Government of Indonesia

United Nations Development Programme

Multi-Donor Programme -
Support to Indonesia’s Democratic Elections
(Elections MDP)
Programme Title: Multi Donor Programme – Support to Indonesia’s Democratic Elections

UNDAF Outcome: By 2010, pro-poor democratic governance is realized with enhanced accountability, capacity and participation in the 10 poorest provinces.

Expected Outcome: By 2010, pro-poor democratic and participatory decentralization policies and mechanisms in place with public and private institutions adhering to the rule of law and international instruments.

Expected Output: Active citizens' participation and civic engagement in democratic political governance at national and local levels including women.

Implementing Partner: National Development Planning Agency (BAPPENAS), Deputy Minister for Political, Law, Defense and Security Affairs

Brief Programme Description

During 2008, while preparing for national Legislative Elections to be held in April 2009 and two rounds of Presidential Elections to be held soon after, Indonesia’s electoral authorities will also be organising and conducting more than 200 local Elections. With such an intensive and compressed electoral timetable, the General Election Commission of Indonesia (KPU) and other government agencies dealing with elections (Ministry of Home Affairs – MoHA and National Development Planning Agency - Bappenas) are facing many challenges, not the least of which are the very high expectations of political parties, the media and of course the public, to deliver elections of the same or higher standard of integrity and participation that has characterised previous electoral processes.

Despite the positive results achieved during the previous national elections, the KPU, MoHA, Bappenas and UNDP realise that the considerable progress which has been made until now needs to be further consolidated and sustained. Any setback or deterioration in the efficiency, integrity and credibility of the forthcoming elections could have serious repercussions not only in the consolidation of the democratic process in Indonesia, but also for the overall stability of the region. Building on their prior and still ongoing involvement in supporting the electoral process in Indonesia, UNDP and the rest of the international community remain fully committed to assisting the KPU, MoHA, and Bappenas to conduct peaceful and credible elections, and further consolidating itself as a permanent, professional and independent institution of governance.

This Multi-Donor Programme - Support to Indonesia’s Democratic Elections (Elections MDP) consists of a 3-year technical assistance initiative that seeks to enhance and further consolidate the institutional and professional capacities of the KPU, its Secretariat and its regional offices to meet the numerous priorities that are faced both in the immediate and longer-term. It also seeks to enhance the quality of participation of voters in Indonesia’s elections, by increasing the
awareness of voters on the importance of democratic processes that will serve as a foundation for post-election engagement with elected public officials. This support also seeks to facilitate the Government of Indonesia in coordinating international support to elections in Indonesia, with the aim of achieving a harmonised donor programme in line with the principles contained in the Paris Declaration of Aid Effectiveness. To these ends, the programme has been clustered into two distinct but sequential components:

**Component 1: Immediate Electoral Support**

Through the first component, UNDP aims to provide expert technical assistance, advisory services and operational support to the KPU, primarily directed at addressing immediate priority needs related to the successful conduct of the 2009 legislative and presidential elections. Through this component, this programme also aims to inform and educate the Indonesian voters on the importance of democratic processes, ensuring a meaningful participation in the elections. The activities in this output will be managed and supervised by MoHA. In order to ensure harmonised approach to international donor support to the 2009 legislative and presidential elections that is aligned to the national priorities the programme aims to facilitate the Government of Indonesia, through Bappenas, to coordinate donor support for these elections.

More specifically, the technical support for this component will be directed at the achievement of the following three short term outputs:

**Output 1.1:** The institutional, operational and management capacities of the KPU to plan and conduct the 2009 legislative and presidential elections is strengthened to a high standard;

**Output 1.2:** The levels of political and democratic awareness and voter participation in the electoral process, particularly for under-represented segments of Indonesian society are expanded;

**Output 1.3:** The Government of Indonesia is facilitated in optimising international electoral assistance efforts and the use of available financial resources through coherent, efficient and timely coordination of electoral support.

**Component 2: Long-term Institutional Strengthening and Professional Capacity Development**

The second and longer term component of the Programme will commence soon after the completion of the 2009 Elections and continue until the end of 2010. Strategic support provided under the second component will focus on the effective institutionalisation and consolidation of crucial and tangible lessons learned during the administration of the 2009 Elections and on efforts to translate them into a solid basis upon which longer term, “between-election” assistance will be provided to the KPU and other agencies of the Government of Indonesia (MoHA and Bappenas).

This component is centred on the achievement of three longer-term outputs:

**Output 2.1:** The capacity and professional capabilities of the KPU staff at all levels to enable the KPU to function as a permanent institution of governance are strengthened.

**Output 2.2:** The political and democratic participation in the next cycle of elections, particularly for under-represented segments of the society, through institutionalisation of electoral education initiatives, is expanded.

**Output 2.3:** The Government of Indonesia is facilitated in arranging a permanent donor coordination facility on support to elections and other efforts to consolidate Indonesia’s democracy.
The strategic support provided under the second programme component will have a strong emphasis on building a sustainable and enduring institutional and professional capacity within the KPU, as well as conducting an institutionalisation of political education initiatives to be carried out by multiple stakeholders that include relevant agencies of the Government of Indonesia, academic community, and civil society organisations.

Programme Period:  2006 – 2010
Key Results Area:  Fostering inclusive participation
Atlas Award ID:
Start Date:  July 2008
End Date:  December 2010
PAC Meeting Date:  29 May 2008
Management Arrangement: NIM

Total resources required: USD 15,000,000
Total allocated resources:
•  Regular:
•  Other:
  - CIDA: USD 2,159,000
    (CDN 2,200,000)

Of this contribution to the Elections MDP, USD 715,000 will be disbursed through CIVED, and USD 1,444,000 will be disbursed through the Elections MDP.

Unfunded budget: USD 12,841,021
Additional funding is expected, however, full project implementation is dependant on 100% funding

Agreed by Implementing Partner, National Development Planning Agency (BAPPENAS):

Bambang Sutedjo, M.Sc.
Deputy Minister for Politics, Law, Defense and Security Affairs  Date:

Agreed by UNDP:

Håkan Björkman
Country Director  Date:
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LIST OF ABBREVIATIONS

ACE  Administration and Cost for Elections
AEC  Australian Election Commission
ALES Aceh Local Elections
AWP  Annual Work Plan
BPKP  *Badan Pengawasan Keuangan dan Pembangunan* – Financial and Development Supervisory Board
BRIDGE Building Resources in Democracy, Governance and Elections
CDR  Combined Delivery Report
CPAP Country Programme Action Plan
CSO  Civil Society Organisation
DPD  *Dewan Perwakilan Daerah* - House of Regional Representatives
DPR  *Dewan Perwakilan Rakyat* - House of Representatives
DPRD  *Dewan Perwakilan Rakyat Daerah* - Regional House(s) of Representatives
EMB  Election Management Body
ESM  Election Scoping Mission
FACE Funding Authorization and Certificate of Expenditures
GMS  General Management Support
GoI Government of Indonesia
IDEA International Institute for Democracy and Electoral Assistance
IFES International Foundation for Election Systems
ISS Implementation Support Services
KPPS  *Kelompok Penyelenggara Pemungutan Suara* – Polling Station Committee
KPU  *Komisi Pemilihan Umum* – General Election Commission
KPUD *Komisi Pemilihan Umum Daerah* – Local Election Commission
M&E Monitoring and Evaluation
MCIT Ministry for Communication and Information
MDP Multi Donor Programme
MoHA Ministry of Home Affairs
NEX National Execution
NGO Non-Government Organisation
NPD National Programme Director
PMU Programme Management Unit
PSA Public Service Announcement
RRF Results and Resources Framework
SIDES Strengthening Indonesia’s Democratic Electoral System
ToT Training for Trainers
UNDP United Nations Development Programme
UNEAD United Nations Electoral Assistance Division
UNV United Nations Volunteers
1. SITUATION ANALYSIS

1.1. The Indonesian electoral process

1. In the last decade, the Government of Indonesia (GoI) has taken important steps to introduce significant reforms to its structures and institutions, aiming at the gradual establishment of a functioning, participatory and accountable democratic system. These efforts have primarily focused on the progressive consolidation of its democratic governance institutions, on establishing a representative parliament and elected local councils, and creating an independent and permanent electoral management body, the “General Election Commission (Komisi Pemilihan Umum - or KPU), the body legally mandated to conduct all elections in Indonesia.

2. Since Indonesia’s transition to democracy, the KPU has successfully conducted two legislative elections (in 1999 and 2004), the first direct presidential elections (2004) and since 2005 a number of local elections (at provincial, district/municipality level), which have all been regarded as critical and positive steps in the country’s political and democracy-building process.

3. The legislative elections held in June 1999 marked the beginning of the country’s transition from an authoritarian regime to a representative and democratic government. This is regarded as the starting point of the still consolidating democratisation process in Indonesia. A total of 48 parties contested these Elections in an open and credible competition, which stimulated a high level of public participation, culminating with an impressive turnout of 92 percent of the eligible voters.

4. A comprehensive review of the 1945 Constitution was undertaken following the 1999 Elections. Legislators introduced a number of fundamental constitutional changes, among which were (a) provisions for the Indonesian electorate to directly elect their President and Vice-President through a two-round election system; and (b) the establishment of a second, regionally-based chamber to the national Parliament, the House of Regional Representatives.

5. The 2004 Elections were prepared for and conducted in the context of significant constitutional amendments, and of recent political and electoral legislation reforms. The Law no. 22/2007 on the Electoral Management Body, among other innovations, provided for a new, permanent and non-partisan KPU, composed of 11 members, all appointed by Presidential Decree, replacing the previous 53-member Commission (comprised of 48 representatives appointed by each of political party standing for the 1999 Elections, in addition to 5 representatives from the Government). Both the KPU and its subsidiary provincial and district/municipality Election Commissions (Komisi Pemilihan Umum Daerah - or KPUD) have members with a 5-year term of office from the time of their appointment.

6. The third constitutional amendment in 2001 and the Law no. 24/2003 also led to the establishment of a new Constitutional Court with powers, among others, to adjudicate disputes relating to election results, in addition to the Election Supervisory Committee (Panitia Pengawas – or Panwas) established by the KPU and responsible for dealing with election disputes of first instance.

7. With all these significant constitutional and electoral reforms taking place, the 2004 Legislative and Presidential Elections represented a first critical test for Indonesia’s
new political institutions and processes that were developed since the transitional elections in 1999.

8. The conduct of peaceful and credible Elections in 2004 was therefore an impressive achievement, accomplished in the face of immense logistical challenges and complexities. The complexities were substantial in fact the legislative elections held on 5 April 2004 were widely regarded as the world’s largest and most complicated democratic elections ever held on a single day. For example voting was for three levels of representative assemblies in multi-member electoral districts (DPR-RI, DPRD-Province, and DPRD-District/ Municipality) and voting for four representatives per province for the new national ‘upper house’ (DPD - Regional Representative Council); there were twenty-four political parties and 448,705 candidates competing in over 2,000 newly-created electoral districts to elect more than 15,000 representatives; there were nearly 150 million voters on the roll; more than 600 million ballot papers printed; and some 585,000 polling stations staffed by more than four million Election officials. It was a major undertaking by any standard.

9. Then on 5 July 2004 Round 1 of the first-ever direct presidential elections saw five presidential/vice-presidential candidate pairs facing off with the top two going through to Round 2 held on 20 September. These two elections were also significant in size and complexity.

10. Despite these huge challenges, the successive elections held in Indonesia in 2004 were widely recognised, both nationally and internationally, as remarkable successes, in their culmination marking the first time in Indonesian history in which voters directly elected the country’s president and vice-president.

11. Now with a new House of Representatives, a new Regional Representatives’ Council, and a new President and Vice-President to be elected during the second quarter of 2009, and with local elections to be conducted on an ongoing basis throughout 2008, the Government of Indonesia, all Election stakeholders and the international community are fully aware of the crucial importance of the forthcoming cycle of elections.

12. At the same time, the KPU realises that it has to perform its utmost to meet the high expectations on the part of the electorate and all stakeholders to deliver a high quality credible electoral process in 2009. The KPU also realises that to meet these expectations its performance has to meet at least the same levels of credibility achieved in the administration of previous elections, and improved levels in some areas. Lower standards of integrity in the electoral process, possible technical/operational shortfalls, poor judgement leading to a lack of credibility; or a poor voter turnout may result in a dangerous setback for a democratic process that it is still in the process of consolidating itself.

13. The KPU itself is also going through a period of change. With the passage of Law 22/2007 on the KPU a significant number of changes were introduced to the process of election administration in Indonesia. According to the new provisions, the KPU now assumes responsibility for the conduct of local elections; have a lesser number of commissioners, and be able to appoint secretariat staff, to name just a few. The procedures and requirements for commissioners are also clarified with the aim to promoting a greater level of independence. In passing the new law legislators expect to bring the management of Indonesia’s elections into a higher level of compliance with international standards for a professional, impartial and independent Election Management Body (EMB).
14. The Law on the KPU also establishes a new structure of the supervisory body. The Electoral Supervisory Body (Badan Pengawas – Bawas) replaces the Panwas as a permanent body at the national level, whereas Panwas are established at the KPUD as ad-hoc bodies, to do oversight of the conduct of local elections.

1.2. Prior UNDP Support for the Electoral Process in Indonesia

15. In the last decade, UNDP has played a key role in the delivery of electoral assistance to Indonesia. UNDP’s permanent and widespread field presence, its detailed knowledge of the country, impartiality, accountability and global comparative experience in elections provide it with a unique advantage, enabling it to forge strong relationships with government officials and international donors alike. UNDP has provided electoral support to Indonesia since 1998, when it provided critical support to election administration and its oversight, as well as to large-scale voters’ education and monitoring programmes conducted by Indonesian civil society. Then, during the course of the 1999 and 2004 Elections, a number of international donors, organisations and aid agencies provided strategic support to the democratic process in Indonesia through the provision of financial and direct technical assistance, and advisory services to the KPU.

16. As the democratisation process unfolded and more of the donor community became involved in support of the election process, UNDP took on the role of coordinating that support, managing a US$60m cost-sharing programme in 1999, a US$32m Trust Fund Programme in 2004, and a US$2m cost-sharing programme for the Local Government Elections in Aceh in 2006.

17. More specifically for the 2004 Elections, through extensive donor assistance and in close coordination with other international organisations, UNDP provided direct support to the electoral process in a number of strategic areas of support, including: an extensive training programme targeting more than 5 million poll-workers; an extensive voter information campaign; support to civil society organisations and local monitoring groups; and the establishment of an International Observation Resource Centre to serve the different monitoring groups and as a forum to discuss and coordinate observation activities.

18. Following its support for the conduct of the 2004 Elections, UNDP has continued to remain engaged in supporting Indonesia’s elections, primarily through two projects: “Strengthening Indonesian Democratic Electoral System” (SIDES) and “Aceh Local Elections Support” (ALES). The first project, SIDES, is aimed at supporting the KPU and enhancing Indonesian electoral system and processes generally in the period leading to the 2009 general elections. The second project, ALES, provided effective strategic support and input to the Aceh Local Government Elections through support to the Independent Election Commission of Aceh. ALES was completed in mid-2007.

19. In terms of support to the forthcoming electoral process, UNDP fielded an “Electoral Scoping Mission” (ESM) in August and September 2007, which conducted extensive consultations with the KPU, other organisations working in the field of election support and a number of domestic and international stakeholders. The ESM also conducted a comprehensive study and evaluation of the needs of international assistance for the preparation and conduct of the 2009 National Legislative and Presidential Elections.

20. A fundamental conclusion reached by the ESM was the fact that sustained technical assistance for the KPU was still needed, not only to address the most immediate
challenges connected to the 2008/2009 Elections, but also to address longer term priorities needing more permanent support. As a critical measure to avoid undesired gaps that could undermine the considerable investment already made and to achieve a realistic and long-lasting impact, the ESM recommended a longer term and ongoing involvement in the provision of support to the KPU in the period “between elections”, more specifically in that period of time following the completion of the 2009 Elections.

21. Taking into account the findings and recommendations of the ESM, in January and February 2008, UNDP fielded a Mission with the aim of a) developing the current document; b) defining a comprehensive integrated electoral support programme built on lessons learned from past elections in Indonesia and on long term sustainable solutions and institutional capacity; and c) formulating specific assistance activities and deliverables to be provided to the KPU and other agencies of the Government of Indonesia in the period 2008-2010.

22. As a result of this formulation process, UNDP seeks to build upon the achievements of and lessons learned from previous electoral support projects, which will be reflected in this current programme. The matrix below should detail these improvements:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Previous Supports</th>
<th>2009</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>The scope and duration of the support programme</td>
<td>The electoral support was focused to provide assistance to the election event. While there were some post-election activities, they consisted mainly of reviews and collecting lessons-learned from the interventions to the support for election event.</td>
<td>The support consists of two phased components. The first component is to provide technical assistance to the election event in 2009. The second component seeks to achieve institutionalisation of electoral management, political participation, and donor coordination initiatives, based on works that have been carried out to support 2009 election and previous elections.</td>
<td>The present donor assistance to Indonesia’s election might be the last support of this kind. Therefore, it is imperative that the national capacity to deliver quality free, fair elections is improved, and that the scattered initiatives on electoral management, political participation, and donor coordination are collected and systematised. There is also a critical need to sustain these initiatives. Institutionalisation is meant to facilitate the Government of Indonesia to ensure sustainability of these initiatives by incorporating these institutions and programmes into the state budget plan.</td>
</tr>
<tr>
<td>Support to Electoral Management</td>
<td>The support was directed towards providing assistance on a range of different aspects, including a number of logistical supports and full-scale trainings for election workers and election supervisory body’s</td>
<td>The focus of the support is technical assistance, and the trainings activities are directed towards creating cadres of trainers all over the country, which the national and local KPUs can also utilise when the need arises in the future.</td>
<td>The Government of Indonesia has allocated a significant amount of budget to conduct elections (around USD 150 million). Donor support will comprise only around 10-15% of the whole election budget. Therefore, donor assistance should really be used for the purpose of strengthening the capacity and institutions of the Electoral Management Body.</td>
</tr>
<tr>
<td>Commissioners and staffs. However, different from previous support in Elections 1999, the 2004 support was more technical assistance in nature.</td>
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<th>Target groups for Voters’ Information</th>
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<tbody>
<tr>
<td>Generally, almost all stakeholders become the beneficiaries of the project. The beneficiaries of the voters’ education activities also seem to be the general population. Although the document does refer to “specific communities and ... key populations,” it does not specify who these communities are.</td>
</tr>
<tr>
<td>Focused, the beneficiaries of voters’ education cover four segments of population (women, first time voters, disabled, and poor).</td>
</tr>
<tr>
<td>The four target groups are deliberately chosen due to their strategic positions but are frequently neglected in voters’ education initiatives (except probably for women’s groups). In terms of number, the voters that come from the four backgrounds are large, encompassing the majority of Indonesian 150 million voters. The clear focus on the target groups from the beginning is useful because different approaches designed specifically on different target groups can be arranged from early on.</td>
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<tr>
<th>Coordination and Implementation Arrangement</th>
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<tr>
<td>UNDP played donor coordination role jointly with Coordinating Ministry of Economic Affairs. There are working groups established on different issues, comprised of relevant agencies.</td>
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<tr>
<td>UNDP will play a facilitation role for Bappenas to coordinate donors, in line with the new government regulation on the management of external loan and grants that put Bappenas as donor coordinator. Instead of thematic working groups, more functional ones will be established, covering the areas of data collection and mapping, analysis and verification, and monitoring and evaluation. There will be a steering committee established, involving different government, non-government, and donor agencies, and there will be an executive team that will carry out daily coordination, comprised of mid-ranking officers from Bappenas, MoHA, and KPU.</td>
</tr>
<tr>
<td>There was an evaluation that UNDP played an effective coordination among donors in Election 2004. However, there have been feedbacks from the government agencies and the KPU that coordination between donors and government agencies can be vastly improved. The design of having a facilitation project that will integrate the coordination function between the government agencies, the KPU, and donors is perceived to be able to address the deficiencies in Election 2004.</td>
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<tr>
<td>Work with CSOs (Grants)</td>
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</table>

### 1.3. Challenges

23. It is widely recognised, both domestically and internationally, that considerable advancements have been made in election management since 1999, when the process of transition to democracy was first set in motion, allowing Indonesia’s still evolving electoral systems and processes to be progressively tested, refined and strengthened.

24. The KPU, as both the institution that is constitutionally entrusted to administer all elections in Indonesia and the driving force behind many of these advancements, has become a generally well-regarded and respected body. However there is no doubt that a large amount of public “trust” was lost by the KPU when the procurement-related corruption claims and the resulting imprisonment of some Commissioners and senior Secretariat staff came about. The KPU needs to work hard to improve its credibility and image, and there is no better way of achieving that than by results. It needs to be seen to be working hard and improving procedures, communicating well, and most importantly showing that it is in control.

25. Even without this corruption issue, the findings and recommendations of international and domestic electoral observation missions, of independent post-election technical evaluations and other needs-assessment initiatives (such as the ESM fielded by UNDP) have all indicated that, in spite of these overall positive developments, there are a number of immediate and longer term priorities that still need to be addressed.

26. With specific regard to its mandated tasks for the administration of the 2008 Local Elections and of the 2009 Legislative and Presidential Elections, elections in Indonesia still confront a number of immediate challenges. These include:
High expectations on the part of electoral stakeholders: given the overall, successful conduct of previous elections, the political stakes connected to the administration of a credible 2009 Elections are extremely high. High also are the hopes of the electorate and the expectations of key electoral stakeholders (such as the political parties, the media, the civil society, observers groups, the international community, etc) on the performance of the KPU and other agencies of the Government of Indonesia and their ability to successfully accomplish its mandated functions. This is especially critical given the corruption issues that beset the previous KPU.

An extremely compressed electoral timeframe: with ongoing Local Government Elections to be conducted throughout 2008 and the Legislative and Presidential Elections scheduled to commence in April 2009, the KPU has a very high workload and extremely short timeframe to prepare for and administer multiple elections. These, together with many logistical, operational and administrative complexities, make the task especially difficult when organising electoral events in such a vast and highly populated country.

An evolving legal framework: ongoing change and improvement to election legislation is an ever-present matter for Election Management Bodies to deal with. Delays however can have a great impact on the timely completion of many early planning activities and can mean the new legislation requires faster than desired implementation. Following the passage of new legislation the KPU often needs to refine its procedures and in some cases develop an entirely new set of election procedures, with obvious and significant repercussions on the election operations it and its lower level staff have to perform.

Need to strengthen the existing capacities of the KPU and its Secretariat: while most of the newly appointed members of the KPU and its Secretariat have experience in managing elections at a regional and nation level respectively, the numerous (and in some cases still evolving) challenges faced in administering the forthcoming national and local elections, together with the compressed timeframe, require a rapid enhancement of professional skills on specific technical and administrative areas of the electoral process. Furthermore, competencies need to be improved to respond to the various procedural and organisational changes resulting from the reformed legislation, in a number of critical technical and administrative areas, including: electoral procurement, information technology, logistics, donor coordination; electoral planning; media and public affairs; stakeholders’ management; electoral complaints resolutions; and more. Operational training also needs to be enhanced. The organisational structure and capacity of the KPU Training Unit has to be expanded and the capacity of KPU’s training sub-divisions at central and local levels has to be substantially strengthened. There is also a need for further assistance in the development of quality training materials and to improve the monitoring and quality assessment of training activities that are undertaken around the country.

Throughout 2008, all commissioners of provincial, district and municipality KPU all over the country will be elected/re-elected. The national KPU will be in charge in selecting the provincial KPU commissioners, and these commissioners will in turn be selecting commissioners of district/municipality KPU. There are 33 provincial KPU and around 450 district/municipality KPU. The national KPU is also responsible for ensuring that the selection process of the district/municipality
KPU by the provincial KPU is done according to the correct procedure, as set up by the national KPU. This of course will bring enormous pressure to the KPU at all levels.

- Simultaneously preparing and running multiple elections: with local elections to be conducted on an ongoing basis in 2008, the KPU will have to run approximately 160 local elections in 13 different provinces while at the same time undertaking complex planning preparations for the 2009 Legislative and Presidential Elections. Furthermore, recent local elections have proven to be considerably more complicated and politically controversial than expected, both in terms of the limited capacities of the KPUD staff and of resulting disputes, thereby posing additional challenges for the KPU and its work.

- The disputed accuracy of the voters’ lists: according to the KPU, election observation reports, technical audits and other sources, both the records from the Ministry of Home Affairs (MOHA) that are used to compile the voters’ lists and the actual methodology for compiling the voters’ list, are believed to be inaccurate and outdated. It is alleged that the resulting voters’ lists contain double entries, omissions, deceased and under-age voters, outdated voters’ residence information, the inclusion of ineligible and the exclusion of eligible voters.

- Extensive need for effective and timely coordination: with a large number of CSOs, government entities and international and domestic electoral actors present in Indonesia (each often with a different interest or stake in the electoral process) there is a need for a “whole of government” approach to election management or at least an effective and fluent donor and inter-governmental coordination mechanism in order to efficiently manage international electoral support and maximise of the use of electoral support and resources, as well as harmonise it with the national priorities.

- Existing electoral dispute resolution mechanisms have to be enhanced: the increasing number of electoral-related disputes suggests the need to strengthen both the resolution powers and capacities of oversight bodies, as well as the need to reform and enhance existing electoral dispute resolution mechanisms making them more transparent, more responsive and more effective.

- The uneven playing field: there is a need to expand opportunities for political engagement, participation and representation for women. Indonesia still lags behind many other countries in terms of women’s candidacy and elected members and there is significant scope for improvement in this area as there is with other disadvantaged groups. This includes first time voters, those with a disability, internally displaced persons and viable options for out-of-country voting all of whom might benefit from more focused assistance to promote their more active involvement. The extensive use of civil society organisations and their comprehensive networks need to be considered in this area.

- The need to address voter participation issues: Voter participation and voter turnout, although very good and in line with international figures in the recent Legislative and Presidential Elections, has declined in the local elections conducted around the country in recent months. In fact a low turnout in local elections is a fairly common trend worldwide and it may not necessarily translate into a lower turnout for the 2009 Election. However, it serves as a reminder for
Election Management Bodies to constantly encourage eligible voters to first enrol and then turn out to vote in electoral events.

- The need to institutionalise initiatives to increase public participation in political and democratic processes: Since 1999 Elections and continued to 2004 Elections, there have been a number of initiatives on increasing public participation in democratic processes. However, these initiatives are largely unsustainable and disparate, so as to make measurement of progress difficult and to lose opportunities to achieve synergy among different programmes. Therefore some kind of institutionalisation of political participation initiatives needs to be developed.

27. With regard to longer term challenges faced by Indonesia’s elections, the next cycle of elections certainly cannot be regarded as the end of the consolidation process of Indonesia’s democracy, rather it should be seen as an additional critical step in the right direction. This further cements the need to avoid taking a short term view of electoral assistance, and to acknowledge that electoral management may need to rely on the provision of sustained support over an extended period of time. This will ensure staff adequately absorb requisite capacities and professionalism to ensure they can deliver a technically well-administered election event, and are able to retain such capacities over multiple electoral cycles.

28. Looking longer term therefore, there is the need for the current programme to ensure the necessary continuity in institutional strengthening for the KPU and other relevant GoI agencies in the ongoing development of the professional and technical skills of its officials. This can be achieved by focusing the delivery of support towards building a permanent “know-how” as a sustainable basis to manage future elections based on prior experience, technical evaluation, lessons learned, best practice, and on a constant learning process. This more sustainable assistance concept means election support in its broader development context, moving from a process based ad-hoc approach to a comprehensive strategy which aims at strengthening democratic processes and institutions in Indonesia.

2. STRATEGY

2.1. The Electoral Cycle Approach

29. Over the past two decades, the international community has provided extensive electoral support in many countries through many positive interventions, from helping to conduct multiple elections to developing relevant principles and standards, to the gradual implementation of different approaches, systems, technologies and materials.

30. However, despite the extensive wealth of knowledge and experience acquired, it must be highlighted that most of the past electoral assistance interventions were often guided more by isolated short-term policy objectives than by long-term, broad development cooperation strategies. In the vast majority of cases, these interventions were characterised by a widespread tendency to target elections as isolated events, not integrating them in the broader democratic governance agenda, and not addressing them as part of an ongoing and cyclical process that re-occurs at regular intervals of time. Yet, while these interventions often achieved a high level of immediate political
visibility, in most cases, their actual impact on broader democratic development issues were short-lived.

31. This tendency towards “event-focused” support has often been criticised as being “too little, too late”. It was frequently large-scale support delivered in a compressed timeframe directed at a specific electoral event or a part of it and with little attention on what followed that event and on retaining crucial lessons learned. Such ad-hoc support would quickly dissipate immediately after the particular electoral event was over, to be largely (or often completely) discontinued during the period leading up to the next election, only to resume shortly before the next event was due to take place.

32. New trends and approaches in election assistance have now widely recognised that:
   - while support to one-off electoral events may indeed produce positive results, often these results are ephemeral and, for this very reason, seldom achieve complete sustainability; and
   - the misjudgement of past electoral assistance initiatives did not rest so much in the provision of ad-hoc short-term support, but more in the confidence that such short-lived support would suffice over the years to ensure sustainable, long-lasting results on electoral processes; institutional strengthening; and broader democratic development of the recipient country.

33. By contrast, sustainable institutional strengthening is - by its very nature - a longer-term undertaking, requiring adequate levels of continuity and ongoing support, and needing to be implemented, nurtured and sustained over an extended period of time. Given its long-term nature, institutional strengthening support is therefore less visible and more cost intensive, and for this reason, perhaps less politically attractive and appealing to international donors and providers of technical assistance. This is particularly relevant if the support is provided several years ahead of the election itself.

34. This alternative approach of more sustainable election assistance has recently led UNDP, together with a number of its international partners, to:
   - adopt, promote and embrace the strategy of supporting an electoral process as an ongoing - or cyclical – activity, rather than channelling substantial resources and technical support uniquely towards the delivery of a given electoral event, or at intermittent points in time;
   - plan and implement electoral assistance within the broader framework of democratic governance with a pro-active approach, by “thinking ahead” for at least 5 or 10 years rather than rushing to react to each electoral event and related needs immediately before they occur.

35. The notion of gearing technical assistance towards an election as a one-off, isolated event that is recurring every 3, 4 or 5 years, is no longer central to the electoral support initiatives led by UNDP and more specifically not the purpose of this programme.

2.2. Strategy of the Programme

36. The “electoral cycle approach” has been closely reflected and applied to the overall strategy of this programme. Hence, its strategy focuses on the notion that the provision of event-driven support is no longer attractive, sustainable or effective in terms of cost-benefit and of achieving enduring results, where the impact of such support on broader governance and development goals must also be adequately taken into account.
37. In line with UNDP’s mandate to work with developing countries in the area of professional development and democratic governance, and with the previous electoral support provided in Indonesia, UNDP fielded an “Electoral Support Mission” to conduct consultations with senior KPU officials, key electoral stakeholders and the international donor community. The Mission’s goal was to define key strategic areas of electoral support that might be provided by the programme both in the immediate and longer term.

38. Following these intensive consultations, UNDP has developed this programme. It initially consists of a 3-year technical assistance initiative seeking to enhance the institutional and professional capacities of the KPU, its Secretariat and regional offices (KPUD) with a simultaneous focus on addressing the KPU’s immediate and longer term priority needs; increase the quality and level of participation of voters during the elections; and improve the efficacy of coordination of international support, with particular emphasis on three main strategic areas of support:

**Strengthening the KPU’s institutional and management capacity**

- Building a permanent sustainable professional capacity in the KPU as a whole, including key strategic areas of assistance, legal reform, procedural frameworks, strategic planning, voter registration, institutional strengthening, operational training, regional networking, electoral dispute resolution; management of electoral stakeholders.

**Expanding levels of electoral/democratic awareness and participation**

- Strengthening and institutionalising voter information and electoral education programming in the short and long-term, by developing tools and strategies to reach target groups with essential voter information messages, and developing in the long-term a national electoral education strategy that aims to institutionalise democracy and election principles into the education sector.

**Facilitating an effective coordination of donor support to elections**

- Supporting the Government of Indonesia in conducting an effective coordination of international support to Indonesia’s elections, so as to achieve a coherent and timely support programme, through harmonisation among donors’ programmes and alignment with the government’s election programme, as well as monitoring and evaluating the efficacy of donors’ programmes.

39. The combination of these three elements is strategically critical to the achievement of enduring enhancements in electoral management and of increased democratic awareness and voter participation in future elections in Indonesia.

40. The Multi Donor Programme – Support to Indonesia’s Democratic Elections is part of a larger assistance effort of the international community. Several bilateral development agencies provide direct support to the Government of Indonesia outside the scope of this programme.

41. This programme is a Multi Donor Programme in the sense that it is funded by several bilateral donors. UNDP directly receives the contributions and administers the programme funds. Detailed roles and responsibilities are described in the section ‘Management Arrangements’. While the programme has its own clearly defined management and implementation arrangements, it is linked to the wider electoral assistance effort through several coordination mechanisms.
42. The Elections MDP, to effectively assist the KPU and other government agencies (MoHA and Bappenas) in meeting both its immediate and longer term priorities, has been clustered into two distinct and sequential components.

43. Through the first component, UNDP will provide expert technical assistance, advisory services and operational support to the KPU and other government agencies (MoHA and Bappenas), primarily directed at addressing immediate priority needs closely related to the successful implementation of the 2009 Legislative and Presidential Elections. While addressing immediate needs, through this component this programme is also mindful of the need to build the capacity of the various stakeholders in the longer term.

44. During implementation of the second component, UNDP’s strategic support will focus on ensuring the necessary continuity of technical assistance for the KPU and other government agencies (MoHA and Bappenas) for its long-term efforts to enhance and strengthen the professional capacities of its staff, particularly in support of the KPU’s plans for professional development and institutional strengthening at regional and district level, as well as in the institutionalisation of political education initiatives at the national and local levels.

45. Through the implementation of its two components, the overall outcome for the Elections MDP is to enhance and sustain the capacity of the KPU and other government agencies (MoHA and Bappenas) to deliver their mandated functions, including credible and participatory elections that reflect the will of the people, and the use of international assistance in a coordinated and harmonised fashion with national priorities.

2.3. Component 1: Immediate Electoral Support

46. As mentioned earlier in this document, the first programme component is designed to provide expert technical assistance, advisory services and operational support to the KPU primarily addressing the immediate priority needs closely related to the successful implementation of the forthcoming cycle of electoral events, namely the Legislative and Presidential Elections to be held throughout 2009, starting in April.

47. This component, therefore, encompasses the period starting from the deployment of the Programme Management Unit (PMU), tentatively scheduled to take place in the third quarter of 2008 through to completion of the 2009 Legislative and Presidential Elections at the end of third quarter of 2009 as well as through the implementation of the second component of the programme which will take place until 2010.

48. More specifically, it is envisaged that, at the completion of component 1, Elections MDP will have achieved the following three immediate outputs:

<table>
<thead>
<tr>
<th>Output 1.1</th>
<th>The institutional, operational and management capacities of the KPU to plan and conduct the 2009 legislative and presidential elections are strengthened to a high standard.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.2</td>
<td>The levels of electoral, political and democratic awareness and voter participation in the electoral process, particularly for under-represented segments of Indonesian society are expanded.</td>
</tr>
</tbody>
</table>
Output 1.3: The Government of Indonesia is facilitated in optimising electoral assistance efforts and the use of available financial resources through coherent, efficient and timely coordination of electoral support.

49. Each of the above-mentioned outputs is closely linked to its own set of specific Programme activities, which are described in greater detail in the next page.

2.3.1. Output 1.1.

Output 1.1: The institutional, operational and management capacities of the KPU to plan and conduct the 2009 legislative and presidential election are strengthened to a high standard.

50. Serving as an in-house resource to the KPU and its Secretariat, the Elections MDP will provide sustained technical advice, support and assistance on all activities related to the preparation and conduct of the 2008 Local Elections and of the 2009 Legislative and Presidential Elections. With specific regard to the attainment of Programme Output 1.1, the PMU will assist the KPU with the implementation of the following assistance activities:

<table>
<thead>
<tr>
<th>Activity 1:</th>
<th>Support the development of electoral procedures and administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 2:</td>
<td>Facilitate operational training for election workers</td>
</tr>
<tr>
<td>Activity 3:</td>
<td>Assist KPU’s media and public relations, and establish an Election Results Centre</td>
</tr>
<tr>
<td>Activity 4:</td>
<td>Support electoral oversight and dispute resolution</td>
</tr>
<tr>
<td>Activity 5:</td>
<td>Support the development and implementation of regulations for local elections</td>
</tr>
</tbody>
</table>

Activity 1: Support the development of electoral procedures and administration

51. On 20 March, 2007 Indonesia’s national parliament (DPR) passed Law 22/2007 dealing with the KPU’s institutional structure, powers, functions and responsibilities. It addresses most of the essential issues of election management and administration and provides clearer guidelines to ensure effectiveness and integrity of electoral administration, such as the appointment of KPU members, operational management issues, election complaint adjudication, and, of special significance, charges the national EMB with the responsibility to organise local elections.

52. Elections MDP will assist the KPU towards ensuring that key procedural and operational aspects of the 2009 electoral process are substantially improved and reflect recognised international “best practice” standards. This will go a long way towards strengthening the overall confidence of the electorate and other electoral stakeholders in the process. For this activity, technical assistance will consist of the provision of advisory services and technical assistance to the KPU in addressing the following
elements of the procedural framework of the electoral process, as well as in its administration and management:

- Day-to-day electoral administration, including operational requirements and logistics.
- Definition and development of electoral procedures, instructions and regulations to operationalise the provisions (and the amendments) of the new Laws.
- Definition and formulation of procedures for special cases, including special provisions for disabled voters; possible enfranchisement of eligible Indonesian citizens residing abroad, of security officers and election officials on duty, illiterate and first-time voters etc.
- Development of election timelines, operational and resource management plans, and risk management plans.
- Design and production of operational manuals, instructions, guidelines and other materials.
- Preparation and implementation of distribution plans for documents and materials.
- Preparation and implementation of candidate nomination procedures.
- Preparation and implementation of voting and counting procedures.
- Compilation, declaration and publication of final results.
- Dissemination of information on KPU’s decisions and operations to the Indonesian public, political parties, civil society organisations, the media and the international community to enhance the flow and exchange of information, as well as to improve transparency in the decision making process and general operations of the KPU.
- Dissemination of information on legislative reforms and the electoral process to the Indonesian electorate, political parties, civil society organisations and among KPU staff themselves.
- Development of strategy and regulation of procurement of election-related goods and services.
- Usage of information technology to support KPU’s operations, including communication between regional and central KPU, development of databases on elections, and development and regular updating of KPU’s website.

Activity 2: Facilitate operational training for election workers

53. Operational training is a key activity for this Programme component, not only for the enhancement of the overall professional capabilities of the KPU and its Secretariat, but also for optimising the performance of the voter registration enumerators and polling stations officials in fulfilling their important duties and, thus, ensuring a technically sound election administration process.

54. The focus of this activity in Programme Output 1.1 will be more on addressing immediate operational training needs than on long-term capacity development. The latter will be the focus of the second component of the Programme (in the post-2009
election period), once the KPU is able to engage in longer term activities without the political and operational pressures of conducting an election.

55. Given the complexities connected with the administration of the forthcoming cycle of elections, the KPU must provide specific and specialised training to a very large number of election officials and staff at Headquarters, regional, district and subsidiary levels. The Elections MDP will provide technical assistance to the KPU and its Secretariat in all phases related to the preparation and conduct of its national training programme to ensure that the administration and management of the electoral process is substantially improved and reflects recognised international electoral standards, thus further consolidating the credibility of the electoral process and the legitimacy of the elected bodies.

56. Specific support activities might include assistance with the:

- Development of a curriculum and methodology for the cascade-training of voter registration enumerators and for polling station officials.
- Design and production of training materials, such as manuals, guidelines, training aids, multimedia presentations, training videos, etc.
- Definition and procurement of training equipment. Such equipment will be assembled in training kits for core-trainers and trainers containing sample materials to be used in the training programme, such as specimen ballot papers, election forms, stationery and other items needed to train enumerators and poll-workers.
- Implementation of the cascade-training programme, starting from the core-trainers group at KPU headquarters, moving down to lower levels in the regions. It is noted that many of the core trainers used for the 2004 Elections were engaged from other government departments and that they may again be available for recruitment.

Activity 3: Assist KPU’s media and public relations, and establish an Election Results Centre

57. The main theme in this activity is to portray an image of the KPU as a professional and independent institution. This is important to win back the trust from the stakeholders and the general public to the institution that may have been tainted by the procurement-related legal cases involving some commissioners and secretariat staffs following the 2004 General Election.

58. Assistance will include how to define and implement a comprehensive media relations strategy for an electoral management body; how to identify the relevant media and their coverage; be responsive, proactive and transparent in releasing information to the media; ensure that the information given to the media is clear and easily understood; development of a timetable for the timely release of information so the media have a steady, accurate flow of information on the KPU’s activities; designate a spokesperson for the media and one point of administrative contact within the KPU and respective KPUD’s for the media to contact; set up a Media Centre within the KPU to deal with media issues such as conferences and press releases, media tours of electoral activities, a media room, and monitoring media coverage of the KPU’s activities.

59. In addition, the Elections MDP will support the KPU in establishing a small “multimedia” facility within the Election Results Centre (see next activity). This
facility would enable the KPU to acquire the necessary in-house technical capacity and capability to independently develop and produce its own informative voter education programmes and audiovisual materials as well as videos and presentations to be adopted in national training programmes.

60. Elections MDP will assist the KPU with the establishment of an Election Results Centre to serve as a central collection and distribution point for election results. This would include the tabulation process, a press conference centre, and a point of contact for the KPU to engage with the media, giving them and political parties access to the results on a timely and transparent basis. Assistance will be also provided in how the results tabulation process works, and the development of the data capture methodology, review of software, hardware and other communication equipment. This support will also include assistance to review and update the KPU election results website where results will be posted and made accessible on a 24 hour basis.

Activity 4: Support electoral oversight and dispute resolution

61. Electoral processes are complex operations that involve many elements and stakeholders, thus, inevitably generating disputes. Establishing and applying a proper and effective electoral dispute resolution system is a crucial component of credible elections. Electoral disputes arise at any stage of the electoral process/cycle and they refer to any of its components, for example voter registration, the nomination of candidates, voting, and counting. While much emphasis in the work of an EMB is given to electoral preparations, voting procedures and operations, normally the field of electoral dispute resolution is not given the same level of attention and critical analysis. The manner in which electoral disputes may arise in an electoral process and how they are investigated and adjudicated has a crucial impact on the credibility (both perceived and real) of an electoral process and the legitimacy of the body administering that process.

62. In 2004 Panwas, the dispute resolution authority, received thousands of matters for examination and ruling – in effect it was able to “rule” on very few of them. Dispute resolution is a critical part of the election process and this aspect of the operation needs to be properly resourced. The Elections MDP, understanding that Bawas is somewhat independent from the KPU and must work at “arms length” from them, will work to ensure international best practice is applied to dispute resolution.

63. This activity aims at assisting the Bawas in reviewing and analysing the legal instruments regulating the system and mechanisms for the resolution of electoral disputes, including the procedures through which relevant body/ies hear and determine electoral dispute resolution cases (in first and/or final instance), studying these procedures and comparing them to alternative electoral dispute resolution mechanisms from other countries, providing recommendations for improvement and implementing such improvements.

64. Elections MDP will also facilitate Bawas in developing mechanism in its external relations with other institutions, such as the Police, courts, and the KPU, as well as with the Panwas at the provincial, district/municipality KPU.

65. Based on the request from Bawas, Elections MDP will conduct a study on elections in force majeure conditions, in terms of major natural calamity in certain areas and widespread dispute of electoral results that can yield a political crisis. The objective of this study is to prepare both the KPU and Bawas for these types of condition.
As in the support to Panwas during Election 2004, Elections MDP plans to support Bawas in the trainings of both Bawas members and secretariat staff at the national level, and of Panwas members and staffs at the local level. However, the approach that will be taken is quite different. If in 2004, UNDP directly supported Panwas trainings in different places across the country, this time the focus will be more on establishing a cadre of trainers in different regions across the country that can be deployed to conduct induction trainings for Panwas members as they are assigned. This is to adjust to the new provision in the law about Panwas that made Panwas at the provincial, district/municipality to be ad-hoc in nature and will be established for the purpose of doing oversight of the local election process. So, Panwas will be sporadically formed all over the country at different times. This Training for Trainers (ToT) and establishment of trainers’ network approach is therefore more effective.

Elections MDP also seeks to assist Bawas in developing an external communication strategy, among others by developing a website, and establishing a call/sms centre to which the public can report on irregularities and potential violation of the electoral law to the Bawas. It also seeks to carry out a number of campaign activities to encourage the public in carrying out independent oversight of the electoral process (citizen’s watch). The approach of building the awareness among the people to play oversight role of electoral process is also particularly effective in supporting Bawas/Panwas works due to numerous elections at the local level happening in different times, and it is difficult to rely on CSOs to carry out independent observation covering all elections because of their limited capacity.

Activity 5: Support the development and implementation of regulations for local elections

Since 2005, Indonesia has engaged in local elections to elect regional heads of executive (governors, district heads, and mayors) directly by the people. This pilkada (as it is known in Indonesian abbreviation) has produced many good results, especially in bringing the regional chiefs closer and more accountable to their people. However, there have been numerous cases of conflicts arising of the dispute of the results of pilkada. Some of them have turned violent, in the forms of burning of local KPU and other government’s offices. Pilkada provides significant challenge for Indonesia’s elections.

Since its inception, pilkada had been regarded as a part of decentralisation scheme. Therefore the legal ground for regulating it is located in the Law no. 32/2004 on Regional Government. As a result, pilkada was located under the purview of the Ministry of Home Affairs. The Law no. 22/2007 on the KPU shifted this supervisory authority to the KPU, so pilkada is now regarded as a part of “election regime” rather than that of regional autonomy.

As a continuation of this legal reform process, the Government of Indonesia plans to introduce a special bill regulating pilkada, which will be submitted to the parliament at the end of 2008. Elections MDP will support this process by providing assistance in the forms of commissioning a study on pilkada, using a number of provincial and district/municipality pilkada as study cases, setting up a technical team comprised of national experts, conducting a process of public consultation, and launching some advocacy initiatives to engage the parliament in the deliberation of the bill.
71. Elections MDP will also provide assistance to the KPU in developing technical
directives that can be used by local KPU as guidelines. It will also help develop a set of
tools that the KPU commissioners can use to supervise the work of the local KPU in
holding pilkada.

72. The Senior Technical Advisors (STAs) of Elections MDP will play a leadership role in
establishing the technical team to provide inputs to the Government of Indonesia, in
particular the Ministry of Home Affairs, who will be responsible with drafting the
government draft law.

73. On advocacy, Elections MDP will cooperate with CSOs through a coalition of CSOs to
increase public awareness of important features and possible changes introduced in the
new draft bill. It will also seek the cooperation of CSOs in carrying out meetings and
writing up inputs to the members of parliament who will be deliberating on this draft
bill. In this regard, cooperation with UNDP's parliamentary support projects is also
sought.

2.3.2. Output 1.2.

Output 1.2 The levels of electoral, political and democratic awareness and voter
participation in the electoral process, particularly for under-
represented segments of Indonesian society are expanded.

74. A fundamental element in any electoral event is the participation by voters – they
legitimise its outcome and consolidate the electoral process. Support will be provided to
the Ministry of Home Affairs (MoHA), as the agency of the Government of Indonesia
responsible for conducting political education, in defining its national voter information
and education campaign aimed at increasing public participation in the tidying up of the
voters’ lists and at increasing voters’ knowledge and turnout on Election Day. The
activity aims at increasing the understanding and awareness about the whole electoral
process, including meaningful participation (not just in the rate of participation). Voter
participation therefore constitutes a priority for this programme.

75. These Voters’ Information and Education activities are part of the Multi Donor
Programme to Support Indonesia’s Democratic Elections which focuses on building
long-term sustainable solutions and institutional capacity, integrating accountability and
integrity mechanisms throughout the process and encouraging the meaningful
participation of voters and political society.

76. The overarching goal of the Elections MDP’s Voter Education and Information
activities is to contribute to the effective organisation of a peaceful, democratic and
credible election with the highest possible participation by voters. The key to achieving
this is to provide sufficient information to the general public so voters understand the
electoral process, the political institutions involved, the timeline, voting and counting
procedures, the availability of results, and the need and expectation for peaceful,
orderly, transparent, fair and democratic elections.

Background to Voter Education and Information in Indonesia

77. Voter education programmes in Indonesia have been described as ad hoc, scattered and
sporadic. In order to achieve the maximum impact of voters’ education in Indonesia,
there needs to be some kind of institutionalisation and regularisation of the initiatives, involving multi-stakeholders. Voter education efforts should begin well in advance of elections and different stakeholders have an important role to play in informing and educating voters.

78. Many components in voter education activities in the past were actually directed more towards informing voters on the question of how, when, and where to vote. There has been insufficient attention on the question of why voters should vote and the consequences of their votes. This programme will attempt to address these deficiencies.

79. Moreover, the KPU and other stakeholders believe that the time is right for Indonesia to begin to situate voters’ education in the broader context of democracy education, political literacy, and its place in mainstream/formal education settings in the civics and citizenship subject area of the school curriculum. This is a major shift for the government and those organisations that have a mandate to educate the public about democracy, democratic institutions and particularly the electoral process. It is a significant task however, and will take a large investment of time, money and a shifting of a mind-set, to institutionalise and mainstream electoral education in wider civic education programmes – particularly in formal educational settings such as primary and secondary schools. The benefits, in countries where this wider civic education is practised, are considerable.

80. There are many ‘players’ in the implementation of the Voter Education and Information activities. In the strategy of the Government of Indonesia, Ministry of Home Affairs has the mandate to deliver democratic political education programme. In the context of elections, this translates into raising awareness of the public of the critical importance of participating in the elections, which will result in the engagement with elected officials in post-elections period. The mandate of the KPU is directed more towards voters’ information, inviting voters to cast their votes on Election Day, including the information of who, where and how to vote.

81. This Elections MDP will support both voters’ education and information functions conducted by the MoHA and the KPU. MoHA, as will be explained in the management arrangement part of this programme document, will be the main Government counterpart in carrying out voters’ education and information activities, with the KPU acts as the beneficiary.

82. Civil society organisations have extensive contacts and access within the community and as such MoHA and the KPU should encourage their input in voter education campaigns to motivate and prepare voters to participate fully in elections. Rather than simply encouraging voters to get out and vote the messages should focus on more complex education concepts related to voting and the electoral process, such as the link between basic human rights and voting rights; the role, responsibilities, and rights of voters; the relationship between elections and democracy and the conditions necessary for democratic elections; secrecy of the ballot; why each vote is important and its impact on public accountability; and how votes translate into seats. Therefore, a major activity in 2009 will be the “CSO Voters’ Information and Education Grants Scheme” to help deliver this information and education role.

83. Under Component 1 the main objectives of the Voters’ Information and Education activities are to:
increase the understanding and knowledge of the general public (voters and potential voters), in readiness for the elections so they are well-educated on the what, when, where, why, who and how;

increase meaningful participation rates of voters in the four targeted groups in this Voters’ Information and Education activities: women, youth and first time voters, poor and disadvantaged people and people with disabilities;

increase institutional capacity to plan, implement and evaluate long-term voter information programmes;

institutionalise the capacity building of multiple stakeholders in the areas of Voters’ Information and Education, leading to professional, effective, sound election management practices.

84. The specific objectives are to:

increase the capacity of CSO’s and other election education providers to deliver good governance practices such as improving accountability and integrity;

increase the development of a professional, strong and informed civil society;

base the Voters’ Information and Education activities on a good understanding and analysis of the principal strengths and weaknesses of past and existing voters’ information and education programmes

85. More specifically, the electoral education activities will:

increase the capacity of CSO’s and other electoral education providers to plan, implement, monitor and evaluate electoral education programmes;

equip all electoral educators with resources to be able to implement electoral education into their programmes.

86. With specific regard to the attainment of Programme Output 1.2, the PMU will assist MoHA and the KPU with the implementation of the following activities:

<table>
<thead>
<tr>
<th>Activity 1:</th>
<th>Conduct assessment of voters’ education and information needs</th>
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</thead>
<tbody>
<tr>
<td>Activity 2:</td>
<td>Develop a voters’ education and information manual/guideline booklet</td>
</tr>
<tr>
<td>Activity 3:</td>
<td>Provide technical assistance to the relevant agencies of the Government of Indonesia to conduct mass media voters’ education and information campaign</td>
</tr>
<tr>
<td>Activity 4:</td>
<td>Administer CSO Voters’ Information and Education Grants Scheme</td>
</tr>
<tr>
<td>Activity 5:</td>
<td>Undertake two-step training programme to support CSOs to utilise the Grants Scheme</td>
</tr>
</tbody>
</table>

Activity 1: Conduct assessment of voters’ education and information needs

87. In order to fully determine the current information needs of voters, it is necessary to undertake detailed research. This should identify broad areas where knowledge is weak and enable the Government of Indonesia to develop suitable programmes to focus on the areas of concern. This assessment should identify the central elements of the voters’ education programme: the specific groups to be targeted with voter information; the
key mediums by which these groups should be targeted; the key messages that need to be disseminated; the indicators by which the voter education program can be measured.

Activity 2: Develop a Voters’ Education and Information manual/guideline booklet

88. To assist in the massive voters’ education and information activities, a booklet should be developed which can be used by all voters’ education and information providers (KPU, MoHA, CSOs/NGOs, universities, media) – to ensure consistency and accuracy of all voters’ education and information efforts. This booklet, which should draw on best-practices around the world, should contain:

- objectives/goals of voters’ education and information
- definitions of key terms
- principles of voters’ education and information
- links public relations and communications/media
- understanding needs of voters – defining audience
- target groups – targeting needs
- targeting and mainstreaming gender and disability
- methods/methodology/medium
- planning steps
- budgeting and financial accountability
- implementation steps
- monitoring/evaluating

Activity 3: Provide technical assistance to the relevant agencies of the Government of Indonesia to conduct mass media voters’ education and information campaign

89. It would be logical and is in line with the type of assistance being provided by UNDP to provide assistance to MoHA, the KPU and other relevant government agencies who are responsible for conducting voter information. This assistance might take the form of a Voters’ Information and Education Advisor working closely (as a counterpart) with MoHA and KPU staff in the development and monitoring of the activities. Elections MDP will oversee:

- development of a Voters’ Information and Education strategy
- development of key messages, resources
- inclusive messages (gender and disabilities)
- development of socialisation program to disseminate messages
- development of an evaluation program to monitor and evaluate
- training of election personnel responsible for implementing Voters’ Information and Education
- improvement of gender and disability policies and procedures

90. Messages will be disseminated through a range of mass media approaches as well as through adoption of social marketing techniques, and educative programmes, live events, print and electronic media. Education materials will consist of posters, leaflets, stickers, graphic displays of the steps in the registration/voting process, registration/polling station layout, etc. Television and radio announcements will be also developed and disseminated through state and private media. The use of the media is meant to reach the public as widespread as possible. The methods of delivery can be done through a public service announcement (PSA), talk shows, short situation drama
or comedy, music concerts, etc. The media criteria should be based on the most economical in terms of cost but at the same time should also produce a maximum impact.

**Activity 4: Administer CSO Voters’ Information and Education Grants Scheme**

91. A very successful and similar program was conducted for the 2004 elections, and using the lessons learned from this program, the program for 2009 aims to assist those organisations that are best placed to reach the target audience for the voter information program. This program involves UNDP/KPU/MoHA establishing a criteria and process for bidding/selection of appropriate CSOs, and distributing funds in 2 phases: 1) to develop programme, attend voter information training and 2) monitor their implementation in field after attending training and only supply second grant if successful. CSOs with demonstrated track-records (and other strict criteria) will be applied to ensure that target groups (women, youth/first time voters and marginal groups, including people with disabilities) are addressed appropriate to their needs (voters’ information and education materials in Braille for blind voters by CSOs specialising in this target group).

92. In order to achieve maximum impact as well as to simplify the monitoring and evaluation works, the implementation of voters’ information and education activities by CSOs will be divided into several regions of the country. Several CSOs will be invited to apply for grants to conduct the activities in specific regions. Each region will comprise several provinces, and each CSO will be responsible in setting up a coalition of CSOs in its assigned region to execute the activities. The PMU, together with MoHA and KPU officials, will then be responsible in monitoring and evaluating the progress of activities of each of the CSOs in different regions.

**Activity 5: Undertake two-step training programme to support CSOs to utilise the Grants Scheme**

93. The “Voter Information Grants Scheme” comprises a two-step training program to support CSOs in implementing voters’ information and education. The first step involves training all the successful grantees, by trainers who will then oversee the second step of the activities which involves monitoring and evaluating the CSOs and their activities implementation (and determining whether they qualify for further funding). In this way, successful grantees will receive their funds in separate instalments, provided they can demonstrate the effectiveness of the activities implementation. A significant component of the training of the CSOs should include training in financial management and accounting and evaluation procedures (where weaknesses were evident from the 2003/4 programme).

### 2.3.3. Output 1.3.

| Output 1.3 | The Government of Indonesia is facilitated in optimising international electoral assistance efforts and the use of available financial resources through coherent, efficient and timely coordination of electoral support. |
94. With the large number of domestic and international electoral actors in Indonesia, as well as a range of different government entities all with a different interest or stake in the electoral process, there is a clear need for effective donor and inter-governmental coordination. The Government of Indonesia needs a mechanism to efficiently manage the offered electoral support to ensure it makes maximum use of the resources available. It will also be vital to coordinate the various domestic and international implementing partners operating under the programme.

95. According to the Government Regulation (PP) No. 2/2006 on the Management of Foreign Loans and Grants, Bappenas is tasked with coordinating donors’ assistance, including on elections. Through its letters numbered 0885/D.VIII/02/2008 and 0886/D.VIII/02/2008, both dated 15 February 2008, Bappenas has requested UNDP to assist the Government of Indonesia in coordinating donor assistance for the 2009 General Election. UNDP has therefore come up with following activities to assist Bappenas in coordinating donor support:

| Activity 1: Facilitate the coordination team set up by the Government of Indonesia in ensuring the coherent, timely and effective international assistance to Indonesia’s elections |
| Activity 2: Support the Government of Indonesia to analyse and verify different programmes of international assistance to Indonesia’s elections, in the perspective of alignment and harmonisation to the national priorities |
| Activity 3: Facilitate the Government of Indonesia to monitor and evaluate the effectiveness of the activities of international assistance to Indonesia’s elections |

Activity 1: Facilitate the coordination team set up by the Government of Indonesia in ensuring the coherent, timely and effective international assistance to Indonesia’s elections

96. To ensure coherence, timeliness, and effectiveness in international support to Indonesia’s elections, Bappenas has set up a coordination team, comprised of the KPU, MoHA, Bappenas, and other government agencies, and donor community. The function of this team is to review, synchronise, and harmonise among different donors’ programmes and between donor programmes and the needs of the KPU and priorities of other GoI’s agencies. Through this activity, the programme will provide facilitation to the team that includes facilitating coordination meetings, providing technical assistance to team, and through a coordination team secretariat (mentioned below) ensuring that the results of the team will have necessary follow-ups. This coordination team will then issue recommendations for necessary adjustments or approval for donors’ programmes.

Activity 2: Support the Government of Indonesia to analyse and verify different programmes of international assistance to Indonesia’s elections, in the perspective of alignment and harmonisation to the national priorities

97. The programme will facilitate the coordination team by setting up a secretariat, which will be staffed professionally. One of the functions of the secretariat is to provide inputs to the coordination team by analysing and verifying the different donors’ programmes,
whether or not they are aligned with the needs of the KPU and priorities of other government agencies. The results of this activity will then be submitted to the donor coordination team for appropriate decision.

**Activity 3: Facilitate the Government of Indonesia to monitor and evaluate the effectiveness of the activities of international assistance to Indonesia’s elections**

98. The secretariat set up by the programme to facilitate Bappenas in conducting donor coordination will also conduct desk review monitoring and evaluation of all international assistance activities by scrutinising reports and comparing them with the work plans, as well as facilitate officials from the coordination team to conduct M&E missions to sites of donors’ assistance activities. The results of the M&E from both types will then be reported to the coordination team for appropriate discussions and follow-ups.

**2.4. Component 2: Long-term Institutional Strengthening and Professional Capacity Development**

99. The second and longer term component of the Elections MDP is built on the sustained provision of long-term institutional strengthening and professional development assistance initiatives to support the KPU and other agencies of the Government of Indonesia in its long term election management efforts. The KPU in particular has requested long term assistance to strengthen and enhance its capacity to function as a permanent, professional and independent electoral management body.

100. Unlike the first component of the Programme, the strategy of this longer-term support phase stretches beyond the notion of technical assistance specifically targeting the conduct of the 2009 Legislative and Presidential Elections. It aims at attaining the broader, enduring and sustainable institutional development of the KPU and of the initiatives to enhance political participation launched by MoHA, as well as the coordinating capacity of Bappenas.

101. Given the long-term institutional and initiative development focus of the KPU and other agencies of the Government of Indonesia, the great majority of the work under this component will take place after the 2009 electoral process, continuing until the end of 2010 and possibly longer - with an envisaged further extension to encompass the period leading up to next general elections.

102. To ensure the required level of continuity and seamless transition between the two Programme components, planning for the longer-term component will start during the implementation of the first, so that once the first phase is completed, the second will already be underway, without any undesired vacuum in the presence of the Elections MDP and in the technical assistance they are providing to the relevant stakeholders.

103. With regard to the KPU, the strategic support provided under the second Programme component, unfolding in the long term “inter-elections” period characterised by the lack of immediate political and operational pressure for the KPU to deliver a specific electoral event, will have a strong emphasis on building a sustainable and enduring institutional and professional capacity within the KPU that could be effectively retained and re-employed in future elections.
104. More specifically, technical assistance to be provided as part of the second Programme component is centred on the achievement of the following three longer-term outputs:

<table>
<thead>
<tr>
<th>Output 2.1</th>
<th>The capacity and professional capabilities of the KPU staff at all levels to enable the KPU to function as a permanent institution of governance are strengthened.</th>
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<tbody>
<tr>
<td>Output 2.2</td>
<td>The political and democratic participation in the next cycle of elections, particularly for under-represented segments of the society, through institutionalisation of electoral education initiatives, is expanded.</td>
</tr>
<tr>
<td>Output 2.3</td>
<td>The Government of Indonesia is facilitated in arranging a permanent donor coordination facility on support to elections and other efforts to consolidate Indonesia’s democracy.</td>
</tr>
</tbody>
</table>

105. To achieve these outputs, the strategic support provided under the second Programme component will focus on continuing to assist the KPU, MoHA, and Bappenas on their efforts and long-term plans to:

- ensure the effective institutionalisation, consolidation and absorption of tangible key lessons learned during the administration of the 2009 Elections - and through the implementation related assistance activities; and
- translate these lessons into a solid basis upon which longer term, sustainable “inter-election” assistance will be provided to the KPU to consolidate the professional development of its staff at regional and district level and its overall institutional strengthening;
- ensure sustainability of the initiatives on increasing public participation in democratic processes including in elections, both in terms of its quantity and quality, by institutionalising these initiatives in a set up which involves all government, CSOs, and donor community stakeholders;
- establish a permanent coordination facility for support to electoral and other democratic institutions to achieve coherence, timely support that is harmonised among the different donors’ programmes and fully aligned with the priorities of the Government of Indonesia.

106. The following activities will be implemented to achieve the three long-term outputs set by this component.

2.4.1. Output 2.1

<table>
<thead>
<tr>
<th>Activity 1:</th>
<th>Assist in post-election evaluation and development of KPU’s Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 2:</td>
<td>Establish a multi-functional Electoral Resource and Information Centre</td>
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</table>
Activity 1: Assist in post-election evaluation and development of KPU’s Strategic Plan

107. As soon as possible after the completion of the 2009 Elections, Elections MDP will assist the KPU to conduct a comprehensive post-election evaluation bringing together KPU and KPUD officials - as well as other key electoral stakeholders at a national and regional level - to conduct a wide-ranging technical evaluation of the 2008/2009 electoral process.

108. By assisting the KPU in conducting the post-election evaluation, Elections MDP seeks to ensure that:

- the KPU capitalises on the precious institutional memory that has been built up and the vital operational knowledge directly acquired through the organisation and conduct of the 2009 Elections;
- crucial lessons learned are thoroughly discussed, documented, analysed, improved, retained and applied to the administration of future electoral processes;
- longer-term institutional and professional development activities planned for the second component of the programme are refined and streamlined through this comprehensive evaluation exercise; and
- a necessary continuity and harmonisation between the two components of Elections MDP is ensured, thus avoiding an undesired vacuum in the provision of assistance.

109. The post-election evaluation is also expected to provide an opportunity to identify and introduce any substantial changes that need to be made in the Elections MDP in order for it to proceed into its second stage. Additionally, such an exercise is also expected to favour the retention and re-utilisation of the institutional memory and documented resources (such as work plans, budgets, operational guidelines and procedures, election and voter education materials, etc) produced by the KPU and resulting from the supporting and advisory activities provided by Elections MDP.

110. Another important element of long-term sustainability is the important and often underestimated step of engagement between electoral and political stakeholders, defining what needs to be done after and between electoral events. The post-election evaluation process provides the opportunity to receive feedback from the widest possible sources, gaining as much consensus as possible among all key electoral stakeholders (including governmental agencies, political parties, the media, CSOs, academics and think-tanks) with regard to needed electoral reforms. This will encourage commitment and compliance by these stakeholders at all levels both during an electoral event and after it, and their acceptance of the decisions made by the KPU on its institutional development.

111. Post-election evaluation, to be jointly undertaken by the KPU and KPUD, will focus on evaluating key areas of the electoral process, including the legal framework; voter registration and the voters register; training of electoral officials; electoral operations;
registration of political parties; campaigning and campaign financing; media access; electoral budget; voting and counting procedures; and electoral observation; as well as voters’ information and education (with the involvement of MoHA in this last aspect).

112. The result of the evaluation will then serve as the foundation for the KPU to develop and adopt a multi-year Strategic Plan that could function as an integrated and structured framework for the definition of its mission, vision, guiding principles, strategic goals, objectives and strategies to attain the goals and objectives that the KPU will set for itself.

113. For many election management bodies in emerging or transitional democracies, strategic planning is a relatively new concept, with many never having engaged in this type of planning before. The focus of strategic planning is not just to manage electoral events as and when they are announced, but also to plan the tasks between elections. Strategic planning is about thinking proactively, anticipating needs, deciding what kind of institution the KPU wants to do or become in a 3 to 5-year span, and then setting a course on how to achieve that institutional vision.

114. Helping ensure that KPU officials at all levels are working toward the same goals, strategic planning represents a focused effort that intends to produce decisions and actions that shape and guide what the KPU does, how it does it and where it will be in the future. Therefore, the aim of this support component is to provide the KPU with a planning and management tool that could support its efforts to strengthen itself as an institution and to deliver sustainable, professional and credible elections by:

- providing a framework and focus for improvement efforts within the structure of the KPU;
- optimising its structure and internal organisational systems;
- providing guidance to senior KPU election officials for their day-to-day decisions;
- providing a means to assess progress in meeting identified goals and objectives.

115. To be credible, the formulation of a Strategic Plan has to necessarily be a consultative and inclusive process. Such a consultation process should not to be limited to KPU staff, but be expanded to include all other electoral stakeholders. A strategic plan is not simply a list of goals formulated in isolation - rather it is a reflection of the priorities of all those who have a direct “stake” in the work and the mandate of the KPU and who participate in the strategic planning process. A broad and inclusive process of formulation of the Strategic Plan, in which all electoral stakeholders (ranging from election officers, political parties, the media, to CSOs) are adequately involved and perceive that they were given a chance to participate, will significantly increase the public acceptance, legitimacy and credibility of the Strategic Plan and decrease the chances for it to be criticised, dismissed, disputed or even rejected by any stakeholder.

116. This means that:

- the higher the credibility and the inclusiveness of the Strategic Plan’s formulation process, the broader will be its acceptance by electoral stakeholders and the longer will be the sustainability of such a comprehensive effort; and
- to be successful, the formulation of the Strategic Plan should be a participative process implemented on the basis of a fluent exchange among the various levels of the KPU, between the KPU and its stakeholders and vice versa, as opposed to
an exclusively one-way, top-down approach, where the plan is formulated by the KPU senior management in a vacuum, “imposed” to the bottom levels and, thus, not owned by the KPU staff and not perceived by electoral stakeholders as having any connection with them and their most immediate needs.

**Activity 2: Establish a multi-functional Electoral Resource and Information Centre**

117. Over the two past decades, international assistance to electoral management bodies worldwide has increased exponentially. This has generated an enormous amount of information, good practice and experience. However, notwithstanding this increase in activity, the field remains largely under-studied and the available information is widely scattered. Little has been done so far in terms of centralising and sharing experience and information among electoral institutions, so that lessons learned are translated into policy development and practice.

118. To enhance the professional capacities and knowledge of election-related subjects of the KPU staff at all levels, with this activity, Elections MDP intends to assist the KPU in establishing a multi-functional “Resource and Information Centre” to be located at its headquarters in Jakarta.

119. The Centre will be equipped with a modern library, as well as with computers, Internet access and other resources and facilities. It will also include a compressive electronic library (E-Library) consisting of an international and regional digitised collection of election-related, democracy-building publications and documents to be used by the KPU staff at all levels for comparative analysis, policy and operational staff training, research, studies, policy development, etc.

120. The E-Library collection will include a wide range of materials, such as: books, reviews, publications, newsletters, electoral Laws and Regulations, codes of conduct, technical studies, election assessments, manuals and other training aids, reports and briefings, etc., in addition to assorted electoral materials, such as voter education posters, leaflets, stickers, sample of ballot papers, voters’ ID cards, audio and video tapes, photographs, ballot boxes and seals, samples of electoral forms and indelible ink, etc. from around the world, and an historical archive of the materials produced through various elections held in Indonesia.

121. The establishment of the Resource and Information Centre is meant to:

- provide in-house and ready-to-use policy support and advice to the KPU;
- support the KPU’s efforts to foster new links and technical cooperation with regional electoral networks, research institutes and professional organisations in the region and worldwide;
- provide KPU election officials at all levels - and particularly in the field - invaluable access to a mass of electoral materials and documentation that would be otherwise unavailable to them. This will give them the opportunity to get better acquainted with the international best practice electoral processes and procedures.

122. Elections MDP, through this activity, will also assist the KPU in creating a homepage for the Centre (within its existing official website) that will make as many documents, policy papers, research material and other resource materials as possible remotely accessible from district offices. An electronic index of the documents and materials
available in the E-Library will also be posted on the KPU website, so that interested election officials will be able to consult the E-Library remotely in order to identify available documents and materials they need.

123. To broaden the range of inputs and the availability of materials from the E-Library’s collection, additional assistance will also be sought from other international organisations committed to support democratic governance, particularly UNDP’s Oslo Governance Centre, as well as local and international CSOs. Key donors, if interested, could also be closely associated to the work and the gradual, future expansion of the Centre.

124. It is important to note that the KPU needs to have a full buy-in for the establishment of this resource centre from the beginning. It should be emphasised that UNDP and other donors’ support will be temporary, and is meant only to provide a foundation for a credible and sound institutional and functional set-up. Therefore, approaching the end of Elections MDP, an exit strategy has to be developed, in which there needs to be a clear, detailed road map for the operations transfer of the centre to KPU staff, and for its continued funding from the state budget allocated to the KPU.

**Activity 3: Assist the Government of Indonesia in the development of a permanent voter registry**

125. Voter registration is a process which identifies eligible voters and ties these individuals to specific address locations (or polling stations) where they can exercise their right to vote on Election Day. This process is often one of the most expensive and time consuming of all electoral activities. In many countries voter registration systems are far from being fully sustainable and require, before any election, complex periodic updates.

126. The current international trend towards increasing sustainability and local ownership of electoral processes entails helping countries – context permitting – to move away from costly and laborious “ad-hoc” or periodic registration to permanent and centralised voter register databases that are continuously updated. They are open to scrutiny and possible interaction with the civil registry in order to be able to generate an up-to-date voters list whenever needed and often with very short notice.

127. The transition from “ad-hoc” or more frequent periodic registration to a permanent, rolling, registration system is often one of the most challenging processes in the electoral development of emerging democracies. The production of an accurate and up-to-date voters’ list is the ultimate goal of a registration process and also represents, for an electoral authority, the first important test of its administration of an election, where means and resources can be extensively tested, weaknesses can be identified and corrected and gaps gradually filled. Managing a rolling or continuous register does however require a well oiled infrastructure to make it work effectively and it relies on the community or the individual to keep records up to date at all times.

128. The Legislative and Presidential Elections conducted in 2004 used a voter’s register that was generally regarded as being sound. It was in reasonable shape and although complaints were received that names were missing they were not of such a significant number to have given the KPU major concern. Of course it is not acceptable to have any name missing and much greater care will need to be applied to the data capture phase in readiness for the 2009 Elections.
129. The primary aim of this assistance activity is to initiate a process leading to the permanent resolution of the problems affecting the compilation of the voters’ list in Indonesia. Building on prior technical assessments and audits already conducted by other implementing partners to assess the accuracy of the voters’ lists, this activity will conduct a thorough assessment of the system used for the compilation of the voters’ lists’ producing a set of recommendations that could be used to develop a comprehensive Programme proposal for the modernisation of such a system.

130. This activity will support the KPU in undertaking a comprehensive assessment of the feasibility and costs of revitalising the registry system and using it as a basis for initiating dialogue and a comprehensive proposal for establishing a new, more reliable and more credible system from which to extract the voter registry.

131. The permanent voter registry, once developed, will then be pilot tested in one district/municipality that will hold local election in 2010. This will require transforming the existing voter registry used in Election 2009 to a permanent system and then check on the efficacy of updating the registry during the local election process. A review on the efficiency and reliability of the system will then be submitted to the KPU.

**Activity 4: Establish a long-term professional development programme**

132. "Professional development" is a relatively recent, innovative and more sustainable approach for the provision of electoral assistance and support. It recognises that developing a strong and enduring electoral administration capacity in-country is more valuable, sustainable and effective in the long run than providing external electoral assistance geared towards specific areas of the electoral process - or as one-off support towards an isolated electoral event.

133. Investing in local people and developing/strengthening their professional capacities are key components of professional development. This activity intends to develop a comprehensive learning curriculum aimed at enhancing the professional and technical skills, confidence, and network of the KPU election officials at all levels, with a specific focus on regional and district-level staff.

134. The primary aim of this activity is to assist the KPU in implementing a series of professional development initiatives to enhance significantly the professional competence of its staff with a sustainable and forward-looking approach and an impact that endures beyond specific electoral events.

135. Proposed professional development initiatives are expected to be based on internationally-recognised election administration training courses, such as the BRIDGE training programme, developed by the International Institute of Democracy and Electoral Assistance (IDEA), the Australian Electoral Commission (AEC), United Nations Election Assistance Division (UNEAD), United Nations Development Programme (UNDP) and International Foundation for Election Systems (IFES).

136. BRIDGE-based courses are clustered into three areas as follow:

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<tbody>
<tr>
<td>Legal Framework</td>
<td>Access to Electoral</td>
<td>Voter Registration</td>
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Cluster 1: Electoral Architecture

| Processes |

Cluster 2: Working with Electoral Stakeholders

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<th>Boundary Delimitation</th>
<th>Voter Education</th>
<th>Pre-Election Activities</th>
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<tbody>
<tr>
<td>Electoral Systems</td>
<td>Electoral Contestants</td>
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<tr>
<td>Structure of Electoral Management Bodies</td>
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<tr>
<td>Electoral Technology</td>
<td>Media and Elections</td>
<td>Post-Election Activities</td>
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<tr>
<td></td>
<td>Electoral Assistance</td>
<td>External Voting</td>
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<td></td>
<td>Gender and Elections</td>
<td>Security</td>
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</tbody>
</table>

| Civic Education |

137. A training centre can also be set up as an extension of the resource and information centre discussed above. It is expected to serve as a meeting/training place for the KPU staff. They will be able to use the E-Library as a source of concepts and ideas to be reflected in their studies and comparative research, voter education campaigns or staff training efforts. Through the Centre’s computer section, KPU staff will also be able to access similar electronic libraries and collections from select external on-line resources.

138. This fits with the Electoral Education Programme discussed earlier in this programme document – it is recommended that the ‘Electoral Centre’ and the ‘Information Centre’ be housed in one facility so it functions as:

- an educational facility targeting the broader community to participate in short programmes to learn about government and election processes;
- a training facility, which is also a learning/educational facility, targeting election officials and election stakeholders, to participate in training programmes, presentations to increase their knowledge and skills, and professional development relating to their role within the election process; and
- a knowledge centre, storing and developing critical knowledge, research and resources across all programmes and tasks of the KPU.

Activity 5: Support the KPU in establishing international technical cooperation

139. With opportunities for regional, international and global technical cooperation for electoral authorities opening up considerably in the recent years, a number of election commissions worldwide having joined forces and established regional networks of election authorities, particularly in the form of associations. This phenomenon continues to grow, with new regional associations of electoral authorities being established in the former Soviet Union and Eastern Europe, Africa, Asia and the Pacific.
140. The experiences of these regional networks in election administration have unambiguously demonstrated that the development of technical cooperation among election commission within a given region (but also among different regions) is an extremely successful approach for electoral commissions and institutions to: (1) share experiences and information; (2) help one another; (3) learn from mutual professional exchanges and visits; (4) join forces in evaluating and reforming their respective election systems and improving technical skills; (5) set common standards for democratic governance in the region to which these electoral commissions operate; (6) and more.

141. This activity specifically seeks to promote a more active participation of the KPU in the already established regional and global networks of electoral management bodies. Through its participation in these networks, the KPU members could share specific common regional goals with their peers, could compare respective electoral policies and practices, cooperate in a broad number of issues ranging from the improvement of electoral laws, to the promotion of participation in electoral processes by citizens, political contestants and non-partisan NGOs, the cooperation with already existing networks of electoral resource centres for research and information, just to mention a few. This activity can also be done in the form of professional exchanges with election commissioners and secretariat staffs from other countries, as well as facilitating an international/regional conference to exchange experiences of various election commissions, hosted by the KPU.

2.4.2. Output 2.2.

| Output 2.2 | The political and democratic participation in the next cycle of elections, particularly for under-represented segments of the society, through institutionalisation of electoral education initiatives, is expanded. |

142. The concept of electoral education is beginning to be recognised by election management bodies, the education sector and certain sections of civil society. Electoral education, which is just one part of the wider subject area of civic education, is considered an important strategy for democracy enhancement. Electoral/civic education is a critical and effective empowerment tool for promoting citizen participation in democratic and development processes. Education of this type is indeed a key to the survival and expansion of democracy. Democracy requires not only institution building but also active citizens who have gained the knowledge, skills, values, and attitudes of democratic life, without which a democratic culture will not prosper.

143. Civic and electoral education programmes must adopt a long-term framework. Assistance has tended to focus resources immediately before an election, for example in terms of voter awareness campaigns and electoral operations. However, while this is an important aspect of assistance, civic education requirements do not begin or end with elections. Rather than concentrating resources and assistance immediately before a single, high profile election, it has been shown that assistance is more successful and sustainable if education efforts occur throughout the entire electoral cycle.

144. In Component 2, the focus on activities to promote public political participation is shifted from Voters’ Information and Education to Electoral Education. The main objectives of the Electoral Education activities in Component 2 of Elections MDP are to:
mainstream/institutional electoral education into the civic education curriculum of schools (and improving the teaching of civic education as a prerequisite for this)

- increase a more empowered and enlightened public who are engaged with politics and electoral processes (a more active and informed citizens, motivated to vote and to hold elected representatives accountable)

- improve the pedagogical skills of electoral educators.

145. The objectives are expected to be achieved through the following activities:

<table>
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<tr>
<th>Activity 1:</th>
<th>Support ongoing efforts and strategies of multiple stakeholders with their electoral education activities</th>
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<tbody>
<tr>
<td>Activity 2:</td>
<td>Institutionalise long-term multi stakeholders’ initiatives on electoral education</td>
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</table>

Activity 1: Support ongoing efforts and strategies of multiple stakeholders with their electoral education activities

146. It is important to improve civic participation and understanding of the electoral process and its relationships with a representative government, policy making and service delivery through a long-term activity that spans beyond the electoral cycle. This could be done through a combined long-term programme of official and CSO civic education and awareness programmes. Potential partners include Government Ministries (such as MoHA, Education, Religion, Communications and Information and Women’s Empowerment), professional organisations, civil society, non-government organisations, and the media.

147. The CSOs that conduct the voters’ education works during the Election 2009 are expected to perform evaluation and collect lessons learned from their activities and to involve multi-stakeholders including the government agencies mentioned above. The results of this review will then be discussed at the national level, involving the stakeholders of this programme, the donors, and UNDP. The discussion’s results will then provide the basis for the development of a long-term electoral/civic education programme, including the institutionalisation of initiatives.

Activity 2: Institutionalise long-term multi stakeholders’ initiatives on electoral education

148. MoHA, the KPU and other stakeholders believe that the time is right for Indonesia to begin to locate voter education (which really has more of a focus on ‘information’, rather than ‘education’) in the broader context of democracy education, political literacy, and their places in mainstream/formal education settings in the civic education subject area. This is a major shift for the government and those organisations that have a mandate to educate the public about democracy, democratic institutions and particularly electoral processes. It will take a large investment of time, money and a shifting mind-set, to institutionalise and mainstream electoral education in wider civic education programmes – particularly in formal educational settings such as primary and secondary schools. The activities under this programme will represent a first step in this
direction, whilst acknowledging that a lot more work will need to be done to sustain such an ambitious programme.

149. MoHA and the KPU have expressed a vision to deepen and expand on their information and educative role to the public, by catering to a wider audience – that is children (who are potential voters), by developing an electoral education programme that would operate on an on-going basis (and not be election-event driven) which has the aim of increasing political literacy of all Indonesians. The Elections MDP’s voters education and information activities aims to assist MoHA and the KPU in their vision to institutionalise electoral education into their overall programming/activities, and to shift from short-term event-driven voter information/education programmes into more sustainable programming.

2.4.3. Output 2.3.

| Output 2.3 | The Government of Indonesia is facilitated in arranging a permanent donor coordination facility on support to elections and other efforts to consolidate Indonesia’s democracy. |

150. One of the key features of the electoral cycle approach that this programme attempts to apply is the focus of the support that is long-term in nature, and not only supporting the electoral event itself. Similarly for coordination of donor support, Elections MDP will continue supporting the Government of Indonesia in maintaining the structure of donor coordination for the post-election support to achieve a coherent, harmonised programme that is fully aligned to the priorities of the Government of Indonesia.

151. The Government to Indonesia is also of the view that donor coordination should not cease with the passing of the electoral event in 2009. The structure and mechanism facilitated by Elections MDP in the first component of the programme should even be promoted, after having taken into account the lessons learned, to comprise a permanent donor coordination facility that deals not only with electoral support but also support to other democratic institutions, such as the parliament.

152. For that purpose, a number of activities are envisaged:

| Activity 1: | Support ongoing efforts of the Government of Indonesia to coordinate donors’ long-term electoral assistance |
| Activity 2: | Facilitate the establishment of a permanent donor coordination facility on elections and other democratic institutions |

**Activity 1: Support ongoing efforts of the Government of Indonesia to coordinate donors’ long-term electoral assistance**

153. Elections MDP will continue to facilitate Bappenas, as the agency of the Government of Indonesia, mandated with donor coordination task, to coordinate international assistance to elections. The analysis and monitoring and evaluation functions of the coordinating committee comprised of government agencies and donors will continue in this component. Elections MDP will also continue to support the secretariat of the coordinating technical committee, which will provide the necessary inputs for the
decisions to be made by the coordinating steering committee. A number of missions will also be facilitated to monitor and evaluate the activities implemented by the PMU with both the KPU and MoHA.

**Activity 2: Facilitate the establishment of a permanent donor coordination facility on elections and other democratic institutions**

154. In this long-term component, Elections MDP will facilitate the establishment of a permanent donor coordination facility, which deals not only with elections but also other democratic institutions and processes. This should be viewed as the next logical step from the development of donor coordination structure and mechanism by this programme. There should not be a squandering of the achievements and lessons learned from this current support, which can be valuable for a more permanent mechanism. Through this activity, series of meetings and consultancies to prepare for the donor coordination facility can be supported. If necessary, Elections MDP can also support initial logistical needs, which over a period of time will be operated by Bappenas and other agencies of the Government of Indonesia.
3. RESULTS AND RESOURCES FRAMEWORK

3.1 Results and Resources Framework

**Intended Outcome as stated in the Country Programme Results and Resources Framework:**

Country Programme Outcome 3: By 2010, pro-poor democratic and participatory decentralization policies and mechanisms in place with public and private institutions adhering to the rule of law and international instruments.

**Outcome indicators as stated in the Country Programme Results and Resources Framework:**

(i) Increased level of civic awareness among citizens and number of citizens participating in political processes;
(ii) Increased number of access points for citizens to engage in essential political and policy issues;
(iii) Electoral system, processes and mechanisms enhanced.

**Baseline:**

(i) Lack of capacity of the Election Management Body to manage elections in effective and accountable manner;
(ii) No long-term capacity building for voters’ education efforts, focusing on more sustained programmatic activities;
(iii) Past activities are focused more on Voters’ Information as one-off activities approaching the Election Day. There has never been any Voters’ Education as more targeted and long-term efforts.

**Target:** (cumulative)

**2008:**

(i) Voters’ Education framework for women, youth/first-time voters and other marginalised groups developed;
(ii) Basis for long-term and sustained capacity for continuous civic education prepared;
(iii) General Election Commission becomes more professional, accountable and capable in election management

**2009:**

(i) Enhanced capacity of essential democratic institutions;
(ii) Participatory processes and access points built into the political mechanisms of the democratic institutions;
(iii) National elections managed professionally and with full accountability mechanism in place

**2010:**

(i) Institutionalisation of electoral support initiatives and facilitation of permanent donor coordination mechanism are provided to ensure sustainability.
### Component 1: Immediate Electoral Support (2008 – 2009)

<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs</th>
</tr>
</thead>
</table>
| **Output 1.1:** The institutional, operational and management capacities of the KPU to plan and conduct the 2009 legislative and presidential elections to a high standard is strengthened | **2008:** Elections MDP programme structure is established. Electoral procedures, instructions and regulations to operationalise the Law 22/2007 are produced and socialised within the KPU and KPUDs. **2009:** The compilation of electoral procedures and regulations is produced, published, and distributed to all KPPS | *1.1.1 Support the development of electoral procedures and administration* | UNDP, KPU and KPUDs | ▪ Consultancy services (307,000)  
▪ Meetings & workshops (36,000)  
▪ Publication & distribution of manuals (214,000)  
▪ Development and utilisation of a software/ICT system (73,000)  
**Sub-total:** USD 630,000 |
<table>
<thead>
<tr>
<th>Intended Outputs</th>
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<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Refer to Output 1.1]</td>
<td>2008: Modules for operational training for election workers are developed</td>
<td>1.1.2 Facilitate operational training for election workers</td>
<td>UNDP, KPU and KPUDs</td>
<td>Consultancy services (43,000)</td>
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<tr>
<td></td>
<td>2009: At least 80% of KPPS staffs are trained on operational issues</td>
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<td></td>
<td>Meetings &amp; workshops (43,000)</td>
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<td></td>
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<td>Publication (114,000)</td>
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<td>Procurement of sub-contractor(s) of the cascade trainings (715,000)</td>
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<td>Production of manuals into VCDs and distribution (172,000)</td>
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<td>Sub-total: USD 1,087,000</td>
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</tbody>
</table>

Indicators:
- Modules and manuals for trainings
- National and regional trainings for staffs of KPU and KPUDs
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs</th>
</tr>
</thead>
</table>
| **[Refer to Output 1.1]** | | 1.1.3 Assist KPU’s media and public relations, and establish an Election Results Centre | UNDP, KPU, KPUDs | **Media Centre: 670,000**  
- Consultancy services (28,000)  
- Meetings & workshops (14,000)  
- Publication & dissemination (28,000)  
- Procurement of sub-contractor for the media centre (600,000) |
| Indicators: | 2008: Guideline for KPU’s media and public relations strategies are developed and distributed to all KPUDs. | | | **Election Results Centre: 460,000**  
- Procurement of sub-contractor for the election results centre (460,000) |
| - Modules and manuals on media and public relations strategies | 2009: Support to the KPU’s Media and Elections Results Centres is provided. | | | **Sub-total:** USD 1,130,000 |
| - National and regional trainings for staffs of KPU and KPUDs | | | | |


<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
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<tbody>
<tr>
<td>[Refer to Output 1.1]</td>
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<tr>
<td><em>Indicators:</em></td>
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<tr>
<td>- Modules and manuals on electoral oversight and dispute resolution</td>
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<tr>
<td>- A study in at least nine regions representing western, central and eastern parts of Indonesia</td>
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<tr>
<td><strong>2008:</strong></td>
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<tr>
<td>Manuals of electoral oversight and dispute resolution are developed and distributed to all Panwas</td>
<td>1.1.4 Support electoral oversight and dispute resolution</td>
<td>UNDP, Bawas, Panwas</td>
<td></td>
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<tr>
<td>Campaigns on promoting independent electoral watch are conducted.</td>
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<tr>
<td>A study on the conduct of elections in force majeure conditions is conducted.</td>
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<td><strong>2009:</strong></td>
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<tr>
<td>At least 80% of Bawas (National Election Supervisory Body) and Panwas (Local Election Supervisory Body) staffs are trained in electoral oversight and dispute resolution</td>
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<tr>
<td><strong>Development of manuals on procedures:</strong> 215,000</td>
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<tr>
<td>- Consultancy services (72,000)</td>
<td></td>
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<tr>
<td>- Meetings &amp; workshops (57,000)</td>
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<tr>
<td>- Publishing &amp; distribution (86,000)</td>
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<tr>
<td><strong>Elections in force majeure condition:</strong> 171,000</td>
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<tr>
<td>- Consultancy services (87,000)</td>
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<tr>
<td>- Meetings &amp; workshops (84,000)</td>
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<td><strong>Sub-total:</strong> USD 1,316,000</td>
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</tbody>
</table>
### Intended Outputs

**[Refer to Output 1.1]**

**Indicators:**
- Regulations and guidelines for local elections
- National and regional workshops on local elections bill

<table>
<thead>
<tr>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.5 Support the development and implementation of regulations for local elections</td>
<td>UNDP, MoHA, KPU, KPUDs.</td>
<td>Consultancy services (144,00)</td>
</tr>
</tbody>
</table>

**Sub-total:**
- USD 184,000

<table>
<thead>
<tr>
<th>Total Output 1.1: USD 4,347,000</th>
</tr>
</thead>
</table>
### Intended Outputs

#### Output 1.2:
The levels of political and democratic awareness and voter participation in the electoral process, particularly for under-represented segments of Indonesian society are expanded.

**Indicators:**
- Assessment on the state of voters’ education in Indonesia in three regions (west, centre and east) of Indonesia
- Commitment to coordinate implement voters’ education activities targeted for women, youth/first-time voters and poor groups of society

**Output Targets**

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Analysis on the principal strengths and weaknesses of past and existing voters’ education programmes is completed.</td>
</tr>
</tbody>
</table>

**Proposed/Indicative Activities**

1.2.1 Conduct assessment of voters’ education and information needs

**Responsible Parties**

UNDP, Bappenas, MoHA, KPU

**Inputs (USD)**

- Consultancy services (140,000)
- Meetings & workshops (25,000)

Sub-total: **USD 165,000**

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>A design of effective voters’ education for the target groups (women, youth, poor, disabled), including adequate implementation strategy is produced.</td>
</tr>
</tbody>
</table>

**Proposed/Indicative Activities**

1.2.2 Develop a Voters’ education and information manual/guideline booklet

**Responsible Parties**

UNDP, MoHA, KPU, Bappenas

**Inputs (USD)**

- Consultancy services (140,000)
- Meetings & workshops (72,000)
- Publication and Distribution (60,000)

Sub-total: **USD 272,000**
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| [Refer to Output 1.2] | 2008 – 2009  
KPU and MoHA and other GoI agencies are capacitated for effective implementation of mass media voters’ education and information campaign.  
At least 2 PSAs are aired daily for a four months period (January-April 2009) in different TV stations.  
PSAs are published in print media at least once in at least 75% of Indonesia’s provinces.  
A radio talk show is aired at least once in at least 75% of Indonesia’s provinces.  
A TV talk show and sitcom series are aired at least once every two weeks on at least one national TV station.  
A series of music concerts | 1.2.3 Provide technical assistance to the relevant agencies of the Government of Indonesia to conduct mass media voters’ education and information campaign | UNDP, MoHA, MCIT, Ministry of Women Empowerment, Ministry of Social Affairs | Media campaign:  
1,846,000  
- Radio talk show (85,000)  
- Public Service Announcement/PSA (286,000)  
- TV shows (186,000)  
- Public expose in printed media (145,000)  
- Sitcom series (715,000)  
- Music concerts (429,000)  
- Workshops & meetings (14,000)  
- Consultancy services (72,000)  
Sub-total: USD 1,932,000 |
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>to attract interest of youth in elections are held in at least three provinces, representing the western, central, and eastern regions, and aired nationally through a TV station.</td>
<td></td>
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<tr>
<td>[Refer to Output 1.2]</td>
<td>2008 – 2009 Each of the target groups (women, youth, poor and disabled voters) is trained at least twice (using different people as participants each time) in each of all of Indonesia’s provinces. The forms of the trainings are flexible, and need not be in a classroom setting.</td>
<td>1.2.4 Administer CSO Voters’ Information and Education Grants Scheme</td>
<td>UNDP, MoHA, KPU, KPUDs</td>
<td>Grants for CSOs in 7 regions (2,500,000) Meetings &amp; workshops (57,000) Field / Spot checking (88,000) Sub-total: 2,645,000</td>
</tr>
<tr>
<td>Intended Outputs</td>
<td>Output Targets</td>
<td>Proposed/Indicative Activities</td>
<td>Responsible Parties</td>
<td>Inputs (USD)</td>
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<tr>
<td>[Refer to Output 1.2]</td>
<td>2008 – 2009 At least 7 trainings in Step 1 are held for CSOs contracted in implementing voters’ education activities. At least 33 trainings in Step 2 are held for coalitions of CSOs contracted implementing voters’ education activities.</td>
<td>1.2.5 Undertake two-step training programme to support CSOs to utilise the Grants Scheme</td>
<td>UNDP, MoHA, Bappenas</td>
<td>▪ ToTs for CSOs’ coordinators in 7 regions (74,000) ▪ Trainings for coalition of CSOs in 33 provinces (257,000) ▪ Meetings &amp; workshops (27,000) Sub-total: 358,000</td>
</tr>
</tbody>
</table>

Total Output 1.2: USD 5,372,000
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| **Output 1.3:** The Government of Indonesia is facilitated in optimising international electoral assistance efforts and the use of available financial resources through coherent, efficient and timely coordination of electoral support. | 2008 The SOP and coordination line between Bappenas as implementing partner, the KPU, MoHA, and other government agencies are developed. Financial and operational regulations are well-defined, among Bappenas, MoHA, Ministry of Finance and other government agencies | 1.3.1 Facilitate the coordination team set up by the Government of Indonesia in ensuring the coherent, timely and effective international assistance to Indonesia’s elections | UNDP, KPU, MoHA and other relevant Government agencies | ▪ Consultancy services (55,000)  
▪ Database & documentation (28,000)  
▪ Meetings and workshops (56,000)  
**Sub-total:** 139,000 |
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| [Refer to Output 1.3] | 2008 | 1.3.2 Support the Government of Indonesia to analyse and verify different programmes of international assistance to Indonesia’s elections, in the perspective of alignment and harmonisation to the national priorities | UNDP, KPU, MoHA, other relevant Government agencies, and donor community | Consultancy services (27,000)  
Meetings & workshops (40,000)  
Database (75,000)  
Sub-total: 142,000 |
| | Indicators:  
- Inter-agency coordination meeting on supports for Elections 2009  
- Regular meetings on election support activities | 2008 – 2009 Donors’ programmes are analysed and verified to ensure synergy and harmony with priorities of Bappenas, MoHA, the KPU, and other government agencies. | | |
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
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</thead>
</table>
| [Refer to Output 1.3] | 2008 – 2009 Regular M&E activities to assure the quality of activities delivered are implemented, at least in three places representing Indonesia’s western, centre and eastern regions, at least once every quarter. | 1.3.3 Facilitate the Government of Indonesia to monitor and evaluate the effectiveness of the activities of international assistance to Indonesia’s elections | UNDP, KPU, KPUD’s and other relevant Government organisations | ▪ M&E Activities (150,000)  
▪ Meetings (22,000)  
▪ Consultancy services (58,000)  

**Sub-total:**  
**230,000** |

**Total Output 1.3: USD 511,000**

<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| **Output 2.1:** The capacity and professional capabilities of the KPU staff at all levels to enable the KPU to function as a permanent institution of governance are strengthened. | 2009 Post election assessments are held in at least nine provinces representing western, centre and eastern parts of Indonesia. Findings and recommendations are submitted to the KPU as input for the KPU’s Strategic Plan. | 2.1.1 Assist in post-election evaluation and development of KPU’s Strategic Plan | UNDP, KPU, KPUDs, Bappenas, MoHA, and other relevant government agencies, CSOs | ▪ Consultancy services (140,000)  
▪ Meetings & workshops (46,000)  
**Sub-total:** 186,000 |
<p>|                  | 2010 KPU’s Strategic Planning is supported through technical assistance. |                      |                      |              |</p>
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| **[Refer to Output 2.1]** | 2009 Guidelines for establishment of Electoral Resource and Information Centre are produced and disseminated to all KPU and KPUDs | 2.1.2 Establish a multi-functional Electoral Resource and Information Centre | UNDP, KPU, KPUDs | ▪ Consultancy services (85,000)  
▪ Meetings (28,000)  
▪ Procurement of goods & services (43,000)  
▪ Staffs/librarians trainings (72,000)  
▪ Website improvement (60,000)  
▪ Media subscription (70,000)  
▪ Production and distribution of promotional brochures of the Centre (28,000)  
**Sub-total:** 386,000 |
<p>| <strong>Indicators:</strong> | | | | |
| - Hiring of professionals staffs as form of support to the Center, for one year | | | | |
| - E-library system | | | | |
| - Training for KPU staffs | | | | |
| 2010 Technical support to establish the Centre is provided in terms of professional staff to run its operations for one year. E-library is set up by developing websites, communications with relevant parties, and cataloguing of collections. At least 5 KPU’s staff are trained as a part of transfer of knowledge on running the Centre. At least 80% of KPUD commissioners and staff are informed on how to use the Centre. | | | | |</p>
<table>
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<tr>
<th>Intended Outputs</th>
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<th>Responsible Parties</th>
<th>Inputs (USD)</th>
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</thead>
<tbody>
<tr>
<td>[Refer to Output 2.1]</td>
<td>2009 – 2010</td>
<td>2.1.3 Assist the Government of Indonesia in the development of a permanent voter registry</td>
<td>UNDP, KPU, KPUDs, MoHA</td>
<td>500,000</td>
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<tr>
<td>Indicators:</td>
<td>Assessment of the strength and weaknesses of the current voter registry is conducted in Q4 2009 and Q1 2010, involving nine case studies, representing western, central, and eastern parts of Indonesia</td>
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<tr>
<td>- Findings and recommendation from the assessments on voter registry condition</td>
<td>2010 System for a permanent voters’ registry are developed by Q2 2010 and pilot tested in at least 1 district/municipality that will hold local election in Q4 2010.</td>
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<td>- National and regional seminars</td>
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<td>- Pilot testing of voters’ registry system</td>
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- Consultancy Services (215,000)
- Meetings & workshops (140,000)
- Development and utilisation of a software/ICT system (75,000)
- Trainings (70,000)
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| [Refer to Output 2.1] | 2009 – 2010 | 2.1.4 Establish a long-term professional development programme | UNDP, KPU, KPUDs | ▪ Consultancy services (220,000)
▪ Meetings & workshops (40,000)
▪ Production and distribution of curriculum information and promotional brochures of the Centre (30,000)
▪ Procurement of goods for the Centre’s facility (140,000)
Sub-total: 430,000 |

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<thead>
<tr>
<th>Intended Outputs</th>
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<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| [Refer to Output 2.1] | 2010 | 2.1.5 Support the KPU in establishing international technical cooperation | UNDP, KPU, KPUDs | ▪ International conference (280,000)
▪ Professional exchanges (78,000) |
- National and international seminars and conference hosted by KPU

<table>
<thead>
<tr>
<th>Inputs (USD)</th>
<th>Responsible Parties</th>
<th>Proposed/Indicative Activities</th>
<th>Output Targets</th>
<th>Intended Outputs</th>
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</thead>
<tbody>
<tr>
<td>Sub-total: 358,000</td>
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</table>

**Output 2.2:**
The political and democratic participation in the next cycle of elections, particularly for under-represented segments of the society, through institutionalisation of electoral education initiatives, is strengthened

**Indicators:**
- Assessments on voters’ education (VE) to

<table>
<thead>
<tr>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>2.2.1 Support ongoing efforts and strategies of multiple stakeholders with their electoral education activities</td>
<td>UNDP, MoHA, KPU, KPUDs, CSOs</td>
<td>Grants to CSOs to conduct reviews (570,000) Consultancy Services (72,000) Meetings &amp; workshops (70,000) Production and distribution of report (75,000)</td>
</tr>
</tbody>
</table>

**Sub-total: 787,000**

Total Output 2.1: USD 1,860,000
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
</table>
| **Review effectiveness of the VE programme**  
- National Seminar and workshop on voters’ education | 2010  
A concept paper on models of institutionalisation of electoral education initiatives is produced by Q2 2010.  
Multi-stakeholders meetings on institutionalisation of Electoral Education initiatives are supported throughout Q3 2010  
A Centre for Electoral Education and its curriculum are established and developed by Q4 2010 | 2.2.2 Institutionalise long-term multi stakeholders’ initiatives on electoral education | UNDP, MoHA, KPU, KPUDs, Bappenas, relevant government agencies, CSOs | Consultancy services (185,000)  
Meetings and workshops (70,000)  
Procurement of goods for the Centre’s facility (70,000)  
Training (33,000) | **Sub-total: 358,000** |
<p>| <strong>[Refer to Output 2.2]</strong> | | | | |
| <strong>Indicators:</strong> | | | | |
| - Strategic Plan on future voters’ education programme | | | | |
| - Commitment on institutionalisation of voters’ education programmes | | | | |
| - Curriculum for Voters’ Education Centre | | | | |</p>
<table>
<thead>
<tr>
<th>Intended Outputs</th>
<th>Output Targets</th>
<th>Proposed/Indicative Activities</th>
<th>Responsible Parties</th>
<th>Inputs (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2.3: The Government of Indonesia is facilitated in arranging a permanent donor coordination facility on support to elections and other efforts to consolidate Indonesia’s democracy</td>
<td>2009 Synchronisation of funding agencies’ coordination and monitoring and evaluation for donors’ electoral support activities are facilitated through holding of regular coordination meetings (at least monthly)</td>
<td>2.3.1 Support ongoing efforts of the Government of Indonesia to coordinate donors’ long-term electoral assistance</td>
<td>UNDP, Bappenas, KPU, MoHA</td>
<td>Coordination meetings (54,000) Documentation (20,000) M&amp;E Field / Spot checks (88,000) Audit (150,000) Sub-total: 312,000</td>
</tr>
<tr>
<td>[Refer to Output 2.3]</td>
<td>2010 Assessment on the needs of various stakeholders on the Coordination Facility is to be held during the course of Q1-Q2 2010 Multi-stakeholders</td>
<td>2.3.2 Facilitate the establishment of a permanent donor coordination facility on elections and other democratic institutions</td>
<td>UNDP, Bappenas, KPU, KPUD, and relevant government agencies</td>
<td>Consultancy services (140,000) Meetings &amp; workshops (75,000) Procurement of initial needs of the Facility (188,000)</td>
</tr>
</tbody>
</table>
| facilities | meetings on institutionalisation of electoral education initiatives are supported throughout Q3 2010  
A donor coordination facility to facilitate the GoI in coordinating donor programme to support democratic governance is established by Q4 2010 |  | Sub-total: 403,000 |
|---|---|---|---|

**Total Output 2.3: USD 715,000**
### 3.2 Budget Summary


<table>
<thead>
<tr>
<th>No.</th>
<th>FOCUS AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IMMEDIATE ELECTORAL SUPPORT (2008-2009)</td>
</tr>
<tr>
<td></td>
<td>Output 1.1: The institutional, operational and management capacities of the KPU to plan and conduct the 2009 legislative and presidential elections to a high standard</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1</td>
<td>Support the development of electoral procedures and administration</td>
</tr>
<tr>
<td></td>
<td>252,000</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Facilitate operational training for election workers</td>
</tr>
<tr>
<td></td>
<td>435,000</td>
</tr>
<tr>
<td>1.1.3</td>
<td>Assist KPU’s media and public relations and establish an Election Results Centre</td>
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<tr>
<td></td>
<td>452,000</td>
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<tr>
<td>1.1.4</td>
<td>Support electoral oversight and dispute resolution</td>
</tr>
<tr>
<td></td>
<td>526,000</td>
</tr>
<tr>
<td>1.1.5</td>
<td>Support the development and implementation of regulations for local elections</td>
</tr>
<tr>
<td></td>
<td>74,000</td>
</tr>
<tr>
<td></td>
<td>Sub-total Output 1.1</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>IMMEDIATE ELECTORAL SUPPORT (2008-2009)</td>
</tr>
<tr>
<td></td>
<td>Output 1.2: The levels of political and democratic awareness and voter participation in the electoral process, particularly for under-represented segments of Indonesian society are expanded</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>1.2.1</td>
<td>Conduct assessment of voters' education and information needs</td>
</tr>
<tr>
<td></td>
<td>65,000</td>
</tr>
<tr>
<td>1.2.2</td>
<td>Develop a voters' education and information manual/guideline booklet</td>
</tr>
<tr>
<td></td>
<td>109,000</td>
</tr>
</tbody>
</table>
### 1.2.3 Provide technical assistance to the relevant agencies of the Government of Indonesia to conduct mass media voters' education and information campaign

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>772,000</td>
<td>1,160,000</td>
<td>0</td>
<td>1,932,000</td>
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</table>

### 1.2.4 Administer CSO voters' information and education grants scheme

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,058,000</td>
<td>1,587,000</td>
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<td>2,645,000</td>
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</table>

### 1.2.5 Undertake two-step training programme to support CSOs to utilise the Grants Scheme

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>143,000</td>
<td>215,000</td>
<td>0</td>
<td>358,000</td>
</tr>
</tbody>
</table>

| Sub-total Output 1.2 | 2,147,000 | 3,225,000 | 0   | 5,372,000 |

### IMMEDIATE ELECTORAL SUPPORT (2008-2009)

#### Output 1.3: The Government of Indonesia is facilitated in optimising international electoral assistance efforts and the use of available financial resources through coherent, efficient and timely coordination of electoral support

<table>
<thead>
<tr>
<th>No.</th>
<th>FOCUS AREAS</th>
<th>YEARS OF ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Facilitate the coordination team set up by the Government of Indonesia in ensuring the coherent, timely and effective international assistance to Indonesia's elections</td>
<td>56,000</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Support the Government of Indonesia to analyse and verify different programmes of international assistance to Indonesia's elections, in the perspective of alignment and harmonisation to the national priorities</td>
<td>57,000</td>
</tr>
<tr>
<td>1.3.3</td>
<td>Facilitate the Government of Indonesia to monitor and evaluate the effectiveness of the activities of international assistance to Indonesia's elections</td>
<td>92,000</td>
</tr>
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</table>

| Sub-total Output 1.3 | 205,000 | 306,000 | 0   | 511,000 |

| TOTAL COMPONENT I | 4,091,000 | 6,139,000 | 0   | 10,230,000 |

| General Management Support (7%) | 307,800 | 462,200 | 0   | 770,000 |

<table>
<thead>
<tr>
<th>No.</th>
<th>FOCUS AREAS</th>
<th>YEARS OF ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2008</td>
</tr>
</tbody>
</table>

**LONG TERM ELECTORAL SUPPORT (2009-2010)**

**Output 2.1: The capacity and professional capabilities of the KPU staff at all levels to enable the KPU to function as a permanent institution of governance are strengthened**

- **2.1.1** Assist in post-election evaluation and development of KPU’s strategic plan
  - 2008: 0
  - 2009: 74,000
  - 2010: 112,000
  - TOTAL: 186,000

- **2.1.2** Establish a multi-functional Electoral Resource and Information Centre
  - 2008: 0
  - 2009: 154,000
  - 2010: 232,000
  - TOTAL: 386,000

- **2.1.3** Assist the Government of Indonesia in the development of a permanent voter registry
  - 2008: 0
  - 2009: 200,000
  - 2010: 300,000
  - TOTAL: 500,000

- **2.1.4** Establish a long term professional development programme
  - 2008: 0
  - 2009: 172,000
  - 2010: 258,000
  - TOTAL: 430,000

- **2.1.5** Support the KPU in establishing international technical cooperation
  - 2008: 0
  - 2009: 143,000
  - 2010: 215,000
  - TOTAL: 358,000

**Sub-total Output 2.1**

<table>
<thead>
<tr>
<th>No.</th>
<th>FOCUS AREAS</th>
<th>YEARS OF ACTIVITIES</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2008</td>
</tr>
</tbody>
</table>

**LONG TERM ELECTORAL SUPPORT (2009-2010)**

**Output 2.2: The political and democratic participation in the next cycle of elections, particularly for under-represented segments of the society, through institutionalisation of electoral education initiatives, is expanded**

- **2.2.1** Support ongoing efforts and strategies of multiple stakeholders with their electoral education activities
  - 2008: 0
  - 2009: 315,000
  - 2010: 472,000
  - TOTAL: 787,000
### 2.2.2 Institutionalise long-term multi stakeholders’ initiatives on electoral education

<table>
<thead>
<tr>
<th>No.</th>
<th>FOCUS AREAS</th>
<th>YEARS OF ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
<td><strong>Sub-total Output 2.2</strong></td>
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</table>

#### Output 2.3: The Government of Indonesia is facilitated in arranging a permanent donor coordination facility on support to elections and other efforts to consolidate Indonesia’s democracy

<table>
<thead>
<tr>
<th>No.</th>
<th>FOCUS AREAS</th>
<th>YEARS OF ACTIVITIES</th>
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<tbody>
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<td></td>
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<tr>
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#### TOTAL COMPONENT II

<table>
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<tbody>
<tr>
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<tr>
<td><strong>TOTAL COMPONENT II</strong></td>
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<tr>
<td><strong>General Management Support (7%)</strong></td>
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<table>
<thead>
<tr>
<th>FOCUS AREAS</th>
<th>YEARS OF ACTIVITIES</th>
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<tr>
<td></td>
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<td><strong>TOTAL BUDGET</strong></td>
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### 4. ANNUAL WORK PLAN

**Multi Donor Programme - Support to Indonesia’s Democratic Elections**

**Year: 2008**

<table>
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<tr>
<th>Expected Outputs</th>
<th>Key Activities</th>
<th>Timeframe</th>
<th>Resp. Party</th>
<th>Planned Budget</th>
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<tr>
<td></td>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>1. The institutional, operational and management capacities of the KPU to plan and conduct the 2009 legislative and presidential elections are strengthened to a high standard.</td>
<td>1.1 Support the development of Electoral Procedures and Administrations</td>
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<td>P</td>
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<tr>
<td>1.2 Facilitate Operational Training for election workers through provision of publications</td>
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<tr>
<td>1.3 Assit KPU Media and Public Relations and establish Election Relation Result</td>
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<tr>
<td>1.4 Support Electoral Oversight and Dispute Resolution through develop the procedures and its manual, Public campaign and SMS media facilities, and contingency plan in force major</td>
<td>x</td>
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<td><strong>SUBTOTAL 1.1.4</strong></td>
<td></td>
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</tr>
<tr>
<td>1.5 Support the development and implementation of regulations for local elections</td>
<td>x</td>
<td>P</td>
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<tr>
<td>General Management Support</td>
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<tr>
<td><strong>TOTAL OUTPUT 1.1</strong></td>
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</tr>
<tr>
<td>Activity Description</td>
<td>Quantity</td>
<td>Unit</td>
<td>Cost</td>
<td>Category</td>
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<td>-------------------------------------------------------------------------------------</td>
<td>----------</td>
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<tr>
<td>2.2 Develop Voter education and information manual/guide line</td>
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<td>IP</td>
<td>71400</td>
<td>Contractual services - individual</td>
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<tr>
<td></td>
<td>1</td>
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<td>71400</td>
<td>Contractual services - company</td>
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<tr>
<td></td>
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<td></td>
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<tr>
<td>2.3 Provide TA to the relevant ODI agencies to conduct mass media voters' education</td>
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<tr>
<td>and information campaign</td>
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<td>IP</td>
<td>71300</td>
<td>Local Consultants</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>IP</td>
<td>72100</td>
<td>Contractual services - company</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>IP</td>
<td>72500</td>
<td>Supplies</td>
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<td>IP</td>
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<td>Travel</td>
</tr>
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<td>IP</td>
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<td>Contractual services - company</td>
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<td>2.4 Grant to CSO to conduct Voters Information and Education activities</td>
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<td>UNEP</td>
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<tr>
<td></td>
<td>1</td>
<td>UNEP</td>
<td>72600</td>
<td>Grant to Institutions and other</td>
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<td>71100</td>
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<td></td>
<td></td>
<td>722,000</td>
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<tr>
<td>2.5 Two-step training programme to support CSO on utilization of Grant Scheme</td>
<td>1</td>
<td>IP</td>
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<td>Professional Services (Workshop)</td>
</tr>
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<td>1</td>
<td>IP</td>
<td>72100</td>
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<td>Facilities and Administration</td>
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<tr>
<td>3. The Government of Indonesia is facilitated in optimizing international electoral assistance efforts and the use of available financial resources through coherent efficient and timely coordination of electoral assistance</td>
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<td>---------------------------------------------------------------</td>
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</tr>
<tr>
<td>3.1 Facilitate the Government coordination</td>
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<td>71600</td>
</tr>
<tr>
<td>3000</td>
<td>74100</td>
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</tr>
<tr>
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<td>71300</td>
<td>Local Consultant</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>3000</td>
<td>74200</td>
<td>AV &amp; printing Prod. Costs</td>
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<td></td>
</tr>
<tr>
<td>3000</td>
<td>72200</td>
<td>Equipment and Furniture</td>
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<td>Service Contract - Individual</td>
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<tr>
<td>3.2 Analyse and verify different programmes of international assistance to Indonesia's election in the perspective of alignment and harmonisation to national priorities</td>
<td>x</td>
<td>IP</td>
<td>3000</td>
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</tr>
<tr>
<td>3000</td>
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<td></td>
</tr>
<tr>
<td>3000</td>
<td>74200</td>
<td>AV &amp; printing Prod. Costs</td>
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<td>Miscellaneous</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Monitor, and evaluate the effectiveness of the activities of international assistance to Indonesia's elections</td>
<td>x</td>
<td>IP</td>
<td>3000</td>
<td>71300</td>
</tr>
<tr>
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<td>Travel</td>
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<td>74100</td>
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<td>3000</td>
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<tr>
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<td><strong>TOTAL</strong></td>
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</tbody>
</table>
5. MANAGEMENT ARRANGEMENTS

5.1 Implementation modality

155. This programme will be implemented under the framework of the UNDP Country Programme Action Plan (CPAP) 2006 – 2010. Accordingly, all relevant NEX guidelines and provisions apply.

156. Bappenas will coordinate all international electoral assistance in Indonesia. To ensure sustainability of the programme outputs and to facilitate integration with related national programmes, Bappenas has been selected to act as Implementing Partner of the Elections MDP. The Implementing Partner is the institutional entity entrusted with and fully responsible and accountable for successfully managing and delivering programme outputs. For daily implementation the Directorate for Political Affairs and Communication of Bappenas will assume responsibility.

157. In the letter 1666/15/VI/2008 dated 10 June 2008, addressed to the State Minister for National Development Planning/Chairman of the National Development Planning Agency (Bappenas), the KPU recommended Bappenas as the coordinator of programme activities of multilateral and bilateral donors in support of the 2009 General Elections.

158. The Implementing Partner may contract other entities, defined as Responsible Parties, to undertake specific programme tasks through a process of competitive bidding. Competitive bidding does not apply if the Responsible Party is another government institution or a United Nations agency.

159. For this programme the Ministry of Home Affairs has been identified as the main Government counterpart for implementation of the component Political Participation. The Ministry of Home Affairs will be engaged through a letter of agreement with UNDP and Bappenas which will spell out the ministry’s role and responsibilities.

160. In 2008 the implementation of the Elections MDP activities will follow a transition arrangement. Taking advantage of their close programmatic focus with the Elections MDP, the ongoing UNDP-supported projects CIVED and SIDES will act as bridging projects prior to the formal budget approval of the Elections MDP by Government and UNDP. All CIVED and SIDES activities in 2008 are aligned with the Elections MDP. It is expected that all activities of this programme document will be implemented by the Elections MDP starting October 2008.

161. Programme implementation will also require the sub-contracting of specific activities to civil society organizations (CSOs), either through procurement or grant agreements. The selection and contracting process of CSOs will follow UNDP guidelines and procedures.

162. Upon the request of the Implementing Partner, UNDP will provide Country Office Support Services, in which UNDP will be responsible for (i) the identification and recruitment of project and programme personnel, (ii) procurement of goods and services, (iii) the administration of financial donor contributions to the MDP Elections¹, and (iv) the administration and management of the grants to CSOs under the sector

¹ This does not include financial management of the project budget, which will be the responsibility of the Implementing Partner.
Political Participation. In undertaking these activities, UNDP will apply its rules and regulations. This results from the need to follow a single coordinated approach for the recruitment, procurement and grants agreements of programme-related resources, services and goods which may not be guaranteed by the multitude of government institutions involved in the programme implementation. By following UNDP regulations and procedures, UNDP will ensure transparent and efficient processes in the short timeframe of programme implementation.

5.2 Programme Management Structure

163. The programme management structure lays out the different roles and responsibilities that will be used for effective and accountable programme implementation. Detailed terms of reference of the key functions can be found in the annexes.

164. National Project Director: The Implementing Partner, Bappenas, shall appoint a National Project Director (NPD) who represents the Implementing Partner and serves as the Government focal point during the programme implementation period. The NPD is responsible and accountable for programme implementation\(^2\) and ensures that a project management unit in charge of day-to-day management is operational. He/she approves annual work plans after review by the Project Board and provides strategic guidance to the project manager within the context of the programme document. He/she also represents the programme in the Project Board.

165. The National Project Director signs the Combined Delivery Report\(^3\) (CDR) of programme expenditures on behalf of the Implementing Partner. In addition to the CDR, the National Project Director certifies the programme asset inventory list, the programme cash position, and the audit-follow up actions.

166. MoHA National Sector Coordinator: The NPD is assisted by a National Sector Coordinator from the Ministry of Home Affairs, appointed by the institution. The main role of the National Sector Coordinator is to ensure alignment of programme activities with MoHA programmes or institutional mandate, and to provide programmatic inputs to the programme via the NPD. To achieve this, the National Sector Coordinator will become the counterpart of the Project Manager and Sector Managers of the PMU in their respective institution. In addition to this, the National Sector Coordinator will also be responsible for clearance of financial obligations in their respective sector before the NPD approves payments.

167. Project Board: The Project Board is the group responsible for making consensus executive management decisions for the programme when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of work plans and revisions. In case a consensus cannot be reached, final decision shall rest with UNDP. The Project Board provides overall guidance and direction to the programme, monitors progress and ensures transparency and accountability. Programme reviews by this group are made at designated decision points during the running of the programme, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when her/his tolerances (normally in terms of time and budget) have been exceeded.

\(^2\) Implementation refers to the management and delivery of project activities to produce specified outputs and efficient use of resources.

\(^3\) The Combined Delivery Report constitutes the official report of project expenditures for a given period.
168. Based on the approved annual work plan (AWP), the Project Board members review and approve programme quarterly plans when required and authorize any major deviation from these agreed quarterly plans.

169. The members of the Project Board include: (1) an Executive to chair the Project Board. The National Project Director holds this role. (2) a Senior Supplier to provide guidance regarding the technical feasibility of the programme and to represent the interest of the parties who provide funding. UNDP holds this role. (3) Senior Beneficiary to ensure realization of programme benefits. KPU and the Ministry of Home Affairs will hold this role. During the Project Appraisal Committee meeting, the proposed project board members will be confirmed.

170. The Project Board will meet quarterly to provide guidance to the Project Manager or whenever required. The Project Board monitors and guides the implementation of programme activities, ensuring that the programme achieves expected results according to schedule and within budget.

171. **Project Manager:** The Project Manager is responsible for day-to-day management and decision-making for the programme and leads the Project Management Unit (PMU). The Project Manager’s prime responsibility is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost. To achieve this, the Project Manager will work closely with the Chief Technical Advisor to ensure a consistently high quality of all substantive aspects of the programme. The Project Manager leads the process of developing annual and quarterly work and budget plans.

172. The Project Manager will be recruited by UNDP and has a dual reporting line, both to the National Project Director and to the Head of the UNDP Governance Unit via the Programme Manager for Deepening Democracy.

173. **Project Management Unit:** UNDP will establish a dedicated project management unit (PMU) to manage the programme on a day-to-day basis. The PMU will be staffed with the appropriate capacity to manage the substantive and operational aspects of the programme and will be receiving support from UNDP’s internal capacity. The three components – Electoral Management, Political Participation, and Coordination Support – will be led by Sector Managers who will directly report to the Project Manager.

174. The PMU will be supported by the capacity building and assurance arm of the UNDP Governance Unit, i.e. the Programme Team which is led by a Programme Manager.

175. **Technical Advisors:** UNDP will recruit international and national technical advisors to support the capacity building aspect of programme activities on short-term and longer-term basis. The Chief Technical Advisor will supervise the team of technical advisors and will be responsible for all substantive aspects of the programme. The Chief Technical Advisor will report to the NPD and work closely with the Project Manager and other programme personnel.

176. **Project Assurance:** Project Assurance is the responsibility of each Project Board member, however the role is delegated to UNDP. UNDP will support the Project Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures that appropriate programme management milestones are managed and completed.
177. **United Nations Volunteers (UNV):** UNDP will recruit International UNVs for the task of donor reporting and external relations. UNDP may also consider recruiting national UNVs to support the implementation of voter education activities by local CSOs.
The above programme management structure can be illustrated as follows:

**5.3 Financial Management**

178. This programme will be financed through a basket fund which will be administered by UNDP. Donors contribute to this basket fund through cost-sharing agreements with
UNDP. Donors are encouraged to provide funds for the overall programme. UNDPs financial rules and regulations will be applied in the utilization of the basket fund.

179. UNDP as the basket holder will transfer funds to the Implementing Partner based on approved annual and quarterly work plans using the following cash transfer modalities: (i) direct cash transfers to the Implementing Partner for obligations and expenditures in support of activities (‘advances’), and (ii) direct payments to vendors and third parties for obligations incurred by the Implementing Partner. The Implementing Partner submits quarterly financial reports in the FACE form4, signed by the NPD. Subsequent disbursements of advances are subject to timely and accurate financial reporting by the Implementing Partner.

180. The Implementing Partner is accountable for:
   - Managing UNDP resources to achieve the expected results specified in the Programme Document
   - Maintaining up-to-date accounting system to ensure accuracy and reliability of financial reporting
   - Sending expenditures reports on a quarterly basis to UNDP.

181. Financial transactions will be recorded and monitored in UNDPs Enterprise Resource Planning System ATLAS. UNDP will prepare a Combined Delivery Report (CDR) at the end of each year which constitutes the official report of programme expenditures for a given period and which is subject to annual audit. The Implementing Partner exercises its financial accountability by signing the CDR.

182. UNDP will recover costs for managing the basket fund in the form of a percentage of the disbursed programme budget. The General Management Support (GMS) applies to all non-UNDP resources and is governed by UNDP’s cost recovery policy. Based on the UNDP Executive Board decision 2007/18 the GMS percentage is 7 per cent of non-UNDP resources. These costs are linked to general management functions performed by UNDP through the various Headquarters units, Regional Centres and Country Offices. Services covered by GMS include:
   - Support of the execution modality definition and institutional arrangements based on capacity needs assessment
   - Project administration and financial management support
   - Legal support
   - General project monitoring
   - Access to global knowledge networks and databases of services providers
   - Organizational, operational, financial and technological systems and structures that ensure effectiveness, efficiency and transparency in overall project and financial management processes

183. UNDP supports activities directly related to programme implementation, called Implementation Support Services (ISS). ISS costs usually apply to project personnel recruitment, procurement and financial transactions. These costs will vary according to the agreed scope of service and the complexity of the processes. As such these costs are not recovered on the basis of a percentage fee but are charged to the programme per transaction according to the Universal Price List.

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4 The Funding Authorization and Certificate of Expenditure (FACE) reports expenditures and requests advances on a quarterly basis.
184. In addition to the above, UNDP will recover costs incurred in providing capacity building and assurance support to the programme. This includes portions of the personnel costs of UNDP programme staff whose functions are directly related to providing capacity building and assurance support to the Elections MDP.

185. All assets procured under this programme will remain the property of UNDP until formally transferred or otherwise disposed of. In accordance with the UNDP guidelines on asset management, and in consultations with the programme board members and government counterparts, the following options will be considered: transfer of assets to other UNDP-supported projects, transfer of assets to Government counterparts at local and central levels, transfer of assets to other Implementing Partners as appropriate, temporary custody by UNDP, or disposal of assets through a competitive bidding process.

5.4 Reporting and Audit

186. The Project Manager will be responsible for preparing substantive and financial reports that satisfy the Government of Indonesia, UNDP and donor requirements. Quarterly financial reports that account for the advances provided by UNDP and quarterly progress reports will be signed by the National Project Director and submitted to UNDP and the Project Board. Annual review reports and a final programme report for external audiences will be prepared. All key programme activities and outputs will be documented.

187. The programme’s financial transactions and processes will be audited annually by the Government’s Audit Agency (BPKP), or a private audit firm, according to UNDPs regulations and donor requirements.

5.5 Coordination

188. As previously mentioned in the section Strategy, this UNDP supported programme forms part of a larger international assistance effort to the General Elections 2009 in Indonesia. The programme is linked to the wider assistance framework through several coordination mechanisms.
189. The Ministerial Steering Committee on Coordination of International Support to Elections will provide overall policy guidance and direction to all international assistance to the election process. A Programme Coordination mechanism comprising a Programme Steering Committee and a Technical Committee will be responsible for the programmatic and technical oversight of donor-supported programmes.

190. Programme Steering Committee: The Programme Steering Committee will include KPU, Bappenas, Ministry of Home Affairs, Ministry of Finance, Ministry of Foreign Affairs and UNDP. Donors whose contribution exceeds a certain threshold will also be members of the Steering Committee. The committee’s main roles are to review, harmonize and endorse donors’ programmes with the needs of the KPU and Government of Indonesia.

191. Technical Committee: The Technical Committee will include KPU, Bappenas, other Government agencies and UNDP. The committee’s main role is to conduct verification and validation of proposals for funding and submit recommendations to the Programme Steering Committee.

192. The Elections MDP Project Board will coordinate with the Programme Steering Committee on programme implementation and will report on progress of achievements.

6. MONITORING AND EVALUATION
193. Monitoring and evaluation of specific programme components will provide UNDP and the project board with early indications of the progress towards delivering intended results, allow for timely corrective actions to be taken, and ensure greater accountability towards all stakeholders.

194. The monitoring and evaluation framework of this programme has the following objectives:

- Assess progress towards achievement of outputs and targets
- Identify constraints in programme implementation and ensure timely corrective action
- Assess the efficiency, effectiveness of programme implementation and adequacy of the programme design
- Identify key lessons to be learned to guide future support

195. Monitoring activities will include implementation monitoring, outcome monitoring and financial monitoring.

196. **Implementation monitoring** will be the main responsibility of the Project Manager with UNDP providing independent and objective oversight. It will take place at the activity and output level and includes the following activities:

- The Project Manager will establish an issue log to facilitate tracking and resolution of potential problems. The issue log will be updated on a monthly basis by the Project Manager.
- Based on the initial risk analysis, a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect programme implementation.
- On a quarterly basis, the Project Manager will submit a programme progress report, together with the quarterly financial report and the issue log and risk log, to the Project Board through UNDP.
- UNDP will maintain a programme lesson-learned log to ensure ongoing learning and adaptation.
- UNDP will maintain a monitoring schedule plan to track key management actions.
- The Project Manager will prepare an annual review report, highlighting results achieved against pre-defined indicators and annual targets, and submit it to the Project Board. This report will form the basis for the annual programme review by the Project Board.

197. In addition, UNDP will conduct regular assurance activities, including field visits, financial spot checks and special audits if necessary, based on the UNDG guidelines for assurance activities. The National Project Director is responsible for monitoring the progress of the programme at a strategic level.

198. **Outcome monitoring** will be undertaken by UNDP in the context of the annual CPAP review. The contribution of the programme’s outputs to the relevant CPAP outcomes will be assessed in a participatory manner involving Government of Indonesia, UNDP and other stakeholders.

199. **Financial monitoring** will focus on the accuracy of the financial reports, spot checks of the PMUs financial system, and regular NEX audits.
200. Evaluations provide decision makers and partners with an objective assessment of the programme’s contribution to development results. Evaluation is a judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts based on agreed criteria and benchmarks. The evaluation activities of Elections MDP will be determined by Government, UNDP and donor requirements which may be elaborated on in separate letters of agreements, e.g., co-financing agreements.

201. The Elections MDP will be evaluated by independent evaluators during and after programme implementation. It is envisaged to undertake one mid-term evaluation and one final programme evaluation.

202. The programme and budget is planned for three years. Based on the mid-term evaluation and ongoing monitoring of results, any necessary changes or adjustments of the programme design will be explored. The mid-term evaluation will make specific recommendations in this regard.

7. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Programme Document.

a) The Revised Basic Agreement for Technical Assistance signed 29 October 1954 between the United Nations, the International Labour Organisation, the Food and Agriculture Organisation of the United Nations, the United Nations Educational, Scientific and Cultural Organisation, the International Civil Aviation Organisation, and the World Health Organisation and the Government of the Republic of Indonesia,

b) The Standard Agreement on Operational Assistance signed 12 June 1969 between the United Nations, the International Labour Organisation, the Food and Agriculture Organisation of the United Nations, the United Nations Educational, Scientific and Cultural Organisation, the International Civil Aviation Organisation, the World Health Organisation, the International Telecommunication Union, the World Meteorological Organisation, the International Atomic Energy Agency, the Universal Postal Union, the Inter-Governmental Maritime Consultative Organisation and the United Nations Industrial Development Organisation and the Government of the Republic of Indonesia,

c) The Agreement signed 7 October 1960 between the United Nations Special Fund and the Government of the Republic of Indonesia, and

d) All CPAP provisions apply to this document.

Additionally, this document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Programme Document, attached hereto as Annex 2.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Programme is being carried;
b) 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 Programme 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 Programme Document.
ANNEX 1

Standard Annex to Project Document for use in countries, which are not parties to the Standard Basic Assistance Agreement (SBAA)

Supplemental Provisions to the Programme Document

The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.

2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.

3. Assistance under this Project Document being provided for the benefit of the Government and the people of Indonesia, the Government shall bear all risks of operations in respect of this project.

4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.

5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.

6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

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5 In this Annex, the old terms of “Government” and “Executing Agency” are corresponding to the new terms “Coordinating Agency” and “Implementing Partner” as used in the body of this Programme Document.
1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.

2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the
candidature of the Project Manager\(^6\) a/ who, under the direction of the Executing
Agency, will be responsible in the country for the Executing Agency's participation in
the project. The Project Manager shall supervise the experts and other agency
personnel assigned to the project, and the on-the-job training of national counterpart
personnel. He shall be responsible for the management and efficient utilization of all
UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign
international staff and other personnel to the project as specified in the Project
Document, select candidates for fellowships and determine standards for the training
of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of
the Executing Agency.

5. The Executing Agency may, in agreement with the Government and UNDP, execute
part or all of the project by subcontract. The selection of subcontractors shall be made,
after consultation with the Government and UNDP, in accordance with the Executing
Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will
be used exclusively for the execution of the project, and will remain the property of
the UNDP in whose name it will be held by the Executing Agency. Equipment
supplied by the UNDP shall be marked with the insignia of the UNDP and of the
Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of
equipment to local authorities during the life of the project, without prejudice to the
final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP
and the Executing Agency shall consult as to the disposition of all project equipment
provided by the UNDP. Title to such equipment shall normally be transferred to the
Government, or to an entity nominated by the Government, when it is required for
continued operation of the project or for activities following directly therefrom. The
UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the
Government and the UNDP, and if necessary the Executing Agency, shall review the
activities continuing from or consequent upon the project with a view to evaluating its
results.

10. UNDP may release information relating to any investment oriented project to
potential investors, unless and until the Government has requested the UNDP in
writing to restrict the release of information relating to such project.

**Rights, Facilities, Privileges and Immunities**

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the
Government concerning the provision of assistance by UNDP, the personnel of
UNDP and other United Nations organizations associated with the project shall be
accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the
Government, the same rights, facilities, privileges and immunities as are granted to
the personnel of UNDP.

\(^6\) May also be designated Project Coordinator or Chief Technical Adviser, as appropriate.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
   (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
   (b) Be immune from national service obligations;
   (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
   (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
   (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
   (a) The salaries or wages earned by such personnel in the execution of the project;
   (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
   (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
   (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.

6. The Government shall ensure:
   (a) prompt clearance of experts and other persons performing services in respect of this project; and
   (b) the prompt release from customs of:
      (i) equipment, materials and supplies required in connection with this project; and
      (ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would
impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

**Suspension or termination of assistance**

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.
DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between BAPPENAS, the institution designated by the Government of Indonesia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme Multi Donor Programme – Support to Indonesia’s Democratic Elections (Elections MDP), “the Programme”.

2. In accordance with the provisions of the letter of agreement signed on 27 June 2008 and the programme document, the UNDP country office shall provide support services for the Programme as described below.

3. Support services to be provided:

<table>
<thead>
<tr>
<th>Support services</th>
<th>Schedule for the provision of the support services</th>
<th>Cost to UNDP of providing such support services (where appropriate)</th>
<th>Amount and method of reimbursement of UNDP (where appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identification and recruitment of all project and programme personnel, including national and international consultants</td>
<td>June 2008 – April 2011</td>
<td>According to Universal Price List</td>
<td>Using ISS mechanism and Universal Price List</td>
</tr>
<tr>
<td>2. Procurement of goods and services</td>
<td>June 2008 – April 2011</td>
<td>According to Universal Price List</td>
<td>Using ISS mechanism and Universal Price List</td>
</tr>
<tr>
<td>3. Administration of the project basket fund</td>
<td>June 2008 – April 2011</td>
<td>According to Universal Price List</td>
<td>Using ISS mechanism and Universal Price List</td>
</tr>
<tr>
<td>4. Administration and management of the CSO grant scheme, including grant agreements with CSOs.</td>
<td>June 2008 – April 2011</td>
<td>According to Universal Price List</td>
<td>Using ISS mechanism and Universal Price List</td>
</tr>
</tbody>
</table>

4. Description of functions and responsibilities of the parties involved:

Functions and responsibilities of the parties involved shall be in accordance with the provisions of the programme document of the Multi Donor Programme – Support to Indonesia’s Democratic Elections and in particular section 5 Management Arrangements.