



UNITED NATIONS DEVELOPMENT PROGRAMME TANZANIA

DEMOCRATIC EMPOWERMENT PROJECT (DEP)

Quarter 1 Report: 1st January to 31st March 2014

Project duration: January 2013 to June 2016



Community radio correspondents in action from Okonerei FM (one of the local radios participating in DEP from Simajiro, Terrat)

DEMOCRATIC EMPOWERMENT PROJECT

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I. PROJECT DESCRIPTION

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

UNDAF Output(s): 7.4 Election Management Bodies (EMBs) 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, Judiciary and RPP) enhanced to support and promote 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:*

Quarter 1 saw improved financial health for the project, with a number of donors releasing funding which was mostly needed for staff recruitment and key activity implementation. The project consulted intensively over this period with the main implementing partners to review and re-validate priorities and planned activities, and to reach agreement on the most appropriate modalities for support. In most cases following such consultations, UNDP signed letters of agreement (LoAs) with the implementing partners to ensure speedy implementation through shared responsibilities for key project deliverables between DEP and its partner institutions, mainly the EMBs, TPF and the RPP.

The LoAs with the EMBs were signed during March and activity implementation has since then commenced, while the LoAs with RPP and the TPF are expected to be signed during April with activity implementation commencing immediately thereafter.

II. IMPLEMENTATION PROGRESS

A. Project Results for January to March 2014

This report gives an overview of the key project activities and main results achieved during the first quarter of 2014, particularly at the Component (project Output) level.

Summary of key project results:

- **Biometric Voter Registration:** an independent technical assessment was conducted in February 2014 on options for ZEC for upgrading its BVR system. The report was presented to and approved by ZEC on 22nd January. Since then ZEC has requested the project to support the development of specifications for possible procurement of additional BVR kits for ZEC.
- **NEC and ZEC strategic and operational planning:** letters of agreement were signed with NEC and ZEC to initiate capacity needs assessments, leading to development of new strategic and operational plans with the aim of improving the EMBS' capacity for effective management of elections.
- **South-south exchange:** in collaboration with UNDP Mexico, DEP brought 6 senior level experts from Mexico's Federal Electoral Institute (IFE) to hold extended workshops in Iringa and Zanzibar for NEC and ZEC Commissioners and senior level staff (35 participants in total).
- **ICT upgrading at NEC and ZEC:** a significant quantity of ICT equipment and software was procured to improve ICT capacities and connectivity for some 80 staff in NEC's HQ. Delivery of the office equipment is expected in mid-April, and a wireless LAN and fibre option connection will be installed by May. In January, the project handed over 25 desktops and 19 laptops together with relevant software, and provided training in the use and maintenance of ICT for more than 30 ZEC staff from HQ & district levels.
- **Planning sessions and consultations with project implementing partners:** UNDP and the project team held consultations with various implementing partners to confirm their priorities for support from DEP over 2014 and beyond. The 2014 project work plan was produced based on these inputs.
- **Resources mobilized:** resources were mobilised through bilateral agreements with UNDP by concluding cost sharing agreements with Finland and Canada. A first disbursement was received from Canada.
- **UNESCO's community radio programme:** 34 radio practitioners from 9 local radio stations were trained in Codes of Ethics, gender responsive reporting, and conflict sensitive reporting. Equipment was procured for the launch of a new community radio station in South Pemba. 85% of participating stations now have editorial policies in place, and 62% have gender policies.
- **Inclusive participation:** extensive consultations took place between UN Women and key national actors to establish priority interventions to promote inclusive participation of women, youth and PWDs in electoral process especially to accept nomination as candidates for the 2015 general elections. Since then UN Women has signed cooperation agreements with key actors to commence with activity implementation from April onwards.
- **The project office was established:** the project office in Upanga became operational and was occupied by the project team from January 2014. Considerable upgrading of safety and security arrangements was carried out and should be completed over Quarter 2.
- **Recruitment of project staff:** A total of eight project staff assumed duties over this reporting period. Recruitment was completed for several other national and international posts, and these staff are expected to join in the next quarter.
- **Recruitment of project consultants:** A voter registration expert commenced work with NEC and ZEC on 22nd January. Recruitment was also initiated for eight short term consultants: M&E expert, a conflict

prevention expert, two BRIDGE instructors, two software programmers and two experts for mapping the national infrastructure for peace.

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, and deliberations on the current draft got underway in the Constituent Assembly (CA). DEP's mandate is to work with the judiciary, the 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 laws relating to political parties, and the judiciary to adjudicate petitions during the 2014 referendum and to introduce mechanisms for handling presidential election petitions, should the new constitution so provide.

NEC & ZEC reviewing legal frameworks

DEP is currently supporting NEC to review and redraft election regulations and staff training manuals in accordance with the newly-promulgated Referendum Act (2013). UNDP signed an agreement to support NEC to undertake the review of these laws between April and May 2014.

Registrar of Political Parties

DEP held a series of consultations over this reporting period with the Office of the RPP, culminating in a planning workshop on 19th March where the details of the collaboration between DEP and the RPP were elaborated and agreed. DEP will provide support to the RPP in four areas:

1. Support for the constitutional review process.

Including: a dialogue process with political parties at zonal and national levels; monitoring and enforcement of the Election Expenses Act; and, raising awareness of election-related legislation (the Election Expenses Act, the Political Parties Act, and the Political Parties Code of Conduct).
2. Institutional strengthening of the RPP's Office.

Including: a capacity needs assessment; ICT and other skills development; and, ICT upgrading work at the RPP's head office and field offices.
3. Development and revision of the electoral legal frameworks.

Including: stakeholder consultations; drafting and validation of revised legislation; tabling of drafts, monitoring of parliament sessions, and; printing, translation and dissemination of legislation.
4. Development of a mechanism for resolving inter/intra political party disputes.

Including: review and revision of existing process based on consultations with political parties and other stakeholders, and in line with best practice in dispute resolution, and; sensitisation and awareness-raising on the revised process.

UNDP will sign a formal agreement with the RPP in mid-April and work will commence the same month, to prepare a dialogue process with political parties, and DEP will initiate upgrading of ICT capacities in the RPP's Office.

The Judiciary

DEP also held consultations in March with members of the judiciary in both the High Court and Court of Appeal, notably with Chief Justice Mohamed Othman on 13th March 2014. The envisaged activities include

support to the judiciary to enhance its capacity to resolve election-related petitions through training and advocacy initiatives, including a review of a number of petition cases from the last election cycle and exposure to best practice. A work plan is being formulated, and activities are expected to commence in Quarter 2.

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

Improvement of NEC & ZEC's strategic planning and policy-making

UNDP signed agreements with both EMBs in February to improve their institutional capacity in relation to strategic planning and policy making, especially in areas such as business processes (strategic communication and stakeholder engagement, gender and inclusive participation, monitoring and evaluation) and operational planning, i.e. the election calendar and development of logistics plans. These activities will be implemented during the second and third quarter of 2014, and over the reporting period the Project supported both EMBs to finalize their plans for implementing these activities. The EMBs are both expected to start by conducting internal needs assessments, and then based on this to continue with developing strategic plans, stakeholder engagement strategies, gender policies and elections calendars and logistics plans.

Upgrading of EMBs' ICT capacities

A significant upgrade of NEC's ICT capacities was initiated and is well underway. This involves establishing a fibre optic connection and installation of wireless LAN and data cabling in NEC HQ. In addition, based on specifications agreed with NEC, DEP procured the following ICT inputs via UNDP's global supplier: 20 laptops, 40 desktops, 4 multifunction printers, 40 UPS, two LCD projectors and various office software packages. DEP will provide technical training for NEC HQ staff on how to install, operate and maintain ICT equipment, and familiarization with the software. DEP also handed over a similar consignment of ICT equipment to ZEC on 24th January 2014, including 25 desktops and 19 laptops together with relevant office software, and provided training in the use and maintenance of ICT for more than 30 ZEC staff both at HQ and district levels. ZEC has requested follow-on training of its district and HQ staff in managing computers and data, and this will be scheduled for the next quarter.

Recruitment was also initiated for two software programmers to assist NEC and ZEC to develop a number of IT solutions as part of preparations for the 2014 referendum and the 2015 general elections. During the 2010 election period, UNDP developed a number of election-related IT systems including a Results Management System (RMS), a Candidate Management System (CMS), and Incident Management System (IMS). In 2011, more functionalities were added to these systems, and they were repackaged in-easier-to-use configurations. The EMBs have continued to use the RMS and CMS over 2012 and 2013 and have requested specific modifications based on their experience using the systems. The two IT Programmers are required to revise these existing IT systems with a view to improving their relevance and responsiveness to the needs of the two EMBs in preparing for the 2014 referendum and the 2015 general elections.

Support to EMBs on Voter Registration

An international expert in biometric voter registration (BVR) systems was contracted to conduct a technical assessment of options for upgrading ZEC's existing BVR system. The consultant delivered a report with three recommended options for the ZEC, which was presented to the ZEC Commissioners and Secretariat on 22nd January, and the findings were also shared with the DEP Joint Technical Committee on 13th February 2014. ZEC's decision is to replace the current BVR system, which will involve procurement of about 40 BVR kits, software, and card printing equipment. BVR data from the existing system will be migrated to the new system, and an improved backup and disaster recovery system will be put in place. The consultant will support ZEC over April and May 2014 to prepare for procurement of the new system.

The same consultant is assisting NEC and ZEC to develop detailed strategies and plans on voter registration processes. He has produced draft management guidelines for implementing a VR update, and a process framework to provide consistent standards and approach across all tasks, and is working on 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.

EMBs' professional development: South-South learning event

The project collaborated with UNDP Mexico to facilitate peer learning between NEC & ZEC and the Federal Electoral Institute of Mexico (IFE). The event took place between 18th and 22nd February for NEC in Iringa, and from 21st to 22nd February for ZEC in Zanzibar. Altogether 40 officials including the two EMB chairpersons, 10 commissioners and senior managers benefitted from this peer learning. Six senior officials from the Mexican bodies responsible for election management and electoral dispute resolution participated in this event.

The two separate workshops for NEC and ZEC covered a broad spectrum of subjects based on the electoral cycle ranging from the constitutional and legal framework of elections, the electoral systems, electoral management design, to election budgeting, operations and logistics. The training also covered aspects of how EMBs could effectively and sustainably utilize financial, human and material resources, and also how they can forge and maintain partnerships and good relations with stakeholders such as the government, the media, political parties, civil society, and the security agencies. A central point throughout all discussions was the use of technology in elections, mainly in the areas of voter registration and election results tabulation and dissemination, and also legal and institutional reform issues in elections.



Above: ZEC Chairperson Jecha Kassim Jecha addressing Opening Session of the Zanzibar Peer Learning Workshop for Mexico and Zanzibar EMBs, 22 February 2014. He is flanked on the right by Eugenio Partida Sanchez of IFE Mexico and on the left by Carlos Gonzalez.

Strengthening of community radio

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. Capacity development of community media practitioners is being combined with

strengthening the infrastructure of new and existing community radios, and with the stimulation of dialogue among opinion leaders, youth, women and local government to reinforce peace at community level.

Highlights of progress over this reporting period:

- The capacities of 34 community media practitioners (19 men and 15 women) from 9 participating local radios were strengthened for enhancing inclusive participation in democratic processes, through workshops on Codes of Ethics, Gender Responsive Reporting, and Conflict Sensitive Reporting.
- A further 37 community radio leaders, practitioners and stakeholders were supported to participate during the World Radio Day National Forum, voicing their concerns and perspectives in national debates on this year's theme of advancing gender equality in and through radio, in particular, through the promotion of women's leadership and democratic participation.
- Equipment was procured for the launch of a new community radio in Southern Pemba which will participate in the project, serving one of the last remaining areas of Zanzibar without access to local radio coverage. The formal opening is planned for July 2014.
- A baseline survey was completed on the 25 participating local radios and their surrounding communities. The survey revealed a large increase in adoption of editorial and gender policies by the stations, and confirmed the potential (and the support within communities) for community radio to be used as resource for voter education. Audience participation and reach of local radios remain strong: 91% of those interviewed in surrounding communities listen to radio every day, particularly those between 18 and 25 years old.



Above left: community radio correspondents in action from Okonerei FM (one of the local radios participating in DEP from Simajiro, Terrat)

Above right: the new studio being demonstrated in Tumbatu the Second-Vice President Seif Ali Idd (centre) and UNESCO OiC Mr. Abdoul W. Coulibaly

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

Highlights of progress over Quarter 1:

- Agreements have been signed with Tanzania Gender Networking Programme/ Legal Human Rights Centre as well as Tanzania Women Cross Party Platform in March. Implementation of activities has started including the development of training Manuals and the Handbook that will be used by all partners supported by UN Women (LHRC, TAMWA, TWCP and ZLCS) in the training of aspirants and candidates.
- Preparations for the creation of a database of prospective women, youth and PWDs from all regions of Tanzania to create a reliable pool of prospective candidates for capacity development are underway. Meetings have been held with Secretaries General of the political parties to ensure commitment and support for the mapping of potential aspirants among women, youth and PWDs (led by TWCP).
- Mapping of stakeholders in selected districts in 8 regions was undertaken by TGNP/LHRC to sensitise and ensure support of community, religious and party leaders in promoting leadership and political participation of women, youth and PWDs in view of the elections.
- An agreement with TCD is in the process of being finalised (latest by beginning of May). The priority areas for support are: desk research to update needs assessment for women, youth and PWDs in political parties by TCD; a baseline study to establish number of women, youth and PWDs who sought nominations at constituent level in 2010 general elections; support review of party systems, structures, party manifestos (constitution, manifestos, and procedures); conduct an intra-party capacity building workshop to create awareness on internal party procedures and campaign for women, youth and PWDs at the district level.

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

Cooperation with Tanzania Police Force (TPF)

Following a series of consultations between the project and various units within TPF, UNDP held a meeting with the Inspector General of Police, Ernest Mangu, on 14th March to reach agreement on the proposed areas of collaboration under the DEP and the most appropriate modalities of support.

Three main areas of support were agreed upon:

1. **Public Order Command Training** for 76 trainer officers: two officers from every region (1 Field Force Unit + 1 Station Commander) + 10 Zanzibar Special Forces. To be held in Dar es Salaam & Zanzibar over May to June to enable roll out of training in regions well in advance of the Referendum. The training aims to assist Police commanders to command public events and apply an appropriate policing response. To accompany the accompanying Manual of Guidance on Keeping the Public Order, a pocketbook first produced in 2010, will be updated and printed for wide distribution.
2. **Human Rights, Gender and the Role of the Police during Elections:** a training of 66 trainer officers (two from every region) to be held in Dar es Salaam. The course content will then be disseminated by these 66 trainers via a cascade training approach to 10,000 police officers in all regions.

- 3. Upgrading of Incident Reporting and Response System:** DEP will recruit a consultant to conduct a technical assessment of TPF's requirements to extend the IRRS to the newly created districts and regions to ensure total radio reporting and response coverage nationwide. The consultant will also provide support to ensure that real time data on election-related incidents can be shared through the IRRS system between NEC, ZEC and TPF.

Mapping, and development of strategic approach

Recruitment was finalised for two experts (one national, one international) to conduct mapping of 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. The experts will commence their assignment in April 2014. At the 14th March meeting with the TPF mentioned earlier, the IGP also agreed to fully support the collection of information from TPF as part of this initiative.

During this reporting period, UNDP almost completed recruitment of an international 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 TPF. The consultant will be tasked with producing a clear and up to date strategy and action plan for this project component.

Component 5: Project management

With the project's essential structures in place in 2013, the principal focus over this first quarter of 2014 was to fast track recruitment of the project team, and to get the project office ready for use.

Recruitment of Technical Advisors and project staff:

The following staff joined the project over this quarter (based in Dar es Salaam unless indicated otherwise):

- Administrative Associate, on 15th January 2014
- Two Project Drivers, on 27th January 2014
- Project Driver for Zanzibar, on 3rd February 2014
- Finance and Administration Associate for Zanzibar, on 3rd February 2014
- Travel & Logistics Associate, on 3rd February 2014
- Election Inclusion Analyst, on 3rd March 2014
- Gender Specialist, on 23rd March 2014

Most of the remaining project staff is expected to join during Quarter 2.

Project Office:

The project office in Urambo Street, Upanga became operational and was occupied by the project team from January 2014. Considerable upgrading of safety and security arrangements was carried out to comply with UN security standards; these included installation of improved exterior lighting, CCTV, access control, fire control, and power supply. The project's office in Zanzibar is located in the One UN Sub Office.

Technical Committee meeting:

A Joint Technical Committee meeting was held in Zanzibar on 13th February 2014 to review project progress and provide strategic guidance to the Project Team, especially for the first and second quarter of 2014. Progress updates were provided by DEP on activity implementation, and both EMBs provided overviews of their election preparations. This was the last joint TC meeting, and henceforth future TC meetings will be held separately in Dar es Salaam and in Zanzibar to enable more focused discussions on the Union and Zanzibar elections processes.

Resource mobilization:

Contribution agreements were concluded with Finland and Canada over this reporting period. A first disbursement was accordingly received from Canada. The funding status of the project is shown in Section 5 below. In general, the project's cash flow eased considerably by February 2014, which enabled the project to finalise a number of cooperation agreements with implementing partners.

IV. PROJECT IMPLEMENTATION CHALLENGES

A. Challenges

- **Staffing:** During this first quarter of 2014 DEP and UNDP prioritized recruitment of the project team, with the result that some 40% of the project staff structure was completed. However, many of these positions recently filled are for support staff, meaning the project is still short of technical specialists. Several of these positions will only be filled in the next quarter and this will put the project team under considerable pressure to deliver activities on time especially during 2014.
- **Communication/lack of embedded staff in EMBs:** Routine communication and coordination with NEC has been complicated because there is no space in NEC's HQ in Posta House to host DEP staff that are tasked with providing close support to NEC, particularly the Chief Technical Advisor and the Election Management Specialist. However, it seems likely that DEP staff will be hosted within the ZEC Secretariat in Zanzibar.
- **Project funding:** Cash flow constraints contributed to delays in the recruitment of international staff, which has impacted on the overall rate of project delivery and implementation of activities. Although the project funding situation showed signs of improvement during Quarter 1, there is a need for continued engagement with donors to ensure timely honouring of pledges and release of funds, and ensuring that funding through the one UN Fund becomes more predictable and clear, to allow for better budgeting and planning at project level.

B. Risks

The major risks for the project identified in the 2013 Annual Report continue to hold true in early 2014, namely:

- **Uncertain environment for project implementation:**
 - The inclusiveness and credibility of the constitutional review process and the planned referendum in 2014 will impact indirectly on the effective implementation of DEP and the country's long-term democratic development.
 - The outcome of the constitutional referendum and how this will determine the parameters of the 2015 elections. It is becoming increasingly clear that the referendum date may shift to early 2015; while this will allow more time for NEC plan and prepare for the referendum, it could create increased anxiety leading to conflict among political actors given that there is already tension among members of the CA, who have been unable to reach consensus on many issues in the draft constitution.
- **Voter Registration:** The process of introducing new voter registration technology in a very short timeframe in advance of the 2014 Referendum will clearly be challenging for NEC. This is compounded by delays in the release of government funding for the new biometric voter

registration kits needed for voter registration this year; and the further delays being caused by bidders' objections to the allocation of the tender to successful bidder identified by NEC.

- ***The environment for peace and stability*** before, during and after the 2015 elections. The wider context for the project remains fluid and difficult to read with much certainty. There is arguably more at stake than in previous elections, and tensions may remain high throughout the 2014 and 2015 election cycle.

In the following section please find an update against the project's approved Risk Matrix, indicating whether UNDP has perceived changes to the impact and probability of the identified risks for the project, what those changes have been (if any), and any response the project is making to address them.

Table 1: Update against Project Risk Matrix

RISKS	IMPACT LEVEL & PROBABILITY	change	UPDATE AND RISK MANAGEMENT MEASURES
A. Macro level constitutional and political process risks			
1. Delays in the Constitutional reform process: The on-going Constitution Review (RC) process does not adhere to the time lines, and a new draft Constitution is not completed in time for an April 2014 referendum.	HIGH IMPACT HIGH PROBABILITY	→ ↑	This risk is already a reality; current timeline from NEC is for a January 2015 Referendum. DEP has continued to meet with NEC weekly to discuss contingency planning scenarios and where it can assist.
2. Electoral Reform Stalls: Political will and ability to introduce expected broad reforms to Election management structure and functions – specifically changes related to political and financial independence of the EMB.	HIGH IMPACT HIGH PROBABILITY	→ ↑	Opposition groups have stated unambiguously that they will boycott the 2015 general elections unless these reforms are introduced beforehand. If the Constituent Assembly does not complete debating on the draft within its remaining allocated 60 days then the process will very likely stall. The project encourages consistent messaging from the project management structures to help keep the constitutional review process on track.
3. Massive Reform: The CR process introduces sweeping change in the legal framework of Tanzania’s political process, including elections and political parties.	HIGH IMPACT MODERATE PROBABILITY	→ →	DEP has agreed a detailed programme of work with NEC, ZEC , RPP and the judiciary to support discussion around, development and operationalization of new election-related legal frameworks.
4. The referendum on a new Constitution fails.	HIGH IMPACT MODERATE PROBABILITY	→ →	A regular forum at HOM level is likely to be convened for dialogue on this possibility, and to develop a common strategy. DEP has continued to meet with NEC weekly to discuss contingency planning scenarios and where it can assist.

5. The draft Constitution is returned to the Constituent Assembly as prescribed by the CRA, to revise the draft for a second referendum, with ensuing disputes.	HIGH IMPACT HIGH PROBABILITY	→ →	This eventuality will be covered within the project's contingency planning with NEC.
6. A second referendum on a revised draft Constitution is rejected.	MODERATE IMPACT PROBABILITY	→ →	This eventuality will be covered within the project's contingency planning with NEC.
7. The referendum passes and Tanzania has a new Constitution.	MODERATE IMPACT MODERATE PROBABILITY	↑ ↓	Given proceedings in the CA, and the positions of both the ruling party and opposition groups, it now looks considerably less likely that the referendum will pass before 2015. This eventuality will be covered within the project's contingency planning with NEC.
8. Sweeping Change: The new Constitution requires massive changes to the legal frameworks for elections, resulting in further post-referendum delays in the drafting of new laws, and Parliamentary debate on required new/ revised legislations delayed.	HIGH IMPACT HIGH PROBABILITY	→ →	This eventuality will be covered within the project's contingency planning with NEC. As mentioned above, DEP has already introduced a programme of support to NEC, ZEC and RPP on the development of new electoral legislation. This notwithstanding, even when such changes are introduced in the new constitution, they are not expected to be introduced before the 2015 general elections. This means the project will only be required to support such legal reform after the elections.
9. Under the new Constitution, NEC is given the mandate to manage local government elections between the referendum and general elections which are then planned for 2014 or early 2015 (between the referendum and before the general elections).	HIGH IMPACT LOW PROBABILITY	→ ↓	The current (second) draft Constitution does not give NEC this mandate, but we would instead expect this to be detailed in a new Election Act. So far it is too early for there to be any indications this is being seriously considered, although it has been mooted for some time. Given slippage of the Referendum timetable to Jan 2015 at the earliest, there is no question that NEC will be required to manage local government elections in October 2014.

RISKS	IMPACT LEVEL & PROBABILITY		RISK MANAGEMENT MEASURES
B. Political stakeholders and public reaction risks			
<p>1. Conflict: Violence related to the political process erupts.</p>	<p>HIGH IMPACT</p> <p>HIGH PROBABILITY</p>	<p>→</p> <p>→</p>	<p>There is a possibility of violent episodes around the 2015 elections. What is difficult to predict is where this may occur, and whether violence will erupt around the referendum process as opposed to the general elections. UNDP's own experience with conducting mapping and analysis of election-related violence highlighted the paucity of reliable data and quality analytical work in the public domain. Previous experiences and analysis of political/election-related violence in Tanzania indicate this it is unlikely to be widespread, large scale and more than sporadic.</p> <p>DEP is formulating a strategy and work plan for its Component on Infrastructure for Peace with expert advice. The project is supporting TPF and the EMBs to improve early warning mechanisms and support the peace infrastructure through advocacy, training and voter education working mainly with civil society and community-based groups.</p> <p>Direct impact on project activities will arguably be limited and short term. In any event, DEP liaises closely with UNDSS (responsible for safety and security of UN agencies) on project operations for advice and support.</p>
C. Project management, operational and technical risks			
<p>1. Failure to Apply Lessons Learned: Project management lessons arising from DDTP and ESP experiences are not incorporated into DEP design and implementation strategies.</p>	<p>HIGH IMPACT</p> <p>MODERATE PROBABILITY</p>	<p>→</p> <p>→</p>	<p>The design and implementation strategies of DEP have factored in lessons from ESP and previous projects. However, it has taken time for the pace of implementation to pick up, which is closely linked to the project's funding liquidity and staffing levels,</p>

			especially technical elections staff, which have arrived more slowly than expected.
2. Implementation of BVR: Rushed implementation of this new system results in serious technical and operational problems with voter registration which call into question the credibility of the list of voters.	HIGH IMPACT HIGH PROBABILITY	→ →	By any measure, complications with procurement of the BVR kits have seriously delayed voter registration in advance of the Referendum, and NEC is now faced with significant challenges to complete the process before 2015. The delays in finalizing the new constitution and the concomitant rescheduling of the referendum for early 2015, has given NEC more time to prepare for the voter registration which is now slated for late 2014. NEC has apparently produced detailed plans for roll out of VR in 2014, which DEP intends to review and agree with NEC where it can best assist, particularly now that technical staff has arrived in the project. DEP has also been drafting guidelines covering all aspects of managing the VR process, and arranged extensive briefing of NEC by BVR experts at UNDP-PSO in Denmark. The project is now on standby to provide technical assistance on many aspects of introducing the BVR system.
3. Low Voter Registration: Conflict, violence and uncertainty due to the introduction of BVR disrupts planned public outreach regarding voter registration resulting in low voter turn-out.	HIGH IMPACT MODERATE PROBABILITY	→ →	It is still early days and therefore there is uncertainty whether voter registration may get off to a slow start or faced violent disruptions. More voter education and multi-stakeholder dialogue is important and the project is already engaged with the EMBs to support EMB public outreach strategies including voter education campaigns.
4. Election Funding: Based on their experience with DDTP and ESP, beneficiary partners may prefer to give priority to DEP acquisition of big ticket equipment procurement.	MODERATE IMPACT MODERATE	→ →	Implementing partners, especially the EMBs, understand that DEP differs in this respect from previous projects. However, the need remains for the EMBs to procure this equipment and materials. The mission to PSO in Copenhagen established that UNDP can provide a range of support to EMBs to assist them to procure these

	PROBABILITY	items –separately from the project – and to obtain good value for money and proper professional support throughout the process. Capacity building from DEP or via PSO in procurement planning will clearly benefit both EMBs greatly.
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V. FINANCIAL STATUS AND UTILISATION

A. Table 2: Commitments Overview: 1st January to 31st March 2014

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	Signed
Denmark	USD 1,000,000	\$ 1,000,000	\$ 0	\$ 1,000,000	Not signed
European Union	EURO 3,700,000	\$ 5,096,419	\$ 1,133,908	\$3,962,511	Signed
Finland	USD 957,927	\$ 957,927	\$ 957,927	\$ 0	Signed
Ireland	<i>Via One UN Fund</i>			\$ 0	Signed
Norway	USD 1,328,000	\$ 1,328,000	\$ 990,000	\$ 338,000	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
Total		\$16,124,101	\$5,810,521	\$10,313,580	

Note:

1. Canada disbursed CDN\$ 1,500,000 on 29th March 2014, and this was credited to the project in April 2014, so does not appear in the above table as project income.
2. Contributions from DFID, Finland and Norway represent unutilised balances of their contributions to the 2010 electoral assistance project (ESP), which they have requested be transferred to the DEP.

B. Table 3: Financial Utilization Report for 1st January to 31st March 2014
AWARD No. 68932. PROJECT Nos. 83810, 84841, 84843, 84844, 85844.
In US Dollars

	Project Components	Revised Budget 2013-2014	Expenditure Jan – Dec 2013	Expenditure Jan – Mar 2014	Cumulative Expenditure 2013-14	Balance	Delivery (%)
		A	B	C	D	E (A-D)	(D/A) x 100
1	Component 1 (Legal & Institutional Reform)	346,238	301,867	52,000	357,867	(7,629)	102%
2	Component 2 (EMB Integrity & Management)	2,764,720	567,338	562,717	1,130,055	1,634,665	41%
3	Component 3 (Inclusive Participation)	496,399	676,695	95,362	772,057	(275,658)	156%
4	Component 4 (National Peace Infrastructure)	615,841	0	0	0	615,841	0%
5	Component 5 (Project Management)	890,485	444,107	120,530	564,637	325,848	63%
6	Subtotal 1-5	5,113,683	1,990,007	830,609	2,820,616	2,293,067	55%
7	Unrealized exchange rate gain/loss						
8	Contingency	300,000	0	0	0	0	0%
9	Subtotal 1-8	5,413,683	1,990,007	830,609	2,820,616	2,593,067	52%
10	UNDP General Management Support costs (GMS)	378,958	139,300	58,143	197,443	160,515	55%
11	Total	5,792,641	2,129,307	888,752	3,018,059	2,753,582	52%

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 figures for 2013 are not yet final, and are likely to change slightly as various routine accounting procedures are run in UNDP HQ. The final figures will be available in time for the next quarterly report covering the period to June 2014.

ANNEX 1. Report for Quarter 1 against 2014 DEP Work Plan

Implementation is completed or on track = ●
 Some delays experienced but no concerns on delivery = ●
 Significant delays experienced = ●

PROJECT COMPONENTS, OUTPUTS AND ACTIVITIES	IMPL. AGENCY	JAN	FEB	MAR	STATUS/COMMENTS	BUDGET	PROGRESS BY MARCH
COMPONENT 1: SUPPORT FOR LEGAL AND INSTITUTIONAL REFORM FOR CREDIBLE ELECTIONS							
Output 1: Legal & Institutional Reforms Introduced to Promote Democratic Elections							
1.1.1. Support NEC in updating the election regulations & guidelines	NEC				<ul style="list-style-type: none"> • LOA signed to initiate activities; NEC & ZEC engaged consultants • Detailed, costed work plan agreed with RPP, LOA to be signed in April for immediate start. Assessment of requirements for ICT upgrading completed, to be implemented by DEP from April. • Two consultation meetings held; workplan for 2014-15 being developed. 	\$70,000	●
1.1.2. Support for referendum law drafting & validation (ZEC)	ZEC			\$32,000			
1.1.3. Support the RPP during constitutional review process	RPP			\$111,015			
- Institutional strengthening of RPP's Office	DEP			\$70,000			
1.1.4. Development of Political Party Dispute Resolution mechanism	RPP			\$48,500			
1.1.5. Development/revision of the Elections Expenses Act, Political Parties Act, etc.	RPP			\$70,394			
1.1.6. Multi-stakeholder meetings to sensitize on legal framework, VR, observation, etc.	NEC/ZEC			\$64,545			
1.1.7. Support to judiciary on Electoral Dispute Resolution mechanisms	JUD			\$107,502			
1.1.8. Long-Term Technical Assistance (LTTA)	DEP			\$191,612			
SUBTOTAL:						\$765,568	
COMPONENT 2: SUPPORT IMPROVEMENT OF EMB INTEGRITY AND MANAGEMENT CAPACITIES							
Output 1: EMBs strategic planning and policy-making capacities improved.							
2.1.1. Strategic & operational planning for NEC & ZEC	NEC/ZEC				<ul style="list-style-type: none"> • Consultancies were advertised by EMBs in national papers 	\$140,000	●
2.1.2. Development & implementation of inclusive business policies & processes	NEC/ZEC			\$68,072			
2.1.3. Capacity mapping of NEC & ZEC	NEC/ZEC			\$61,572			
2.1.4. Decentralization Feasibility Study for NEC	NEC/ZEC			\$90,000			
2.1.5. Develop performance monitoring systems for NEC & ZEC	NEC/ZEC			\$43,378			
2.1.6. Long-Term Technical Assistance (LTTA)	DEP			\$97,893			
SUBTOTAL:						\$500,915	
Output 2: EMBs Capacity to Use ICT Enhanced							
2.2.1. Support EMBs to improve their ICT management capacity	DEP				<ul style="list-style-type: none"> • \$65,000 of ICT equipment delivered to ZEC. NEC ICT equipment arrived. • Programmer consultancies advertised on UNDP global website. • Consultant commenced mapping of telecoms & fibre optic coverage • Consultant developed outlines for VR management guidelines & stakeholder engagement plan. Technical assessment of BVR options for ZEC completed. 	\$241,000	●
- Office hardware/software, training & LAN upgrades						\$80,000	
- Development/revision of RMS, CMS, OMS software						\$0	
- Assessment of technical solutions for results transmission				\$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				\$216,285		
SUBTOTAL:						\$617,085	
Output 3: EMBs capacity improved to conduct credible electoral processes							
2.3.1. Support voter registration and de-duplication of the voter register	NEC/ZEC				<ul style="list-style-type: none"> • Support from DEP is not yet required by EMBs 	\$70,000	
2.3.2. Facilitate conduct of 2014 referendum - (LTTA)	DEP					\$414,949	
SUBTOTAL:						\$484,949	
Output 4: EMBs staff professional development enhanced.							
2.4.1. Develop EMBs capacity for cascade training using BRIDGE	DEP				<ul style="list-style-type: none"> • All preparations for BRIDGE TOT on 28 April-5 May on track. 22 participants to be trained in Bagamoyo. • 35 senior NEC & ZEC officials participated in learning exchange with IFE Mexico in Iringa & Zanzibar 	\$75,000	●
- ZEC & NEC TOT on BRIDGE methodology						\$110,000	
2.4.2. Train a critical mass of EMBs officials on election administration	DEP					\$60,000	
- NEC module on operations and referendum management	DEP					\$110,000	
- ZEC module on operations and referendum management	DEP				\$13,555		
2.4.3. Support study missions and staff exchanges between the two EMBs and beyond	DEP						
2.4.4. Long-Term Technical Assistance (LTTA)	DEP						
SUBTOTAL:						\$368,555	

Output 5: Delivery of Civic and Voter education and information improved and extended to hard to reach citizens								
2.5.1.	Review, design and implementation of voter education EMBs, CSOs & media	DEP					\$135,000	
2.5.2.	Undertake surveys to assess public understanding of democratic values	DEP					\$300,000	
2.5.3.	Support NEC and ZEC in the establishment of small and medium grants scheme	DEP/NEC/ZEC					\$40,000	
2.5.4.	Support community media (UNESCO Grant)	UNESCO					\$200,497	
2.5.5.	Support creation of infrastructure for social media utilization in elections (LTTA)	DEP				• 34 radio practitioners trained in ethical, gender & conflict - sensitive reporting. Equipment procured for new community radio in South Pemba.	\$81,972	●
SUBTOTAL:							\$757,469	
Output 6: Mechanism for election observer access to electoral process improved								
2.6.1.	Support the EMBs to develop observer engagement strategies - Revision of Observer Guidelines, internal NEC/ZEC dialogue process	NEC/ZEC					\$45,000	
2.6.2.	Support EMB planning & implementation of efficient procedures for observers - Observer Accreditation Card processing equipment and supplies	DEP					\$0	
2.6.3.	Facilitate a study on lessons learned in relation to election observer engagement	DEP				• No activities planned over this quarter, but DEP consulted with EMBs on their requirements for support for observation.	\$50,000	
2.6.4.	Long-Term Technical Assistance (LTTA)	DEP					\$0	
SUBTOTAL:							\$95,000	
COMPONENT 3: SUPPORT INCLUSIVE PARTICIPATION IN POLITICAL AND ELECTORAL PROCESSES								
3.1.1.	Support skills and capacity development for women, youth and PWDs as candidates	UNW					\$640,000	●
3.1.2.	Promote public awareness on gender equality and women's empowerment	UNW				• Strategic approach, work plan and CSO partnerships all agreed and in place. Activities commenced, though later than planned.	\$170,000	
3.1.3.	Assess the impact of the constitutional/legal framework for elections on participation	UNW					\$28,625	
3.1.4.	Long-Term Technical Assistance (LTTA)	UNW/DEP				• Gender Specialist & Election Inclusion Analyst took up duties	\$371,497	●
SUBTOTAL:							\$1,210,122	
COMPONENT 4: SUPPORT NATIONAL PEACE INFRASTRUCTURE TO MITIGATE AND RESOLVE ELECTION-RELATED CONFLICTS								
4.1.1.	Technical support for the TFP to procure equipment for Incident Reporting & Response	DEP				• Intl. consultant in logistics and ICT/radio being recruited.	\$235,220	●
4.1.2.	Regional inter-stakeholder dialogue to improve the democratic environment	DEP					\$125,000	
4.1.3.	Human rights & gender awareness TOT training to the Police on mainland & Zanzibar - Public Order TOT training, mainland & Zanzibar	TPF				• Overall work plan with TPF approved by IGP. Public Order training of 76 officers to commence in late May. Human rights & gender training in June.	\$110,000	●
4.1.4.	Confidence-building dialog between Police/EMB, Police/Political Parties/CSOs	TPF					\$142,000	
4.1.5.	Confidence-building dialog between Police/EMB, Police/Political Parties/CSOs	DEP					\$120,000	
4.1.5.	Technical assistance for conflict prevention approaches and GBV in conflict (LTTA)	DEP				• Intl. consultant in conflict prevention being recruited to develop strategy	\$425,719	●
SUBTOTAL:							\$1,157,939	
TOTAL PROJECT ACTIVITIES:							\$5,957,603	
COMPONENT 5: PROJECT MANAGEMENT SERVICES								
5.1.1.	Project Management set up and facilities	DEP				• CCTV, security lighting, access control, WLAN, office well equipped	\$395,851	●
5.1.2.	Staff Costs	DEP				• Recruitment of project personnel broadly on track. 40% of staff in place.	\$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					\$50,000	●
5.1.4.	Contingency	DEP				• Int'l consultant to develop M&E framework and tools being recruited	\$300,000	●
SUBTOTAL:							\$1,231,761	
TOTAL PROJECT ACTIVITIES + PROJECT MANAGEMENT:							\$7,189,364	
TOTAL FOR GENERAL & ADMINISTRATIVE FEE :							\$7,189,364	
GENERAL & ADMINISTRATIVE @7%							\$503,255	
PROJECT TOTALS:							\$7,692,620	