



**UNITED NATIONS DEVELOPMENT PROGRAMME  
TANZANIA**

**DEMOCRATIC EMPOWERMENT PROJECT (DEP)**

**2013 Annual Report**

**Project duration: January 2013 to June 2016**

# DEMOCRATIC EMPOWERMENT PROJECT

## 2013 ANNUAL REPORT

---

### Table of Contents

I. PROJECT DESCRIPTION .....	3
A. Expected outputs: .....	3
B. Introduction: .....	3
II. IMPLEMENTATION PROGRESS .....	4
A. Project Results for 2013 .....	4
Summary of key project results: .....	4
Component 1: Capacity of the key democratic institutions enhanced to support and promote legal and institutional reform. ....	5
Component 2: Capacity of the EMBs to conduct credible elections enhanced.....	5
Component 3: Inclusive participation in elections and politics enhanced through the empowerment of women, youth and PWDs. ....	9
Component 4: National peace infrastructure enhanced to mitigate election-related conflicts. ...	10
Component 5: Project management .....	11
IV. PROJECT IMPLEMENTATION CHALLENGES.....	12
A. Challenges .....	12
B. Risks .....	12
V. FINANCIAL STATUS AND UTILISATION.....	14
A. Table 1: Commitments Overview: 1 <sup>st</sup> January to 31 <sup>st</sup> December 2013.....	14
B. Table 2: Financial Utilization Report for 1st January to 31st December 2013 .....	15

## I. PROJECT DESCRIPTION

**UNDAF Outcome(s):** 7. Key institutions effectively implement their election and political functions

**UNDAF Output(s):** 7.4 Election Management Bodies better manage the election cycle through the application of integrated management systems

7.6 Political Parties improve internal party democracy

7.7 Women assume leadership roles and positions in politics and in EMBs

**National Partners:** NEC, ZEC, RPP, TPF, Political Parties, Civil Society and the Media

### A. *Expected outputs:*

The project seeks to contribute to four outputs, each related to a project component, which are informed by the UNDAF and the recommendations of recent reports and studies including the NAM, project evaluations and observer missions:

1) Capacity of the key democratic institutions (EMBs, RPP) enhanced to support and promotes legal and institutional reform.

2) Capacity of the EMBs to conduct credible elections enhanced through strategic, technical and operational support and improved EMB engagement with stakeholders (i.e. political parties, CSOs, and the media) to improve the democratic environment.

3) Inclusive participation in elections and politics enhanced through the empowerment of women, youth and PWDs.

4) National peace infrastructure enhanced to mitigate election-related conflicts.

A fifth project output relates to provision of Project Management Services.

### B. *Introduction:*

The Democratic Empowerment Project was initiated with the approval of the project's legal documents in January 2013, followed by the signing of the Project Document in March 2013 during the inaugural Steering Committee. Meetings of the project's Technical and Steering Committees were convened at regular intervals to review and advise on the operationalization of the project, particularly development of the operational documents, management arrangements and mobilisation of resources. The project's budgeted work plan for 2013-2016 was approved at the Steering Committee Meeting of 5<sup>th</sup> July 2013.

In parallel to this, the project initiated a number of priority activities. It supported ZEC to update the voter register in Zanzibar, conducted a technical assessment of options for the introduction of biometric voter registration (BVR) technology by NEC, and in collaboration with UNESCO launched community radio support and expansion.

The DEP management team assumed duty in the 4<sup>th</sup> Quarter of 2013 and immediately launched recruitment of the remaining project personnel, and began consultations with the project's implementing partners to confirm their priority needs. This enabled some reorientation of the project's activities, schedule and budget to better reflect current requirements, which were approved in November 2013 and are reflected in the 2014 Annual Work Plan, attached at the end of this report.

## II. IMPLEMENTATION PROGRESS

### *A. Project Results for 2013*

This Annual Report gives an overview of the key project activities and main results achieved during 2013, particularly at the Component (project Output) level.

#### *Summary of key project results:*

- **The project was operationalized:** The project's legal documents were reviewed and approved at a Local Project Appraisal Committee (LPAC) meeting held in January 2013. The Project Document was signed during the inaugural Steering Committee meeting held on 12<sup>th</sup> March 2013.
- **Resources mobilized:** resources were mobilised through bilateral agreements with UNDP and the UN One Fund, by concluding cost sharing agreements with Finland, Ireland, Norway, Switzerland and the European Union.
- **Project management structures were established:** TORs for the Technical and Steering Committees were approved and a first series of meetings held in February, March, June, July, and November 2013.
- **Work plans approved:** A project management consultant was engaged to produce the project's operational documents (budgeted work plan, staffing requirements, and results matrix).
- **The project office was established:** suitable premises were identified, security vetted, leased, furnished and equipped. It became operational and occupied in January 2014.
- **The Zanzibar voter register was updated:** the project supported ZEC to undertake voter registration between June and November 2013. ZEC conducted training, sensitization and voter education activities. A total of 41,261 voters were registered.
- **UNESCO's community radio support was launched:** Broadcasting and production equipment was handed over and community radio stations were launched in Uvinza (Kigoma) and Tumbatu (Zanzibar). Mobilisation activities reached 75,000 citizens. 51 community radio practitioners were trained on gender responsive programming and promoting community dialogue for development.
- **Biometric Voter Registration (BVR):** An independent technical assessment was conducted in April 2013 of options for NEC for the introduction of BVR. The report was presented to NEC and later to the Technical Committee on 20<sup>th</sup> June 2013 and Steering Committee on 5<sup>th</sup> July 2013

- **ZEC's ICT capacities were upgraded at HQ and district level offices:** ICT hardware and software was procured for ZEC in December 2013 to improve ICT capacities in 15 district offices and at ZEC HQ.
- **DEP management team in place and recruitment of project staff initiated:** The Operations Manager, Project Manager and Chief Technical Advisor assumed duty in 2013. The project's delivery structure and TORs for all project staff were revised, and recruitment initiated.
- **Stakeholder consultations held:** UNDP and the project team held consultations with various project stakeholders and implementing partners to solicit their inputs on activity implementation during 2014 and beyond.

***Component 1: Capacity of the key democratic institutions enhanced to support and promote legal and institutional reform.***

During this period, Tanzania continued with the Union constitutional review process, including a first draft constitution and preparations for a constituent assembly to meet in 2014. DEP's mandate is to work with the judiciary, Registrar of Political Parties (RPP) and NEC & ZEC to support any necessary consequential legislative reform once a new constitution is adopted. This will include supporting NEC and ZEC to review their laws on referendum management, the RPP to review the political parties laws and the judiciary to adjudicate disputes during the 2014 referendum and to introduce mechanisms for handling presidential election petitions, should the new constitution so provide.

***Component 2: Capacity of the EMBs to conduct credible elections enhanced.***

***Upgrading of EMBs' ICT capacities***

ZEC identified upgrading of its ICT capacities, particularly in its district offices, as a priority in advance of the 2014 referendum. Based on specifications agreed with ZEC, DEP procured the following ICT inputs via UNDP's global supplier: 24 laptops, 19 desktops, 15 printers, 19 UPS and office software, along with one camcorder, and a stills camera. DEP provided technical training for ZEC district and HQ staff on how to install, operate and maintain ICT equipment, and familiarization with the software. Further items of equipment for ZEC's AV studio will also be ordered in 2014 to enable ZEC to produce much of its own voter education material.



***Picture 1: UNDP staff training ZEC officials in operation and maintenance of ICT equipment.***

NEC ICT upgrading: specifications for a significant upgrade of hardware, software, installation of wireless LAN and data cabling in NEC HQ were agreed with NEC and will be ordered in early 2014.

***Update of the Zanzibar voter register***



***Picture 2: Voter registration taking place at community level in Zanzibar, November 2013***

Update of the Zanzibar voter register was implemented by ZEC with the support of DEP between June and November 2013.

#### Training and preparations:

- 6 voter registration servers were upgraded with new software.
- 30 VR kits were serviced and new software installed.
- Sufficient quantities of the 8 different forms required for registration were printed, along with 500 manuals for Registration Assistants, and 5000 manuals for Registration Agents.
- 20 District Registration Officers were trained to operate VR kits and update the register according to regulations. This training was extended to 60 Registration Clerks and 32 Registration Assistants.
- 20 temporary support staff (two for each district) were trained to manage the District Offices for the registration exercise.

#### Voter education:

- 22,500 voter education leaflets were distributed at district level.
- VR slogans were developed for women, PWD, and families. Daily TV and radio programmes ran from 1<sup>st</sup> June to 5<sup>th</sup> November 2013.
- 16 theatre shows were conducted at *Shehia* (sub district) level.
- One national and 5 regional seminars conducted for CSOs, community leaders, political parties and civil servants. 10 similar district level seminars were held, with on average 60 participants per district.
- 5 seminars were held in secondary schools to sensitize younger voters to register.
- At *Shehia* level, 4 seminars were conducted in each of the 10 districts, with 50-60 participants at each seminar.
- Two party agents from each political party, along with *Shehias*, were trained in 6 districts on the registration process.

#### Registration turnout:



Despite ZEC's voter education campaign and widespread sensitization activities, turnout for registration was low in most districts. In total, 41,261 voters registered against an expected 180,000. As this is the first round of registration well in advance of the referendum, and previous election cycles have seen low registration turnout followed by very high levels of voting turnout in Zanzibar, all indications are that this is not a major problem at this stage.

#### **Technical assistance to NEC for introduction of BVR**

An international expert in biometric voter registration (BVR) systems was contracted in April 2013 to conduct a technical assessment of options for introducing BVR technology for NEC. The consultant delivered a report on recommendations on BVR options for the NEC, and a summary report presenting identity management needs and management support requirements for implementation of a BVR

system. The consultant presented his findings to the Joint Technical Committee meeting of 20th June 2013 and the Steering Committee meeting of 5th July 2013.

As a further step to support NEC, the project initiated recruitment of an international voter registration expert in mid-November 2013 in early 2014 to develop detailed strategies and plans on voter registration processes for both NEC and ZEC. Going forward, the expert will be tasked with producing comprehensive management guidelines for implementing a VR update, a process framework to provide consistent standards and approach across all tasks, and specific plans for each type of task related to updating the voter list. The intention is that this assistance will enhance the capacities of NEC and ZEC to effectively prepare for and manage voter registration processes, both for the 2014/2015 round of elections and for future elections.

### ***Community radio support***

This joint UNDP and UNESCO activity aims to promote community media as a means for women's empowerment and for civic engagement including promotion of peaceful dialogues and a peaceful election environment. The capacity of community media practitioners in promoting community dialogue for development and peace will be developed. Opportunities are also being opened up for community dialogue through the media, and the flow of information between local government and citizens, and among the different community groups, is being enhanced. The stimulation of community dialogue among opinion leaders, youth, women and the local government structures is intended to reinforce peace at the community level.



***Above: initiation of the project, and installation of new broadcasting and productions studios in Zanzibar.***

The community radio support programme was launched in January 2013 as planned, with a mobilization phase that reached over 75,000 Tanzanians, informing them through electronic media of the project's aims and activities. Consultations were held with ten relevant government officials, and two mobilization events were conducted in target districts. The project's implementing partners specializing in promoting community dialogue were identified in the target areas, which were chosen due to their low socio-economic indicators and/or their recent experiences of community level conflict.

Establishing & equipping community radio stations:



- Identification of new sites was completed for two new community radios in Uvinza, Kigoma and Tumbatu Island, Zanzibar.
- Broadcasting and production equipment was procured and community radios stations were launched in Uvinza and Tumbatu. The third community radio will be launched in South Pemba.

Capacity building of radio practitioners:

- Capacity of community radio practitioners in promoting community dialogue for development increased through training of 51 community radio practitioners on gender responsive programming (19 women and 32 men).
- New tools were launched to improve standards and practices of media management and conflict sensitive journalism, in English and Kiswahili.
- The UNESCO media management manual has been translated and circulated to all the community radios to guide their professionalism.
- Baseline surveys are underway in communities on cultural sensitivities, media capacity and community areas of concern.
- 100% of participating radio stations developed key messages to promote peace, inclusion and civic participation.
- Over 50% of participating community radios had drafted editorial policies applying both national and international standards of excellence.

***Component 3: Inclusive participation in elections and politics enhanced through the empowerment of women, youth and PWDs.***

Since work of this kind, engaging directly with the nominations processes of the political parties, has not been attempted before in Tanzania, UNDP and UN Women needed to give careful consideration to the strategies, activities and implementing partners to be engaged. DEP and UN Women held detailed discussions in Quarter 3 of 2013 on the overall strategy for this project component, as well as the choice of implementing partners and strategies for collaboration and synergy.

A series of discussions were held with the Tanzania Centre for Democracy (TCD) and the three German political foundations and the leadership of the major political parties on the design of supporting initiatives to integrate policy changes directly into political party structures and processes. It was decided that TCD, which represents the leadership of Tanzania's major political parties will be integrated into the programme, and DEP is exploring a likely additional collaboration with Hans Seidel Stiftung to tap into their long experience in Tanzania of preparing candidates for all parties to run for office.

The project is strengthening dialogue with the political parties and also wishes to forge partnerships with various organisations which represent women, youth and PWDs in an effort to increase the number of women, youth and PWD candidates seeking party nominations for the 2015 general election. The strategies, partners and work plan for the programme will be finalised in the first quarter of 2014.

## ***Component 4: National peace infrastructure enhanced to mitigate election-related conflicts.***

### ***Cooperation with Tanzania Police Force (TPF)***

During October 2013, the project started discussions with the TPF on areas of likely support and cooperation under DEP. UNDP previously collaborated with TPF during both the 2005 and 2010 elections cycles. Reviews and evaluations of this support have stressed the importance of preparing TPF for their role in maintaining a peaceful elections environment, and highlight the need to support the following areas in particular:

1. Awareness of TPF's role in the elections, and principles of conduct;
2. Awareness of human rights principles, including gender;
3. Capacities to manage public order events with appropriate use of force;
4. Dialogue with other elections stakeholders.

All the above will be addressed by the DEP, and in addition some further strengthening of TPF's capacities to report and respond to incidents through upgrading of the IRRS (Incident Reporting and Response System) in newly created regions and districts. UNDP will meet with the new IGP of the Police, Ernest Mangu, in the first quarter of 2014 to reach agreement on the areas and modalities for collaboration.

### ***Mapping, and development of strategic approach***

Mapping and analysis conducted by UNDP in 2011 helped to identify the main actors and stakeholders of election-related violence, and underlined the need to develop strategies to respond to current dynamics, based on wide consultations. Given the importance of developing a clear project approach and well-designed activities in advance of the 2014 Referendum, and also that long term technical staff for this project component is only expected to start in post in the second quarter of 2014, there is a need to engage relevant technical expertise early in 2014.

DEP will therefore contract a consultant to undertake extensive stakeholder consultations to develop the project's strategy for mitigation of election-related violence, beyond what has already been planned and agreed with the national Police. Long term technical staff will then inherit a clear and up to date strategy and action plan, and can commence implementation with no delay.

This process of strategy development will run in parallel with another initiative aimed at mapping the existing national infrastructure for peace, with the aim of improving understanding of the risks to peace for the 2014 referendum and 2015 general elections environments. This nationwide initiative has a special focus on recent hotspots for election/political related violence: Zanzibar, Arusha, Mtwara, Dar es Salaam. The resulting analysis will inform UNDP development programming to support conflict prevention and peace building in future.

## **Component 5: Project management**

Following the signing of the DEP Project Document in mid-March 2013, efforts were focused on establishing the project's essential structures, including its management structures.

### ***DEP operationalized:***

*Legal documents in place:* The Local Project Committee Appraisal (LPAC) was held in January 2013 and the project document was then revised and circulated to LPAC members. Following this, the official signing of the DEP project document was held on 12<sup>th</sup> March 2013 during the inaugural Steering Committee meeting, after which the signed version was circulated to key partners.

*Resource mobilization:* contribution agreements were concluded with Finland, Ireland and Norway (all via One UN Fund), including bilateral agreements with Switzerland and the EU. Agreements with Denmark and Canada were close to signature by the close of 2013.

*Recruitment of key Technical Advisors and project staff:* a project management specialist was hired in April 2013 as a short term consultant to support the start up the Democratic Empowerment Project. The consultant delivered the following:

- Draft 2013-2014 work plan budget and draft budget notes (approved)
- Revised risk matrix (approved)
- Draft TORs for DEP national administrative and international technical staff
- DEP annual work plan (approved)
- DEP results monitoring framework (approved)
- Provision of technical assistance and advice to EMBs
- Procurement and recruitment plan for DEP

Recruitment of DEP management team and project staff:

- The Operations Manager joined the project on 20<sup>th</sup> September 2013
- The Project Manager joined on 27<sup>th</sup> September 2013
- The Chief Technical Advisor joined the team on 13<sup>th</sup> November 2013
- All national staff positions were advertised; recruitment was initiated in December 2013 and is expected to be concluded in Quarter 2 of 2014.
- A detailed recruitment plan was produced to manage the overall process.

*Project Office:* the project office was identified, security assessed and leased at Urambo Street in Upanga, Dar es Salaam. The office is now fully equipped and three project vehicles were procured, one of which was sent to Zanzibar. The office will be made compliant with UN security standards before the end of December 2013 and project staff will move in from January 2014. The project's office in Zanzibar will be located in the One UN Sub Office.

### ***Project management structures established:***

The project's Technical and Steering Committees were launched and their TORs were approved at the second Steering Committee meeting held on 5<sup>th</sup> July 2013. Technical Committee meetings were held on

14<sup>th</sup> February, 30<sup>th</sup> April, 20<sup>th</sup> June, and 15<sup>th</sup> November 2013. The Steering Committee met on 12<sup>th</sup> March, 5<sup>th</sup> July and 27<sup>th</sup> November 2013.

## IV. PROJECT IMPLEMENTATION CHALLENGES

### A. Challenges

- **Staffing:** During 2013, UNDP saw the need to revise the project staffing structure to ensure the right capacities, skills and expertise were in place for effective project management and activity implementation. Following consultation with the project's implementing partners, the project delivery structure was reviewed to provide for a lower ratio of international staff compared to national staff. This led to delays in the commencement of staff recruitment especially for the national staff which only started in November.
- **Project cash flow:** Lack of resources at project start-up has reduced the rate of project delivery and implementation of activities. Late signing of Contribution Agreements resulted in slow disbursement of committed funds. Cash flow constraints also contributed to delays in the recruitment of international staff. More international project staff is expected to be recruited in early 2014 when the cash flow situation is expected to improve and this means the full project staff complement will not be expected until the Second Quarter of 2014.
- Late arrival in post of project staff will put the DEP team under pressure with regard to delivering all activities on time especially during 2014. To mitigate this situation, the project will recruit additional short-term staff and consultants to enable the project to make up leeway. It will be challenging to recruit staff with strong technical knowledge in electoral processes, and especially with knowledge of UN/UNDP procedures.
- **Communication/lack of embedded staff in EMBs:** an important assumption in the design of the DEP was that certain key project staff would be partially or fully embedded with the EMBs, in particular the CTA and the two Election Management Specialists. In practice, this has been difficult to realise because NEC in particular has very limited space in its HQ in Posta House, and is so far unable to host any DEP staff. This will inevitably complicate communication and coordination, and the project needs to find an adequate response to this challenge. So far, however, it seems likely that DEP staff will be hosted within the ZEC Secretariat, although space there is also very limited.

### B. Risks

- **Uncertain environment for project implementation:** Tanzania is at a critical juncture with the constitutional review process and the planned referendum in 2014. The inclusiveness and credibility of these national processes impact indirectly on the effective implementation of DEP and the country's long-term democratic development. In general, the project context is quite

fluid, particularly in relation to the timing and arrangements for conduct of the constitutional referendum in mid-2014.

- A further risk is linked to the outcome of the constitutional referendum and how this will determine the parameters of the 2015 elections: will there be a need for new sets of electoral management bodies conduct the 2015 elections and what elections are envisaged for 2015, i.e. two- or three-government structures? This scenario will put immense pressure of the project in terms of responding to new priorities and area of support that are beyond the current project design and parameters.
- **BVR:** The process of introducing new voter registration technology in a very short timeframe in advance of the 2014 Referendum could be challenging for NEC and by extension for DEP because of the project's mandate to support voter registration in the country. It remains unclear how NEC would like DEP to support the national voter registration process during 2014; the project expects NEC to communicate clearly and also early its requirements for DEP support to the registration process; this is the only way to ensure the project responds adequately and effectively to the needs of NEC.
- Rising expectations of Tanzania's increasingly well-informed citizens - especially its youth - mean that more effort will be required to build confidence and trust in both the elections process and in the institutions tasked with delivering the elections.
- Compared with the 2005 and 2010 election cycles, there are more reasons to be concerned about the environment for peace and stability before, during and after the 2015 elections. It also remains unclear how the constitutional referendum will unfold. There is arguably more at stake, and tensions may remain high throughout the 2014 and 2015 election cycle. In this respect DEP has a key component to support the electoral management bodies and key stakeholders to effectively engage in promoting a peaceful election environment and election integrity and security.

## V. FINANCIAL STATUS AND UTILISATION

### A. Table 1: Commitments Overview: 1<sup>st</sup> January to 31<sup>st</sup> December 2013

**AWARD No. 57788. PROJECT Nos. 71521, 74071, 74423, 74430, 74431, 74432, 74433, 74434**

Figures below are approximate values in USD apart from disbursements, which are actual figures reflected in ATLAS, based on the Cost Sharing Apportionment report.

Development Partners	Commitments	Commitments (USD)	Actual disbursed	Balance of agreed commitments owing (USD)	Status of agreement
Canada	CAD 3,000,000	2,868,069	\$ 0	\$2,868,069	Tentative
Denmark	USD 1,000,000	1,000,000	\$ 0	\$ 1,000,000	Not signed
European Union	EURO 3,700,000	5,096,419	\$ 0	\$5,096,419	Signed
Ireland	<i>Via One UN Fund</i>			\$ 0	Signed
Norway	USD 1,328,000	1,328,000	\$ 990,000	\$ 328,000	Signed
Switzerland	USD 1,900,000	1,900,000	\$ 750,000	\$ 1,150,000	Signed
UK/DFID	USD 937,686	973,686	\$ 973,686	\$ 0	Signed
One UN Fund	USD 1,000,000	1,000,000	\$ 730,000	\$ 270,000	Signed
UNDP	USD 1,000,000	1,000,000	\$ 275,000	\$ 725,000	Signed
<b>Total</b>		<b>\$15,166,174</b>	<b>\$3,718,686</b>	<b>\$11,437,488</b>	

#### Note:

1. The European Union disbursed EURO 835,690 (approximately USD 1.15m) on 27<sup>th</sup> December 2013, and this was credited to the project in the ATLAS system in February 2014.

**B. Table 2: Financial Utilization Report for 1st January to 31st December 2013**

**AWARD No. 68932. PROJECT Nos. 83810, 84841, 84843, 84844, 85844.**

**In US Dollars**

	Project Components	Revised Budget 2013-2014	Expenditure Jan – Dec 2013	Balance	Delivery (%)
		A	B	C (A-B)	(B/A) x 100
1	Component 1 (Legal & Institutional Reform)	346,238	301,867	44,371	87%
2	Component 2 (EMB Integrity & Management)	2,764,720	567,338	2,188,382	21%
3	Component 3 (Inclusive Participation)	496,399	676,695	(180,296)	136%
4	Component 4 (National Peace Infrastructure)	615,841	0	615,841	0%
5	Component 5 (Project Management)	890,485	444,107	446,378	50%
6	<b>Subtotal 1-5</b>	<b>5,113,683</b>	<b>1,999,007</b>	<b>3,114,676</b>	<b>39%</b>
7	Unrealized exchange rate gain/loss				
8	Contingency	300,000	0	300,000	0%
9	<b>Subtotal 1-8</b>	<b>5,413,683</b>	<b>1,999,007</b>	<b>3,414,676</b>	
10	UNDP General Management Support costs (GMS)	378,958	131,093	247,864	35%
11	<b>Total</b>	<b>5,792,641</b>	<b>2,130,100</b>	<b>3,662,541</b>	<b>37%</b>

**Notes on the Financial Utilization Report:**

1. The data source for this report is the Combined Delivery Report (CDR) by Activity with Encumbrance.
2. GMS is charged on expenditure without encumbrance. It is not charged on expenditure of UNDP contributions.
3. Expenditure for Component 3 is higher than budget due to disbursement to UN Women in 2013 of funds for their 2014 programme.

**ANNEX 1.**  
**2014 Work Plan for the Democratic Empowerment Project**

PROJECT COMPONENTS, OUTPUTS AND ACTIVITIES	IMPL. AGENCY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	INPUTS	BUDGET
<b>COMPONENT 1: SUPPORT FOR LEGAL AND INSTITUTIONAL REFORM FOR CREDIBLE ELECTIONS</b>															
<b>Output 1: Legal &amp; Institutional Reforms Introduced to Promote Democratic Elections</b>															
1.1.1. Support NEC in updating the election regulations & guidelines	NEC													National consultants, workshops	\$70,000
1.1.2. Support for referendum law drafting & validation (ZEC)	ZEC													National consultants, workshops	\$32,000
1.1.3. Support the RPP during constitutional review process	RPP													Dialogue process, public awareness, monitoring Expenses Act.	\$111,015
- Institutional strengthening of RRP's Office	DEP													ICT hardware/software, skills training	\$70,000
1.1.4. Development of Political Party Dispute Resolution mechanism	RPP													Stakeholder dialogue, reform of process, sensitisation, training.	\$48,500
1.1.5. Development/revision of the Elections Expenses Act, Political Parties Act, etc.	RPP													Stakeholder dialogue, drafting, validation, translation.	\$70,394
1.1.6. Multi-stakeholder meetings to sensitize on legal framework, VR, observation, etc.	NEC/ZEC													Stakeholder meetings	\$64,545
1.1.7. Support to judiciary on Electoral Dispute Resolution mechanisms	JUD													Int./national consultants/training workshop	\$107,502
1.1.8. Long-Term Technical Assistance (LTTA)	DEP													Int./national project personnel	\$191,612
<b>SUBTOTAL:</b>															<b>\$765,568</b>
<b>COMPONENT 2: SUPPORT IMPROVEMENT OF EMB INTEGRITY AND MANAGEMENT CAPACITIES</b>															
<b>Output 1: EMBs strategic planning and policy-making capacities improved.</b>															
2.1.1. Strategic & operational planning for NEC & ZEC	NEC/ZEC													External consulting firm, validation/sensitization workshop	\$140,000
2.1.2. Development & implementation of inclusive business policies & processes	NEC/ZEC													External consulting firm, validation workshop, printing & training	\$68,072
2.1.3. Capacity mapping of NEC & ZEC	NEC/ZEC													External consulting firm, validation workshop	\$61,572
2.1.4. Decentralization Feasibility Study for NEC	NEC/ZEC													External consulting firm	\$90,000
2.1.5. Develop performance monitoring systems for NEC & ZEC	NEC/ZEC													External consulting firm	\$43,378
2.1.6. Long-Term Technical Assistance (LTTA)	DEP													Int./national project personnel	\$97,893
<b>SUBTOTAL:</b>															<b>\$500,915</b>
<b>Output 2: EMBs Capacity to Use ICT Enhanced</b>															
2.2.1. Support EMBs to improve their ICT management capacity	DEP													ICT hardware/software, skills training	\$241,000
- Office hardware/software, training & LAN upgrades														International consultants	\$80,000
- Development/revision of RMS, CMS, OMS software														International consultant (VR Expert)	\$0
- Assessment of technical solutions for results transmission														International consultant (VR Expert)	\$79,800
2.2.2. Advisory services for introduction of bio-metric voter registration (BVR) - ZEC	DEP														\$0
2.2.3. Support audit of the voter register [for 2015]	DEP														\$0
2.2.4. Long-Term Technical Assistance (LTTA)	DEP													Int./national project personnel	\$216,285
<b>SUBTOTAL:</b>															<b>\$617,085</b>
<b>Output 3: EMBs capacity improved to conduct credible electoral processes</b>															
2.3.1. Support voter registration and de-duplication of the voter register	NEC/ZEC													Technical assistance	\$70,000
2.3.2. Facilitate conduct of 2014 referendum - (LTTA)	DEP													Int./national project personnel	\$414,949
<b>SUBTOTAL:</b>															<b>\$484,949</b>
<b>Output 4: EMBs staff professional development enhanced.</b>															
2.4.1. Develop EMBs capacity for cascade training using BRIDGE	DEP													International consultants, training facilities.	\$75,000
- ZEC & NEC TOT on BRIDGE methodology															
2.4.2. Train a critical mass of EMBs officials on election administration	DEP													International consultants, training facilities.	\$110,000
- NEC module on operations and referendum management	DEP													International consultants, training facilities.	\$60,000
- ZEC module on operations and referendum management	DEP													Training costs, international travel.	\$110,000
2.4.3. Support study missions and staff exchanges between the two EMBs and beyond	DEP														\$13,555
2.4.4. Long-Term Technical Assistance (LTTA)	DEP													Int./national project personnel	\$13,555
<b>SUBTOTAL:</b>															<b>\$368,555</b>



<b>Output 5: Delivery of Civic and Voter education and information improved and extended to hard to reach citizens</b>											
2.5.1.	Review, design and implementation of voter education EMBs, CSOs & media	DEP								Technical assistance	\$135,000
2.5.2.	Undertake surveys to assess public understanding of democratic values	DEP								External consulting firm	\$300,000
2.5.3.	Support NEC and ZEC in the establishment of small and medium grants scheme - Assessment of feasibility/desing of EMB small grant scheme	DEP/NEC/ZEC								Consultancy	\$40,000
2.5.4.	Support community media (UNESCO Grant)	UNESCO								Hardware, training, dialogue meetings	\$200,497
2.5.5.	Support creation of infrastructure for social media utilization in elections (LTTA)	DEP								Int./national project personnel	\$81,972
<b>SUBTOTAL:</b>										<b>\$757,469</b>	
<b>Output 6: Mechanism for election observer access to electoral process improved</b>											
2.6.1.	Support the EMBs to develop observer engagement strategies - Revision of Observer Guidelines, internal NEC/ZEC dialogue process	NEC/ZEC								Meetings costs	\$45,000
2.6.2.	Support EMB planning & implementation of efficient procedures for observers - Observer Accreditation Card processing equipment and supplies	DEP								Card printing equipment & consumables	\$50,000
2.6.3.	Facilitate a study on lessons learned in relation to election observer engagement	DEP									\$0
2.6.4.	Long-Term Technical Assistance (LTTA)	DEP									\$0
<b>SUBTOTAL:</b>										<b>\$95,000</b>	
<b>COMPONENT 3: SUPPORT INCLUSIVE PARTICIPATION IN POLITICAL AND ELECTORAL PROCESSES</b>											
3.1.1.	Support skills and capacity development for women, youth and PWDs as candidates	UNW								Sensitization meetings, skills training workshops	\$640,000
3.1.2.	Promote public awareness on gender equality and women's empowerment	UNW								Public awareness campaign, sensitization meetings	\$170,000
3.1.3.	Assess the impact of the constitutional/legal framework for elections on participation	UNW								National consultancy	\$28,625
3.1.4.	Long-Term Technical Assistance (LTTA)	UNW/DEP								Int./national project personnel	\$371,497
<b>SUBTOTAL:</b>										<b>\$1,210,122</b>	
<b>COMPONENT 4: SUPPORT NATIONAL PEACE INFRASTRUCTURE TO MITIGATE AND RESOLVE ELECTION-RELATED CONFLICTS</b>											
4.1.1.	Technical support for the TFP to procure equipment for Incident Reporting & Response	DEP								Intl. consultant in logistics and ICT/radio.	\$235,220
4.1.2.	Regional inter-stakeholder dialogue to improve the democratic environment	DEP								Workshop costs, resource persons	\$125,000
4.1.3.	Human rights & gender awareness TOT training to the Police on mainland & Zanzibar - Public Order TOT training, mainland & Zanzibar	TPF								Workshop costs, resource persons	\$110,000
4.1.4.	Confidence-building dialog between Police/EMB, Police/Political Parties/CSOs	DEP								Training costs, external training agency	\$142,000
4.1.5.	Technical assistance for conflict prevention approaches and GBV in conflict (LTTA)	DEP								Workshop costs, resource persons	\$120,000
<b>SUBTOTAL:</b>										<b>\$425,719</b>	
<b>TOTAL PROJECT ACTIVITIES:</b>										<b>\$5,957,603</b>	
<b>COMPONENT 5: PROJECT MANAGEMENT SERVICES</b>											
5.1.1.	Project Management set up and facilities	DEP								Equipment, furniture, rent, utilities, supplies, transport, etc.	\$395,851
5.1.2.	Staff Costs	DEP								Int./national project personnel	\$485,910
5.1.3.	Monitoring reporting and evaluation costs including EAD and other relevant missions - M&E consultancy to develop framework and baseline survey	DEP								International consultant	\$50,000
5.1.4.	Contingency	DEP									\$300,000
<b>SUBTOTAL:</b>										<b>\$1,231,761</b>	
<b>TOTAL PROJECT ACTIVITIES + PROJECT MANAGEMENT:</b>										<b>\$7,189,364</b>	
<b>TOTAL FOR GENERAL &amp; ADMINISTRATIVE FEE :</b>										<b>\$7,189,364</b>	
<b>GENERAL &amp; ADMINISTRATIVE @7%</b>										<b>\$503,255</b>	
<b>PROJECT TOTALS:</b>										<b>\$7,692,620</b>	