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Project Document

Democratic Empowerment Project (DEP)

(January 2013 - June 2016)

United Nations
TANZANIA
Delivering as One

Democratic Empowerment Project (DEP) for Tanzania

Project Brief

Tanzania has made great strides in terms of socio-economic progress and political stability since the country's return to multiparty democracy in 1992. The country has held four rounds of successive elections which have been considered well conducted, competitive and open. However, in Zanzibar there is a history of election related violence among the supporters of the two main parties, Chama Cha Mapinduzi (CCM) and Civic United Front (CUF). The two parties formed a unity government in Zanzibar following the 2010 general elections in an effort to end the history of post-election violence on the islands. This has contributed to increased public confidence that future elections in Zanzibar, just like in Mainland, will be peaceful. Initiated by the Union President, His Excellency Jakaya M. Kikwete, the country is undertaking a constitutional reform process in 2011- 2014 which may lead to comprehensive legal and institutional reform. This reform could include changes to the electoral management bodies (EMBs) in order to enhance their independence and credibility. One goal of such reforms is to address voter impediments to women, youth and people with disabilities and increase the integrity and fairness of the electoral process in the country.

In November 2012, the UN deployed an electoral needs assessment mission (NAM) to Tanzania following a request by the National Electoral Commission (NEC) and the Zanzibar Electoral Commission (ZEC) to UNDP for UN electoral assistance. The ongoing constitutional reform process and the request by the EMBs for assistance towards the electoral process(i.e. the 2014 referenda and the 2015 general elections) presents an ideal opportunity for continued UN and donor engagement to support Tanzania's democratic consolidation. The NAM recommendations have been included in the design of the project, along with various recommendations from national and international 2010 election observer missions and a more recent 2012 DFID/EU election assessment mission.

The Democratic Empowerment Project (DEP) is a three-year (2013-2016) UNDP, One UN and other donor-funded project with the overall aim of contributing to Tanzania's UNDAP's Outcome 7: i.e. "key institutions (of democracy, i.e. EMBs, etc.) effectively implement their election and political functions". Agreed by government in the framework of UNDAP and informed by recent reports and studies and the independent Electoral Support Project (ESP) 2010 project evaluation, the DEP seeks to contribute to four outputs: 1) Capacity of the key democratic institutions (EMBs, Constitutional Review Commission – CRC, and Registrar of Political Parties - RPP) enhanced to support and promote legal and institutional reform in the context of the on-going constitutional reform process and beyond; 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) to foster a democratic environment; 3) inclusive participation in elections and politics enhanced through the empowerment of women, youth and PWDs; and 4) national peace infrastructure enhanced to mitigate and prevent election-related conflicts including conflict related sexual violence targeting women and girls. A gender equality perspective will be mainstreamed into all project components. The project will build on well-established existing UNDP and UN partnerships with the EMBs, Police, Judiciary, Registrar of Political Parties, Civil Society and the

Media in an effort to enhance their capacity to contribute to credible elections. Unlike its predecessor ESP 2010, the new project will support Political Parties, Civil Society, and the Media in terms of their interface with the electoral process, such as strengthening political party efforts to promote inclusive participation for women, youth and PWDs, within political party structures and also their nomination to elective public offices; Civil Society to undertake joint voter education and conflict management programmes with the EMBs; and Media support to collaborate with the EMBs on voter education and peace building, and gender sensitive media coverage.

The Direct Implementation Modality will be used to effectively work with the multiple partners funding the project and to ensure timely delivery of activities. To date, the following development partners have committed themselves to support the project either through the One Fund (Norway, Sweden, others) and/or through a UNDP coordinated Joint Donor Basket Fund (JDBF): Canada (CIDA), EU, UK (DFID), and Denmark, and Switzerland. Oversight of the project will be through a high level Steering Committee and two Technical Committees (Union and Zanzibar) on which the participating DPs and national stakeholders will be represented. The project will be managed by UNDP using a DIM project management team. The project will establish mechanisms for regular information sharing with development partners (DPs) and other national stakeholders who are not part of the project in order to avoid duplication of efforts. The project budget is estimated at US$ 22.5 million.

Project Title:	**Democratic Empowerment Project**
UNDAP Outcome(s):	7. Key institutions effectively implement their election and political functions
Expected 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
Implementing Partner:	United Nations Development Programme
National Partners:	NEC, ZEC, RPP, TPF, Political Parties, Civil Society and Media

Programme Period:	Jan 2013 to June 2016
UNDAP Key Action:	7.4.1; 7.6.1; 7.6.2; 7.7.1; 7.8.1.
Atlas Award ID:	00068932
Start date:	January 2013
End Date:	June 2016
PAC Meeting Date:	29th January 2013
Management Arrangements:	Direct Implementation

Total resources required are USD 22,500,000
Total allocated resources:

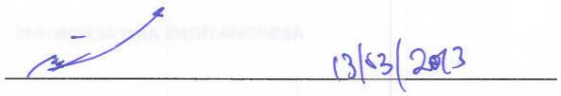
UNDP Regular	USD 2,000,000
Non Core Contributions:	
Balance from DDTP:	
• DFID	USD 973,686
New Contributions	
• EU	USD 5,968,169.76 (EUR 4.5M)
• Switzerland	USD 2,000,000 (TBC)
• Canada	USD 2,000,000 (TBC)
• Denmark	USD 1,000,000
• Sweden, Norway, DFID	TBC
Subtotal	*USD 11,868,169.76*
• One UN Fund Unearmarked	USD 1,000,000
Total	**USD 14,941,855.76**
Unfunded:	**USD 7,558,144.24**

In-kind Contributions: Government of Tanzania, Government of Zanzibar

Signature Page

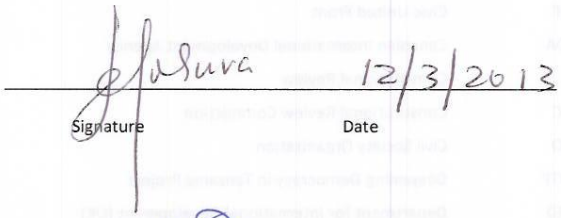
Agreed by (Government of Tanzania):

Mr Servacius Likwelile
Deputy Permanent Secretary,
Ministry of Finance



Signature Date

Rt. Justice Damian Lubuva
Chairperson
National Election Commission



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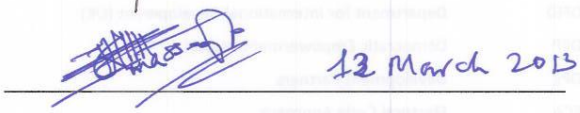
Chairperson
Zanzibar Election Commission



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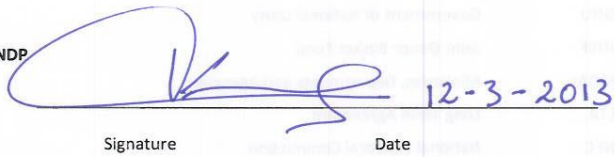
Agreed by (United Nations Development Program):

Mr Alberic Kacou
UN Resident Coordinator and
Resident Representative of UNDP



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ABBREVIATIONS AND ACRONYMS

BRIDGE	Building Resources in Democracy, Governance and Elections
BCPR	Bureau for Conflict Prevention and Recovery (part of UNDP)
CCM	Chama Cha Mapinduzi
CUF	Civic United Front
CIDA	Canadian International Development Agency
CR	Constitutional Review
CRC	Constitutional Review Commission
CSO	Civil Society Organization
DDTP	Deepening Democracy in Tanzania Project
DFID	Department for International Development (UK)
DEP	Democratic Empowerment Project
DPs	Development Partners
ECA	Electoral Cycle Approach
EMB	Electoral Management Body
ECA	Electoral Cycle Approach
ECS	Election Cycle Support
ESP	Electoral Support Project
EU	European Union
GNU	Government of National Unity
JDBF	Joint Donor Basket Fund
MDAs	Ministries, Departments and Agencies
LTA	Long Term Agreement
NEC	National Electoral Commission
PSC	Project Steering Committee
PMT/U	Project Management Team/Unit
PWDs	People with Disabilities
RPP	Registrar of Political Parties
TA	Technical Assistance/Assistant
TC	Technical Committee
TPF	Tanzanian Police Force
UN	United Nations
UNDAP	UN Development Assistance Plan
ZEC	Zanzibar Electoral Commission

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INTRODUCTION

UNDP in Tanzania is committed to long term, sustainable support to democratic development in Tanzania through the full 5 year election cycle, including support to key democratic institutions and processes. These include the two election management bodies, NEC and ZEC, in their responsibilities to plan for, organize and carry out general elections every five years. UNDP partnerships with NEC and ZEC and other national partners are well established based on previous support provided through the five year periods: 2000-2005 and 2005-2010. This election cycle support approach is in recognition that free and fair elections are only one element of democratic development and democratic practice. Along with the EMBs, support has been requested and can be usefully provided to other key actor's including the Registrar of Political Parties, the Political Parties, the Constitution Review Commission, Judiciary, Police, the Media, and Civil Society Organizations (CSOs). Unlike its predecessor, the Electoral Support Project, the new project will support Political Parties, Civil Society, and the Media in terms of their interface with the electoral process, such as strengthening political party efforts to promote inclusive participation for women, youth and people with disabilities (PWDs_ within political party structures and also their nomination to elective public offices; Civil Society to undertake joint voter education and conflict management programmes with the EMBs; and Media support to collaborate with the EMBs on voter education and peace building.

The DEP is informed by the UNDAP (2011-2015) which predicates support on the electoral cycle approach (ECA) saying: "*further modernized election management bodies will help ensure greater citizen informed participation in elections, especially participation of women, youth and marginalized groups. Non-partisan support will be provided to political parties to modernize, open to the leadership of women and greater internal democracy".* Beyond support to the EMB and Political Parties in relation to their respective role of contributing to democratic elections, DEP will support the Police and Judiciary to foster increased election security and integrity, respectively, and with Civil Society, Political Parties, Media and Registrar of Political Parties to promote a democratic environment in the country.

The independent evaluation of the most recent election cycle support, the UNDP Deepening Democracy Project (2006-2010), and the independent evaluation of the UNDP Election Support Project (ESP 2009-2011) confirmed the wisdom and value of an election cycle support approach and further identified and recommended specific areas of support and focus for the DEP.

- There is need to address the entire electoral cycle in the support for an uninterrupted and sustained approach (Deepening Democracy in Tanzania Project - DDTP)
- Any electoral cycle process embraces activities including voter education, legal and constitutional reform, engagement with political parties (DDTP)
- A robust project management support structure is needed (DDTP)
- Voter education should have started earlier (ESP)
- Sensitization of political parties, community and religious leaders to gender issues should commence at least 3 months prior to internal nomination of candidates and at least 6 months before elections (ESP)
- Potential female candidates should be trained prior to embarking on their campaigns (ESP)
- Men should also receive training on the importance of women´s political participation (ESP)
- Dialogue on peaceful elections should continue throughout the electoral cycle (ESP)

The project is also informed by the findings and recommendations of the past election assessments and observer missions – the latter are attached as **Annex 1** to this project document.

The 2010 Observer Missions provided specific suggestions for future project attention which have been incorporated into this project document and/or will be addressed in work planning and implementation. Among them:

- Improved training of election officials (returning officers, polling clerks) is needed (TACCEO)
- NEC training for ICT support to election results timing and management is needed (TACCEO)
- Faster, more transparent results management is needed (TACCEO)
- NEC could be faster and more transparent in releasing election results (Commonwealth)
- More transparency in results management would build confidence in elections (EU)
- Police training in civics and human rights was a best practice (SADC)
- The sms mobile phone system, to check voting information was a best practice (SADC)
- NEC and ZEC should have detailed election calendars (EU)
- NEC and ZEC should have more information available on their web site and other sources for the public (EU)

The independent evaluation of the ESP also provided valuable recommendations on project implementation, especially related to Monitoring and Evaluation, risk management, reporting and procurement. These recommendations are fully incorporated into the project approach and will be fully addressed by the project team in start-up in work planning and implementation. They include:

- An M&E Framework should be established at the beginning of implementation.
- Staff at the component level should use the monitoring and evaluation framework as intended.
- Baseline data should be established in the initial stages of the project – many of the targets were abstract in the ESP.
- Results-based management should be applied at the component level.
- There should be a risk management plan for the project.
- The management products for reporting should be in line with a project of this scale.
- There should be more lead time in order to submit procurement requests and submission of requisitions for them to be filled out appropriately and to develop the appropriate specifications.

The recent EU/DFID mission that assessed the first draft of project and the general political landscape in Tanzania during 2012 presented useful views which informed the current version of the DEP. Among them the value in:

- The ability (of UNDP) to coordinate efforts through pooled funding; an institutional comparative advantage enabling solid relationships with state national stakeholders; the ability to deliver on electoral assistance, including operational support; and, most importantly, recognised comparative advantages in the areas of capacity development of EMBs.
- UNDP and DEP ability to engage UN Women in addressing women representation and other gender mainstreaming issues.
- Support to EMBs in addressing broad electoral reform and integrity.
- Capacity development of the EMBs and support for electoral processes and the referendum.
- Enhancing women representation.
- Enhancing electoral security.
- Timely procurement and distribution.
- Solid monitoring and evaluation framework.
- Making gender mainstreaming and conflict prevention cross-cutting themes.
- Planning for a quick start-up and ensure that the necessary structures and systems are in place to avoid any delays in staffing and implementation.

Finally the NAM report which forms the political basis for UNDP's Electoral support in Tanzania included the following guiding recommendations;

A) The reformulation of the UNDP Democratic Empowerment Project (DEP) along the following component lines:

- Capacity development and support to EMB reforms (legal and institutional reform were identified as a priority need); this support may include strengthening the EMBs' capacity to effectively support the constitutional reform referendum, and assisting the generation of proposals for NEC reform;
- Civic and voter education, and related communication activities, including support to community media, and civil society;
- Support to fostering inclusive participation in elections: targeting women, youth and people with disabilities and rural voters.
- Operational and technical support to EMBs covering various phases of the electoral process: to include voter registration, referendum and the general elections, results management, and observer accreditation and related activities;
- EMB institutional strengthening including staff professional development based on BRIDGE methodology
- Conflict prevention/community dialogues and support to creating a peaceful environment for the elections, including EMB/stakeholder outreach and partnership building, dialogue for peace initiatives, and collaboration with the office of the Registrar of Political Parties and the media;
- Support to election-related dispute resolution structures.
- Support to political parties in technical areas such as women candidate identification, training women candidates on technical skills, training on election finances, and technical steps in platform development, updating and enforcement of the political parties' code of conduct.

The indicated "priority areas" are areas in which, in the view of the Mission, support is required as a matter of urgency – particularly to help sharpen the proposals already on the ground. Consideration should be given to the development of an "inception plan" to cover this bloc of activities.

B) That the reformulated project covers the period 2013 – 2016, through the general elections. The project should use the direct implementation modality.

C) That coordination and direct support to observation (domestic or international) should not be included among project activities.

D) Strong country office-headquarters engagement in the course of project formulation and implementation. This should include further EAD-led missions timed to match the phases of the referendum and related activities in the context of the 2014 referendum.

Since the introduction of the constitutional review process last year, it is clear the EMBs will be called upon to update the voter registers and conduct referenda (in the case of NEC) on the new constitution, most likely in 2014, and the general elections in 2015. This development requires UNDP and the donor community to be proactive and engage earlier with the electoral process in line with the electoral cycle approach. There is universal understanding that a quick start is required.

B. SITUATIONAL ANALYSIS

B.1 Country Profile

The United Republic of Tanzania is located in Eastern Africa bordering the Indian Ocean and located between Kenya in the north and, Uganda, DRC, Burundi, Rwanda to the east and Malawi, Zambia and Mozambique in the south. Tanzania is one of the largest countries in Africa with a land mass of 947,300 sq. km. It comprises Mainland (originally known as Tanganyika) and the two islands of Zanzibar, i.e. Unguja and Pemba. Its population, which was estimated at 46,912,768 in July 2012, is 30% Christian, 35% Muslim and 35% indigenous beliefs 35%; Zanzibar - more than 99% Muslim.

Tanzania is ranked 152nd out of 187 countries on the UNDP 2011 Human Development Index, and it is one of the world's poorest economies in terms of per capita income. Real GDP in Tanzania grew on average by around 7 percent annually during the past decade, well above the average growth rate of most other Sub Saharan African countries - on account of increased mining (mainly gold) production, tourism, and thanks to trade and exchange liberalization, increased foreign direct investment, taxation and financial sector reform, and civil service reform. But this high rate of economic growth has not translated into a corresponding decline in poverty, which dropped by only two percentage points during this period. As a result, the 'basic needs' poverty rate remains very high at 33.6 per cent. While the industry and services sectors became more dynamic with growth rates of about 12 per cent and 9 per cent respectively over this period, their employment generation did not keep up with the need for jobs. Agriculture, on which the livelihood of the majority of rural poor depends, grew only by around 4.5 per cent annually, barely enough to raise the real per capita income of the rural poor.

Tanzania's economy has shown strong resilience to external shocks, especially during the global financial crises. While relative isolation from major markets played its part, strong fundamentals seem to have helped Tanzania to weather the crises better than others. The economy reflected a stable growth of 6.5 per cent in 2011 and is expected to bounce back in the coming year(s). Inflation has mostly been under control except during the food crisis of 2008 and recent hikes of oil prices. The exchange rate, after exhibiting volatility in recent months, remains stable. Fiscal deficit and growing debt are a concern but could be well managed if corrective measures are in place. Rising oil prices, a decline in gold prices and drop in FDI in the face of a global slowdown could have spill-over effects on the domestic economy.

The economy depends heavily on agriculture, which accounts for more than one-quarter of GDP, provides 85% of exports, and employs about 80% of the work force. Despite the high GDP growth in the last few years, most Tanzanians are yet to benefit from the high growth rate; inequalities between the rich and the poor especially the rural 80% who depend on subsistence agriculture is on the rise. The proportion of the population living below the poverty line is estimated at 32%. About 11 per cent of the labor force is unemployed or under-employed; this proportion is significantly higher among the youth. Life expectancy is around 58 years. The largest population group in Tanzania is composed of people between the ages of 17-25. Rising unemployment among this section of the society is a worrying trend. Political violence in the country is being blamed mostly on this group as guided by some political parties.

B.2 Background

Tanzania has enjoyed a relatively peaceful history since independence from Britain in 1960 and the formation of a Union of Tanganyika and Zanzibar in 1964 (The United Republic of Tanzania). In 1965 the country adopted a one-party system though it continued to hold elections among the candidates of the ruling party CCM (in Mainland but not in Zanzibar). Such elections were generally peaceful and characterized by high voter turnout, for example 78% in 1965. Although elections in Mainland were generally peaceful since independence, Zanzibar experienced a markedly different electoral history.

The country returned to multiparty democracy in 1992 with the first competitive and open elections held in 1995. The CCM comfortably won the 1995 multiparty elections in the Mainland but with a thin majority in Zanzibar. While elections in Mainland were largely peaceful, in Zanzibar elections were characterized by irregularities and violence, which led to the opposition CUF party rejecting the results and boycotting the government.

The 2000 elections in Zanzibar took place in an atmosphere of heightened political tension and mistrust between the CCM and CUF. Irregularities, violence and even fraud characterized these elections. CCM was officially declared the winner. In protest, CUF supporters organized mass demonstrations in January 2001, which led to violent clashes with security forces, leaving 23 people dead and hundreds others wounded, and hundreds more displaced 200 of who fled to Mombasa.

The violence precipitated three rounds of political dialogue between the two main political parties, the agreement reached or Muafaka in Swahili, provided for the inclusion of two Opposition members in the Zanzibar Election Commission following the 2005 election and culminated in the signing of a power-sharing agreement between the two parties, following a referendum in July 2010. The General Election in October 2010 saw the CCM retaining power with the re-election of Jakaya Mrisho Kikwete as President of the United Republic of Tanzania and the election of Ali Mohamed Shein as Zanzibar President. The CUF presidential candidate Seif Sharif Hamad came second and was appointed First Vice President in the new Zanzibar Government of National Unity (GNU). The two parties currently share power, and Cabinet seats are distributed between them in proportion to the number of each party's parliamentary seats. CCM was elected the majority party in both the National Assembly and the Zanzibar House of Representatives.

Meanwhile, recent cases of violence following isolated incidents of religious extremism which saw churches burnt down and also clashes between religious groups and the police are clear testimony that peace and stability both in Zanzibar and Mainland remain under threat and more efforts are required to build sustainable peace and social cohesion. High levels of poverty and growing inequalities compounded by high youth unemployment also constitute a potential threat to the country's peace. As elsewhere on the continent, unemployed youth in Tanzania, are increasingly subject to the influence of forces which are ready to use violence to achieve political ends. In Zanzibar, recent acts of violence have been orchestrated by the religious group Uamsho (Awakening).

The voter turnout in 2010 on mainland Tanzania was the lowest since the reintroduction of multi-party politics. (Voter turnout on Zanzibar was above 90 %). A university study carried out under the auspices of the ESP found a range of factors that led to low voter turn-out. Based on university research survey interviews, survey respondents identified 10 different, significant reasons for not voting.

1. Inadequate civic and voter education (12.5%)
2. Dissatisfaction with their elected leaders who had failed to honour or fulfill their promises to the electorate (8.7%)
3. Dissatisfaction with the performance of government and its leadership (8.4%)
4. Fear due to threat of possible violence, insecurity and intimidation at polling place (7.2%)
5. New CCM nomination procedure made some voters believe that elections were over after CCM primaries/nominations/preferential polls (6.9%)
6. Some registered voters had their voter ID lost, stolen or misplaced (6.2%)
7. Missing names and related anomalies in the PNVR (5.2%)
8. Some voters were discouraged by corrupt practices in nominations and campaigns (5.2%)

9. Some registered voters did not consider that elections would make a difference in their lives (4.5%)
10. Long distance between polling stations and voters residences (4.3%)

Although the largest single factor, only 12 % identified a lack of voter and civic education, there is no break-down available between lack of voter education and lack of civic education. However, the combined result for dissatisfaction with leaders and dissatisfaction with government is more than 17%. Informed by this study, the project will support voter education, a peaceful election environment, and will assist NEC and ZEC to address other appropriate issues as identified from past experience.

B.3. Sector Context

B.3.1 Electoral Systems

Presidential and parliamentary elections in Tanzania are held every five years on the basis of a *first-past-the-post* constituency-based electoral system for the Union and Zanzibar parliaments, and Presidents. The last General Elections were held on 31 October 2010, the fourth since the re-introduction of multiparty democracy in 1992. Tanzania elects a Union President who presides over Union matters, while Zanzibar elects its President who presides over Zanzibar-specific government matters. The Union office is limited to two five-year terms. The October 2010 election saw the incumbent President Jakaya Kikwete of CCM retaining power to serve his second and last presidential term. In the case of Zanzibar, presidential power is shared between the two main parties CCM and CUF, in a 1 + 2 power-sharing formula agreed upon in July 2010 to mitigate the repeated cycles of violence around elections on the islands.

Tanzania elects 239 Members of Union Parliament; 102 are reserved seats for women; the Union President appoints 10 members and 1 ex-officio member, i.e. the attorney-general; 5 members are elected from the House of Representatives (HoR) of Zanzibar. The 81 members of the Zanzibar HoR consist of 50 elected members, 20 special seats for women, 10 presidential appointees and the attorney general as an ex-officio member. Women's reserved seats in Zanzibar account for 40% of the elective seats in the HoR.

The reserved seats for women in both Legislatures are distributed proportionally to the number of seats each party has won in the respective elections. The use of reserved seats for women in parliament has had a tremendous impact on the global ranking of Tanzania when it comes to women representation in politics, i.e. 36% which makes the country 4th in the continent and 20th in the world.

B.3.2. Electoral Administration

National Electoral Commission (NEC)

Established in 1993 under article 74(1) of the Constitution, NEC is an autonomous government institution with a mandate to supervise and coordinate the registration of voters for presidential, parliamentary and councilors' elections, registration of presidential candidates, and review and demarcation of parliamentary constituency boundaries. The NEC has the power to issue regulations, directions and notices governing various aspects of the electoral process. The Commission is composed of seven members who are appointed by the president for five years. Its secretariat is headed by a Director of Elections who is appointed by the Union President from among senior civil

servants recommended by the Commission. The Director serves as the secretary to the Commission and as its chief executive.

Zanzibar Electoral Commission (ZEC)

ZEC was established in 1993 through the Election Act of 1984 and is also composed of seven members with a five-year mandate. The President of Zanzibar appoints all members of the ZEC. They include two members on the recommendation of the House of Representatives, two others on the recommendation of the Opposition leader in the House of Representatives, one from among the judges of the High Court, and one as the President sees fit. The seventh member, the Chairman, comes from a High Court or Court of Appeals from any member country of the Commonwealth or is a highly respected member of the community. The President appoints the Director of Elections from among senior civil servants. For the lower levels of election administration, both the NEC and the ZEC appoint regional election officers as well as returning officers from among regional or district executive officials, on secondment from their primary duties. This dependence on local administration personnel has earned both bodies criticism from political parties.

B.4. Assessing the Electoral Landscape and Electoral Stakeholders

While NEC as the national EMB has fairly adequate powers to manage elections, and event to determine election calendar by announcing the candidate nomination dates, determining campaign days and determining the election date, there are some structural and operational realities which militate against NEC's independence: these include the appointment of the EMB members by the President without input from stakeholders such as parliament or political parties, and the appointment of the Director of Elections, and other election administrators including returning officers by the government instead of the EMB. Another concern is the inadequate funding of NEC to carry out its activities in an independent and effective manner. In the case of ZEC, the appointment of members is done by the Zanzibar President though preceded by consultation with the HoR and the opposition parties.

While Mainland electoral stakeholders show less confidence and trust in the NEC because of the perceived lack of independence of the EMB, in Zanzibar there is a consensus that the Commission is considered credible enough because of its bipartisan composition. However, the secretariat is seen as being less so because it is composed of civil servants who are perceived as being partisan in favor of the ruling party. ZEC voters identification has been challenged by observers and political stakeholders in the past, particularly in the legal requirements vis a vis the the Zanzibar Residency Card popularly known as the Zan ID. The process by which eligibility for the Zan ID is confirmed by local community leaders, government appointed Sheha's is a long standing concern of CUF leaders who claim denial of eligibility and ID for some of their supporters/potential voters.

Evaluations of past electoral experiences and the performance of the EMBs – these include election observer reports and the 2012 NAM – pointed to the need to improve the credibility of elections and the performance of EMBs through institutional and structural reforms to electoral processes and institutions. Most analysts and observers agree that the ongoing constitutional review process presents a valuable opportunity to reform the EMBs and improve management and integrity of the electoral process. Such reform should include giving the EMBs more powers to conduct elections in a free, independent and fair manner and for their members and officials to be recruited in an open and transparent manner. The reports and analysis further pointed to the need to allow independent candidates to partake in presidential elections, allowing political parties to form electoral alliances,

widening the right and *locus standi* to petition election results, and improving observer access to the electoral process.

Besides the EMB, other electoral stakeholders such as the Registrar of Political Parties (RPP), Police, Judiciary, Political Parties, Media and Civil Society require capacity to effectively engage with the electoral process to help ensure fair, credible and peaceful elections. Although the RPP has maintained a good relationship with the EMBs over the years, no concrete efforts have hitherto been made either by the RPP, EMBs, UNDP and/or donors to undertake joint efforts especially between the EMBs and the RPP to strengthen political party interface with elections. This is one area that DEP wishes to address and some activities to that effect have been programmed below.

Studies and analysis on the state of political parties in Tanzania clearly identify the lack of an effective regime to regulate the external and internal functioning of political parties, with the laws being too restrictive to political parties and most parties showing weakness in terms of organizational strength and ideological orientation, and in promoting inclusive participation in party political structures, especially for women, youth and PWDs. Most political parties in Tanzania lack capacity to effectively engage with the electoral process, e.g. nominating candidates for elections and observing and monitoring elections through capable agents who understand the electoral process. Another lesson learnt from past election observation is the need for political parties to adhere to the electoral code of conduct. These reports and analyses have also pointed to the Police as lacking professionalism and competence in their conduct during elections and that they need training in crowd management and human rights. Joint training/discussions between election stakeholders may be necessary to build a good understanding of roles and responsibilities during the election cycle and the general election. Beyond training, the Police have indicated the need to use modern technology to facilitate their role in securing elections such as the use of ICT in conflict risk analysis and rapid response management. The Judiciary also requires support to improve the handling of election petitions through, inter alias, speedy hearings and appeal processes. Civil society and the media, on the other hand, requires support to increase their capacity to conduct nation-wide democracy and elections education and also contribute to conflict mitigation and peace building. In this context, an effective consultative process between the EMBs and CSOs is critical for ensuring complementarily of efforts.

B.5. The role of the United Nations

The UN and more specifically the UNDP has long supported Tanzania's democratization process and towards this end it has identified specific goals to improve the democratic environment in the country. These include efforts to strengthen key democratic institutions to have improved capacity to fulfill their political and electoral functions as provided for under UNDAP Outcome 7. The UNDAP (2011-2015), which was developed following a comprehensive situation analysis and stakeholder consultations, clearly identifies support to democratic development in its expected programming outcomes. It provides for strengthening the EMBs, modernizing political parties, supporting the legislatures, and advancing women's leadership, to mention but a few. Some of this work has already been undertaken during the first UNDAP year (2011-2012) including the launch of a substantial Legislatures Support Project, UN Women's work with women parliamentarians, and final 2010 election ESP activities including various studies in 2011.

The current project (DEP) will form part of the second and subsequent years of implementation of the UNDAP and the UN Common Country Programme Document (CCPD) which are based on the "*UN Delivering As One approach*". DEP will draw partial funding from the UNDAP One Fund and will also benefit from the One Fund Mechanism which provides for robust Programme Results Matrix and

Monitoring and complementary Evaluation Matrix which includes indicators, baselines, targets and means of verification.

UNDP is well positioned and prepared to take the lead in managing and coordinating a new JDBF and DEP by drawing on lessons learned from previous projects, global and national experience, and well established partnerships with the election management bodies and others. As was the case with the earlier ESP, UNDP is also well placed to establish the necessary arrangements and provide expert personnel for the project's Direct Implementation, taking into account the value of early recruitment and project start up as learnt from past experience and recommendations from past election evaluations.

Apart from the role of UNDP in managing and coordinating the JDBF, other UN agencies are expected to make a contribution to the successful implementation of the project in country: these include UNESCO and UN Women, the advice of the UN Electoral Assistance Department and other HQ offices, all of whom have key strategic roles to play in advising on policy matters and contributing technical services for the successful implementation of the project.

DEP is an integral element of UN Tanzania country programmme and responds to the democratic and electoral challenges facing both the Union and Zanzibar. It will kindle a partnership of like-minded donors committed to consolidating democracy over a project cycle congruent with referenda and general elections of 2014 and 2015, respectively.

Apart from UNDP contributions, DEP will be based on existing commitments and pledges by donors including Norway and Sweden (One Fund, earmark) and the UK (DFID), the EU, Canada (CIDA) and Denmark and Switzerland. This project demonstrates compliance by donors to the *Rome Agreement on Harmonization* (February 2003); the Paris *Declaration on Aid Effectiveness* (March 2005); the *Gleneagles Commitment to 'More Aid, Better Aid'* (July 2005); the *Accra Agenda for Action* (September 2008)--international protocols that espouse the principle of increased, harmonized ODA aligned with the priorities of recipient countries.

C. PROJECT STRATEGY AND JUSTIFICATION

C.1 Scope

The project takes as its point of departure the premise that in order to be effective and sustainable it must assume a broader role of supporting several actors in the democracy building arena, both in Mainland and Zanzibar alike. Towards this end, the following democratic institutions have been identified for support: Electoral Management Bodies, i.e. NEC and ZEC; the CRC and RPP (in terms of supporting electoral reform and inclusive participation and issues of gender, youth and PWDs and fostering sustainable electoral processes through technical and operational support and capacity building); Political Parties; Civic Society and Media for effective engagement with democratic processes through dialogue and peace building initiatives. The project will also support the Police and the Judiciary to effectively contribute to election-related conflict mitigation and dispute resolution. A gender equality perspective will be mainstreamed through all areas.

C.1.1. Focused and Systematic Approach

The project will have a focused and systematic approach in identifying its beneficiaries and collaborators. For example, the project will only support political parties in relation to their interface with elections and the EMBs in order to improve EMB-political parties relationship for credible elections, strengthen dialogue for peace and democracy and foster women's empowerment and

gender equality within political party structures. Aspects of general political party development may be catered for outside this JDBF under a mechanism to be agreed upon especially among DPs and relevant national stakeholders. The same approach will also apply in relation to media and civil society support: the project will support civil society and media only as far as their interface with the EMB and elections is concerned: i.e. joint implementation of voter education and also EMB accreditation of observers. Media monitoring will be excluded from the DEP purview.

C.2. Using the Electoral Cycle Approach (ECA)

Embracing the electoral cycle approach (ECA) will enable DEP to focus interventions based on multi-level, multi-dimensional and multi-institutional frameworks. Based on the ECA, the project strategy will entail interventions which will commence during the pre-voting period and specifically seek to support broad-based legal reform and enhance capacities of relevant institutions through training and professional development. Using the ECA will assist the DEP to engage a with broad range of actors, NEC and ZEC, Political Parties, Civil Society, Media and Women's Organizations to support their reform and capacity building initiatives, and to help them engage effectively with the electoral process especially during the election period. The project will engage in supporting these actors in two phases: the first phase being support to the referendum in the initial 16 months (i.e. January2013- April 2014) which is also the pre-election phase and the election phase which is 25 months (May 2014- June 2016) in preparation for the October 2015 general elections and beyond.

Development Partners, too, are committed to strengthening democracy through the election cycle and have signaled early interest in both election cycle support in the lead up to and possible support to the 2015 general election including the constitutional referendum.

Other principles and practices which will underscore the DEP strategy and approach include:

- Foster national leadership and ownership of project activities and put more emphasis on the use of national expertise to drive and facilitate activity implementation.
- Ensure benefits from the UN global knowledge network to access expert technical skills, lessons learnt, and value for money products.
- Introduce specific, measureable, achievable, realistic and time bound (SMART) indicators and targets
- Improve coordination, communication and clearly define roles at all levels of project management and strengthen the working of project management structures according to their distinct roles and responsibilities
- Produce well-defined and articulated Annual Work Plans based on available funds or firm commitments
- Foster transparent and efficient recruitment of staff to suit job profiles and skills requirements
- Develop clear strategies at all stages of project implementation
- Improve protocols for engagement and collaboration with national actors and also donors within and outside the JDBF to ensure open communication and free flow of information on electoral assistance in general

C.3 Justification

Tanzania, the largest democracy in East Africa, has shown commitment to democratic reform through a number of measures and initiatives including the current ongoing constitutional reform process. The EMBs need reform and capacity support in order to enhance their independence and

credibility as a way of inspiring public and stakeholder confidence in their ability to deliver credible, transparent and peaceful elections including the constitution referenda which are scheduled for 2014.

National partners made specific, written requests for UN assistance in the early part of the election cycle, and the 2014 constitutional referenda. Previous election project partners and stakeholders consulted by UNDP attested to the success of past electoral support and the need for continuity in order to consolidate Tanzania's democratic achievements over the last few years.

Successful, fair and transparent elections are critical for ensuring conflict mitigation and peace building especially in a country like Tanzania (especially Zanzibar) with a long standing history of election-related violence. Continued electoral support will assist in building the capacity and reputation of the EMBs and other democratic institutions thereby reducing incidents of election-related violence.

In designing the current phase of support to the election cycle, UNDP sought to base the project objectives and outputs on the results and lessons from the 2010 Election Support Project, the project independent evaluation, various 2010 observer Missions, post-election studies and research by universities and others, the DDTP Evaluation and the 2012 EAD-led NAM report. Project design has also benefitted from the findings and recommendations of the recent EU/DFID mission to Tanzania.

The current project is furthermore informed by the principles that are central to the UN electoral assistance, including i.e. the goal of decreasing donor (external) support as national (internal) capacity increases. Therefore in order to work towards an exit strategy, the project budget stands at will be 22.5 million USD compared to its predecessor ESP which was 28 million USD. The project activities are more focused on capacity development of national stakeholders and less on direct support of election operations.

Finally, support to elections is tied to UNDP core purposes of poverty reduction and pro-poor development. As noted in the UNDP Strategic Plan 2008-2011, "enhancing accountability and responsive institutions is a critical element of democratic governance for human development." A well managed election cycle and credible elections are key to accountability and properly functioning responsible institutions of a capable State serving its citizens. UNDP support to elections is a global priority to give strength to full citizen participation, especially to help address "the concerns and interests of poor people, women, and other vulnerable or excluded groups. Expanded capacity of governing institutions (including Election Management Bodies) helps create an environment for delivering goals for poverty reduction." (quotes from UNDP-UNFPA Executive Board, 18 July 2007)

C.4 Partnership Strategy

The project management will pursue a strategy for partnership and resource mobilization for achieving the objectives and results set out in this project document in close collaboration with the contributing partners, NEC/ZEC, RPP, CSOs and other relevant stakeholders. The approach to partnership will be informed by the complexity of governance issues in Tanzania, which requires development partners, government and other stakeholders to work together through collaborative mechanisms including appropriate division of labour and the coordination mechanism to avoid duplication and promote efficient use of resources.

The JDBF will be employed for this project in the same manner as in the previous electoral support project ESP 2010. UNDP and the project management will pursue constructive consultation and

partnerships with participating DPs through the Steering Committee, the two technical committees and through regular newsletters and other communications to ensure dialogue and timely and effective reporting. Efforts will be made to share information with and bring in other national and DP partners with common interest and to mobilize addition resources to fill the current gap of project financing. Efforts will be made to ensure that DEP activities complement rather than duplicate efforts of other development partners outside the JDBF through an open communication and a coordination mechanism to be agreed upon. The current project design took into consideration the areas of support covered by other partners and further efforts will be made to ensure continuous monitoring and streamlining of activities to avoid overlap and undue duplication.

D. PROJECT OBJECTIVES AND OUTPUTS

The overall objective of the DEP is to contribute to the UNDAP's Outcome 7: i.e. which is "strengthening the credibility and capacity of key institutions of democracy to effectively implement their election and political functions". Such enhanced credibility and capacity for these institutions will contribute to the improvement of the democratic character of Tanzania as an overall outcome. These improvements will help consolidate gains from past years of democratic institutional strengthening through various UNDP managed donor funded projects starting with the ESP (2005), the DDTP (2006-2010), and the ESP (2010). DEP will directly support UNDAP's Cluster III Governance component that, in turn, supports MKUKUTA's 2010-2015 goals for governance and accountability, and MKUZA (2010-2015) goals for good governance and national unity[1].

The project will have the following four outputs or components which are informed by the UNDAP 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];

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)[3] 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 gender equality perspective will be included in all components. The project outputs will be discussed in detail below as the project components:

[1] The National Strategy for Growth and Reduction of Poverty ;(MKUKUTA) and the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA). The relevant MKUKUTA goals are: 3.1 Ensuring systems and structures of governance; uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption free at all levels; 3.3 Promoting and protecting human rights for all […]; and 3.4 Ensuring national and personal security […]. The relevant MKUZA goals are**:** 3.2Ensure greater citizen participation in democratic governance; and 3.4 Improve democratic institutions and national unity.

[2] In the context of the on-going constitutional reform process and beyond

[3] The project output 2 will entail support to strengthen political parties, media and civil society engagement with the electoral process and overall strengthening of the democratic environment through multi-stakeholder dialogue.

Component 1: Supporting Legal and Institutional Reform for Credible Elections

The extent to which Tanzania is able to generate and sustain confidence in the democratic process in general and in the electoral process in particular greatly depends on the ability of key institutions such as the EMBs, RPP and Political Parties to fulfill their function as catalysts for democratic consolidation in the country. Different reports and analysis point to the need for improved legal and institutional framework for elections in Tanzania: i.e. strengthening the status, mandate and powers of the EMBs, providing better mechanisms for transparent and fair elections, and even allowing independent candidates to contest presidential elections and political parties to form electoral alliances, and fostering effective dispute resolution mechanisms, among other reforms.

With a view to address some of these legal and institutional challenges and to promote national dialogue to improve the overall electoral environment in the country, the following shall be the **outputs**:

Output 1: *Legal and institutional reforms introduced to promote democratic elections*

DEP will enhance the capacity of EMBs to contribute and operationalize outcomes of the ongoing constitutional review process through supporting NEC to develop the legal and regulatory framework to improve the credibility, independence, professional integrity and functioning of the EMBs and also the overall environment within which elections take place. Similar actions will be taken to support the capacity of the RPP and political parties to promote effective legal framework to foster democratic functioning of political parties, including a review of provision of reserved seats. DEP will also support NEC and ZEC to engage political parties, media and civil society to have a robust dialogue on improving the electoral legal framework and foster credible, transparent and peaceful elections in Tanzania. While the ongoing constitutional reform process presents an opportunity for swift reform, DEP will seek to build the capacity of the said institutions to promote reform beyond, or in parallel, if necessary, to the current constitutional review.

Activities:

1. Support NEC in updating the election regulations and guidelines;
2. Support the RPP to make inputs to the constitutional review process in order to improve the legislative framework for democratic functioning of political parties;
3. Support research and dialogue on two decades of multiparty system in Tanzania;
4. Facilitate RPP-led evaluation of the implementation of the Elections Expenses Act 2010;
5. Support multi-stakeholders (EMBs, CSOs, Media and Political Parties) dialogue to improve the legal and institutional framework for democratic and inclusive elections in Tanzania, including electoral system reform; including the review of reserved seats provisions.
6. Support the judiciary to foster electoral justice through improved dispute resolution mechanisms, including contributing to the constitutional review process.

Component 2: Support improvement of EMB integrity and management capacities

DEP will undertake concrete steps towards the development of EMBs integrity and management systems with a view to strengthening their capacity to effectively deliver on their core mandate. Both EMBs need capacity support to improve their independence, credibility, professionalism, efficiency and accountability. The two EMBs face credibility and capacity gaps which limit their ability to conduct credible elections including voter registration, candidate nomination, balloting, results management, and voter education, DEP will support the following outputs:

Output 1: *EMBs strategic planning and policy making capacities improved.*

The two EMBs need enhanced capacity to develop management tools such as strategic plans, election calendars, internal business processes and policies in order to improve their operational efficiency, stakeholder responsiveness, and gender mainstreaming.

Activities:

1. Support the development and operationalization of strategic plans for NEC and ZEC
2. Support the development and implementation of policies and business processes and policies including gender policies, elections calendar, logistics plans, communication and stakeholder engagement strategies
3. Support NEC to conduct and implement a sustainability study for decentralization including cost and benefit analysis.
4. Support for the institutionalization of a Monitoring and Evaluation system for the electoral process to help the commission make timely and informed decisions.
5. Support the EMBs in ensuring a gender aware approach to their work, including giving considerations to differential impacts on men and women in electoral operations, voter education and outreach, internal policies and data disaggregation.

Output 2: *EMB capacity to use ICT enhanced*

ICT and elections have progressively become inseparable over the last few decades notwithstanding the fact that ICTs are not always the panacea to various challenges facing elections and also regardless of the high cost and sustainability issues surrounding ICT. The two EMBs intend to invest heavily in ICT mainly through the procurement of biometric technologies for the 2013 voter registration and beyond. While ZEC already acquired biometric technology during the 2010 voter registration, NEC is about to make a huge investment in this area next year following a pledge by government to fund this multi-dollar project. Both EMBs also intend to use ICT in the management of their day-to-day operations and, more importantly, in the management of election results. While UNDP and the DPs have expressed reservation to fund the new technologies, DEP will make a small contribution to enhance the capacity of the two EMBs to effectively manage ICT in key operations including voter registration and results management. DEP will also assist NEC to purchase the voter registration technology through UNDP Long-term Agreements (LTA) in an effort to foster value-for-money and quality assurance.

Activities:

1. Support the two EMBs to improve their ICT management capabilities in areas such as voter registration systems, election results compilation and transmission, and general information management systems
2. Render advisory services for NECs effective introduction and utilization of biometric technologies.
3. Support audit of the voter register as part of the register updating process and to improve the integrity of the register.

Output 3: *EMBs capacity improved to conduct credible electoral processes*

There is a clear need to support the EMBs to effectively carry out key activities such as voter registration, candidate management, balloting (referendum included) and results management during 2013, 2014 and 2015.

Activities:

1. Support voter registration and de-duplication of the voter register
2. Facilitate conduct of 2014 referendum and the 2015 general elections and Zanzibar elections
3. Render technical assistance and advisory services in planning and operational roll-out to be embedded in the EMBs,

Output 4: *EMBs staff professional development enhanced.*

Staff professionalization and capacity development is critical for the delivery of credible elections and public confidence in the EMB. There is therefore a need for the EMBs to undertake comprehensive and sustained efforts to professionalize their staff especially during non-election periods. The BRIDGE training will be utilized for EMB capacity development, including the BRIDGE gender and election module.

Activities:

1. Develop EMBs capacity to conduct the training of trainers using BRIDGE and train a critical mass of EMBs officials in election administration
2. Support study missions and staff exchanges to promote experience sharing and skills transfer between the two EMBs and beyond.
3. This may include capacity building for gender aware electoral administration, including through the BRIDGE gender and election module.

Output 5: Delivery of voter education and information improved and extended to the not so easily reached citizens.

Deepening democracy in Tanzania requires concerted efforts to identify and inform potential voters about the democratic process, this is especially important following lowest recorded voter turnout in the history of the country recorded at 42% in 2010. Increased incidents of election violence recorded around the country and especially on the isles in past elections has led observers to recommend that a closer look at the voters education programmes is needed and a strategy be adopted for voter education programmes that focus on developing educational messages aimed at building a culture of democracy and peace. Such programmes should particularly target the historically marginalized groups such as rural voters, the illiterate, women, youth and PWDs.

Under this project various media forms will be used including mainstream media, social media and also community media to reach the target group. The interventions will be based on ongoing work in cooperation with UNESCO and lessons from the region in this regard. The project will conduct a mapping exercise to assess the impact of social media on civic engagement with democracy and elections. The project will further support infrastructure development for the utilization of social media civic engagement with democracy and election and to promote vote education and information.

Activities:

1. Support the review, design and implementation of voter education and information working closely with CSOs, women's groups and the media.
2. Undertake surveys to assess public understanding of democratic values and adjust interventions to respond to changing trends and needs.

3. Support NEC and ZEC to establish small and medium grants scheme for CSOs, CBOs, NGOs and associations to conduct voter education and public information activities on the deepening democracy values and principles.
4. Support community media to serve as a voice for democratic accountability and source of voter information: facilitate research, training and advocacy in this area.
5. Undertake mapping exercise to assess the impact of social media in promoting civic engagement with democracy and elections.
6. Support to NEC and ZEC in the analysis of potential use of social media.

Output 6: *Mechanism for election observer access to electoral process improved*

There is a need for election observers, both international and domestic, to be thoroughly prepared to engage with the electoral process and the EMB. This could be achieved through mechanisms for inviting, accrediting and briefing observers before elections, and for accessing and benefiting from their reports after elections. This EMB-observer relationship is important for fostering EMB legal and operational reform between elections.

Activities:

1. Support the EMBs to develop observer engagement strategies during and after elections;
2. Support EMB planning and implementation of efficient procedures for invitation, accreditation, briefing and debriefing of observer delegation;
3. Facilitate a study to map out the two EMBs experiences in relation to election observer engagement and convene experience sharing workshops involving stakeholder including political parties and CSOs.

Component 3: Promote inclusive participation in political and electoral processes

Despite the country's track record in promoting the rights of women, young people and other historically marginalized groups to enjoy equal status with other citizens and the fact that Tanzania is a signatory to key international protocols that promote equality of citizens, the country still has a long way to go to achieve equal opportunities for women, the youth and people with disabilities. Although the introduction of affirmative action for women in parliament has increased women's representation in parliament to 36% - giving Tanzania the 4th on the continent and 20th in the word.

There is still a perception by some that women who get to parliament through this avenue are second-class MPs compared to those who contest and win open parliamentary seats. Women lack access to economic resources to campaign for elections and they still face discrimination based on socio-cultural prejudices. Other groups such as the youth and PWDs face similar challenges and these accounts for their low representation in decision making processes. Against this background, more work lies ahead to deal with the lack of opportunities for women, youth and PWDs to engage effectively in political and electoral processes This means addressing factors that mitigate inclusive participation by these groups and the creation of sustainable processes to empower and build capacities for effective participation in politics and elections, i.e. as candidates, voters, and election officials.

Output 1: *Inclusive participation in political party structures and processes enhanced*

One area where women, youth and PWDs need effective participation and representation is in the structures and processes of political parties including leadership positions and their running for public office. They need encouragement to compete for party political and public elective offices; they need training on campaign strategies, public speaking and debating skills, policy development,

lobbying and political networking. Activities under this output will be facilitated by UNDP, UN Women, and UNESCO where an activity is related to community media.

Activities:

1. Support skills and capacity development for women, youth and PWDs as potential candidates and party leaders;
2. Promote public awareness on gender equality and women's empowerment through community dialogue (at grass-root levels) and community media outputs as well as CSO-based campaigns and outdoor activities (cinema, drama, dance and music) as part of voter education. This activity will be facilitated by UNESCO, UNDP and UN Women.
3. Undertake a study to assess the impact and effectiveness of the current constitutional framework including the electoral system on efforts to improve inclusive participation in politics and elections.

Component 4: Support national peace infrastructure to mitigate and resolve election-related conflicts

Efforts to prevent, manage, and resolve conflicts including election-related conflicts and disputes, are at the heart of fostering comprehensive and sustainable peace, democracy and development. Such efforts are more effective when based on multi-stakeholder and multi-faceted approaches and also on both formal and informal institutions and processes including community-based, traditional institutions and also alternative dispute resolution systems. Tanzania has created a national peace architecture which entails cooperation and synergy between the various formal institutions such as the Police, the EMBs, and Political Parties, LGA's and Civil Society, to prevent and manage conflict before it escalates. These mechanisms, although still in an embryonic phase, were used in recent elections including by-elections to mitigate conflict and have been fairly effective, although there is room for improvement and advancement as the referendum draws closer.

A further element of the country's peace infrastructure which specifically relates to electoral disputes is the formal courts in their adjudicative role over electoral complaints. There is a general need to foster training and better synergy among the various institutions which form part of the country's peace infrastructure thereby sharpening their skills and collaborative capacity to guarantee effective mitigation of conflict and resolution of disputes. The peace building, community dialogue and conflict prevention efforts in Zanzibar by the Election Support Project in 2009-2011 and others provide sound experience for lessons learnt and aiming for sustainability.

Output 1: *Election security and integrity enhanced through the strengthening of the national peace infrastructure*

This output will require DEP support to improve the Police rapid response management and conflict mapping capabilities and better inter-stakeholder cooperation and dialogue

Activities:

1. Provide technical assistance in support of the National Police to procure outstanding equipment for rapid response management and conflict risk analysis
2. Facilitate inter-stakeholder (CSOs, TCD and political parties) dialogue to improve the democratic environment and build a culture of peace
3. Provide human rights and gender awareness training for the Police
4. Promote election-period "confidence-building dialogue" between the EMBs on one hand and political parties and CSOs on the other

5. Provide technical assistance to advice on conflict prevention and conflict transformation approaches.

E. RISK MANAGEMENT MEASURES

Risk	Risk Management Measures
a. Constitutional, Political and Security risks:	
<u>Uncertainties relating to the Constitutional Review Processes:</u> i. The on-going Constitution Review (RC) process may not adhere to the time lines, i.e. to be completed by April 2014 and this may delay future elections.	DEP will request regular updates on CR process from relevant PSC Members so as to take appropriate corrective measures when and where necessary. Although this risk is high impact, it is low probability at this juncture; however, it requires constant monitoring.
ii. The proposed constitution may not obtain the required support of more than 50% "yes" vote in both Mainland and Zanzibar, and this could precipitate a crisis.	This risk is both high impact and high probability; however it is unclear at this juncture how this process review will unfold. DEP PSC and the RCO will take the lead in encouraging dialogue among national stakeholders on the possibility of this outcome and to find a way to resolve any impasse that may arise out of a rejection of the new constitution by any part of the Union.
iii. The country's political leadership may not be ready to introduce necessary reforms to the NEC structure including those relating to its independence and funding. The current CR may only introduce cosmetic changes which may not inspire public confidence in the EMB. Secondly, sweeping changes, although desirable to most holders, may (because of time constraints) compromise the EMB to deliver on the 2013 voter registration and the 2014 referendum.	NEC must engage closely with the CR process in order to ensure that a mechanism is in place to deliver forthcoming electoral assignments in parallel with any reform agenda. The PSC should keep a close eye on the process and where appropriate make resources available to boost the EMB's capacity to deliver the election.
iv. Violence which affected some by-elections recently may escalate during the referendum and beyond.	This is not a high impact risk given the peaceful history of elections in Tanzania, except Zanzibar. Nevertheless, building a culture of peace and tolerance is one area the DEP should seek to address. The PSC could provide further guidance to how the project could mainstream conflict transformation in it is programmatic focus given the need for the project to make swift responses to pressing issues as they arise. Building on past efforts

Risk	Risk Management Measures
	in Zanzibar is also required.
v. Political parties expect partisan/fin*a*ncial support.	Dialogue, good communication, clear documents and messages, and diplomacy will make it clear that support is technical only and available to all parties. This part of the project ends in 2014 in advance of the election year.
<u>Prevailing political-economy structural forces inhibit meaningful progress on democratic governance and democratic and electoral reform processes including project implementation:</u> Despite remarkable progress since the return to multiparty systems, Tanzania still faces challenges including deep-rooted structural and historical constraints which militates against democratic consolidation – these maybe beyond the scope of this project but they can determine the success of a project like DEP: a constitutional framework that is considered by some to be too restrictive to allow a well-functioning multiparty systems; poorly resourced and weak institutions of democracy such as political parties and parliament, weak separation of powers with a dominant executive, challenges of corruption, a judiciary which is not considered independent, pervasive poverty, exclusion and unemployment among youth; deep gender inequality and poor public accountability to address this condition; and inadequate physical infrastructure.	These risks are being addressed at high-level through the UNDAP and may only require noting by the DEP management. Some of these issues are being addressed through the on-going Constitutional Review and only need monitoring by the project. They could best be addressed through the good office of the UNRC.
A. Management and Technical Risks: 1. Failure to draw lessons from previous support projects, observer missions and related assessments:	
i. Project management lessons need to be addressed from DDTP experience, late start lessons from ESP experience, and political parties' expectations from the DDTP experience.	Pre project research, design, dialogue with national partners and donor DPs will manage this risk. Early start in 2013 following the Election Cycle. DIM modality with direct UNDP management.
ii. Beneficiary partners may prefer to give priority to big ticket equipment procurement. DDTP and ESP 2010 delivered much big ticket equipment.	Continuous dialogue and good communication needed about project goals and limitations.

Risk	Risk Management Measures
2. Partnerships:	
i. International project partners may seek to leverage specific political or non-technical interests through donor support.	Under the principles of national ownership and with full respect to national sovereignty, the project will be managed by UNDP adhering to politically neutral and impartial technical support. Donor partners will be invited to provide high-level technical and strategic guidance at the Steering Committee, which will have a strictly non-political, nonpartisan Terms of Reference.
ii. Insufficient funding for the project due to donor setting new priorities	Indications so far by potential donors suggest this risk has low probability. The chief risk management measure would be prioritization of core capacity development activities by the Steering Committee, and through the work plans.
iii. Lack of mechanism to cooperate with others outside the JDBF thereby creating duplication and overlap	This is high probability because of some donors who recently expressed willingness to set up alternative funding facilities outside the JDBF. The project will seek collaboration with other DPs and national stakeholders who are not part of the JDBF through informal but regular contacts and briefings.
iv. Radically reduced government funding to EMBs due to economic or political considerations	Project support is complementary to government funding. Activities will be implemented as largely stand-alone, not dependent on other government resources and development activities.
v. Lack of capacity: capacity-building activities may transfer knowledge unsuitable to the local context	Ensure resource persons and TAs are well-briefed and sensitive to local context. Arrange regional and other South-South expert support and cooperation where possible and appropriate.
vi. Project subject to implementation delays	DEX direct implementation greatly reduces this risk. The project will have a financial and other support team as well as support from the UNDP Country Office. Project start up is January 2013.
v. Procurement may be delayed by UNDP rules and procures which are risk-averse	The CO will take the lead to speedily recruit the PMT and set up the project management structure. Once on board, the PMT will refine the procurement plan for the first 12 months of the project and implement it without fail. The TC will follow this closely and will report regularly to the PSC.
Project seen/ accused of political bias favouring government or opposition or some other group of parties/political interests.	Dialogue, good communication, clear documents and messages, and diplomacy will make it clear that support is technical only and available to all parties.

Risk	Risk Management Measures
	This area of support will be completed in 2014 in advance of the election year 2015.
Government will adequately fund core State responsibilities for capacities in Voter Registration and most referendum and election costs.	The PSC will discuss this risk in its sessions and urge the EMB's to follow up closely with the government as failure to register the electorate in good time will have high political stakes.

F. MANAGEMENT ARRANGEMENTS

DEP will be implemented under the overall guiding principle of maximizing the leadership of national institutions in the electoral process. The international assistance provided should be considered as an extension of national resources, and is intended to support, and not replace, national management and coordination structures, in line with the Joint Assistance Strategy for Tanzania (JAST).

Notwithstanding this, support to the conduct of free, fair and credible elections requires to be delivered with maximum impartiality. Further – beyond the cyclical approach to elections within which this Project of assistance should be viewed – DEP will require a significant and intense capacity surge limited in time to the intense period leading up to and through elections, over and above what can presently be mobilized through the Electoral Management Bodies. In light of the above, the project will be delivered using the UNDP Direct Implementation Modality, and governed by a Project Steering Committee consisting of a wide range of national and international stakeholders. Under this overall direct implementation arrangement, it is foreseen that the Electoral Management Bodies, UN agencies, and Civil Society Organizations will implement a range of activities.

UNDP's capacity to deliver electoral support was most recently demonstrated through the electoral support project delivered under Direct Execution for the conduct of the 2010 elections. An independent evaluation of the project found that UNDP's involvement "ensured the provision of the necessary policy, technical, administrative, financial and procurement resources to facilitate the success" of the activities.

F.1 Project Management Team (PMT)

DEP will hire a PMT comprising professional personnel to support the project and working under the direct supervision of the UNDP Senior Management with direct support from the UNDP Democratic Governance staff and Operations/Procurement staff.

UNDP will hire an experienced International Chief Technical Advisor and Project Manager as well as an Operations Manager. The full TORs for these three key positions are attached as Appendix I. Other project staff will include IT and Voters Registration Experts; Voter Education Experts; Peace and Conflict Prevention Expert; Communications Specialist; Gender Expert. Logistical and administrative staff will also be part of the project team. International long and short-term Technical

Experts will also be recruited to support project activities in functional areas such as Electoral Law, ICT, Conflict Transformation, Organisational Development, Procurement, Stakeholder Management and Communications. Partnerships will be pursued with UNV to explore the possibility of deploying UN Volunteers project capacity support especially during the election period. The PMT will monitor project progress regularly and anticipate and address upcoming issues. The Project Manager as part of the PMT is required to maintain dialogue with national stakeholders on project implementation and reporting to the Technical and Steering Committees.

The Project will draw on the existing One UN and UNDP Country Office procurement structures and mechanisms as well as the global procurement support for elections driven by the global procurement hub in Copenhagen.

PMT will operate from a project office within Dar es Salaam and will liaise closely with NEC. To cater for the particular needs of Zanzibar, the project will provide for a Project Specialist for Zanzibar and a small project team to manage activity implementation on the isles when required. The Project Specialist and team will work within the One UN Sub-office on Zanzibar. In advance of full implementation of the project, some key capacities will be provided through a fast-tracking mechanism for the effective and efficient start-up of DEP. These capacities will include Project Management, Electoral Law and Voters Registration experts

The PMT will support the Country Office in production of timely and regular(monthly) updates on project implementation and on progress in electoral readiness on the part of the EMB's and other stakeholders for submission to the UN Focal Point for Electoral Assistance, through the Electoral Assistance Division of the Department of Political Affairs.

F.2 Implementing Partner

UNDP Tanzania is the project Implementing Partner. The PMT will be responsible for day-to-day project management including the monitoring and evaluation of project interventions and achieving and reporting on project outputs. UNDP will ensure the effective use of project resources; undertake contracting other organizations or entities to assist in project implementation; recruiting project staff and procurement of non-expendable equipment in accordance with UNDP rules and procedures taking into consideration the specifications laid down by the PMT and others; and communicate and report on project results.

<u>UNDP responsibilities as Implementing Partner:</u>

The UNDP CO as the Implementing Partner will be responsible for setting up the project. This includes the recruitment of project management expert to assist in the initial phase of the project, i.e. setting up project systems and processes and facilitating the recruitment of project staff, procurement of equipment, and securing office space for the project.

UNDP will establish mechanisms for rapid and flexible channeling of TA and disbursement of grants, taking into account the lessons learnt from ESP. These mechanisms will include:

i. UNDP will directly implement project activities and assume direct responsibility for all project results
ii. Responsible Parties will be requested, where necessary, to carry out specific activities within the project, e.g. UNESCO, RPP, EMBs or UN Women

iii. UNDP will establish a facility for open grants to organizations addressing emergent voter educational needs with funding given on the basis of clear, competitive rules based on UNDP procurement regulations and agreed upon by PSC.

F.3 Project Steering Committee

A high level Project Steering Committee (PSC) will be formed to provide policy and strategic guidance to the project. This high-level governing body will be guided by the government's commitment to conduct free, fair, and credible elections and ensure that the project is responsive to the needs of all Tanzanians especially in the context of the challenges which the project aims to address. The PSC will make strategic management decisions on a consensus basis regarding project implementation including as and when guidance is required or requested by the Project Manager/Project Management Team. The PSC will be responsible for providing direct oversight to the project and steering it to ensure the achievement of stated objectives and providing project quality assurance for project results. Finally, the PSC will also approve work plans and progress reports submitted by the Project Management and reviewed by the Technical Committees.

The PSC will be co-chaired by the Chairs of the NEC/ZEC and the UN Resident Coordinator/UNDP Resident Representative. The Co-chairs' main function will be to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes.

The PSC will also have other national government and CSO representatives to help ensure that the project activities and implementation framework remains aligned with the interests of the beneficiaries and stakeholders including the electorate at large. Civil society can play a critical role in quality assurance of voter education and representation of special interests, such as accessibility and disability issues.

The PSC membership will comprise:

Co-Chairs:

1. Chair of the NEC
2. Chair of ZEC
3. UN Resident Coordinator/UNDP Resident Representative

Members:

1. Chair of the Commission for Human Rights and Good Governance
2. Representative of the NGO Board of Tanzania or relevant CSO umbrella organisation
3. Representative of ZANGOC or the Zanzibar relevant CSO umbrella organisation
4. Chair of the Tanzania Centre for Democracy
5. Representatives of the DPs (i.e. 4 Heads of Mission to be elected by DPs contributing to the JDBF)
6. Representative of World Council for Religion and Peace (to be discussed)
7. Representative of PWDs
8. Representative of Media
9. Representative of the Tanzania Police Force
10. Representative of Youth
11. Representative of UNESCO
12. Representative of UN WOMEN
13. Registrar of Political Parties

The total membership to the steering committee should not exceed 20. Development Partners (DP's) play a key role in electoral assistance in general and in DEP. They provide critical funding of electoral assistance, in the context of Tanzania they undertake election support outside the JDBF and therefore giving them adequate representation on the DEP PSC will ensure strong linkages and coordination with parallel electoral support initiatives.

The PSC will meet once every sixth months, or as deemed necessary by the members. More frequent meetings are expected closer to the electoral events. Under the stewardship of the Co-chairs the meetings will be held for the purpose of addressing emergent issues critical to the performance and progress of project, and matters of financial management.

UNDP through the PMT will provide secretariat services to the PSC.

F.4 Technical Management

Two Technical Committees (TCs)[4] will be established to provide technical and advisory support to project planning and implementation. In particular, the TCs will review progress updates from the various project component areas and suggest areas that need immediate correction/action by PMT. The TCs may also raise issues that require guidance from and deliberation by the PSC.

Membership of the TCs will comprise representatives of implementing partners either at managerial or technical level, notably NEC, ZEC, CSOs, RPP, Funding Partners, DPs, UNESCO, UN Women and UNDP. The total number should not exceed 9 members to ensure efficiency. The TC will be co-chaired by the UNDP Country Director and the Director of NEC/ZEC for the respective TCs. The Project Manager will be an ex-officio member of the TCs. The funding partners will divide themselves between the two TC's on equal basis where practicable. The PMU will provide secretariat services to the TCs. The Technical Committees will convene in Dar es Salaam and Zanzibar, respectively. The two TCs may join their meetings periodically if so warranted. The TCs will meet once every three months as the need arises.

As part of implementation activities and voter education activities, a stakeholder forum may be convened at the inception of the project and also at the close of the project. This forum will bring together all the stakeholders in the electoral process, i.e. EMBs, CSOs, Political Parties, Media to discuss and input into the planning phase of the project. During the inception session the stakeholders will be encouraged to form own working groups to discuss practical ways for the project to achieve its objectives and meet stakeholder expectations. The same dialogue will be held during or/and at the end of the project to assess if the project met its objectives and how to improve the implementation of similar projects in the future. The recommendations from these forums will be submitted to the TC and PSC by the relevant stakeholder representatives for implementation where practicable.

F.5 Project Assurance

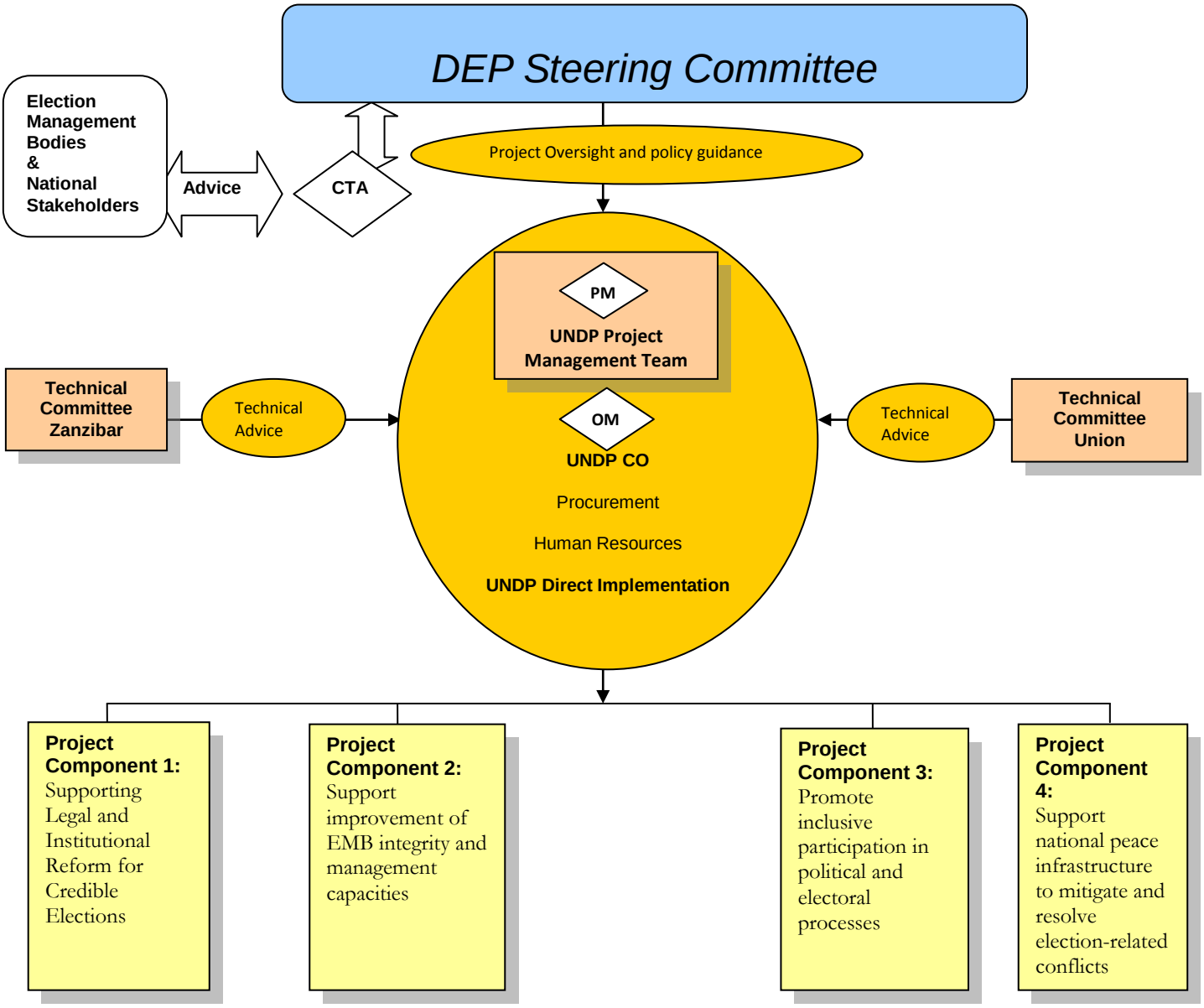
Project Assurance is the responsibility of each member of the PSC; however the role can be delegated. The Project Assurance role supports the PMT by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The PSC cannot delegate any of its assurance responsibilities to the Project Manager or any other project staff. For UNDP the Project Assurance role will be assigned to the UNDP governance practice specialist. He or she ensures that project management milestones are managed and completed; identifies matters under the jurisdiction of

[4]One TC for Union Elections based in mainland, and the other for Zanzibar Elections, based on the isles.

the PSC, UNDP Senior Management and PMT and refer them accordingly; and provides policy guidance to the PSC and TCs.

The main responsibilities of Project Assurance include the maintenance of effective liaison and communication between the PSC and other project structures; beneficiary needs and expectations are effectively managed; risks are controlled; the project remains viable; internal and external communications are working; applicable UNDP rules and regulations are being observed; monitoring and reporting requirements and standards are adhered to; quality management procedures are properly followed; and PSC decisions are followed and revisions are managed in line with the required procedures.

PROJECT ORGANISATIONAL STRUCTURE



F.6 Project Reporting Schedule

UNDP will submit the project document including the Result and Resource Framework, Work Plans and a Budget to the PSC for approval before the launch of DEP.

Thereafter the following **Reporting Schedule** will apply:

- Quarterly Progress Report to the TC:
  Activity Report:
  - Activities carried out during reporting period
  - Difficulties encountered and measures taken to overcome
  - Risk mitigation measures taken and identification of emerging risks
  - Changes introduced in implementation
  - Progress towards achievement of expected results, assessed against indicators specified in the Annual Work Plan and any other results based management framework
  - Work-plan for the next period
  - Financial update
  - Actual expenditures
  - Disbursements
- Semi-annual Progress Report to the PSC:
  - Activity Report:
    - Summary and context of the Action
    - Difficulties, challenges and risk mitigation measures
    - Recommendations for revisions in the scope and focus of project activities, with budget implications.
    - Financial Report submitted quarterly, to contain:
    - Contributions received
    - Estimated and actual expenditures by category (with explanations for significant variances)
- Final Report:
  - The Final Report will be submitted within three (3) months of the financial closing of the project.
  - Activity Report:
    - Summary and context of the project
    - Major activities carried out during the project
    - Difficulties/risks encountered and measures taken to overcome
    - Changes introduced in implementation
    - Lessons learned and best practices
    - Results achieved by assessing indicators outlined in the logical framework
    - Financial Report:
    - Total contributions received
    - Summary of expenditures by category compared (with original budget with explanations for significant variances)
    - Recommendations and lessons for follow-up assistance projects
- Project Lessons Learnt Exercise:
  - DEP will commission a Lessons Learnt Exercise. The exercise, to be facilitated by an independent consultant(s), will be carried out at the end of the project and will be funded by the project itself.

G. FINANCIAL ARRANGEMENTS

In support of project implementation, it is proposed to ensure a funding modality which has all the functionalities of a basket funding arrangement, i.e. that contributing donors make contributions against standardized and symmetric arrangements for reporting, audit. A simple and straightforward arrangement is that contributing donors enter into bilateral cost sharing agreements with UNDP as per the existing bilateral formats between the UNDP and respective donor.

The "basket fund" will therefore follow the same rules and regulations of any standard UNDP project, including audit and financial management. The project document signed by the Government and UNDP and the cost sharing agreement with each partner will constitute the total agreement between the partners. Consequently, UNDP will be fully accountable for managing the "basket fund" will and the oversight mechanisms of the project steering committee as well as UNDP's corporate oversight arrangements apply. Periodic updates and financial reports will be provided as laid out in this document.

The standard cost sharing agreements each provides details on administration of financing, depositing and disbursement of funds, financial accountability, and other matters. Each agreement contains clauses on the duration and terms of termination of the same. Amendments to the CSA's will be effected in accordance with bilateral agreements between UNDP and the Development Partner involved.

G.1 Direct Implementation

Due to the nature of the needs and support, and building on the demonstrated value for money outcomes under the ESP, the project will be implemented through the Direct Implementation Modality (DIM/DEX) by UNDP under the overall guiding principle of maximizing the ownership and leadership of national institutions in the electoral cycle and process. Generally, the international assistance provided is considered as an extension of national resources, and is intended to support national management and coordination structures, with additional project implementation capacity provided by a small project team, to be enlarged as required in the year (plus) in advance of the 2015 general election. This arrangement will help address the expectations for the project to deliver services at a high pace, especially in election year, and with some considerable degree of flexibility.
In the One UN context, as was the successful case with the 2010 election ESP, other UN agencies including UN Women and UNESCO will be implementation partners where they bring expertise and added value to needs such as the gender dimension and empowerment of women, communications and community media, dialogues for peaceful environment and other. In the 2010 election ESP, UN Women delivered the women's radio listening groups activity with the involvement of UNESCO, and also trained women candidates. UN Women have a specific commitment for UNDAP 2011-2015 action to advance women in internal political party elections as part of improving internal party democracy. UNESCO has a similar commitment to action to promote peace and conflict prevention.

H. LEGAL CONTEXT

This document constitute a Project Document as referred to in the SBAA signed between the UN and United Republic of Tanzania in May 30, 1978 and all CPAP (2006-2010) provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing agent and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing agent.
The implementing agent shall:
Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

I. MONITORING AND EVALUATION FRAMEWORK

In terms of monitoring and evaluation, the project will be subjected to UNDP's current Monitoring and Evaluation procedures and any additional policies and procedures agreed to by the implementing agents, the project partners and UNDP. An M&E framework will be developed in the first 6 months of project implementation. This document will provide/confirm project targets and expected results against agreed indicators. Monitoring visits to project sites and activities will be conducted by UNDP project staff as required.

The project will appoint an M&E expert to build in-house capacity and to guide and advise project staff on issues of quality assurance and risk management in all activity implementation. The key methods that will be used in monitoring progress towards the project outcomes/outputs will entail:

a. Within the annual cycle:

- Regular PSC meetings, ensuring good planning, follow-up and results focus
- Quarterly and Semi-annual Project Reports which will assess outcome and activity progress and review and make decisions to effect timely changes when necessary
- Use of Atlas[5] as a key resource to track activity implementation and resource disbursement to achieve target results: activate Issue Log to facilitate resolution of potential problems which require attention; and activate Risk Log to assess and respond to external environment that may affect project implementation

[5] UNDP's integrated financial and project management system.

- The goal of all Monitoring and Evaluation exercises is to collect evidence of results and lessons and incorporate these to the further improvement of the project on an on-going
- Beside the PMT and Steering Committee, all project activities will be closely monitored by the UNDP Country Office staff and management for quality assurance purposes and adherence to UNDP rules and procedures.

b. Annually:

In compliance with UNDP auditing rules, an audit firm will be contracted at the end of each year of the project to undertake financial audits. This shall 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.

c. Evaluations and:

There will be a mid-term evaluation of the project progress in mid 2014. This first exercise will allow for the updating of project results following the completion of the constitutional review process. A final independent evaluation will be completed at the close of program activities as is customary for UNDP project management.

ANNEX II: TORs OF KEY INTERNATIONAL POSITIONS

I. Position Information	
Job Code Title:	**Chief Technical Advisor: Electoral Support**
Recommended Grade:	**P5**
Supervisor:	**RC/RR –**
Duration:	**One year with possible extension**
Starting Date:	**As soon as possible**
Duty Station:	**Dar es Salaam, Tanzania**

II. Organizational Context

Tanzania has had 4 credible general elections since the reintroduction of multi-party politics in 1992. Citizens and the government are -- eager to maintain this track record and to further strengthen democratic practice in Tanzania. Looking to the 2015 general election, government has undertaken early and comprehensive preparations for the electoral processes. Since receipt of official requests for UN assistance to the election cycle leading to the 2015 general election from the National Election Commission and Zanzibar Electoral Commission, a UN Needs Assessment Mission recommended the development of a project in support of the National efforts.

As well, in 2014 the United Republic of Tanzania will likely conduct the first national referendum on a new constitution. The National partners and other stakeholders in preparing for these critical events have requested the support of UNDP to provide technical and financial support to the preparation and execution of the referendum and general election.

To these ends, the Democratic Empowerment Project is a four year (2013-2016) UNDP, UN One Fund and other donor-funded project with the overall aim of contributing to Tanzania's UNDAP's Outcome 7: i.e. "key institutions of democracy, (.e. EMBs, etc.) effectively implement their election and political functions".

Project Objectives

The Project seeks to promote democracy and contribute to the realisation of the following four outputs:

1) Capacity of the key democratic institutions (EMBs, CRC, RPP, etc.) enhanced to support and promote legal and institutional reform in the context of the on-going constitutional reform process and beyond;

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 foster a democratic environment[6];

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

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

Project Management

The project will be executed directly by UNDP with implemented under the overall guiding principle of national ownership and leadership in the electoral process. The international

assistance provided should be considered as an extension of, and a complement to, national resources and is intended to support national management and coordination structures, in the spirit of the Joint Assistance Strategy for Tanzania (JAST). .

III. Functions / Key Results Expected

Summary of key functions:

1. Organization and management
2. Management for delivery of results
3. Capacity development for institutional reforms and development
4. Policy reforms and development services
5. Analytical national knowledge products
6. Advocacy, networking and marketing
7. Partnerships and resource mobilization
8. Coordination and recommendations

General Duties and Responsibilities

Under the guidance and direction of the RC/RR, the CTA will lead high level consultations and communication with stakeholders.

. The CTA will be expected to engage constructively and effectively with all stakeholders, including national counterparts, government officials, the diplomatic community and development partners. The CTA is also responsible for reporting to and preparing/organizing all aspects of Steering Committee meetings.

The CTA has overall responsibly and accountability for substantive advice and technical support to the EMBs and other stakeholders in the achievement of election cycle goals.

Substantive support to the electoral process:

- Leadership for all technical assistance to NEC and ZEC and identification of issues that may impact on the election process and require attention of the EMBs, the UNDP and/or the Steering Committee.
- High level advisory assistance to NEC and ZEC, and other stakeholders, on strategic directions and goals, the election cycle environment, opportunities and risks in democratic development, and other related.
- Monitor the implementation of substantive activities through ongoing evaluation of project outputs; regular meetings with NEC and ZEC, interaction with implementing agents, field visits and assessments.
- Perform any other duties the supervisor may assign with respect to the conduct of the elections.

Organization, Management and Reporting:

- Lead the project team in preparing component or output-based concept or strategy papers and review professional performance of team to optimize delivery of results.
- Ensure the preparation and quality assurance of monthly, quarterly, and annual progress and financial reports.
- Organize meetings of the Steering Committee and Technical Committees and provide required services and secretarial support.

- In consultation with the UNDP Senior Management, provide regular reports and briefings as agreed with donor partners, the diplomatic community, delegations and other stakeholders.
- Coordinate effectively with the partners supporting the implementation of the project and ensure adequate monitoring and reporting Raise issues to the Technical Committee and Steering Committee as needed in consultation with Senior Management.
- Ensure that appropriate monitoring and evaluation mechanisms are in place and used effectively.

Capacity Development and Knowledge Building

- Provide advice, support and recommend assistance to senior EMB management.
- In cooperation with UNDP, coordinate and supervise activities related to the provision of international assistance to the electoral process.
- Prepare capacity development plan, taking into consideration the need of the EMBs, non-governmental organizations and other partners.
- Recommend and develop strategies to enhance and maintain EMB communication with stakeholders including political parties, the media, civil society and donor partners.
- Promote and supervise capacity development in consultation with the EMBs and UNDP,
- Monitor and document the experiences and achievements of capacity development initiatives.
- Recommend and ensure the application of national and international best-practice in the subject areas and generate knowledge-based products, drawing on global, regional and thematic policy and advisory support resources within the UN, UNDP, EC, etc.
- Lead the analytical development work of the team and ensure high quality knowledge products. Ensure the substantive quality of all knowledge products, reports and services, and ensure effective integration and compatibility with other practice areas.
- Disseminate information on international best practices and be an active member of the UNDP global and regional networks.

IV. Impact of Results

The key results of the post will contribute to the UN's efforts to consolidating democratic structures and systems of good governance in Tanzania by strengthening political, civil society and electoral systems that enhance effective participation, representation and greater political tolerance.

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of the DEP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and without favoritism.

Functional Competencies:

Technical Expertise

- Specialist knowledge and high level advisory experience in the area of Elections, preferably in Africa, in a normal (non conflict) development context.
- Theoretical and practical knowledge of inter-disciplinary development and governance issues
- Strong understanding of political dynamics in government, civil society and the donor community in developing countries

Knowledge Management and Learning

- Shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development
- Ability to provide top quality policy advice services on electoral issues
- In-depth practical knowledge of inter-disciplinary development issues

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- Ability to apply theory to the specific country context

Management and Leadership

- Focuses on impact and result for the client and responds positively to critical feedback
- Encourages risk-taking in the pursuit of creativity and innovation
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude

- Demonstrates strong writing, facilitation, and presentation skills
- Builds strong relationships and networks with clients and external actors
- Negotiation skills: capacity to work with diverse partners including government, donors and civil society;
- Remains calm, in control and good humored even under pressure

VI. Recruitment Qualifications	
Education:	• Master's degree in political science or other relevant field, such as international relations, law, and public administration, or equivalent

Experience:	• Minimum 10 years election advisory, , CTA or similar experience with electoral processes and election management (preferably with an electoral management body or the UN) • Extensive practical experience in election operations, planning, management and/or logistics • Institutional capacity building experience, training, project design and implementation, monitoring and evaluation skills desirable • Knowledge of UN financial management systems an advantage • Experience with UN, governments, donors, non-government and international development organizations • Excellent analytical, communication, writing and presentation skills • Experience in Sub-Saharan Africa an advantage • Willingness to travel frequently in Tanzania and to work extensive hours and under pressure • Advanced computer skills essential
Language Requirements:	English language fluency written and spoken, essential. Knowledge of Kiswahili an asset.

I. Position Information	
Job Code Title:	**Project Manager: Electoral Support**
Recommended Grade:	**P4**
Supervisor:	**DCD-P**
Duration:	
Starting Date:	**As soon as possible**
Duty Station:	**Dar es Salaam, Tanzania**

II. Organizational Context

Tanzania has had 4 credible general elections since the reintroduction of multi-party politics in 1992. Citizens and the government are eager to maintain this track record and to further strengthen democratic practice in Tanzania. Looking to the 2015 general election, government has undertaken early and comprehensive preparations for the electoral processes. Since receipt of official requests for UN assistance to the election cycle leading to the 2015 general election from the National Election Commission and Zanzibar Electoral Commission, a UN Needs Assessment Mission recommended the development of a project in support of the National efforts.

As well, in 2014 the United Republic of Tanzania will likely conduct the first national referendum on a new constitution. The National partners and other stakeholders in preparing for these critical events have requested the support of UNDP to provide technical and financial support to the preparation and execution of the referendum and general election.

To these ends, the Democratic Empowerment Project is a four-year (2013-2016) UNDP, UN One Fund and other donor-funded project with the overall aim of contributing to Tanzania's UNDAP's Outcome 7: i.e. "key institutions (of democracy, i.e. EMBs, etc.) effectively implement their election and political functions."

Project Objectives

The Project seeks to promote democracy and contribute to the realisation of the following four outputs:

1) Capacity of the key democratic institutions (EMBs, CRC, RPP, etc.) enhanced to support and promote legal and institutional reform in the context of the on-going constitutional reform process and beyond;

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 foster a democratic environment7;

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

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

Project Management

The project will be executed directly by UNDP and will be implemented under the overall guiding principle of national ownership and leadership in the electoral process. The international assistance provided should be considered as an extension of, and a complement to, national resources and is intended to support national management and coordination structures, in the spirit of the Joint Assistance Strategy for Tanzania (JAST). A dedicated Project Team (PT) will consist of the Project Manager to lead the team; an Operations Manager will oversee and strengthen CO Operational (especially human resources and procurement) capacities for project delivery and results, and others to meet communications, transport, administration and logistical needs. Various short and longer term technical experts will also be available for specific support to the national institutions.

III. Functions / Key Results Expected

Summary of key functions:

8. Organization and management
9. Management for delivery of results
10. Capacity development for institutional reforms and development
11. Policy reforms and development services
12. Analytical national knowledge products

13. Advocacy, networking and marketing
14. Partnerships and resource mobilization
15. Coordination and recommendations

1. General Duties and Responsibilities

Under the direct supervision of the DCD-P, and working closely with the CTA, the Project Manager (PM) will provide overall organizational, coordination and managerial support for the project and act as day-to-day officer-in-charge. She/he will ensure the strategic direction of project operations, supervise and coordinate the activities of the Project Team, assess work plans and monitor outputs. The PM will also be responsible for managing human resources, assessing performance and managing financial systems and audit procedures.

Managerial and Organizational:

- Overall responsible for ensuring that the project is in compliance with UNDP guidelines and procedures for financial management, accountability and reporting.
- Perform the Manager Level 2 function in Atlas by approving payments and Purchase Orders up to $30,000 and ensuring due process has been followed.
- Finalize project organizational structure and plan, including distribution of functions and responsibilities, decision-making processes and relevant institutional arrangements.
- Ensure the preparation and submission of high quality annual work plans
- Based on the annual work plan, prepare results framework for each output and establish performance and results reporting. Ensure the establishment and regular monitoring of the project M&E framework, risk log, issues log, and quality log.
- Supervise and facilitate the day-to-day functioning of the Project Team and manage financial resources for achieving results outlined in the Democratic Empowerment Project document and Annual Work Plan;
- Overall responsibility for the timely and effective procurement of project materials and resources and services;
- Coordinate the implementation of activities envisaged under the DEP and provide strategic guidance to operations, and make programmatic and operational decisions;
- Ensure the compliance of project implementation with UNDP rules, regulations and policies;
- Oversee project procurement, finance, and HR matters and bring any issues to the attention of the OM;
- Contribute to drafting reports, including monthly, quarterly and annual reports on project activities, memos, minutes of meetings, etc;
- Facilitate capacity building in the Project
- Perform other tasks and duties as requested by the supervisor.

IV. Impact of Results

The key results of the post will contribute to the UN's efforts to consolidating democratic structures and systems of good governance in Tanzania by strengthening political, civil society and electoral systems that enhance effective participation, representation and greater political tolerance.

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of the project.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and without favoritism.

Functional Competencies:

Technical Expertise

- Experience as an elections project manager for the UN in a developing country.
- Theoretical and practical knowledge of inter-disciplinary development, education and communication.
- Strong understanding of dynamics in government, civil society and the donor community in developing countries

Knowledge, management and Learning

- Promotes knowledge management in UNDP and a learning environment in the office through mentoring and personal example;
- Promotes knowledge building and sharing with regards to management and operations, organization of project staff trainings, synthesis of lessons learnt/best practices and sound contributions to UNDP knowledge networks and communities of practice.

Management and Leadership

- Focuses on impact and result for the client and responds positively to critical feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong writing, facilitation, and presentation skills
- Builds strong relationships and networks with clients and external actors
- Remains calm, in control and good humored even under pressure

VI. Recruitment Qualifications	
Education:	Master's Degree in management, business administration, public administration, finance, or related field.
Experience:	Minimum 7 years of relevant experience including election project management , providing management advisory services and/or managing, monitoring and evaluating staff and operational systems; Sound knowledge of organizational management, asset management, information and communication technology, administration, financial and human resources management, preferably with the UN/UNDP; Knowledge of ATLAS or other enterprise corporate financial solutions strongly preferred;

	Certification in UNDP programmes, Procurement, HR, Accounting and Finance would be an advantage; Advanced computer skills and knowledge of office software packages essential, experience in handling of web based management systems; Experience working with project teams and knowledge of project cycle management; Excellent analytical, communication, writing and presentation skills; Willingness to travel frequently in Tanzania and to work extensive hours and under pressure
Language Requirements:	English language fluency written and spoken, essential. Knowledge of Kiswahili an asset.

I. Position Information	
Job Code Title:	**Operations Manager**
Recommended Grade:	**P5**
Supervisor	**DCD (O)**
Duration	
Start Date:	**As Soon as possible**
Duty Station:	**Dar es Salaam**

II. Organizational Context

Tanzania has had 4 credible general elections since the reintroduction of multi-party politics in 1992. Citizens and the government are eager to maintain this track record and to further strengthen democratic practice in Tanzania. Looking to the 2015 general election, government has undertaken early and comprehensive preparations for the electoral processes. Since receipt of official requests for UN assistance to the election cycle leading to the 2015 general election from the National Election Commission and Zanzibar Electoral Commission, a UN Needs Assessment Mission recommended the development of a project in support of the National efforts.

As well, in 2014 the United Republic of Tanzania will likely conduct the first national referendum on a new constitution. The National partners and other stakeholders in preparing for these critical events have requested the support of UNDP to provide technical and financial support to the preparation and execution of the referendum and the general election.

To these ends, the Democratic Empowerment Project is a four-year (2013-2016) UNDP, UN One Fund and other donor-funded project with the overall aim of contributing to Tanzania's UNDAP's Outcome 7: i.e. "key institutions (of democracy, i.e. EMBs, etc.) effectively implement their election and political functions".

Project Objectives

The Project seeks to promote democracy and contribute to the realisation of the following four

outputs:
1) Capacity of the key democratic institutions (EMBs, CRC, RPP, etc.) enhanced to support and promote legal and institutional reform in the context of the on-going constitutional reform process and beyond;
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 foster a democratic environment;
3) Inclusive participation in elections and politics enhanced through the empowerment of women, youth and PWDs; and
4) National peace infrastructure enhanced to mitigate and prevent election-related conflicts.

Project Management

The project will be executed directly by UNDP and implemented under the overall guiding principle of national ownership and leadership in the electoral process. The international project assistance provided should be considered as an extension of, and a complement to, national resources and is intended to support national management and coordination structures, in the spirit of the Joint Assistance Strategy for Tanzania (JAST).

Reporting to the DCD-O and working closely with the Project Manager, the Operations Manager acts as an advisor to the project and UNDP Senior Management on all aspects of efficient project operations. The main role is to lead the operations, ensuring smooth functioning of the CO/ programmes/ projects operations, consistent services delivery and constant evaluation and readjustment of the operations to take into account changes in the operating environment as and when needed.

The Operations Manager works in close collaboration with the project team and with the CO to deliver timely, value for money, high quality services in procurement, human resources and other as appropriate. Over the life of the project it is expected DEP will account for more than 50 % of UNDP CO operations. Close work will also include operations staff in other UN Agencies, UNDP HQs staff and Government officials to successfully deliver operations services.

III. Functions / Key Results Expected

Summary of Key Functions:

1. Human Resources Management and supervision of the HR team
2. Efficient procurement and logistical services and supervision of the Procurement team
3. Common services organization and management, establishment of partnerships with other UN Agencies

2	**Provides strategic and expert support to the CO team to ensure effective, efficient, timely and value for money operational support to the project and its national democratic development goals**
3	**Ensures strategic *human resources management* focusing on achievement of the following results:**
3.3	CO compliance with corporate human resources policies and strategies.
3.4	Optimal staffing of the project.
3.5	Oversight of recruitment processes in accordance with UNDP rules and regulations, appropriate use of different contractual modalities, contracts management, OM performing the function of HR Manager in Atlas.
3.6	Establishment and maintenance of the proper performance management and staff development systems. Implementation of the Universal Access strategy on learning ensuring access of the staff to role appropriate learning activities.
4	**Ensures provision of *efficient procurement and logistical services* focusing on achievement of the following results:**
4.3	CO compliance with corporate rules and regulations in the field and elaboration of the CO procurement strategies including sourcing strategy, supplier selection and evaluation, quality management, customer relationship management, e-procurement promotion and introduction, performance measurement.
4.4	Elaboration of the CO contract strategy including tendering processes and evaluation, managing the contract and contractor, legal implications. Oversight of procurement processes and logistical services in accordance with UNDP rules and regulations, OM acting as Manager Level 2 in Atlas for Purchase orders approvals.
4.5	Proper management of UNDP assets, facilities and logistical services, including full compliance with IPSAS in the accounting for the procurement, utilization and disposal of the CO's assets.
5	**Ensures proper *common services organization and management, establishment of partnerships with other UN Agencies* focusing on achievement of the following results:**
5.3	Elaboration of the strategic approach for implementation of common services in line with the latest developments in common services and the best practices.
5.4	Proper planning and tracking of common services budget and of Agencies contributions to the common services account.

IV. Impact of Results

The key results have an impact on the overall economy, efficiency, and effectiveness of CO operations as it relates to the use of corporate and donor resources in the delivery of project results.

V. Competencies and Critical Success Factors

Functional Competencies:

Building Partnerships

Level 2: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build alliances
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- Participates in the development of mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of own discipline

- Understands advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines (financial resources and human resources management, contract, asset and procurement, information and communication technology, general administration)
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Continually looking for ways to enhance financial performance in the office

Promoting Organizational Change and Development

Level 2: Assisting the individuals to cope with change

- Performs appropriate work analysis and assists in redesign to establish clear standards for implementation

Design And Implementation of Management Systems

Level 2: Designing and implementing management system

- ❑ Makes recommendations regarding operation of systems within organizational units
- ❑ Identifies and recommends remedial measures to address problems in systems design or implementation

Client Orientation

Level 2: Contributing to positive outcomes for the client

- ❑ Anticipates client needs
- ❑ Demonstrates understanding of client's perspective
- ❑ Solicits feedback on service provision and quality

Promoting Accountability and Results-Based Management

Level 2: Input to the development of standards and policies

- ❑ Provides inputs to the development of organizational standards for accountability

Core Competencies:

1. Building support and political acumen
2. Building staff competence, creating an environment of creativity and innovation
3. Building and promoting effective teams
4. Creating and promoting enabling environment for open communication
5. Creating an emotionally intelligent organization
6. Leveraging conflict in the interests of UNDP & setting standards
7. Sharing knowledge across the organization and building a culture of knowledge sharing and learning. Promoting learning and knowledge management/sharing are the responsibility of each staff member.
8. Fair and transparent decision making; calculated risk-taking

UNDP Certification programmes Prince2, Procurement, and Human Resource.

VI. Recruitment Qualifications	
Education:	Master's Degree or equivalent in Business Administration, Public Administration, Finance, Economics or related field.
Experience:	5 years of relevant experience at the national or international level in providing management advisory services and/or managing staff and operational systems and establishing inter-relationships among international organization and national governments. Experience in the usage of computers and office software packages, experience in handling of web based management systems and ERP systems, preferably PeopleSoft. Experience of accrual accounting, IPSAS or IFRS is highly desirable. Experience in Finance and Human Resources will be an

	advantage.
Language Requirements:	Fluency in English essential. Knowledge of Kiswahili an asset.

ANNEX II

DEP TANZANIA 2013 – 2016 RESULTS AND RESOURCES FRAMEWORK

Outcome and Key Actions: 7. Key institutions effectively implement their election and political functions 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								
Partnership Strategy: DEP will first and foremost benefit the two EMBs (NEC and ZEC) to improve their capacity to conduct elections in a credible manner, and to Registrar of Political Parties, Police, Judiciary, Political Parties, CSOs and Media to engage more meaningfully with the electoral process and with the EMBs in order to foster a democratic environment in Tanzania.								
Intended Outputs	**Indicative Activities**	**Responsible Parties**	**Timeline (2013-2016) and Budget (000)**				**Inputs**	**Total Budget USD**
			2013	**'14**	**'15**	**'16**		
Component 1: Support for Legal and Institutional Reform for Credible Elections								
Output 1: *Legal and institutional reforms introduced to promote democratic elections*	1.1 Support NEC in updating the election regulations and guidelines;	EMBs	200	300			Consultancy, Publications, Travel, Workshops	500,000

Baseline: Past election observer reports and analysis conducted between 1995 to date have reiterated the need for a review of the legal and institutional framework for elections in Tanzania. Targets: Legal reform undertaken to improve credibility and quality of elections and improve the democratic environment in the country. Indicators: Revised Electoral laws, and regulations drafted, Inter-stakeholder dialogue facilitated Revised Judicial rules on electoral	1.2. Support referendum law drafting and validation by key stakeholders.	UNDP	100				Consultancy Workshops, Travel	100,000
	1.3 Support the RPP to contribute to Improve the legislative framework for democratic functioning of political parties	RPP	100				Consultancy, Workshops, Travel	100,000
	1.4 Support research and dialogue on two decades of multiparty system in Tanzania	RPP		100			Consultancy, Workshops, Publication, Travel	100,000
	1.5. Facilitate RPP-led evaluation of the implementation of the Elections Expenses Act 2010	RPP		100			Consultancy, Workshops, Publication, Travel	100,000
	1.6. Support multi-stakeholders dialogue to improve the legal and institutional framework for democratic and inclusive elections in Tanzania, including electoral system reform.	UNDP/UNW	100				Consultancy, Workshops, Publication, Travel	100,000

justice. Means of Verification (MoV): - Electoral stakeholders´ and public acceptance participation in electoral reform. - Media reports and related assessments. - Project M&E reports - Official EMB and other stakeholder reports.	1.7 Support the judiciary to foster electoral justice through improved dispute resolution mechanisms including contributing to the constitutional review process.	UNDP	50	50			Consultancy, Workshops, Publication, Travel	100,000
Subtotal								**1,100,000**
Component 2: Support improvement of EMB integrity and management capacities								
Output 1: EMBs strategic planning and policy making capacities improved. Baseline: EMBs institutional and strategic frameworks are generally considered by stakeholders as lacking independence, transparency and modern management approaches. Target: EMB management and operations enhanced to foster credible	1.1. Support the development and implementation of strategic plans for NEC and ZEC.	NEC/ZEC		100			Consultancy, Workshops, Publication, Travel	100,000
	1.2. Support the development of policies and business processes and policies including gender policies, elections calendar, logistics plans and stakeholder engagement strategies.	UNDP/UNW		100		50	Consultancy, trainings, Publication, Travel	150,000

elections. Indicators: New referendum law and Electoral laws. New management policies and plans introduced to EMBs. .Electoral stakeholders´ positive perception regarding EMBs' performance Means of Verification (MoV): - Perception Survey results; - Internal management appraisals - Project M&E reports - Official EMB and other stakeholder reports- - Media reports	1.3 Support capacity mapping for the respective EMBs and recommend appropriate response strategy for technical assistance and capacity building.	UNDP/UNW	150				Consultancy, Publication, Travel	150,000
	1.4. Support NEC feasibility study on decentralization including cost and benefit analysis, with a comparative analysis from countries in the region.	UNDP	150				Consultancy, Workshops, Publication, Travel	150,000
	1.5 Support NEC in the development and institutionalization of a monitoring and evaluation system for electoral process to help the commission make more informed decisions.	UNDP	100	50			Consultancy, Workshops, Publication, Travel	150,000
Subtotal								**700,000**
Output 2: **EMB capacity to use ICT enhanced** Baseline: A decision to upgrade the Voters Registration system to Biometric was made by the NEC in 2011 to address stakeholder lack of trust in	2.1 Support the two EMBs to improve their ICT capabilities in areas such as voter registration system, election results transmission compilation and general information management systems: • Technical expertise; and • Hardware and software support	EMBs/UNDP	625	700	675		Consultancy, Procurement, Publication, Travel	2,000,000

the current VR system.ZEC need to update voter registers using existing Biometric system procured in 2010. <u>Target:</u> A well planned and executed introduction and implementation of Biometric voter registration system for NEC. Zanzibar updates are completed in concurrence with legal provisions. <u>Indicators</u>: No. of eligible voters captured on the NEC and ZEC voter lists. No. of complaints received from stakeholders regarding quality/credibility of NEC and ZEC voter registers. Electoral stakeholders´ and public acceptance of election results. <u>Means of Verification (MoV):</u> - Public surveys and assessments - Observer reports	2.2. Advisory services for NEC to operationalise and utilize biometric technologies.	UNDP	500	250	250		Consultancy, Travel	1,000,000
	2.3. Audit of the NEC and ZEC voters register as part of the updating process.	EMBs		300	100		Consultancy, Workshops, Travel	500,000

Subtotal								**3,500,000.00**
Output 3: **EMBs capacity improved to conduct credible electoral processes** <u>Baseline:</u> .EMBs integrity and management capacity have be questions in several observer reports. Including the EU. The <u>Target:</u> EMBs carry out their mandate to the stakeholder satisfaction. Indicators: Number of stakeholder grievances on EMBs performance recorded mainly on voter register and election results. <u>Means of Verification (MoV):</u> - Electoral stakeholders´ and public acceptance of voter registers and election results - Program M&E report Observer reports and Media reports	3.1. Support voter's registration exercise. This support will include: • Technical and operational assistance for the conduct of voter registration; • Staff training and public outreach and education support.	UNDP	250	500	250		Consultancy, Workshops, Travel	1,000,000.00
	3.2 Facilitate conduct of 2014 referendum Activities inclusive of operational and technical support on referendum management, training and voters education where necessary.	UNDP	350	650			Consultancy, Workshops, Travel	1,000,000.00
Subtotal								**2,000,000**

Output 4: EMBs staff professional development enhanced. Baseline: EMB staffs are not permanent thus loss of knowledge and experience necessitates regular training to upgrade knowledge of electoral management. <u>Baseline</u> Tanzania has few election experts who are BRIDGE trained and accredited as training facilitators. More importantly, the professional capacity of EMB staff has been questioned by election observers and analysts alike. Target: A critical mass of election experts is trained in election administration (at least 40% women) thereby improving EMBs performance.	4.1 Develop EMBs capacity to conduct the training of trainers using BRIDGE:	UNDP	40	100	60		Consultancy, Workshops, Travel	200,000.00
	4.2. Training of a critical mass of EMB officials in election management: recruit BRIDGE facilitators; adapt training material to local context; and conduct training of training facilitators (TtF) and undertaken broad-based modular training covering various electoral aspects: voter registration, voting, stakeholder management, election result management, inclusive participation, media, etc. Including BRIDGE gender and elections tailored modules to sensitize EMB officials on gender sensitive election management.	UNDP	150	100	800	50	Consultancy, Workshops, Travel	2,000,000.00
	4.3 Support study missions and staff exchanges to promote experience sharing and skills transfer between the two EMBs and beyond.	UNDP	30	30	20	20	Consultancy, Workshops, Travel	100,000.00

<u>Indicators:</u> Improved performance of EMBs according to stakeholders, Less complaints and grievances based on EMBs poor performance. <u>Means of Verification (MoV):</u> - Electoral stakeholders´ and public perception on EMB performance. - Public surveys and assessments on quality of elections (Afrobarometer). - Internal project appraisals - Program M&E reports. - Media reports.								
Subtotal								**2,300,000**

Output 5: **Delivery of Civic and Voter education and information improved and extended to hard to reach citizens.** <u>Baseline:</u> Observer missions and related studies following the 2010 elections, point to the need for voter education to be intensified across the country especially to reach the marginalized groups in a timely manner, targeting women, youth and PWDs. <u>Target:</u> Timely and comprehensive voter education planned and conducted by EMBs before the referendum and general election Indicators; Increased stakeholder satisfaction with EMB performance;	5.1. Support the review, design and implementation of voter education and information programs working closely with CSO and the Media.	EMBs	125	200	100	75	Consultancy, Workshops, Travel Publication	500,000.00
	5.2. Undertake surveys to assess public understanding of democratic values and adjust interventions to respond to changing trends and needs.	UNDP		250	250		Consultancy, Workshops, Travel Publication	500,000.00
	5.3. Support NEC and ZEC in the establishment of small and medium grants scheme available to CSOs, CBOs, NGOs and associations to conduct voter education and public information activities on the deepening democracy values and principles.	UNDP	300	400	300	200	Workshops, Travel	1,200,000.00
	5.4 Support community media to serve as a voice for democratic accountability and source of voter information	UNESCO	400	300	200	100	Consultancy, Workshops, Travel	1,000,000.00

Decrease in numbers of spoiled ballot papers during polling Means of Verification (MoV): - Electoral stakeholders´ and public acceptance of voter registers, referendum and election results - Public surveys and assessments - - Program M&E reports -observer reports Media reports	5.5. Support creation of infrastructure for social media utilization in support of civic engagement with the electoral process and voter education.	UNDP	100	200	200		Consultancy, Publication workshops and equipment (use of internet-based	500,000.00
Sub total								**3,700,000.00**
Output 6: **Mechanism for election observer access to electoral process improved** Baseline: EMBs communication and coordination of its relationship with election observation needs	6.1. Support the EMBs to develop observer engagement strategies before and during and after the referendum and general elections,	UNDP		200	200		Consultancy, Workshops, Travel	400,000.00
	6.2. Support EMB planning and implementation of efficient procedures for invitation, accreditation, briefing and debriefing of observer delegations.	UNDP	70	100				170,000.00

strengthening based on past election observer mission reports and related assessments. <u>Target:</u> EMBs capacity for observer facilitation enhanced including EMB benefit (through lessons learnt) from election observer missions. <u>Indicators:</u> Stakeholder perception of the way EMBs handle observers and guarantee their access to the electoral process. <u>Means of Verification (MoV)</u>: - Observer reports; - Public surveys and assessments; - Program M&E reports; - Official EMB and other stakeholder reports; - Observer and media reports.	6.3. Facilitate a study to map out the two EMBs experiences and lessons learnt in relation to election observer engagement and convene experience sharing workshops involving stakeholder including political parties and CSOs.	UNDP		200	200		Consultancy, Workshops, Travel	400,000.00
Sub Total								**970,000**
Component 3: Promote inclusive participation in political and electoral processes								
Output 1:	1.1. Support skills and capacity development for women, youth and PWDs as candidates	UNDP	125	125	125	125	Consultancy, Workshops,	500,000.00

Inclusive participation in political party structures and electoral processes enhanced. Baseline: The diversity of the nation is not sufficiently reflected in the political leadership at all levels. <u>Target:</u> Increased capacity by women and other groups to engage and participate in electoral processes as candidates, voters and election officials. <u>Indicators:</u> Number of women who participate in the elections as candidates, voters and election officials. Number of youth and PWDs who participate in the elections. Media coverage of elections and/or campaign issues affecting women, youth and PWDs.	and party leaders						Travel	
	1.2. Promote public awareness on gender equality and women's empowerment through community dialogue (at grass-root levels) and community media outputs as well as CSO-based campaigns and outdoor activities (cinema, drama, dance and music) as part of voter and. This activity will be facilitated by UNESCO, UNDP and UN Women.	UNDP	125	125	125	125	Consultancy, Workshops, Travel	500,000.00
	1.3. Undertake a study to assess the impact and effectiveness of the constitutional framework including the electoral system on fostering inclusive electoral and political participation in order to draw lessons and engender reform.	UNDP		350	150		Consultancy, Workshops, Travel	500,000.00

Presence of these marginalized groups in party political structures. Means of Verification (MoV): - Election results and observer reports. Public surveys and assessments including government and EMB reports - Media reports								
Subtotal								**1,500,000**
Component 4: Support national peace infrastructure to mitigate and resolve election-related conflicts								
Output 1: **Election security and integrity enhanced through the strengthening of the national peace infrastructure** Baseline: .Electoral events have resulted in conflict and even deaths in some areas in Tanzania. Recent studies have shown that violence or	1.1. Technical support for the National Police to procure equipment for rapid response management and conflict mapping based on political economy analysis.	UNDP	100				Consultancy Equipment	100,000

perception of violence has had adverse effect on voter turnout especially during 2010 on Mainland. They recommended intensified efforts to promote a culture of peace. Target: Stakeholders engage early with the electoral process to address potential conflicts in a timely manner and promote an environment of peace and tolerance. Indicators: Number of reported cases of violence and intimidation before, during and after elections No of campaigns in which violence breaks out. Means of Verification (MoV): - Election results and observer reports. - Police records								

- EMB reports - Media reports								
	1.2. Facilitate regional inter-stakeholder (CSOs, TCD and political parties) dialogue to improve the democratic environment and build a culture of peace.	UNDP		250	250		Consultancy, Workshops, Travel	500,000.00
	1.1 Provide human rights and gender awareness TOT training to the Police both on mainland and Zanzibar. 1.2 TOT's will cascade to lower levels.	UNDP	125	125	125	125	Consultancy, Workshops, Travel	500,000.00
	1.3 Promote election-period confidence-building dialogue between the Police and EMBs on one hand and political parties and CSOs on the other.	NEC/ZEC	300	330			Consultancy, Workshops, Travel	630,000.00

	1.4 Provide technical assistance to advice on conflict prevention and conflict transformation approaches including specific measures on women's peace and security in conflict situation.	UNDP	200	150	150		Consultancy, Workshops, Travel	500,000.00
Component 4 Subtotal								**2,230,000**
Total Programmatic Activity (Components 1,2,3,4) Budget								
Component 5: Project Management and Advisory Services								
Output 1. Project managed effectively and efficiently. Baseline: ESP 2010 management arrangements were perceived as very effective for project delivery. Target: DEP is managed efficiently and effectively.	Project Management set up and facilities		250	100	100	50	Rent, equipment and Utilities	500,000
	Staff costs		250	250	250	250	Salaries and benefits	1,000,000

	Monitoring reporting and evaluation costs including EAD and other relevant missions	100	250	100	50	Travel costs	500,000
	Contingency	600	750	600	550	TBD	2,500,000
Sub Total							**4,500,000**
Total Budget							**22,500,000**

ANNEX III: TANZANIA POST 2010-ELECTIONS: RECOMMENDATIONS AND LESSONS LEARNT TO DATE

UNDP, and other partners, are also aware of and will take into full consideration the findings of independent evaluations and lessons learned from previous projects and observer missions. These include:

DDTP One **The UNDP Deepening Democracy in Tanzania project (2006 – 2010) was the election cycle project following the 2005 general election. Evaluation recommendations include:**	**ESP 2010**	**Observer missions 2010.** **UNDP and other partners are also aware of the views and recommendations from national and international 2010 general election observer missions, which include:**
• Continuation of the concept and objectives of DDTP (deepening democracy) while not limiting consideration to the specific components, IPs or modalities to date. • Any electoral cycle process embraces activities including voter education, legal and constitutional reform, engagement with political parties. • There is need to address the entire electoral cycle in the support for an uninterrupted and sustained approach • A robust project management support structure is needed • The project timeframe must give ample time for start up • Establishment of baselines early in the project is key to monitoring and evaluation. • Timely development of a sound monitoring and evaluation framework • Procurement needs sufficient lead time.	• The project should have started at least 3-4 months earlier than it did in order to establish the project – to commence recruitment and procurement. • There was a need for more lead time in order to submit procurement requests and submission of requisitions for them to be filled out appropriately and to develop the appropriate specifications. • Results-based management at the upper level was applied at the component level only to a limited extent. • There was no baseline data established in the initial stages of the project – many of the targets were abstract. • An M&E Framework should be established at the beginning of implementation • There was no risk management plan even though there was a risk table at the Project Doc • Staff at the component level did not use the monitoring and evaluation framework as	• Women remain marginalized in their opportunities/participation as candidates (TEMCO) • TBC (Tanzania Broadcasting Corporation) television was balanced in its election coverage, Zanzibar TV, radio and newspapers showed political bias. (TEMCO) • Overall, the media made significant efforts to abide by codes of conduct (TEMCO) • Increased voter education (for election participation) is needed (TACCEO) • Improved training of election officials (returning officers, polling clerks) is needed (TACCEO) • NEC training for ICT support to election results timing and management is needed (TACCEO) • Faster, more transparent results management is needed (TACCEO) • NEC should undertake more voter education (SADC) • Parties/leaders should adhere to a code of conduct (SADC) • Police training in civics and human rights was a

• Voter education should start earlier than in the past. • Political Party support should be available to all political parties. • Media training should include media house owners and editors. Dedicated support is needed for Zanzibar partners. • Flexibility and space to respond to the unforeseen needs to be built into the project budget.	intended • The management products for reporting were insufficient for a project of this scale and compressed timelines -Timelines for activities could be missed • EMB´s should be trained more thoroughly in procurement procedures and to write specifications • Voter should have started earlier • Sensitization of political parties, community and religious leaders to gender issues should commence at least 3 months prior to internal nomination of candidates and at least 6 months before elections. • Constitution Commission accesses and draws on published and on line resources. • Technical support is successfully provided to the 2014 referenda. • Potential female candidates should be trained prior to embarking on their campaigns • Men should also receive training on the importance of women´s political participation • Media code of conduct should contain enforcement measures • Training of media should be aimed at journalists and more higher management (owners and editors) who have authority over the content • Contract for technical assistance should be signed earlier so that observers can	best practice (SADC) • The sms mobile phone system, to check voting information was a best practice (SADC) • The Election Expenses Act is a best practice (SADC, also Commonwealth). • NEC could be faster and more transparent in releasing election results (Commonwealth) • ZEC (Zanzibar) recruitment and training of staff for election field needs, rather than NEC use of State officials, is a best practice (Commonwealth) • Enhance voter education for greater participation (African Union) • Greater participation of all political parties/ party agents through law reform (African Union) • NEC and ZEC should have detailed election calendars (EU) • NEC and ZEC should have more information available on web site and other sources for the public (EU) • More transparency in results management would build confidence in elections (EU) • Skills training for the media, including editors, managers and regional journalists (EU)

	observe the whole process • EMBs should be more transparent when dealing with domestic and international observers • Dialogue on peaceful elections should continue throughout the electoral cycle	
		These recommendations and lessons learned very much inform the project for the whole election cycle to ensure that election environment and other democratic development needs and requests are supported and to ensure the clearly necessary lead time and activities to effectively support the 2015 general election.