2</sup>

#### 1.2. Elections in Rwanda

The history of multi-party elections in Rwanda is relatively recent; the first elections conducted in the 50s for chiefs and sub-chiefs and the referendum to turn Rwanda from a monarch to a Republic were conceived, planned, organized and supervised by the colonial power, with pre-conceived results. From 1959 up to 1994, political leadership

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<sup>1</sup> UNDP Rwanda website, April 28, 2008, From the Central Bank of Rwanda's 'Revue Economique'. Of June 2007.

<sup>2</sup> UNDP, 2007, Rwanda Human Development Report.

legitimized its political action based on ethnicity hence a part of the population that were systematically excluded from the management and exercise of power.

The history of the National Electoral Commission (NEC) as an independent electoral management body is also recent. Since its establishment in 2000 the NEC has conducted several electoral events. The principal ones are the 2001 – 2006 electoral cycle, which essentially brought to a close the transitional political arrangements which were put in place following the 1994 genocide and end of the war by RPF and the establishment of the transitional institutions.

In a referendum in May 2003, Rwandans adopted a constitution, to replace the transitional arrangements, that established the office of the President as head of state, the Prime Minister as the head of government, and a bicameral legislature consisting of the Chamber of Deputies and the Senate.

The first elections to the Chamber of Deputies, the Senate and the Presidency were all held in 2003. However, because of differing terms of office, the second set of elections will be spread out over a three-year electoral cycle. The cycle begins with parliamentary elections in 2008, followed by presidential elections in 2010, and concluding with local and senatorial elections in 2011. The 2008 elections therefore represent Rwandans' first opportunity to renew or withdraw the mandate of elected national politicians under the new Constitution.

Since the 2003 elections there has been further liberalization of the political space, in particular with the coming into force of amended political party legislation permitting parties to organize and establish a presence below the provincial level, which was previously prohibited by law.

### 1.3. The National Electoral Commission (NEC)

In a bid to comply with this constitutional requirement and to give the people the right to freely designate their leaders, the Government of Rwanda has put in place the National Electoral Commission. Article 180 of the Constitution of the Republic of Rwanda entrusts the NEC with the following mission:

- Preparation and organization of local, legislative, presidential, and referendum or such other elections the responsibility for the organization of which the law may vest in it.
- Prepare and Conduct civic and voter education program.

The NEC was formally instituted by the Law N° 39/2000 of 28 November 2000 on its organization and functioning. It is now governed by the Law N° 31/2005 of 24 December 2005 on the organization and functioning of the National Electoral Commission.

The NEC hinges on three legal structures: the Commissioners College, the Bureau of the Commission, and the Executive Secretariat. The Commissioners College, is composed by seven commissioners approved by the President, Vice-President, and the Senate upon a proposal of the government. They have oversight over the breadth of the mandate of the NEC. The Bureau, made up of a President, Vice-President, and an Executive Secretariat, is tasked with the preparation of documents and cases for the

Commissioners College. The Executive Secretariat is the technical body of the NEC, and ensures its daily functioning as well as all activities pertaining to elections.

Within the NEC itself, there are three directorates: Internal Resources Management, ICT, and Electoral Operations. In addition there are offices for public relations, planning and statistics, documentation and archives, and a legal advisor. NEC currently employs 26 staff members.

The Rwandan society witnesses important transformations at social, economic and political levels. Therefore, the National Electoral Commission must adapt its modus operandi. Challenges await the National Electoral Commission in the years to come. For instance, it needs to stimulate the promotion of democratic values within the Rwandan society and improve access to the vote. Also, changes resulting from the new territorial administration reform constitute a considerable challenge.

To efficiently fulfill its mission, the National Electoral Commission must, therefore, be ready to take up these challenges, define appropriate strategies and integrate necessary changes. Capacity building for the institution to carry out its mandate effectively and to maintain a high level of expertise in the electoral processes is therefore desirable

#### 1.4. NEC requirements

For the 2008-2011 electoral cycles NEC has developed a Strategic Plan covering the entire process which includes needs in the following areas;

- Reinforcing institutional capacities of NEC I
- Relationships and partnerships;
- Civic education; and
- Prepare and organize elections.

The NEC requested donor support for this Plan and would like the support to respect the following principles;

- Enhance the capacity of the NEC as an Institution;
- Guarantee the independence of NEC;
- Guarantee a quick disbursement of the funds in order to comply with the election calendar;
- Guarantee the transparency of the expenditures;

NEC has requested donors to provide USD 14.672.000 million for the electoral cycles 2008-2011. Five million out of the amount requested are for the organization of the 2008 elections. Donors have indicated that they will provide around US\$10 million to the electoral processes in Rwanda 2008-11 to the NEC, through a Basket Fund held at the NEC. The support to non-state actors' would be channeled either bilaterally or via the dedicated project by UNDP

This leaves a funding gap in the NEC requested budget for the 2008-2011 electoral cycle of around \$ 4 million and specifically for 2008 a US\$ 2.2 million gap.

UNDP support to NEC through this project will endeavor to provide an avenue through which donors who cannot contribute to the basket fund can provide funding and also



provide an opportunity for support to NEC on its capacities particularly senior technical assistance for managing the basket fund.

The project will run in two phases. The first phase is designed to provide support to the 2008 Election in three keys areas: (ii) providing support and training for civic and voter education; and (iii) providing technical assistance to the basket fund currently held by the NEC and support (provided separately), but through the same project mechanism, to non-state actors (particularly media and civil society (domestic electoral observation)) to enhance civic participation and the integrity of the electoral process.

The second phase is designed to provide support to the 2009-2011 Elections and will take into consideration additional areas as those for the 2008 election in support of NEC's Strategic Plan. The additional key area of support would be:  
(i) reinforcing the institutional capacity of NEC through training and in kind Technical assistants.

## **STRATEGY**

In line with the above, and given UNDP's mandate to work with developing countries in the areas of capacity development and democratic governance, UNDP will use the current project to 1) provide immediate support to the 2008 Parliamentary elections, as well as the 2010 Presidential and 2011 Local and Senatorial elections within the framework of the National Election Commission and directly through civil society organizations, and, 2) continue to work with the National Electoral Commission through the elections cycle to enhance its capacities and institutionalization in support of the implementation of its Strategic Plan.

The expected **outcome** of the project is *enhanced capacity of the National Electoral Commissions to deliver on its mandated functions, including elections that reflect the will of the people and feature the participation of well-informed voters.*

The **outputs** and **activities** are explained in more detail below. The strategy is to implement the activities in two phases - the first phase would run up to and include the Parliamentary elections. Some elements of the second phase would start immediately (capacity building through TAs) while the Training for the NEC officials would start only in 2009. Elements from the first phase would continue throughout the presidential, local and senatorial elections..

### **Elections focus**

Working in close cooperation with their direct counterparts at the NEC as well as the partners of the Basket Fund, UNDP-funded experts will, in the immediate term, provide technical assistance and advisory services to the National Electoral Commission through to the end of the elections cycle. These services will be geared towards common efforts to enhance the Commission's capabilities for elections administration, basket fund management, and civic education so as to support the organisation and conduct of technically sound, professional, transparent and credible elections. UNDP will also include support to non-state actors through capacity development to media and civil society partners in elections monitoring.

### **Institutional Capacity focus**

In the delivery of the envisaged support for the capacity development programme of election officials at all levels, the UNDP-funded experts will also ensure that immediate support activities are closely connected to the ensuing, longer-term capacity development initiatives to be implemented under the second phase of the project. Therefore, while providing technical assistance and advisory services to the Election Commission targeting its immediate priorities in the area of operational training for polling and counting officials, UNDP's support will also be focussed towards wider and longer-term capacity development goals, ensuring that as many as possible positive experiences and lessons learned in the first phase of the project are identified, captured, documented and adequately reflected and applied to the next and longer-term segment of the project.

Each phase features activities designed to advance the outcome and outputs accordingly.

### **PHASE ONE: ELECTORAL SUPPORT**

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Rwanda is unique in that the main support for elections will come from donors through a Basket Fund held directly at the National Electoral Commission.

As UNDP is unable to contribute financially to the Basket Fund, they will instead provide an in-kind contribution of technical assistance (TA) through this project. In addition to providing electoral assistance expertise, this TA will support NEC in administering the basket fund, and provide a Secretariat function for the Basket Fund Technical Committee (see below). TA will consist of three international electoral experts: a Senior Electoral Assistance Expert, a Senior Financial Officer and a civic and voter education expert. The terms of reference for these positions are annexed to this document. TAs will provide substantive capacity Building in terms of managing a basket fund and advising on key electoral issues arising from the entire process. Furthermore the TAs will advise the NEC on civic and voter education programs, strategies and implementation. They will also be key in providing key expertise to non state actors in organizing a domestic observation mission. In this area assistance will be provided through training in observation techniques, organization, methodology, forms, deployment and how to gather information to make a credible statement.

In addition, UNDP will work with civil society organizations in the areas of civic education, including providing sensitization to political parties, public and private media, and civil society.

The National Electoral Commission is currently one of the principle beneficiaries of a DFID-UNDP project entitled Programme of Support for Good Governance. The NEC has reiterated both interest and willingness to continue to receive long-term capacity development support from UNDP. And that will provide Phase II of the project.

**Key outputs and activities:** the first phase of the project comprises of the following three main project components:

- **Component 1: voter and Civic Education including Electoral Agents**
- **Component 2: Improving Information for Elections - Call Centre**
- **Component 3: Technical Assistance for the Basket Fund**
- **Component 4: Support to Non-State Actors Domestic Observation**

The four project components are described in greater detail below.

### **Component 1: Voter and Civic Education including Electoral Agents**

This area of support in this component of the project. They are :

- Building Capacity for Elections

Within the first portion of the component (Building Capacity for Elections), the training provided will be targeted at the following:

- Electoral Agents
- Training of Electoral Actors (Civic Education)
- Training of Voters (Civic Education)

For the training of electoral supervisors and agents, advice will be sought from EAD and the Senior Electoral Assistance Expert as to the most appropriate training in these areas. In civic education the project will build on support currently ongoing in the program with NEC. The current support through the UNDP-DFID Program of Support for Good Governance has supported the formation of youth and women's groups. Civic education in this portion of the project would concentrate on sensitizing stakeholders on their roles in the elections. Stakeholders to be included in this portion are:

- Political Parties
- Public and Private Media
- Civil Society

Civic education programmes to be implemented during the first phase of the project will be centred on, inter alia:

- informing the electorate about their rights and responsibilities under the new electoral system;
- educating the population in general on the role and significance of the Parliament as a legitimate body to lead the peace and democratic processes in Rwanda;
- the fact that elections for the Parliament are coming and why it is important to participate and express personal preferences for candidates or parties;
- what such a body is intended to do once elected, what its deliverables are and what its timeframe is;
- why a Constitution is important to a country and its citizens;
- why it is vital that women participate in the Parliamentary elections not only as voters, but also as candidates;
- promoting the participation in the electoral process of marginalized or under-participating groups and disadvantaged social strata, illiterate persons as well as young and first-time voters; and
- educating voters on their fundamental voting rights and means of safeguarding themselves against being disenfranchised.



## **Component 2: Improving Information for Elections**

Setting up a call/media centre within the Electoral Commission where voters will be able to call or visit the NEC to acquire information on

- the electoral process
- how to vote
- complaints
- results
- 

## **Component 3: Technical Assistance**

Given the various operational complexities and technical constraints involved for organizing the Parliamentary elections, as well as establishing the financial and reporting procedures for the basket fund, the Electoral Commission has requested that UNDP provide technical assistance to NEC for the 2008 Election cycle. UNDP has agreed to do so through three positions, the Senior Electoral Assistance Expert, and the Senior Finance Expert and the voter and civic education expert. A further Expert in Electoral observation will be seconded on a permanent basis to the platform of civil society to advise them on the conduction of an Electoral Observation Mission. He/she will be under the direct supervision of the Senior Electoral Advisor.

The Senior Electoral Assistance Expert position following the first six months in the Electoral Commission will be transferred to the UNDP office in Kigali where he/she will assume to role of Program Manager of all Electoral Activities. He/she shall be asked to follow also matters related to any advice on elections if requested. During every electoral period (2010 and 2011) the program manager may return to the NEC for a period of six months each to provide advice on elections if a need arises and if requested by NEC for support.

The Senior Electoral Assistance Expert will:

- Establish links and interact with NEC, donors and EC-UNDP Task Force (JTF) in order to facilitate the signature of the MOU relating to electoral assistance activities to be implemented in the period 2008-2011 in Rwanda;
- Interact with the NEC, donors, EC-UNDP Task Force (JTF) and others as necessary in order to troubleshoot and ensure contractual compliance with donors' contribution agreements to the basket fund to be managed by NEC;
- Provide technical and administrative advice to the NEC and donors for the operationalization of the Basket Fund to be managed by NEC
- Manage and oversee all aspects of its work as specified in the Basket Fund MoU and its Annexes;
- Act as Secretary to both the Basket Fund Technical Committee and the Strategic Level Meeting;
- Provide the Technical Committee and Strategic Level meeting with substantive inputs into strategic planning and decision-making;
- Provide regular programmatic and financial progress reports to the Technical Committee on activities under the Basket Fund;
- Ensure liaison and consultation with stakeholders in the electoral process for consultation and information-sharing;



- Oversee and direct the establishment of financing procedures for the Basket Fund in compliance with the rules and regulations of the NEC and all participating donors;
- Oversee all financial and contract management under the Basket Fund;
- Oversee the implementation of gender equality measures during the electoral process, including the promotion of female candidates and education of women voters;
- Oversee the co-ordination of Basket Fund sub-programmes;
- Oversee all elections-related procurement activities and the maintenance of an asset registry, following the rules and regulations of the NEC and participating donors;
- Ensure audit preparations;
- Oversee implementation of contributions of the UNDP support project.

The Senior Finance Officer will:

- Under the direction of the Senior Electoral Assistance Expert, conduct financial accounting of all Basket Fund income and expenditures, following the Basket Fund procedures and NEC rules and regulations;
- Assist the NEC in the management of funds as per agreed budget and disbursement schedules;
- Operate NEC financial management system in liaison with the NEC (limited to the basket Fund Finances);
- Collect accounts, reports and receipts from the sub-contractors within established timelines;
- Prepare all documentation for the regular financial summary narratives and consolidated accounts of the Basket Fund;
- Assist the NEC in providing the necessary documentation for an audit of the Basket Fund;
- Provide other financial services as required by the NEC.

The Voter and civic education expert will,

- Under the direction of the Senior Electoral Advisor, assist in coordinating all activities related to the CSO component of the project, including CSOs' public awareness, voter information, domestic observation and media monitoring project-funded activities;
- Assist in Coordinating all CSOs' project support activities with NEC and other stakeholders;
- Develop call for proposals for CSOs to participate in voter and civic education;
- Advise NEC on public awareness programming and voter information campaigning, including design, production and delivery of sensitization materials;
- Help NEC develop a strategic plan on Voter and Civic Education;
- Assist the Senior Electoral Assistance expert in Advising Basket Fund beneficiaries and sub-contractors in the planning for and implementation of Voter and Civic Education basket-funded activities;
- Provide the NEC with substantive inputs on the CSO component of the project to allow advice to the Steering Committee in its strategic planning and decision-making;

- Provide regular verbal and written progress reports as well as ad-hoc input to the Senior Electoral Advisor and NEC on CSO public awareness activities;
- Be available to the NEC for consultation with stakeholders in the electoral process;
- Provide regular reports and substantive input to be submitted to the Technical Consultative Committee and/or the Stakeholders Forum under the direction of the Senior Electoral Advisor.

Technical assistance provided under this component aims at optimizing the professional skills and the overall performance of the National Electoral Commission in the 2008 elections and in the management of a basket fund.

#### **Component 4: NON-STATE ACTORS**

There may be a gap in funding for non-state actors for the 2008 elections from other donors planning to support in this area for the entire elections cycle. With this in mind, UNDP proposes short-term support in this area for the Parliamentary election cycle. Support would be provided directly to civil society organizations through training and capacity development support as well as direct support to electoral monitoring projects. This support would not be through the NEC. The areas which UNDP would support are:

- Elections monitoring of the media.
- Elections monitoring for civil society (Domestic Electoral Observation).

The Aim of the project is to support both financially and with the provision of technical assistance the organisation of a domestic electoral observation mission conducted by the platform of civil society. The idea is to follow a methodology based on international standards of observation to enhance credibility in the findings of the observation. The Electoral Observation will be a Long term observation mission with a team of experts in the capital and Long term observers in the field reporting already as of first of July. The reporting format will include reviewing the work of the NEC preparation, media monitoring, electoral campaign. 25 teams of long term observers will be based in the five province and 500 observers will be deployed on election day.

The Mission will be composed of:  
Core team in Kigali as of 20 June of July with the following task a

- A Head of Mission (spokesperson)
- Coordination of Long Term Observers and Short term observers.
- A Media Expert and A media monitoring team (8 people) (TV, Radio Monitoring and Newspaper monitoring)
- A gender/political expert
- An Electoral Expert (to review the work of NEC, and to give inputs to the observers)
- A legal expert to review the legislation, complaints. (electoral law)
- 3 Logistician (to organise the needs of the observers on the field)

Long term Observers as of 1<sup>st</sup> of July (50 observers to be grouped in teams of 2 (25 teams) 5 per province.

500 Short term observers on Election Day in 500 centres (3 days including training).

The Methodology and part of the training will be provided by the Senior Electoral Advisor and the civic and voter education expert. The output of the Mission will be composed to weekly report, regular press statements, a preliminary report following Election day to be sent to the media and presented via a press conference, and a final report with recommendations to be distributed to NEC, MEDIA, and Donor community. An International Electoral Observation Expert would be seconded permanently to the Project to oversee the work and train its members to international standards.

## **PHASE TWO: INSTITUTIONAL CAPACITY DEVELOPMENT SUPPORT**

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The second phase of the project (2009-2011) is centered on long-term institutional development and capacity building assistance initiatives to support the National Electoral Commission in its continuing efforts to strengthen and enhance its own capacity to function as a permanent, professional and independent electoral management body.

The primary objective of the second and longer-term phase of the project is to significantly strengthen the professional and institutional capacities of the NEC, particularly areas of support to its Strategic Plan.

Given its long-term institutional development focus, this phase is estimated to last for a period of 3 years, commencing from the 2008 Parliamentary elections cycle through to the end of the Senatorial/local elections in 2011.

Unlike the first phase of the project, this supporting phase stretches beyond the notion of technical assistance specifically targeted at the holding of a single electoral event, aiming instead at attaining broader, enduring and sustainable institutional development of the NEC and the lasting enhancement of the professional capacities of its staff at all levels.

Experience gained in the last two decades of electoral assistance in post-conflict settings and in emerging/transitional democracies has unequivocally demonstrated that electoral assistance is more likely to have a positive and long-lasting impact if placed within the broader contexts of support to democratization and sustainable development. This view has given way to innovative electoral assistance approaches that look beyond the immediate electoral event in favor of longer-term support to the electoral cycle as a whole, paying more attention to the roles and functions of an electoral commission outside the immediate urgency of a specific electoral event.

These new assistance approaches have been characterized by a shift from the notion of "event-driven" support to a more sustainable concept of "process-driven" support. While it is widely recognized that one-off support to electoral events could indeed produce positive results, it has also become evident that these results are often ephemeral and do not always effectively contribute to achieve lasting effects, nor to

ensure the most effective use of donors' funds and the necessary local-ownership for the beneficiaries of the assistance provided or to meet adequate sustainability levels.

**Key activities:** Phase Two of the project consists of the following component:

- **Component 1: training.**

"Capacity Development" is a more sustainable approach for the provision of electoral assistance and support: it recognizes that building a strong and stable electoral administration capacity in-country is more valuable, sustainable and effective in the long run than providing external electoral assistance geared towards specific areas of the electoral process or towards an isolated electoral event.

Investing in people and building/strengthening their professional capacities are key components of capacity development. The project intends to develop a comprehensive learning curriculum aiming at enhancing the professional and technical skills, confidence, and network of the NEC election officials at all levels.

The primary aim of this project component is to assist the NEC to implement a series of capacity development initiatives to significantly enhance the professional competence of its staff. Proposed initiatives, subject to validation during the first phase of the project, include:

- a. **The BRIDGE Course on Election Administration**

This key activity is based on the existing and reputable BRIDGE Course on Election Administration, a capacity building-oriented instrument for election professionals jointly developed by the United Nations Electoral Assistance Division (UN EAD), the Australian Electoral Commission (AEC) and the International Institute for Democracy and Electoral Assistance (International IDEA). The acronym BRIDGE stands for "Building Resources in Democracy, Governance and Elections" (see the project website at: [www.bridge-project.org](http://www.bridge-project.org)).

The BRIDGE course can be run in any country - and adapted to the specific needs of the electoral institution -- through the use of fully accredited facilitators and interpreters. The New BRIDGE Curriculum Framework 2006-7 comprises a Foundation Module "Introduction to Electoral Administration" and an additional 20 Modules (typically, each module has a duration of 2-3 days) divided into three main clusters, structured as follows:

<b>Cluster 1: Electoral Architecture</b>	<b>Cluster 2: Working with Electoral Stakeholders</b>	<b>Cluster 3: Electoral Operations</b>
Legal Framework	Access to Electoral Processes	Voter Registration
Boundary Delimitation	Voter Education	Pre-election Activities
Electoral Systems	Electoral Contestants	Training of Electoral Officials
Structure of Electoral Management Bodies	Electoral Observation	Polling, Counting and Results

Cluster 1: Electoral Architecture	Cluster 2: Working with Electoral Stakeholders	Cluster 3: Electoral Operations
Electoral Technology	Media and Elections	Post-Election Activities
	Electoral Assistance	External Voting
	Gender & Elections	Security

UNDP will implement the BRIDGE Course in full cooperation with International IDEA and the AEC.

In addition to BRIDGE, the project will explore the possibility of the EC participating in other international training initiatives, such as the one being designed by UNDP-Mexico with the Instituto Federal Electoral (IFE) of Mexico.

#### b. Generic Management Program and Courses

In parallel to the BRIDGE Course, the project will also offer some general management programs and courses for the staff of the National Electoral Commission at all levels.

These initiatives include:

- **Information Technology:** courses will range from the general operation of computers, the use of internet, email programmes, word, excel, website development (to enhance the website of the Election Commission), moving to more operational aspects including voter registration database development, programmes for the compilation of electoral results, etc.
- **Budget Development and Monitoring:** including accounting and financial management.
- **Human Resources Management:** including recruitment methods, interviewing techniques, developing job descriptions, development of personnel policies and procedures, conflict management skills, other professional training courses on an as-needed basis.
- **Archiving and Indexing:** including methods to establish and maintain a library, archiving, indexing and retrieving publications and files, producing lists, etc.
- **Media and Public Relations:** how to define and implement a media relations strategy for an electoral management body (EMB); identify the relevant media and their coverage; be proactive and transparent in releasing information to the media; ensure that the information given to the media is clear and easily understandable; develop a timetable for providing information so that the media have a steady, accurate flow of information on the Commission's activities; designate a spokesperson for the media and one point of administrative contact within the Commission for the media; set up a Media Centre within the Commission to deal with media issues such as media conferences and releases, media tours of electoral activities, a media room, and monitoring media coverage of the Commission's activities, etc.
- **Procurement of Election Materials:** including the development of a procurement strategy, identifying commodity needs, developing bid specifications and vendor lists, tendering and bid awarding, preparation of contracts. For these specific courses, the project envisages the involvement of the "Inter-Agency Procurement Services Office" (IAPSO) as an important source of advice on all aspects of local and international procurement and to ensure transparency and cost-effectiveness, including needs assessment, procurement planning, budgeting,

assessing and pre-qualifying local suppliers and service providers and setting up local long-term agreements.

In addition, the Government of Rwanda has indicated that ICT for development is a major focus of its policy agenda. In line with this initiative, the National Electoral Commission has put an emphasis on the computerization of its own systems, as well as services for elections. This component would support the training of officers in the use of the equipment for efficient management of both elections and the NEC itself.

In addition, training would be provided to staff in areas identified by the NEC as being weak.

### Coordination Arrangements

To avoid duplication and overlap in international partners' broader contribution to the electoral processes 2008-11, steps should be taken to formalize the existing consultation mechanism in which the NEC, DFID, EC and UNDP have been most prominent. A newly constituted Strategic Level Meeting (SLM) should serve as the main channel of information-sharing on the electoral process between NEC and its international partners. In particular, the NEC will provide partners with regular up-dates of the electoral process, and will review pledges, commitments and project disbursements from partners. During the election periods, the meeting will also serve as the forum for coordinating international electoral observation.

The Senior Electoral Assistance Expert – hired by UNDP - will act as in support of NEC as the secretary to the Basket Fund Technical Committee and the Strategic Level meeting.

<p><b>Basket Fund Steering Committee</b>          Convened on a schedule by NEC/Project Donors          Frequency: Monthly, depending on need          Project oversight and decision making</p>	<p><b>Information-Sharing Forum</b>          Convened by the NEC          Includes, but not limited to, UN; national/international civil society organizations; development agency representatives; technical-level          Frequency: Monthly          Update on preparations; technical issues</p> <p><b>Technical Assistants</b>          Assists NEC in administration and management of project – and with technical inputs          Serves as secretary to Technical and Strategic Level Meetings</p>	<p>Coordination and Information Sharing</p> <p>Basket Fund/Project</p>
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Overall coordination for the elections should be discussed at the Strategic Level Meeting, which would be chaired by NEC. This would include:

- NEC
- all donors contributing to the Basket Fund,
- UNDP and its donors, and
- all donors supporting other actors in the elections cycle (ie. Political parties, civil society, and media.)

The Joint Donor Basket Fund will be coordinated through a Basket Fund Steering Committee comprising representatives from:

- NEC
- UNDP
- Donors who contribute to the Basket Fund;

The Basket Fund Steering Committee will be responsible for overall oversight of the project, including institutional, operational, programmatic and financial management issues, and for periodically reviewing progress of project implementation. It will be co-chaired by NEC and one of the Basket Fund donors.

A NEC-sponsored Stakeholders' Forum should also be established to serve as a complementary information-sharing and coordination mechanism for voter and civic education, complementing the NEC-run voter and civic education programme. It will help liaise with civil society on public awareness and citizen participation.

A project steering committee will be convened for this project. The steering committee will consist of UNDP and the NEC, and partners contributing resources to the project, although to encourage coordination, the Secretary for the Joint Basket Fund Steering Committee and the Strategic Level Meeting will also attend. In return, UNDP will sit on the Joint Basket Fund Steering Committee as an observer.

## **MANAGEMENT ARRANGEMENTS**

The project will be run in the UNDP NEX modality with the NEC as the implementing partner. The project will be running parallel to and in close coordination with the Basket Fund project being managed by NEC. However, this UNDP project will be a separate project from the basket fund and therefore, UNDP and the NEC will have a bilateral agreement.

The exception is of the non-state actors portion of the project, in which funding will be directly disbursed to the relevant civil society and media partners (NEC will be informed of such disbursement). Again this portion would be in the NEX modality with bilateral agreements signed between UNDP and the identified non-state actors.

The project would have a separate Project Steering Committee made up of all donors to the project, the NEC, and relevant non-state actors. The PSC would meet every month for the course of the elections cycle, and then quarterly for the remainder of the project. This PSC would work in close collaboration with the Basket Fund Steering Committee



(the Electoral Expert will act as a secretary to both), and would also report on its activities to the Strategic Level Meeting.

As UNDP is unable to contribute financially to the Basket Fund, they will instead provide an in-kind contribution of technical assistance (TA). In addition to providing electoral assistance expertise, this TA will support NEC in administering the basket fund, and provide a Secretariat function for the Basket Fund Technical Committee (see below). TA will consist of two international electoral experts: a Senior Electoral Assistance Expert, and a Senior Financial Officer. The terms of reference for these positions are annexed to this document.

The Senior Electoral Assistance Expert position following the first six months in the Electoral Commission will be transferred to the UNDP office in Kigali where he/she will assume to role of Program Manager of all Electoral Activities. He/she shall be asked to follow also matters related to any advice on elections if requested. During every electoral period (2010 and 2011) the program manager may return to the NEC for a period of six months each to provide advice on elections if a need arises and if requested by NEC for support.

The project will be under the direct responsibility of a Programme Officer who will report to the Head of UNDP Democratic Governance Unit. Operational and managerial support to the Technical Assistants will come from UNDP's country office, and will be complemented by support from the wider UNDP and UN System. In particular, they can call upon the services of the UN Electoral Assistance Division and EC-UNDP Task Force expert rosters for identification of qualified experts and best practices.

## RISKS

- Security:

As the different electoral events scheduled between 2008-11 draw near, political and other cleavages may widen, stressing an already complex and delicate geopolitical balance, hence undermining Rwanda's political stability. At this juncture, this scenario is considered low risk.

- Elections date:

Unexpected alteration of the anticipated electoral agenda may challenge NEC's ability to prepare and conduct the electoral process in a timely and efficient manner. Elections dates must be announced well in advance to allow proper planning and effective campaigning.

- Nation-wide revalidation of the Voter Register

Further delay in launching and successfully conducting the revalidation of the Voter Register by adding biometric features such as photos and finger prints, and re-issuance of voter cards may jeopardize an already tight electoral agenda.

- Late allocation of Government funding:

Despite a clear commitment from the Government to a timely release of appropriate funding, late disbursement of funds may undermine NEC ability to prepare and conduct the 2008 and subsequent Rwanda Elections.



- Effective and timely provision of donors funding:

The scope of the project will require substantive financial support from the donors. Financial gaps between the required funding and the financial resources effectively mobilized could hinder the coherence and effectiveness of the project.

## **MONITORING AND EVALUATION**

The project activities will be closely monitored by UNDP Country Office. To this effect a Programme Officer from the Governance Unit will backstop the project and support the National Electoral Commission in achieving project outputs.

In compliance with UNDP auditing rules, an audit firm will be contracted at the end of the second year of the project and in the final year of the project to undertake financial reviews. This would include a review of the effectiveness of activities undertaken in relation with the funds expended in the process of each of the activities undertaken, and represents a commitment to transparency and accountability to stakeholders in general and to donors in particular.

Although only required when mandated by partnership protocols, an evaluation of the project will be undertaken at the mid-term and the end of its period to learn lessons and apply these to possible follow-on activities. This will be particularly important if elections are imminent as, given the electoral timetable, they may well be.

## **LEGAL CONTEXT**

The project document conforms to the provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Rwanda and the United Nations Development Programme signed by the parties on 2 February, 1977. The host country-implementing agency shall, for the purpose of the SBAA, be referred to as the Government co-operating agency, described in that agreement.

The standard procedures for accounting and financial reporting for direct execution, as provided for in Financial Regulation of the UNDP Financial Manual, will apply to this Project.

The following types of revisions may be made to this Project Document, with the signature of the UNDP Country Director only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- Revision in, or addition of, any of the annexes of the project document;
- Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;

- Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

## BUDGET

### **SUPPORT TO ELECTIONS AND THE NEC STRATEGIC PLAN - BUDGET**

#### **SUPPORT TO NEC (PHASE I &II)**

Phase I Elections Activities	2008	2009	2010	2011
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#### **1. Information for the Electoral System**

Impression of electoral cards			35000	30000
Material for the transmission and calculation of results			10000	12000

#### **2. Preparation for the Supervision of Elections**

##### **Building Capacity for Elections**

Training of Electoral  
Supervisors

Training of Electoral Agents	447909		250000	250000
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Training of Electoral Actors (Civic Education)	361620			
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Training of voters (Civic Education)			100000	200000
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##### **Organization and Supervision of Elections**

Impression of the electoral list			250000	
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Impression of voting bulletins			250000	
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Setting up of a call centre (including equipment)	200000			
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#### **3. Technical Assistance for the Basket Fund**

##### **International Expertise**

Senior Electoral Assistance  
Expert

	90000	180000	180000	180000
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Financial Expert	40000			
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Consultant for Civic Education	40000		40000	40000
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Administrative cost - Local

Assistants, Transport,

Communication for

international consultants	20000	35000	35000	35000
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#### **Phase II Strategic Plan Support Activities**

**1. Reinforcing the Institutional Capacities of NEC**

Local ICT Consultants	10000	20000	20000	20000
<b>Project Staff</b>				
Project Coordinator	10000	15000	15000	15000
Finance Assistant	5000	7000	7000	7000
<b>Administrative Expenses for national</b>				
Bank Charges	220	220	220	220
Training for electoral commission staff	25000	150000	50000	50000
<b>Totals to NEC</b>	<b>1244749</b>	<b>422220</b>	<b>992220</b>	<b>839220</b>
<b>SUPPORT TO NON-STATE ACTORS (PHASE I)</b>				
<b>Phase I Elections Activities</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Elections Monitoring	500000		500000	500000
Training for Media				
Training for Civil Society				15000
Audit				
<b>Totals to Non-State Actors</b>	<b>500000</b>		<b>500000</b>	<b>500000</b>
<b>TOTAL PROJECT SUPPORT</b>	<b>1744749</b>	<b>422220</b>	<b>1492220</b>	<b>1339220</b>
<b>GRAND TOTAL 5.000.000</b>				

**NB: Total Budget per year**

2008 USD 1284529

2009 USD 913029

2010 USD 1273933

2011 USD 1528509

### 3.2 TERMS OF REFERENCE FOR TECHNICAL ASSISTANTS

There will be three technical assistants, hired to assist in the day to day implementation of the Basket Fund project. These assistants will be:

- A Senior Election Assistance Specialist (SEAS)
- Senior Finance Officer (SFO)
- A voter and civic Education expert

The successful candidates will have extensive functionally-related professional and managerial experience, including a proven and extensive track record in planning and implementing electoral assistance projects, and comparative experience in dealing with electoral legislation and systems.

Senior Electoral Assistance Specialist (SEAS) will liaise with the Technical and Strategic Level Committees (acting as Secretary to both), with national and international stakeholders, and the UNDP Country Office. In addition to the above requirements, the international SEAS must have extensive experience in programs, personnel and financial management at senior management level. The Senior Electoral Assistance Expert position following the first six months in the Electoral Commission will be transferred to the UNDP office in Kigali where he/she will assume to role of Program Manager of all Electoral Activities. He/she shall be asked to follow also matters related to any advice on elections if requested. During every electoral period (2010 and 2011) the program manager may return to the NEC for a period of six months each to provide advice on elections if a need arises and if requested by NEC for support.

Both experts will have previous experience in African countries, and previous experience in the great lakes region, will be considered an asset. Both will be fully fluent in English and French, written and spoken. Both will provide high-quality advice to stakeholders on the electoral process in their respective areas of expertise. Knowledge and experience of addressing gender and conflict issues in electoral assistance projects will also be valued.

The selection of the SEAS and Senior Finance Officer, conducted by UNDP in consultation with NEC and all the other stakeholders, will be endorsed by the Technical Committee. Selection and recruitment will be carried out within the standard timeframe of a maximum of 15 days after a suitable candidate has been proposed. UNDP accepts that EAD clearance for the selection of experts is required, but will be provided in an expeditious manner. The UNDP Country Office will expedite issuance of contracts and travel arrangements.

### 3.2.1 TERMS OF REFERENCE FOR SENIOR ELECTORAL ASSISTANCE EXPERT

<b>Position:</b>	<b><i>Senior Electoral Assistance Expert</i></b>
<b>Location :</b>	Rwanda, Kigali
<b>Starting :</b>	April 2008
<b>Type of Contract :</b>	Special Service Agreement or Service Contract
<b>Post Level :</b>	UN P4/P5 or Equivalent
<b>Languages Required :</b>	Fluency in English and French
<b>Duration of Initial Contract :</b>	6 months

#### **Duties and Responsibilities**

The incumbent will undertake the following tasks:

- Establish links and interact with NEC, donors and EC-UNDP Task Force (JTF) in order to facilitate the signature of the MOU relating to electoral assistance activities to be implemented in the period 2008-2009 in Rwanda;
- Interact with the NEC, donors, EC-UNDP Task Force (JTF) and others as necessary in order to troubleshoot and ensure contractual compliance with donors' contribution agreements to the basket fund to be managed by NEC;
- Provide technical and administrative advice to the NEC and donors for the operationalization of the Basket Fund to be managed by NEC
- Manage and oversee all aspects of its work as specified in the Basket Fund MoU and its Annexes;
- Act as Secretary to both the Basket Fund Technical Committee and the Strategic Level Meeting;
- Provide the Technical Committee and Strategic Level meeting with substantive inputs into strategic planning and decision-making;
- Provide regular programmatic and financial progress reports to the Technical Committee on activities under the Basket Fund;
- Ensure liaison and consultation with stakeholders in the electoral process for consultation and information-sharing;
- Oversee and direct the establishment of financing procedures for the Basket Fund in compliance with the rules and regulations of the NEC and all participating donors;
- Oversee all financial and contract management under the Basket Fund;
- Oversee the implementation of gender equality measures during the electoral process, including the promotion of female candidates and education of women voters;
- Oversee the co-ordination of Basket Fund sub-programmes;
- Oversee all elections-related procurement activities and the maintenance of an asset registry, following the rules and regulations of the NEC and participating donors;
- Ensure audit preparations;
- Establish links and interactions with NEC, donors and EC-UNDP Task Force (JTF) in order to facilitate the signature of a separate UNDP Project Document for support to the non state actors in the electoral process.

## Competencies

### **CORE COMPETENCIES:**

- Demonstrates integrity by modelling the values and ethical standards of the NEC and the Donors
- Promotes and integrates the visions, missions and strategic goals of the NEC and of the donors when it comes to support the Rwandan Electoral Processes
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

### **FUNCTIONAL COMPETENCIES:**

- Demonstrates sound knowledge of: **a)** UN, EU Member States' and other donors' rules, regulations, policies, procedures and best practices in the electoral assistance field; **b)** the EC electoral assistance process, including EC rules and regulations on project cycle management, aid delivery methods, operations cycle and financing modalities; **c)** electoral management issues, including the different steps of the electoral cycle;
- Excellent negotiation and representational skills, at senior level (with international organizations and/or diplomatic missions);
- Displays analytical judgment and demonstrated ability to handle confidential and politically sensitive issues in a responsible and mature manner;
- Demonstrates strong intellectual and operational capacity in providing and coordinating advisory services to stakeholders in electoral processes, specifically to EMBs and civil society organizations;
- Builds solid client relationships with strong networking and advocacy skills;
- Focuses on impact and results;
- Demonstrates openness to change and ability to manage complexities.

### **PERFORMANCE MANAGEMENT:**

- Demonstrated ability to multitask under pressure and to meet strict deadlines often under hardship conditions;
- Excellent organizational skills and ability to work effectively in teams, delivering through and with others;
- Self-management, including conflict management/negotiating skills.

## Required Skills and Experience

- Advanced University Degree (Masters) in Political Sciences, Law, International Relations or related field
- 10 years relevant work experience, at least six of which involve programming, formulation, management and advice on electoral assistance and/or election observation activities at a senior level;
- Experience in donor coordination, donor government relations and managing a multi-donor basket fund an asset;

- Previous work experience in transitional or emerging African democracies is essential; experience in the Great Lakes Region an asset.
- Must have a proven track record in providing and co-ordinating senior advice to stakeholders in electoral processes, specifically to donors, election management bodies and civil society organizations;
- Proven and extensive track record in planning, implementing and overseeing electoral assistance projects with international organization funding at senior management level
- experience in programme, personnel and financial management is a must;
- Familiarity with financial rules and regulations of the NEC and participating donors.
- Knowledge of donors' operative systems is an asset;
- Familiarity with gender equality considerations in an elections context;
- Must be fluent in English and French, both written and spoken;
- Computer proficiency, including working knowledge of MS Office products (Word, Excel, Powerpoint), Front Page, Adobe In-Design; web-based management systems.
- Experience in website design and preparation of other visibility material for electoral assistance/observation an asset;

**Position:** *Senior Finance Officer*  
**Location :** Rwanda, Kigali  
**Starting :** April 2008  
**Type of Contract :** Special Service Agreement or Service Contract  
**Post Level :** UN P4 or Equivalent  
**Languages Required :** Fluency in English and French  
**Duration of Initial Contract :** 6 months

Required profile:

- An university degree in financial management or accounting, or a related field;
- A minimum of 10 years of functionally related professional experience in finance, accounting and procurement is required;
- Proven comparative experiences in managing funds for electoral assistance interventions is an asset.
- Track record in financial management, accounting and procurement for international assistance projects with international organization funding is the other asset;
- Knowledge of due process requirements in Rwanda as well as international best practice in financial management and accounting is a must;
- Knowledge of financial and procurement rules and regulations;
- Must be fluent in English and French, both written and spoken;
- Must have proven skills and experience in using financial accounting software

Required services:



- Under the direction of the Senior Electoral Assistance Expert, conduct financial accounting of all Basket Fund income and expenditures, following the Basket Fund procedures and NEC rules and regulations;
- Assist the NEC in the management of funds as per agreed budget and disbursement schedules;
- Operate NEC financial management system in liaison with the NEC;
- Collect accounts, reports and receipts from the sub-contractors within established timelines;
- Prepare all documentation for the regular financial summary narratives and consolidated accounts of the Basket Fund;
- Assist the NEC in providing the necessary documentation for an audit of the Basket Fund;
- Provide other financial services as required by the NEC

## **Civic and Voter education expert**

Profile required :

- A minimum of 10 years of experience in advising on, organizing, and supervising public awareness activities in liaison with CSOs, including proven records on CSOs capacity-building projects

- Extensive Voter and Civic Education field experience

Extensive experience in International or Domestic Observation as trainer in procedures and methodology.

- Good command of English, both written and oral - French an Asset but not essential
- Good computer skills (MSWord, Excel)
- Ability to work harmoniously with people of different cultural backgrounds
- Familiarity with the civil society landscape in Rwanda an asset
- At least two years' experience in gender equality programming related to governance initiatives with a developing country CSO
- Experience in International NGOs highly desirable.
- University degree

Required services :

- Under the direction of the Senior Electoral Advisor, assist in coordinating all activities related to the CSO

component of the project, including CSOs' public awareness, voter information, domestic observation and media monitoring project-funded activities;

- Assist in Coordinating all CSOs' project support activities with NEC and other stakeholders;
- Develop call for proposals for CSOs to participate in voter and civic education;
- Advise NEC on public awareness programming and voter information campaigning, including design, production and delivery of sensitization materials;
- Help NEC develop a strategic plan on Voter and Civic Education;
- Assist the Senior Electoral Assistance expert in Advising Basket Fund beneficiaries and sub-contractors in the planning for and implementation of Voter and Civic Education basket-funded activities;
- Provide the NEC with substantive inputs on the CSO component of the project to

allow advice to the Steering Committee in its strategic planning and decision-making;

- Provide regular verbal and written progress reports as well as ad-hoc input to the Senior Electoral Advisor and NEC on CSO public awareness activities;
- Be available to the NEC for consultation with stakeholders in the electoral process;
- Provide regular reports and substantive input to be submitted to the Technical Consultative Committee and/or the Stakeholders Forum under the direction of the Senior Electoral Advisor.

## **Electoral Observation expert**

Profile required :

- A minimum of 10 years of experience in advising on, organizing, and supervising Electoral Observation Mission at Core Team level.
- Extensive Training in techniques of Observation
- Extensive experience in International or Domestic Observation as trainer in procedures and methodology.
- Good command of English and French both written and oral -> Good computer skills (MSWord, Excel)
- Ability to work harmoniously with people of different cultural backgrounds
- Familiarity with the civil society landscape in Rwanda an asset
- Experience in International NGOs highly desirable.
- University degree

Required services :

- Under the direction of the Senior Electoral Advisor, assist in coordinating all activities related to the CSO Electoral Observation Mission.
- Develop their Media Monitoring Unit.

Train in reporting format.

- Provide regular verbal and written progress reports as well as ad-hoc input to the Senior Electoral Advisor;
- Provide regular reports and substantive input to be submitted to the Technical Consultative Committee and/or the Stakeholders Forum under the direction of the Senior Electoral Advisor.

<b>Intended Outcome:</b> Achieving transparent and credible elections that are domestically and internationally recognized by supporting the National Election Commission's institutional development and technical capacity			
<b>Outcome indicator:</b> Free and fair elections recognized by domestic and international stakeholders.			
<b>Partnership Strategy:</b> The recipient of the financial and technical assistance will be Rwanda's NEC. The-NEC managed joint donor basket fund and the establishment of the steering committee will improve <i>de facto</i> donor coordination.			
<b>Project title and number:</b> Joint Donor Basket Fund to Support the 2008-2011 NEC's Strategic Plan			
<b>Inputs/Intended Outputs</b>	<b>Output Targets for 2008-2011</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>
<p>1) Provide support and training in the area of voter and civic education; Provide training to Electoral Agents</p> <p>Achieved sensitization of Rwanda's population to actively engage in the electoral process</p>	<p>1.1 NEC Voter Information</p> <p>Increased voter familiarity with and confidence in electoral processes</p>	<ul style="list-style-type: none"> <li>- Develop a NEC strategy to better deliver voter information</li> <li>- Review the focus and content of voter information messages</li> <li>- Familiarize voters with electoral process</li> <li>- Produce air messages to inform voters about their rights and obligations</li> <li>- Promote participation of marginalized groups</li> <li>- Organize training workshops for women in the electoral process</li> <li>- Target messages on voter mandate protection</li> <li>- Encourage voters to monitor the electoral process (check the voter roll, witness counting)</li> <li>- Encourage youth to take part in the electoral events.</li> <li>- Advocate voter mandate protection</li> <li>- Design , pilot-test and disseminate voter information messages</li> <li>- Sub-contract production of voter materials</li> <li>- Develop training kits on women's electoral participation</li> <li>- Develop training kits on disable voter's electoral participation</li> <li>- Develop ToRs to recruit staff</li> </ul>	<ul style="list-style-type: none"> <li>- TAS</li> <li>- National Consultants</li> <li>- Procurement</li> <li>- Contracts</li> </ul>

Inputs/Intended Outputs	Output Targets for 2008-2011	Indicative Activities	Responsible parties	Inputs
	<p><b>1.2 Training to Electoral Agents</b></p> <p>Temporary staff trained to perform polling operations or voter registration</p>	<ul style="list-style-type: none"> <li>- Ensure Electoral Agents are fully informed on E-Day Electoral Procedures</li> <li>Help NEC develop TORs for ad hoc staff</li> <li>- Develop specific training packages for NEC ad hoc staff</li> <li>- Maintain records and accountability of recruitment exercise</li> </ul>		

Inputs/Intended Outputs	Output Targets for 2008-2011	Indicative Activities	Responsible parties	Inputs
<p>2. Provide support to non-state actors (particularly media and civil society) in the area of elections observation.</p> <p>Enhanced Non state actors technical capacity to plan, prepare and conduct electoral observation.</p>	<p>2.1 Electoral Observation technical support.</p> <p>Electoral Observation timely and effectively planned and implemented</p>	<p>TAs , field short-term consultants Cover specific issues in electoral observation, including:</p> <ul style="list-style-type: none"> <li>- Advising on planning and implementation, Observation techniques, Observation reporting Forms, deployment plan, tabulation of results, preparing an informed assessment, preparing a final statement;</li> <li>- Assessing risks to successful completion of Observation</li> <li>- Advising on detailed Election Observation manual procedure requirements.</li> <li>- Evaluating plans for implementation.-</li> <li>- Providing advice on the recruitment and training of Observers</li> <li>- Identifying any planning shortcomings and proposing solutions</li> </ul>	<p>TA's</p> <p>Responsible parties</p>	<ul style="list-style-type: none"> <li>- International Consultants</li> <li>- National Consultants</li> </ul>



<p>Inputs/Intended Outputs</p>	<p>Output Targets for 2008-2011</p>	<p>Indicative Activities</p>	<p>Responsible parties</p>	<p>Inputs</p>
<p><b>3. Reinforcing Institutional capacity - Provide technical assistance to the basket fund currently held by the NEC</b> Resources timely and effectively mobilized and channeled to support the electoral process -Reporting -Maintain information relevant to stakeholders.</p>	<p><b>3.1 (Phase 1 and 2) Technical Assistance</b> Set-up mechanism to channel donor funding (Basket Fund) -Recruit Technical Assistance -Establish adequate administrative and financial procedures to implement project activities -Provide donors with timely and accurate reporting - Maintain information relevant to stakeholders.</p>	<p><b>3.1 Phase 1</b> TAs, NEC staff field short-term consultants upon request to cover specific issues in electoral operations, including: - Advising on voter registration planning and implementation; - Assessing risks to successful completion of Voter Registration - Advising on detailed Voter Registration manual procedure requirements. - Evaluating plans for transition to a Voter Register database design and security. - Providing advice on operationalization of Strategic Plan - Identifying any electoral planning shortcomings and proposing solutions <b>3.1.1.</b>Develop and conduct leadership performance programme for Commissioners - Assist in development of Computer-based training (CBT) for permanent staff - Design curriculum and conduct customized training on electoral law and NEC operational methods for electoral officers</p>	<p>NEC</p>	<p>- TAs - National Consultants - Contracts - Procurement</p>
<p><b>3.1.1 NEC Management Training</b> Well trained cadre of electoral officials and support staff to effectively perform electoral duties</p>				

Inputs/Intended Outputs	Output Targets for 2008-2011	Indicative Activities	Responsible parties	Inputs
<p>4. Setting up a call centre within the NEC - Voter information.</p> <p>Increased voter familiarity with and confidence in electoral processes</p>	<p>4.1 NEC Voter Information</p>	<ul style="list-style-type: none"> <li>- Develop a NEC strategy to better deliver voter information through the creation of a Call center</li> <li>- Review the focus and content of voter information messages</li> <li>- Familiarize voters with electoral process</li> <li>- Inform voters about their rights and obligations</li> </ul>		



