



**निर्वाचन आयोग, नेपाल**  
**ELECTION COMMISSION, NEPAL**



*Empowered lives.  
Resilient nations.*

# **Electoral Support Project Phase II**

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**Institutional Strengthening and Professional  
Development Support for the Election Commission  
of Nepal**

**United Nations Development Programme**

**Country: NEPAL**

**Project Document**

<b>Project Title:</b>	Institutional Strengthening and Professional Development Support for the Election Commission of Nepal - <u>Phase II</u>
<b>UNDAF Outcome(s):</b>	Institutions, systems and processes of democratic governance are more accountable, effective, efficient and inclusive (UNDAF Outcome 5.1) <sup>1</sup> .
<b>Expected CP Outcome(s):</b>	Increased access to and participation in constitution building and electoral processes.
<b>Expected CP Output(s):</b>	Election Commission [of Nepal] has the capacity to conduct credible, inclusive and transparent elections at national, provincial, and local levels (UNDAF Output 5.1.1)
<b>Implementing Partner:</b>	United Nations Development Programme
<b>Responsible Parties:</b>	Election Commission of Nepal and UNOPS

In April 2008, Nepal conducted the election for a Constituent Assembly (CA) which as a first step, proclaimed the country a Federal Republic. The CA was mandated to draft a new constitution and establish the framework for the first post-conflict general election and possibly, for local government elections. The United Nations Development Programme (UNDP) and the international donor community remain committed to assisting the Election Commission of Nepal (ECN) to continue to deliver its mandated functions. Recognising that the election of the CA is only the first crucial step of the peace process in Nepal, UNDP will assist the ECN in conducting participatory, peaceful and credible elections and in further consolidating itself as a permanent, professional, credible and independent institution of governance.

UNDP initiated a three year (25th August 2008 – 31st July 2011) Electoral Support Project (ESP) aimed at institutional strengthening and professional development of the ECN. Throughout the 2008-2010 period, substantial changes were made to the ESP's objectives and related activities from its initial focus on capacity development. As the need increased to expand that role to providing technical advice and operational support for the new voter registration, the project was revised and extended following the December 2010 mid-term evaluation.

However, there is a need to revise and extend the project further in order to respond to the needs of ECN and be able to extend a more comprehensive operational support for the next series of elections. While the political process had been stalled since the 2008 election and the new constitution and the expected election date repeatedly postponed, a number of election stakeholders expressed hope for tangible progress in the near future. Under one scenario described by interlocutors of the UN's joint UNEAD and UNDP electoral needs assessment mission (UN NAM) conducted between August 8 and 21, 2011 political parties could resolve remaining issues and come to a larger agreement on a draft constitution. This could enable the CA to promulgate the new constitution in early 2012, and the Government to hold the first

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<sup>1</sup> Since the new UNDAF and CPD documents will come into effect only in 2013, UNDP ESP will use current UNDAF Outcome and CPD Outcome and Output for reporting in 2012.

election possibly as early as 2013. In addition, ECN pointed to the fact that another series of elections are likely to follow as early as one year after that.

This project revision is premised on the fact that despite the delays in political processes and no specific date(s) for elections, the elections are likely in the near future and the ECN and ESP need to be prepared to support them. In fact, operational preparations have started with the new voter registration, in 2010.

With these revisions, Phase II of the Electoral Support Project (2012-2016) will support a series of elections expected over the project period, providing technical assistance with electoral preparations and continue to strengthen ECN capacity in other areas. The year 2012 constitutes the preparatory activities for phase II.

The ECN will continue to make a strong emphasis on building a sustainable and enduring institutional and professional capacity within the ECN that can be easily and effectively employed in future elections. However, with political and operational pressure building up to complete the new registration of an estimated 15 million voters (in close cooperation with the CA which is in the process of establishing a new electoral framework), the ECN will also need to move into a more operational mode.

The ESP is an integral component of the Country Programme Action Plan (CPAP) to which UNDP agreed with the Government of Nepal on 25 February 2008.

**Programme Period:** 2008-2016 Including Phase I

**Key Result Area (Strategic Plan):**  
Democratic Governance

**Award ID:** 00049636

**Project Title:** Electoral Support Project 'Institutional Strengthening and Professional Development Support for the Election Commission of Nepal- Phase II'

**PAC Meeting Date:** 2 December 2011

**Phase II Preparation -** Jan 2012 – Dec 2012  
**Phase II -** Jan 2013 – Jan 2016

**Management Arrangement:** DIM

**ESP Phase II**

**Multiyear work plan budget:** USD 24,630,000

**Total resources required:** USD 24,630,000

**Total allocated resources:** (indicative)

- UNDP TRAC USD 2,500,000
- Other: EU USD 10,840,000

**Unfunded budget:**

- Other: DFID USD 6,460,000(tentative)
- Other: Norway USD 4,830,000 (tentative)

Agreed by Election Commission of Nepal (ECN): \_\_\_\_\_  
Date:

*29 Nov 2012*  
*29 Nov 2012*

Agreed by United Nations Development Programme (UNDP): \_\_\_\_\_  
Date:

*[Signature]*  
*29 Nov 2012*

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## **SECTION 1: SITUATION ANALYSIS**

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### **Background**

Following ten years of internal armed conflict, the seven political parties and the Communist Party of Nepal-Maoists reached the “Comprehensive Peace Agreement” in November 2006.<sup>2</sup> An Interim Constitution replaced the 1990 Constitution and was formally approved by the Parliament in January 2007. An Interim Government was formed in March 2007.

The commitment to hold elections for a Constituent Assembly (CA) that will draft the new Constitution of Nepal constituted a central and crucial element of the “Comprehensive Peace Agreement”. While considerable progress in the consolidation of the peace process has been made, the road leading to the holding of the Constituent Assembly election has not been smooth. Originally scheduled to take place in June 2007, due to recurring political impasses, the CA election process suffered two successive deferments, leading to their final re-scheduling on 10 April 2008, when they were successfully held. At its first meeting, on 26 May 2008, the Constituent Assembly proclaimed the Federal Republic of Nepal, ending its 240-year-old monarchy.

The Interim Constitution contains provisions (Part 14) for the establishment of the Election Commission of Nepal (ECN) and the Constituency Assembly Court, as well as provisions for the formation of the Constituent Assembly. The Election Commission - as the body legally entrusted by the Interim Constitution of Nepal with the mandate of preparing, administering and supervising the CA election - is generally perceived as an independent body and most electoral stakeholders recognise its integrity and competence.

In addition to having the crucial responsibility to organise and deliver a credible CA election, the ECN is also mandated by the Interim Constitution to organise the various elections at different levels that will follow once the current transitional phase in the Nepal’s peace and democratisation process has been completed.

### **Prior Electoral Support**

For the support specifically targeting the needs connected to the preparation and conduct of the CA election, UNDP has operated within the electoral assistance mandate of the United Nations Mission in Nepal (UNMIN), established by the Security Council Resolution 1740 on 23 January 2007.

UNMIN, as part of its mandate, established the “Electoral Assistance Office” (EAO) at the Election Commission with a pool of technical advisors operating from its headquarters in Kathmandu, from the five regional centers and with United Nations Volunteers (UNVs) serving as District Electoral Advisors deployed in the 75 districts in Nepal. More specifically, the mandate of UNMIN EAO entailed the provision of technical advisory services to the ECN in the planning, preparation and conduct of the election of the Constituent Assembly. The EAO provided technical advice in the following areas: legal matters, electoral procedures, voter education, electoral operations and logistics, poll worker training, IT project management, media policy, field support, and donor coordination.

UNDP, in line with its mandate to work with developing countries in the areas of professional development and democratic governance, played a capacity-building role as a part of the overall electoral assistance mandate and coordination of the UNMIN EAO.

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<sup>2</sup> The Comprehensive Peace Agreement (CPA) was signed on 21 November 2006.

## Longer-term Challenges to Electoral Process

Looking longer term, the CA election could not be considered the end of Nepal's peace process but rather a first, critical step on a roadmap to peace. UNDP believes that it is crucial to ensure the continuity of assistance and that the considerable achievements made in 2008 election are adequately supported, sustained and further consolidated in subsequent electoral cycles.

The ECN is a permanent body.<sup>3</sup> It was formed before and it is expected to endure beyond the current period of transition, with important responsibilities which include organising elections in Nepal, but also performing important functions between elections. Activities between elections include conducting periodic voter registration updates, holding by-elections, preparing for public consultations (one such consultation may relate to the new federal system of government), undertaking staff training and other professional development initiatives, strengthening itself as a permanent and credible institution of governance, carrying out various outreach activities with civil society organizations, political parties and the media, cooperating with governmental institutions and departments to enact electoral reforms, participating in international and regional election-related events, establishing stronger relations and cooperation with election peers worldwide.

As a result of its successful conduct of the CA election and the decision to conduct a new voter registration after the CA election, the ECN is generally well regarded, and enjoys a good deal of credibility among the general public and political circles. This public confidence provides for a solid base upon which long-term electoral support could be built and gradually expanded.

Nevertheless, despite the recent important success following the CA election, considerable challenges in the consolidation of the electoral system and the administration of elections in Nepal still remain. Hence, with specific regard to its mandated tasks for the administration of future elections, the ECN confronts a number of long-term challenges, including:

- a) **The need to move its ability to plan and respond to needs from a *reactive* to a *proactive* approach.** The ECN needs to be assisted in shifting its work from the current event-driven approach, entirely focusing on the delivery of a specific election, to a broader and more cogent process-driven strategy focusing on a multi-year planning and on the sustainability of efforts to address various challenges in performing its mandated functions.
- b) **An evolving legal framework of the elections.** The process of the electoral framework reform will have a significant impact on the administration of future electoral process in general, on the implementation of specific electoral operations, as well as on the organisational structure and functioning of the Election Commission. Furthermore, the new electoral legislation and a new electoral system will require the development of an entirely new set of election procedures based on both amended and new legal provisions.
- c) **Limited institutional knowledge transferred from one election to the next.** There is a need for the Election Commission to ensure the required continuity in the development of the professional and technical skills of its staff at all levels, by building a permanent and sustainable basis to manage future elections, based on prior experience, lessons learned and continuous learning process. With the frequent staff turnover affecting sustainability there is also the need for ECN to address issues of staff recruitment, performance, incentives and succession planning.
- d) **Existing capacities of ECN staff need to be strengthened.** While the current members of the ECN Secretariat are professionals who have organized other important activities and in some cases even

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<sup>3</sup> According to the Interim Constitution of Nepal, the ECN can comprise up to five election commissioners, including the Chief Commissioner. The commissioners are supported by a small cadre of senior officials. As the ECN is a constitutional body, its commissioners are recommended for appointment by the Constitutional Council. All of the commission staff is drawn from the Nepali civil service.

elections before (in Nepal and/or in other countries), and some of whom have acquired a solid experience with the implementation of the CA election, the local-level offices have many newly recruited staff, most of whom have limited electoral administration experience.

- e) **High stakeholders' expectations.** The political stakes connected to the holding of credible elections in a transitional, post-conflict country are extremely high, as well as the hopes of the Nepali population and the expectations of key electoral stakeholders (political parties, the media, the civil society) on the performance of the ECN in professionally and credibly fulfilling its constitutionally mandated functions.
- f) **Update of the voters' list requires continuous support.** Despite the relatively successful start of the creation of the new photographic voters' list to address problems with the old lists identified in election observation reports, technical audits and other sources, the voters' list remains highly sensitive component of election operations in Nepal and requires continuous support and updates, at least until it can be tested in future elections.
- g) **The social inclusion of traditionally marginalised groups (such as women and ethnic minorities) in the electoral process.** The Federal Republic of Nepal is a mosaic of different minority and ethnic groups divided into castes, about half of its population is illiterate, with more than 80 % of the population in rural areas, and with traditionally low participation of women in the political life. The CA electoral process has strongly demonstrated the vital importance of ensuring inclusion and representation of these groups and the heavy repercussions that neglecting to address this key issue may have on the overall peace process. Public awareness and information campaigns between, but also in the run up to elections, must specifically target women and excluded groups, relying on methodologies and communication techniques to more effectively encourage these groups' participation in electoral processes.

These considerations have prompted UNDP to avoid taking a short-term approach to post-CA election electoral assistance. The ECN still needs to rely on the provision of sustained support to be delivered over an extended period of time, not only to adequately absorb the requisite capacities and develop the much-needed professionalism to deliver another technically well-administered and credible election, but to also permanently retain such capacities and professionalism over multiple electoral cycles.

With its focus on long-term support, the current Electoral Support Project seeks to ensure the necessary continuity in the institutional strengthening of the ECN and in the professional development of the skills of its officials by focusing on the delivery of support towards building a permanent and sustainable basis to manage future cycles of elections based on prior experience, technical evaluation, lessons learned and on continuous learning process.

This approach entails moving away from supporting elections as one-off, isolated events, and instead looking at elections in their broader development context, from a process-based perspective. This would mean still prioritising electoral technical assistance for specific electoral events, but as an integral part of a comprehensive strategy to permanently strengthen democratic processes and institutions.

## **SECTION 2: PROJECT STRATEGY**

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### **The Electoral Cycle Approach**

Over the past two decades, the international community has provided extensive electoral support in a number of countries through technical assistance missions and interventions, helping to conduct multiple

elections, to develop and promote a number of key principles and standards, and to gradually apply different approaches, systems, technologies and materials.

However, despite the extensive knowledge and experience acquired through past electoral assistance initiatives, these interventions were often guided more by isolated short-term policy objectives than by long-term, broad development cooperation strategies. In the majority of cases, there was a widespread tendency to target elections as isolated events, not integrating them in the broader democratic governance agenda and, regrettably, not addressing them as part of continuous, cyclical process that takes place every few years, at regular intervals.

While these interventions often achieved a high political visibility, their actual impact on broader and longstanding democratic development was short-lived. The tendency was to provide event-driven support predominantly focused on immediate electoral assistance, with a more comprehensive and long-term support delivered in an extremely compressed timeframe. Such assistance was entirely directed at a specific election, with little attention paid on what followed the event and where crucial lessons learned were not adequately applied.

The tendency for such ad-hoc support would also cause it to rapidly dissipate immediately after the given electoral event and to be completely discontinued during the period leading to the next election, only to resume shortly before another electoral event was due to take place.

The assessment of past electoral assistance interventions led to the recognition that:

- a) while support to one-off electoral events may indeed produce positive results, often these results are ephemeral and cannot achieve complete sustainability;
- b) the shortcomings of the past electoral assistance initiatives did lay in the provision of ad-hoc short-term support, but also in the confidence that such support would suffice over the years;
- c) a short-sighted assistance approach could never ensure sustainable and long-lasting effects on electoral processes, on the institutional strengthening of the electoral institution, and on the broader democratic development of the recipient country.

In contrast, support for sustainable institutional strengthening is - by its very nature - a long-term undertaking that requires continuity and that needs to be implemented, nurtured and sustained over an extended period of time.

This alternative, more sustainable approach has recently led UNDP, together with a number of international partners, to:

- adopt, promote and embrace the alternative strategy of supporting an electoral process as a continuing - or cyclical - activity, rather than channelling substantial resources and technical support only towards the delivery of a given electoral event, at intermittent and disconnected points in time;
- plan and implement electoral assistance within the broader framework of democratic governance taking a pro-active approach and thinking ahead, at least 5 or 10 years, rather than reacting to each electoral event immediately before it occurs.

To this effect, the notion of gearing technical assistance towards an election as a one-off, isolated event that is starting from scratch every 4 or 5 years, is no longer central to the electoral support initiatives led by UNDP. However, given its long-term nature, institutional strengthening support is less visible and, for this reason, perhaps less politically attractive and appealing to international donors and providers of technical assistance, particularly if the future elections are scheduled several years ahead.



In the specific context of the Federal Republic of Nepal, the Interim Constitution of Nepal establishes a timeframe for Constituent Assembly (CA) initially for two years to draft and adopt the new Constitution. This timeframe and the CA tenure were extended several times at this point, with the latest six-month extension of the CA having taken place in November 2011.

The period of time between the holding of the 2008 Constituent Assembly election and the adoption of the new Constitution provided for an ideal “window of opportunity” for the ECN (but also for the Government of Nepal and the international donor community alike) to address crucial issues that could not be properly addressed during the run-up to elections. This rationale was behind the Electoral Support Project taking place between 2008 and 2011.

Additionally, with increasing operational and political pressure of delivering an electoral event or a series of electoral events in 2013 and the new voter registration, the ESP needs to provide a more immediate operational support to the ECN. This new and unique situation provides a rationale for the extension of the Electoral Support Project through 2016 and justifies the dual project role in providing both long-term support and immediate technical assistance.

### **Strategy of the Current Project**

The “electoral cycle approach” is closely reflected and applied to the overall strategy of the present Electoral Support Project. It focuses on the notion that the provision of event-driven support is no longer attractive, sustainable and effective in terms of cost-benefit and achieving enduring results, and that the impact of electoral support on broader governance and development goals must be taken into account.

The current support is provided in line with the UNDP’s mandate to work with developing countries in the areas of professional development and democratic governance. It builds on previous electoral support in Nepal provided to the Electoral Commission in the period leading up to the 2008 CA election. Following the 2008 CA election, UNDP conducted an extensive round of consultations with the senior ECN officials, key electoral stakeholders and the international donor community with the objective to define key strategic areas for long-term electoral support to be implemented through the current Project.

Following these consultations and the various political developments that resulted in multiple deferments of the CA electoral process, UNDP developed, progressively amended and revised the Electoral Support Project, and adopted a two-pronged approach of focusing on long-term capacity building while at the same time assisting the ECN with electoral preparations for future elections.

This Project period (2008 -2016) consists of two phases. Phase I (2008-2011) focused exclusively on long-term electoral capacity building during the first three years following the CA election and was drawing to a completion at the time of the Project’s second revision. Phase II (2012 – 2016) focuses on operational support for future (but still unscheduled) electoral cycles and was starting at the time of the Project’s second revision. The year 2012 constitutes preparatory activities for Phase II.

For the various assistance activities anticipated by the Project, UNDP will collaborate, if and when needed, with other international assistance providers.

UNDP Electoral Support Project, at its completion in 2016, is expected to have attained three main outputs:

<b>Output 1:</b>	Strengthened capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.
<b>Output 2:</b>	Election cycle conducted in an effective, sustainable, and credible manner.
<b>Output 3:</b>	Increased democratic participation in the next cycle of elections, particularly for

under-represented and disadvantaged segments of the Nepali society.

The first revision of the project document was made in July 2011. The second revision was made in December 2011/January 2012. Details of the rationale of the revisions are stated in the introduction and throughout this document.

Project activities and their related outputs are described in more detail in the next section of this project document. Each phase includes activities designed to advance the outcome and outputs accordingly. The implementation of Phase II will also be guided by the findings and recommendations from the June 2012 independent DFID led review of ESP Phase I.

### **Revised Project Activities and Outputs**

**Long-term capacity building:** The Electoral Support Project continues to be centered on the provision of sustained institutional strengthening and professional development assistance initiatives to assist the Election Commission of Nepal in its efforts to strengthen and enhance its own capacity to function as a permanent, professional and independent electoral management body. Activities 1.1-1.3 are centered on provision of such long-term support.

**Operational support for upcoming series of elections:** The Electoral Support Project is also centered on providing immediate operational support particularly in view of its next major challenge, which is the preparation of the first legislative elections (likely in 2013, according to the 2011 UN NAM) and, possibly, local elections (possibly a year after the legislative elections according to the ESP and ECN Chief Electoral Commissioner) to be conducted once the new Constitution of Nepal is finalized and ratified. Activities 1.4-3.3 are designed to provide such immediate support to ECN, to assist in technical preparation for upcoming elections.

More specifically, UNDP Electoral Support Project consists of the following assistance activities (the following are short activity titles with longer description provided under each activity):

- 1.1 Support with Strategic Planning**
- 1.2 Support with Staff Retention and Professional Development**
- 1.3 Support with Geographic Information and Electoral Mapping Systems**
- 1.4 Support with Creation and Display of New Voter Register**
- 2.1 Support with Procedures and Training**
- 2.2 Support with Election Operations and Logistics**
- 2.3 Support with Electoral Dispute Resolution**
- 2.4 Support with Electoral Security**
- 3.1 Support with Public Outreach, Civic and Voter Education**
- 3.2 Support with Establishment of Electoral Education and Information Center(s)**
- 3.3 Support with External Relations**
- 3.4 Support with Gender, Social Inclusion and Vulnerable Groups**

<b>Output 1:</b>	Strengthened capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.
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### **Project Activity 1.1: Support with Strategic Planning**

**Activity Result:** A multi-year strategic plan, making a special emphasis on women, minorities and other vulnerable groups' inclusion, is produced, adopted and implemented and guides the Election Commission of Nepal (ECN) in the full attainment of its mission, vision, goals and objectives.

**Activity Description:** ESP will support the ECN to formulate and adopt a multi-year strategic plan to define its mission, guiding principles, strategic goals, objectives and strategies. Assistance for this activity is centered on supporting the ECN in the formulation and gradual implementation of its multi-year Strategic Plan, based on the internal and external assessments and on other strategic elements.

This project activity will also focus on the implementation of the management and operational plans defined in the ECN's Strategic Plan, setting a detailed process on how the ECN will meet the defined objectives, goals and accomplishment of its key mandate, with progress continuously measured and monitored. In the event of the restructuring of the ECN's current structure, for example to reflect a federal structure of Nepal, ESP will support such restructuring under this activity as a part of the likely need to revise the multi-year strategic plan.

The strategic plan developed by ECN with ESP assistance includes:

- a framework for improvement of efforts within the overall structure of the ECN;
- a structure and internal organizational systems, including the national and regional/local level;
- guidance to senior ECN election officials for policy making;
- tools to assess progress in meeting identified goals and objectives.

Building on its success in facilitating the ECN to prepare the Strategic Plan, the ESP in phase II will focus on the following sub-activities:

- Strategic Plan review and implementation of recommendations, including the need for a full revision and update in 2013.
- Facilitate the organising of regular consultative forums, and documenting the decisions and the decision-making process;
- Implementation of the management and operational plans as defined in the Strategic Plan, setting a detailed roadmap on how and when the ECN will meet the defined objectives, goals and accomplish its mandate; and assisting ECN in allocating budget for the plan.
- Continuously measuring and monitoring progress.

As a part of this activity, ESP will also develop an exit strategy in close consultation with the ECN to ensure that all project products are transferred to and retained by the ECN and that the ECN can continue performing its activities with a more knowledgeable team and enhanced capacities to fulfil its constitutional mandate.

<p><b>Gender, Social Inclusion and Vulnerable Groups.</b> The strategic plan will be reviewed and a provision included to ensure that the gender mainstreaming and social inclusion policy is implemented. Few key recommendations from the gender mapping study are already being applied by ECN. In addition, a</p>
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gender mainstreaming policy has been drafted and is currently in the process of being reviewed internally by the ECN. It will be accompanied by the implementation plan which will consist of department specific action plans.

### **Project Activity 1.2: Support with Staff Retention and Professional Development**

**Activity Result:** The professional skills of the election officials (as well as civil society, political parties and other stakeholders in the electoral process) at the various levels are enhanced and a pool of certified, skilled electoral trainers established and retained at the ECN. High-quality training materials are owned by the ECN together with a comprehensive training curriculum on election administration. ECN takes steps towards ensuring retention of their staff and the institutional memory through the development and implementation of a plan to retain staff and develop hand over and archiving modalities.

**Activity Description:** This activity is multi-layered. It focuses on the policy/regulation aspect to develop a plan to be able to retain the staff. At the same time, parallel and complementary measures are taken to ensure the institutional memory of the ECN is retained where staff cannot be retained.

The Electoral Support Project will support ECN in developing a comprehensive learning curriculum aimed at enhancing the professional and technical skills, confidence and networking abilities of the ECN's election officials at all levels, connecting them within the region and globally, with a specific focus on the ECN staff at the local level. This activity is aimed at assisting the ECN in implementing a series of long-term professional development initiatives to enhance the professional competence of its staff with a sustainable and forward-looking approach and an impact beyond a single electoral event.

In addition to training courses in financial management, the project will also provide counterpart assistance to the ECN to enhance its financial management capacities and procurement capacities. An assessment of the financial and budget department capacity, as well as of the procurement capacity of the ECN will be carried out, the recommendations incorporated and needs met. The aim will be to enhance the ECN with capacity to adopt a realistic and timely annual budget, to manage its budget in a transparent and efficient manner, and to submit clear and timely reports to the Auditor General. The ESP will also support the ECN to plan and conduct procurement in accordance with the national law (Procurement Act).

**Regulatory Framework for Retention.** Challenges in training and capacity building of ECN staff are caused by many seasoned experts leaving the ECN and by the rotation system of civil servants so that the capacity that is built is also lost. The ECN has been working to address this problem and retain staff by proposing draft legislation, and developing initiatives to retain capacity where it cannot retain staff. A report on developing staff retention strategies for the ECN was produced.<sup>4</sup> The report included different alternatives: a) creation of a pool of election-trained employees, b) retention through regulation and c) the creation of a separate civil service group – an electoral management group. The ECN will decide on one of these alternatives or a combination to follow and develop an action plan to implement the option which is adopted.

**Archiving and Hand-over Procedures.** A long term strategy to assist ECN in designing a process to retain institutional knowledge and to transfer it from outgoing to incoming staff will consist of the following activities:

- Capacity building strategy aimed at addressing issues of staff turnover and sustainability

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<sup>4</sup> Report on Developing Staff Retention Strategies for the Election Commission, April 2011

- Induction courses for new staff to include an obligation for each person to go through the training, mentoring and document review process within a month of starting a new job with ECN.
- Overlapping periods for incoming and outgoing staff. For example, an outgoing archivist would have to spend at least a week at the same job as an incoming archivist.
- The development of a well-organized and readily available paper and electronic archives to include the strategic plan, electoral procedures and plans, observers reports and all ECN-developed papers on the most relevant as well as other programmatic areas.
- Development of a hand-over and archiving system as well as training and mentoring on the use of this system.

These measures should enhance ECN retention capacity as well as organizational management in general, in case the proposal on making ECN staff permanent. However, the creation of permanent ECN positions is a strategy that will have to be developed in cooperation with the Government of Nepal.

In addition, staff selected for the BRIDGE training or participating in other professional development initiatives like study tours will be expected to commit to remaining at ECN for at least one year, and will be expected to transfer knowledge to other staff before or even after they leave ECN. The participants, as well as the human resources unit and the secretary will sign a declaration of commitment to comply with this requirement. The ESP will monitor the compliance and will report to the relevant committees on status. Should there be a significant lack of compliance, the issue will be discussed with the Project Executive Board and Project Advisory Committee, and a decision not to fund the training or study tours may be taken.

### Specific Activities

#### a. The BRIDGE Course on Election Administration

This key, long-term activity is based on the preparatory activities undertaken during the first phase of the project to design and adapt a "BRIDGE Course on Election Administration for the Election Commission of Nepal" ([www.bridge-project.org](http://www.bridge-project.org)). In addition as a starting point for BRIDGE training in the second phase an evaluation of the intuitional impact of this methodology will be carried during the inception phase. The BRIDGE course can be run in any country and can be adapted to the specific needs of the electoral institution through the use of fully accredited facilitators and interpreters. The New BRIDGE Curriculum Framework 2006-2007 comprises a Foundation Module "Introduction to Electoral Administration" and additional 20 modules (typically, each module has a duration of 2-3 days) divided into three main clusters, structured as follows:

Cluster 1: Electoral Architecture	Cluster 2: Working with Electoral Stakeholders	Cluster 3: Electoral Operations
Legal Framework	Access to Electoral Processes	Voter Registration
Boundary Delimitation	Voter Education	Pre-election Activities
Electoral Systems	Electoral Contestants	Training of Electoral Officials
Structure of Electoral Management Bodies	Electoral Observation	Polling, Counting and Results
Electoral Technology	Media and Elections	Post-Election Activities
	Electoral Assistance	External Voting

Cluster 1: Electoral Architecture	Cluster 2: Working with Electoral Stakeholders	Cluster 3: Electoral Operations
	Gender & Elections	Security

The multi-year BRIDGE Training Curriculum for the ECN will be implemented as a joint assistance initiative of the Australian Electoral Commission, International IDEA, IFES and UNDP.

Relevant BRIDGE modules will also include or be specifically designed for other stakeholders such as political parties and media is another important objective.

BRIDGE training on electoral systems, specifically to include the new electoral system in Nepal, will be provided as a part of the curriculum.

#### b. Generic Management Programmes and Courses

In parallel to the BRIDGE Course, the project will also offer some general management programmes and courses for the ECN staff at all levels. Initiatives include the following professional development courses:

- **Information Technology:** courses range from the general operation of computers, the use of internet, email programmes, word, excel, website development (to further enhance the ECN website), moving to more operational aspects including voter registration database development and management, programmes for the compilation of election results, etc.
- **Budget Development and Monitoring:** courses include accounting, budgeting, and financial management. Specifically, courses will include capacity building on budget management, and alignment of the budget to strategic planning.
- **Human Resources Management:** courses include recruitment methods, interviewing techniques, developing job descriptions, development of personnel policies and procedures, conflict management skills, other professional training courses on an as-needed basis.
- **Archiving and Indexing:** courses include methods to establish and maintain a library, archiving, indexing, identification of relevant publications and files, organizing lists, etc.
- **Procurement of Election Materials:** courses include understanding ECN's financial and procurement methods and regulations; effective planning to improve methods and regulations; effective planning to drive down costs and improve operational efficiency; identification of commodity/asset needs; developing bid specifications and vendor lists; improving tendering, bid and award procedures and the preparation of procurement contracts.

For these specific courses, the project will coordinate and may seek advice from the Ministry of Finance, and the Ministry's procurement office, where appropriate.

In addition, the project envisages involvement of the "Inter-Agency Procurement Services Office" (IAPSO)<sup>5</sup> as an important source of expertise on all aspects of local and international procurement and to ensure transparency and cost-effectiveness, including procurement planning, budgeting, assessing and pre-qualifying local suppliers and service providers and setting up local long-term agreements.

<sup>5</sup>The Inter-Agency Procurement Services Office assists UN agencies and development projects in purchasing goods and services.

### **c. Regional Technical Cooperation**

This supporting sub-activity seeks to promote a more active participation of the Election Commission of Nepal in already established regional and global networks of electoral management bodies. Through their participation in these networks, ECN officials could share specific common regional goals with their peers, compare respective electoral policies and practices and 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 establishment of resource centers for purposes of education, research and information.

This initiative aims at promoting the participation of the ECN in regional and global activities and events and the hosting of regional and international electoral events in Nepal, to expose the ECN to regional and global best practices and innovative trends in the field of election administration, and to promote its participation in activities, discussion, events, and the sharing of information.

### **d. Professional Exchanges Assistance (Study Tours)**

The sub-activity aims to provide opportunities for the Commissioners, the Secretary and election officials of the ECN to conduct professional exchange visits to electoral management bodies (EMBs) in other countries within the region or in similar contexts globally, and learn about the organization and planning of elections elsewhere.

A number of criteria will be taken into consideration when selecting host countries and planning the professional exchange visits. Priority will be given to:

- promoting a more active and visible participation of the ECN in the regional/international electoral administration and in already established regional and global EMB networks;
- countries with similar electoral systems or contexts;
- countries with a well-established and credible EMB, with an existing international exchange programme and experience hosting such visits.

Whenever possible, professional exchange visits will cover EMBs in countries in similar contexts, with scheduled or upcoming elections, so that the ECN participants have an opportunity to understand how the electoral system and process works by experiencing the political environment prevailing in the lead up to an election or following elections. A great deal will be learned by discussing issues in election administration with other election administrators from countries facing the same kind of challenges as Nepal. Such exchanges have proven extremely effective in many other fields.

As an important principle, the composition of each delegation should include relevant election officials of the Election Commission of Nepal, with a balance between policy/decision makers (i.e. the Commissioners) and technical staff (i.e. the Secretariat), so that concepts and solutions identified during the exchange visits could find their application both in terms of policy decisions and technical implementation. Additionally, visiting delegations should also be balanced in terms of gender and staff from the regional/local offices.

As with the rest of sub-activities in this section, this sub-activity is affected by the civil servant rotation system and the fact that there is no permanent ECN staff. However, ECN will work with ESP to ensure that staff participating in these exchanges intends to remain with ECN for at least one year after the trip and that they commit to transfer of knowledge in the form of reports, training workshops, etc. The participants will be expected to commit to remaining at ECN for at least one year, and will be expected to transfer knowledge to other staff before or even after they leave ECN.

The activity may also involve workshops and round tables with the relevant government institutions, legislative bodies, political parties, civil society and media.

**Gender, Social Inclusion and Vulnerable Groups.** Special attention will be given to the participation of women and vulnerable groups particularly in the districts, aiming at 30% - 50% participation. The module "Gender & Elections" is a BRIDGE module and should be delivered to all the electoral officials and other electoral stakeholders taking BRIDGE training.

Immediate support to the ECN with training and professionalization of women in electoral processes can also be achieved by implementation of the recommendations on gender mapping, with provisions of gender related information for the development of national level guidelines and policies.

Support can also be provided to the ECN in organizing consultations with the Gender Equality Consultative Group for the ECN, comprising of gender experts, women representing marginalized groups, ECN officials and other stakeholders. Specific training on gender issues can also be provided to ECN staff and other key stakeholders.



### **Project Activity 1.3: Support with Geographic Information and Electoral Mapping Systems**

**Activity Result:** The administration of the electoral process by the Election Commission of Nepal is made more efficient and transparent through the provision of a Geographic Information System (GIS) based electoral mapping suitable to the needs and environment in which it is used and maintained.

**Activity Description:** ESP will assist the ECN in an assessment on the adoption, procurement of GIS mapping devices, training of ECN staff in their use, initial production of maps and the use of those maps to achieve a variety of election-related tasks such as allocating voter registration and polling centers.

Modern electoral mapping systems based on the Geographic Information System technology are increasingly used by electoral management bodies across the world to support a wide range of functions during an electoral cycle:

- **Prior to an election:** GIS-produced maps can be used by the EMB to achieve a wide variety of important tasks including the identification of voter registration and polling station locations; allocating and deploying polling station officials; developing security plans for the safeguard of sensitive electoral materials; developing security plans for the security of election officials and voters; strengthening logistical and operational capabilities for the delivery and retrieval of election materials; running public information campaigns; informing the electorate of their polling station location, etc. Furthermore, GIS technology also provides opportunities to maintain an accurate and up-to-date voter registration system (when the two systems are technologically compliant) by “geo-coding” voters' addresses (i.e. assigning latitude and longitude coordinates to each address, thereby standardizing how voters' addresses are represented in a registered voter file).
- **During and after the election:** GIS-produced maps can be used to track voter turnout and voting patterns by analysing election results from the data collected at polling places and to redefine polling stations based on lessons learned through the conduct of an election.

An Internet-based GIS system could also significantly enhance the transparency of the electoral process by allowing any registered voters to access information such as their assigned electoral district, polling location, and election result from any computer linked to the internet.

#### **Specific Activities**

- Comprehensive assessment on the adoption of an electoral mapping system based on GIS technology to create reliable maps that could enhance ECN's capacity to plan, manage, and visualize polling locations according to defined electoral boundaries, analyse election results, track voter turnout, extract voter information, obtain demographic data on electoral districts, produce voter statistics and more.
- Provision of GIS equipment to the ECN.
- Training of ECN staff in the use of GIS equipment.
- Assistance to ECN in use of GIS equipment to allocate polling stations, deploy staff, etc.
- Establishment of a functioning GIS unit within the ECN.

As an activity with a long-term focus, a functioning GIS unit should be established well before the Election Day (ideally, at least six months before Election Day in order to be used effectively for election

operations), with equipment procured, staff trained in its use, initial maps produced, and unit relying on national experts. The ESP can assist ECN, as needed, in the first electoral event with advice on the use of GIS maps, but the ECN staff should be experienced in the use of this technology well before the election.

#### **Project Activity 1.4: Support with Creation and Display of New Voter Register**

**Activity Result:** A completely new, accurate voters' list with photographs containing some 15 million voter records is produced and displayed prior to the election, allowing for smooth and credible electoral process. A sustainable, continuous voter registration system is established after carefully examining options for its set up and data-management. The issue of potential linkages between the different national databases is thoroughly examined. This activity is a key priority for 2012 to ensure that an accurate new voter register is ready in the event of an election in 2012/2013.

**Activity Description:** A comprehensive voter registration (VR) program using photographs and biometric profiling is being implemented by the ECN with ESP support to produce a sustainable, up-to-date, and reliable voters' list which enables eligible voters to fully exercise their constitutional voting rights. This data will be shared and used by the Ministry of Home Affairs for the preparation of National Identity Document as well as the creation of a civil registry.

The aim of the new voter registration is to implement a continuous registration process that produces a new voters' list with biometric data. Due to a lack of up-to-date census information, voter registration targets remain unclear. A draft VDC Phase Registration Issues and Considerations Report estimates there is an in-country voting-age population of 15,598,719 in Nepal. This is equivalent to 89% of the 2007 voter register. The ECN reported having collected the data of approximately 9.6 million citizens aged 16 and above by November 2011.

ESP will continue to provide technical, operational and logistical support to assist the ECN in conducting its voter registration program. This support will build on the procurement of voter registration equipment already undertaken by the ESP. Having successfully mobilised funds, technical assistance, and operational support through stakeholders and donors, ESP will continue to build upon established coordination mechanisms with international stakeholders and donors.

The possibility of establishing the means to allow an Out-of-Country (OCV) registration system which will provide an opportunity for Nepali citizens living and working abroad to participate in the elections, will also require ESP support with feasibility studies and possible operational support for this logistically and politically challenging operation.

#### **Specific Activities**

- Planning and design of the voter registration system including a series of strategy and concept papers, project proposals, and action plans.
- Provision of voter registration experts at headquarters and regional levels.
- Surveys and assessments of registration data and voter registration process. A voter registration assessment in the first half of 2012.
- Development of software and equipment specifications for voter registration.
- Establishment of the data processing center within the ECN.

- Procurement of voter registration equipment, on behalf of the ECN.
- Coordination with and outreach to stakeholders such as civil society, political parties and media to understand and support the technical process in respective ways.
- Coordination with the Government to assist with provision of required documents such as citizenship certificate.
- Conduct of voters' lists display and any required voter registration updates.
- Transfer of registration data processing center into counting and results center immediately following the last phase of the voter registration and/or display of the new voters' lists.

**Gender, Social Inclusion and Vulnerable Groups.** To ensure that all the population is included in the new voter registration, special measures will be introduced when conducting the registration process. One example is mobile registration using mobile teams as an effective measure to include those with more difficult access to registration sites, such as women, nomadic and displaced populations. Special coordination is required with the government agencies responsible for issuing citizenship certificates and other documents required for voter registration, in order to avoid disenfranchising certain segments of population without, or finding it harder to obtain these documents.

The compatibility of voter registration database with other national databases should be encouraged and linkage between them examined. In particular, the compatibility and linkage between the voter registration database and the database to be established by the Ministry of Home Affairs for the issuance of national ID cards will be examined and encouraged.

<b>Output 2:</b>	Election cycle conducted in an effective, sustainable, and credible manner.
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### **Project Activity 2.1: Support with Procedures and Training**

**Activity Result:** Clear electoral procedures resulting in a smooth electoral process, well informed electorate, and trained ECN staff.

**Activity Description:** ESP will assist ECN in translating the legal framework into easily understandable and detailed election administrative procedures and operational plans, while ensuring consistency across the country. Moreover, staff in as many as 25,000 polling stations will have to be trained on the new electoral system and on the electoral procedures and the new voting technology if electronic voting machines are used throughout Nepal instead of paper ballots.

#### **Specific Activities**

- Support to amending ECN regulations and guidelines based on the new legal framework. The ECN will have to provide a draft electoral code for political parties; an observers' code of conduct; provisions regulating the voting of persons with disabilities. Emphasis will be given to support an inclusive process which involves all stakeholders in the drafting.

- A conference or a series of conferences on the new legal framework involving all of the key stakeholders.
- Development of clear/revised procedures and guidelines on continuous voters' registration.
- Development of voting procedures, guidelines and training materials following the promulgation of the new Constitution and electoral law.
- Support to planning and organising of training, including cascade training on procedures and guidelines.

### **Project Activity 2.2: Support with Election Operations and Logistics**

**Activity Result:** Timely development of operational plans and concepts, smooth conduct of election operations, as well as provision, transportation and storage of all election materials.

**Activity Description:** ESP will support ECN in the conduct of election operations and logistics at the HQ and the field level. This support will range from development of operational concepts and plans, including logistical plans to the support with staff deployment, distribution and retrieval of materials, storage of materials, development of communication plans and infrastructure, as well as potentially with procurement. The UN needs assessment mission noted that UN needs to move away from conducting procurement on behalf of ECN and instead needs to support it in its ability to carry out procurement activities on its own. While ESP will act in accordance with this recommendation, some critical procurement may still have to be done by ESP, if ECN requests it and if there is a clear advantage to this.

Chief Electoral Commissioner also flagged a possibility of additional international advisors at the field level during the August NAM. The project will undertake another review of assistance to explore a possibility of such UN presence. Whereas any UN field presence would need to be based on a formal request and further consultations with a wide range of actors, there would be additional operational and logistical requirements related to a UN field presence.

#### **Specific Activities**

- Development of operational plans and concepts including any needed studies on logistics solutions and establishment of a joint operational centre. The project will assist ECN in developing the operational plan well in advance of elections defining all aspects of the election operation including the transport and retrieval of election material. ECN's institutional memory with respect to operational preparations has suffered as a result of staff rotations. ESP will support ECN in this area by sharing UN's comparative experience in the development of operational concepts and plans, including logistical plans for the transportation and storage of materials, staff deployment, reporting and communications.
- Procurement support. At the request of ECN, UNDP has on occasion procured electoral items or services on their behalf. Such support has been based on the widely held view that national procurement procedures are cumbersome and susceptible to manipulation. While acknowledging the vulnerabilities of national procedures, direct procurement by UNDP does not address the underlying problems and may create perception that UNDP offers an alternative to national procurement. Therefore, UNDP procurement should preferably be used as a last resort only. As a

more sustainable alternative, the UN will support training sessions for ECN staff on national procurement procedures. At the same time, it is important to recognize that there are numerous challenges in this area which go well beyond electoral matters, and training for ECN staff is not likely to be enough. A broader approach may be required, including UN outreach to the government to establish clear procurement procedures and safeguards, which is related but beyond the scope of this project. Procurement of election materials will also depend on the type of electoral system and voting technology. Whereas some materials will be funded from NPTF, the ECN may still require some support with material procurement. Therefore, ESP and the donors should be prepared for it in order to facilitate the delivery of timely and credible elections.

- **Staff deployment.** ESP will assist ECN with deployment of staff, staff reporting and communications for as many as 25,000 polling stations. The details of this activity will be reflected in detailed operational plan for future elections.
- **Material distribution.** ESP will assist ECN with transportation and storage of materials (taking into account that such assistance may include materials such as electronic voting machines possibly used for the first time in all of Nepal). The details of this activity will be reflected in a more detailed operational plan for future elections.

### **Project Activity 2.3: Support with Electoral Dispute Resolution**

**Activity Result:** Enhanced Electoral Dispute Resolution (EDR) skills acquired by the ECN and the judiciary, which lead to a tangible decrease in the number of unresolved disputes in future elections, thus enhancing stakeholders' confidence in elections.

**Activity Description:** Electoral processes are complex operations that involve many elements and stakeholders. They inevitably generate disputes. Establishing and applying an effective electoral dispute resolution system is a crucial component of credible elections.

Electoral disputes can arise at any stage of the electoral process and relate to any of its components including voter registration, the nomination of candidates, voting, and counting. While much emphasis in the work of an electoral institution is given to electoral preparations, voting procedures and operations, the field of electoral dispute resolution tends not to be given the same level of attention and critical analysis it requires. The manner in which electoral disputes in electoral process 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 (usually an EMB) administering that process.

This project activity aims at assisting the ECN in analysing the legal instruments regulating the system and mechanisms for the resolution of electoral disputes, including the procedures through which relevant bodies hear and determine electoral dispute resolution cases, studying these procedures and comparing them to alternative electoral dispute resolution mechanisms from other countries, providing recommendations for improvement and training relevant bodies and individuals in implementation.

The ECN recognizes that the establishment and implementation of an effective electoral dispute mechanism represents a crucial component of credible elections. At the request of the ECN, the ESP, IFES and International IDEA continue to support ECN in this area.

### **Specific Activities**

- Engage an expert on a long-term or consistent basis to help develop concepts and procedures, and to assist with implementation.
- Additional support closer to an election date to help with the implementation of a dispute resolution mechanism and processing of complaints with increased staffing and training for the complaints unit at the HQ, and at provincial capital and district levels, establishing transportation, communications and other infrastructure for EDR staff.
- Public outreach to provide ECN with a robust campaign on EDR using print, radio, and TV starting during the election campaign period.
- Training to cover both internal training requirements of the ECN throughout the country, as well as training to conduct a targeted training program on EDR with the key stakeholders such as magistrates, judges, political parties, observer groups, civil servants and security officials, as well as the media.

### **Project Activity 2.4: Support with Electoral Security**

**Activity Result:** Peaceful elections with any isolated incidents contained using carefully designed electoral violence mitigation strategies.

**Activity Description:** The threat of insecurity and violence in the lead up to any future electoral event in Nepal was a key issue identified by the UN needs assessment mission conducted in August 2011. Pre-electoral violence has been a low but consistent feature of Nepali elections over the last 30 years, and with so much at stake in what will be ground-breaking elections there is nothing to suggest that the underlying conditions for violence have changed. In addition to a complaints mechanism to mitigate disputes, ESP will assist the ECN in assessing potential for violence, and designing and implementing other mitigation strategies. In addition to ECN, Nepali security forces will have an important role to play in isolated incidents from escalating into more widespread electoral violence. ESP will support ECN in the coordination among the stakeholders involved in provision of electoral security.

To complement this activity, UNDP will facilitate police/security sector reform in Nepal by drawing on experiences in other transitional election processes and developing an understanding of the roles and responsibilities of security forces during electoral events.

#### **Specific Activities:**

ESP will assist ECN and security forces in strengthening electoral security by facilitating the following activities with a view to mitigating potential that may exist for electoral violence:

- Electoral conflict assessment will be followed by the development of electoral violence mitigation strategy and its implementation.
- Coordination among ECN and relevant security forces. A close coordination between the security and ECN is required to provide security throughout the electoral process, but in particular on Election Day. Security forces will be encouraged (other case studies/country scenarios can serve

as case studies) not to think of elections as business as usual and react to problems rather than proactively anticipate and prepare for potential problems.

- A detailed security plan will be developed and contain a communications plan for ECN and security personnel during the entire electoral cycle but in particular on election day and other critical days, implementation plan for polling station security such as their location and plan of action in case of incidents. In addition, it may be helpful to include security incident scenarios (based on past experience or experience in other countries) in the plan.
- Training of security personnel in countries transitioning to democracy is extremely important and should include training on election security. Such training should not be considered contrary to the fact that 'the police know their job.' The training should also include sensitization training on issues such as community interaction and intimidation by mere presence, etc.
- Good local surveillance by citizens and community-based organizations can help to prevent electoral violence by reporting suspicious behavior in the neighborhood or community but it is extremely important that parameters are established for such groups as they may be counterproductive in areas with complicated demographics. There are also numerous useful precedents for civil society monitoring specifically for incidents of electoral violence and reporting on trends and patterns, perpetrators, victims and responses (or lack thereof) by relevant stakeholders.

<b>Output 3:</b>	Increased democratic participation in the next cycle of elections, particularly for under-represented and disadvantaged segments of the Nepali society.
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### ***Project Activity 3.1: Support with Public Outreach, Civic and Voter Education***

**Activity Result:** Voters well-informed about electoral processes resulting in an increased voter turnout, especially by under-represented groups and disadvantaged segments of the Nepali society.

**Activity Description:** An important responsibility for an electoral management body, the overall goal of public outreach and voter education is to reach all of the stakeholders including the public and inform (and motivate) them to effectively participate in the electoral process.

Public outreach campaign including civic and voter education programmes, implemented on a continuous basis throughout the electoral cycle is the most effective means to increase public awareness about the work and mandate of the ECN, to disseminate information to the public about how elections are conducted, and to educate voters about systemic, legal, and procedural changes in the electoral process, and to promote voter participation including women and marginalised groups.

Media plays a crucial role in providing an environment where voters can make informed choices. ESP support to the media builds on lessons learned from the 2008 CA elections. An assessment of the media environment should be conducted and analysis of the media needs completed. While the media appear to be enjoying significant levels of freedom and independence from the state in Nepal, the climate in which they work remains difficult due to pressures from groups associated with political parties and factions. In addition, the quality of reporting remains poor possibly due to the lack of financial resources for training of the media.

## **Specific Activities**

ESP will assist the Election Commission of Nepal in implementing a number of public outreach initiatives, including:

- Conducting an assessment and baseline survey of levels of information available and stakeholders involved in promotion the distribution of voter information;
- Developing public outreach plan including a strategy that includes civil society, media, political parties, and other stakeholders (elements will include a media relations strategy);
- Developing a communications strategy and recommendations on the creation of a communications unit within ECN;
- Developing a media strategy which will include identification of the relevant media and their coverage; ensuring that the information given to the media by ECN is clear and easily understandable; developing a timetable for information distribution so that the media have a steady, accurate flow of information regarding electoral activities. A designated spokesperson for the media and a single point of contact for ECN will be appointed;
- Updating and strengthening the media Code of Conduct;
- Training for journalists on ethical and objective elections reporting; media's responsibility to contribute to voter and civic education; and
- In order to provide better media coverage in remote areas (such as Terai and hills) ECN should improve access to news by establishing regular contacts with electronic media and provide them with regular information on elections;
- Establishing a Media Center within ECN to deal with media issues such as media conferences and releases, media tours of electoral activities, and with monitoring media coverage of the Commission's activities;
- Monitoring impact, reducing conflict, counterbalancing political propaganda with impartial information;
- Media monitoring during the months leading to the elections to provide stake holders with an assessment of the media coverage and an analysis of the coverage by political parties, as well as gender issues and media attention to women candidates;
- Addressing gender disparity by providing information promoting the participation of women in the electoral process and their empowerment in political life (both as registered voters and candidates) as well as the participation of other vulnerable and under-represented groups;
- Encouraging general voter participation, increasing overall public awareness at the grassroots level and promoting collaboration with the media and civil society organizations through the provision of small grants, the organization of cultural events, conferences, educational seminars, public discussions and other events and face-to-face activities;
- Educating the electorate on their fundamental voting rights and means of safeguarding themselves against being disenfranchised; promoting civic and voter education in schools;
- Voter education on the new electoral system in Nepal;
- Broadcasting messages nationwide by all the traditional means of mass communication (radio, television, billboards, newspapers, magazines) as well as non-traditional public outreach methods (such as face to face, theatre and cinema); and



- Establishing permanent and mobile voter information centers throughout the country to serve as focal points for voter information, distribute voter education materials, and disseminate radio and TV messages.

Civil society is an important stakeholder in elections, in particular when it comes to civic and voter education. Nepal has well-established CSOs which showed a high level of engagement in previous electoral processes. They can contribute to future electoral processes by active involvement in civic and voter education. ESP will support civil society initiatives through a small grants fund mechanism, to complement ECN's civic and voter education, targeting increased participation of women, minorities, and other vulnerable groups in rural and urban areas. The content and messaging of all civic and voter education campaigns undertaken by the CSOs will be that of ECN; ESP will provide technical assistance in defining such content and strategies.

The small grants for civic and voter education will be managed in accordance with UNDP's Policy on Microfinance Policy and in line with the Guidance Note on Micro-Capital Grants which requires the signing of a Memorandum of Understanding (MOU) between the project and the recipient organization outlining the responsibilities of the recipient organization including expected outputs, performance criteria for release of funding and reporting arrangements (to be vetted by the Project Executive Board).<sup>6</sup> An independent small grant committee will be formed by ESP (both ESP-UNDP staff and ESP donor representatives), and ECN. A call for proposals will be published widely. The grants fund will be open during specified periods to correspond to electoral events including the voter registration. This committee will review and endorse the selection of the recipient institutions through an open competition, and assess the performance of these institutions in managing the grants. The committee will ensure that the receiving organizations are able to demonstrate competency in the following areas (a) Institutional strength; (b) Quality service and outreach; and (c) Sound financial performance. ESP will be responsible for :

- (a) Approving, in consultation with the project executive board and small grants committee, requests for grants;
- (b) Establishing the MOUs with grant recipients;
- (c) Managing the release of the grant;
- (d) Monitoring and reporting on the implementation of the activities covered by the grant and the achievement of results.

Detailed operational guidelines including these provisions will be drafted in consultation with the Project Executive Board, presented and approved by the independent small grants committee.

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<sup>6</sup> UNDP Guidance Note on Micro-Capital Grants, DATE

**Gender, Social Inclusion and Vulnerable Groups.** Public outreach messages and materials targeting women, marginalised groups, youth, and people with disabilities will be produced in appropriate formats to inform such voters about electoral processes. For example, ECN TV and radio spots will be focused on registration in different regions of the country and the public display of the new voter registration as well as at mobilising voters to register during the voter list update. Some specific gender and vulnerable group activities will include:

- Development of messages aiming at the same target groups repeatedly published in all main newspapers during the period of elections.
- TV and radio programmes broadcast throughout Nepal targeting youth and first time voters
- Film projections, focus group discussions and questions and answers with the award of prizes targeting vulnerable groups.
- Multiple copies of all voter education booklets will be translated into braille and distributed through CSOs/associations targeting persons with disabilities.
- At least some TV programmes produced for general public will use sign language.

### ***Project Activity 3.2: Support with Electoral Education and Information Center***

**Activity Result:** The enhanced institutional capacity of the Election Commission of Nepal to train its staff, educate voters, and engage more actively with the media and other stakeholders and build its own "historical records".

**Activity Description:** ESP has been assisting the ECN in establishing a multi-functional "Electoral Education and Information Center" located within the ECN's headquarters, in Kathmandu, and possibly on the same model at the regional level. The aim is to enhance public knowledge of election-related subjects, to engage more actively with other stakeholders such as the media and general public, and to enhance the professional capacities and knowledge of the ECN's staff at all levels.. As of the mechanisms for engaging with the public, the support provided under this activity will be linked and coordinated with those under the public outreach and voter education activity.

The Center has a seven-fold purpose, intending to:

- Provide an educational environment that equips Nepali citizens to be more engaged with and better informed about electoral process.
- Increase the capacity of key players (educators, media, CSOs) to deliver civic education in their sphere of influence.
- Enhance the capacity of the ECN and other stakeholders to deliver electoral events.
- Be a center for resources and expertise in civic education and the custodian of Nepal's electoral history.
- Raise the profile of the ECN as a respected, active promoter of democracy in Nepal.
- Train election officials of the ECN and election stakeholders in election programmes, presentations and events to increase knowledge and skills on electoral processes (e.g. BRIDGE training).

## Specific Activities

- The construction of the Electoral Education and Information Center (EEIC) at headquarters and possibly at a regional level. The Center will be constructed at headquarters level by mid-2012. Review of its effectiveness will inform the decision to build regional-level centers on the same model and using existing resources where available.
- Provision of advisors to support the functioning of the Center until the ECN is able to full staff the Center and operate it without ESP support.
- Provision and installation of equipment. Each EEIC is expected to be equipped with a modern library, as well as with computers, internet access and other resources and facilities and to also include a compressive electronic library (E-Library) consisting of international and regional digitized collection of election-related, democracy-building publications and documents to be used by the ECN's staff at all levels for comparative analysis, policy and operational staff training, research, studies, and policy development.
- Establishment of E-Library and archives. Efforts will be made for the E-Library collection to include a wide range of materials, such as: books, reviews, publications, newsletters, electoral laws, codes of conduct, technical studies, election assessments, manuals and other training aids, reports and briefings 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 the Federal Republic of Nepal. This supporting activity in intended to provide an in-house and ready-to-use policy support and advice to the ECN; to support its efforts to foster new links and technical cooperation with regional electoral networks, research institutes and professional organizations in the region and worldwide; to provide election officials invaluable access to a mass of electoral documents and materials that would be otherwise unavailable to them. This will give them the possibility to get better acquainted with the electoral processes and procedures.
- Training, Conferencing and Coordination. The Center is also expected to serve as a seminar and workshop center for ECN to interact with external stakeholders (political parties, CSOs, media) as well as for ECN's internal capacity building initiatives. The staff will use the E-Library as a source of concepts and ideas to be reflected in their studies and comparative research, voter education campaigns and staff training efforts. The Center's computer section will provide access to electronic libraries and collections from select external on-line resources. The project will also assist the ECN in creating a home-page for the Center (within its existing official website) that will make its documents, policy papers, research material and other resource materials as remotely accessible to the public. An electronic index of the documents and materials available in the E-Library will also be posted on the ECN's website, so those interested are able to consult the E-Library remotely in order to identify the documents and materials they need. 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 organizations committed to support democratic governance, particularly UNDP's Oslo Governance Center, International IDEA and IFES Resource Center in Washington DC. Key donors could also be closely associated with the work and future expansion of the Center.

**Gender, Social Inclusion and Vulnerable Groups.** The Electoral Information and Education Center will develop “information products/packages” specifically targeting women and vulnerable groups such as minorities, nomadic groups, and others.

### **Project Activity 3.3: Support with External Relations**

**Activity Result:** Well informed and engaged civil society and political contestants facilitate increased participation and independent observation of elections by civil society groups and party agents, which contributes to a transparent electoral process.

**Activity Description:** The sustained monitoring of all phases of the electoral process by election observers and by political party and candidate agents is necessary for transparency of elections and informed assessment of the conduct of the elections, and a necessary element of a democratic development. In addition, independent elections observation is a critical component of a credible election process. However, it requires significant resources to plan, manage, accredit, train, coordinate and debrief observers.

Nepali electoral law permits the presence of authorized election observers in and around polling stations during polling and counting. Previous elections were observed by international and domestic election observers and despite some challenges elections were found to be free and fair by most. Nepal has a history of active engagement of civil society in election observation, and CSOs have built up considerable experience in this field. The deployment of non-partisan domestic observers to observe the different phases of the electoral process is an important contribution of civil society to add credibility and transparency to the electoral process and to safe-guard the integrity of the elections.

In addition to support with election observation, ESP will support ECN in external relations particularly with key stakeholders such as civil society organizations and political parties and candidates.

Nepal has well-established Civil Society Organizations (CSOs) which showed a high level of engagement in previous election processes. However, Nepali civil society suffers from perceptions of and/or actual party-affiliation, and is fragmented along party lines. Nevertheless, civil society can contribute to the electoral process through active involvement in civic and voter education, as well as observation of the elections.

Political parties and candidates are another important stakeholder in elections that needs to be engaged by ECN. Given their political affiliation and inherent lack of impartiality, ESP will play an important role in assisting the ECN to engage in regular outreach to the parties and candidates while preserving its impartiality. This will be done by providing access to all parties and candidates and by engaging them in technical activities such as encouraging their supporters to register and vote during registration and polling, or to refrain from violence during the campaign and throughout the electoral cycle. ECN and ESP can also provide access and organize specific BRIDGE courses for the parties and candidates, but should refrain from funding any parties, candidates or their activities.

#### **Specific Activities**

- Amendments to the Observer Code of Conduct and Political Party Code of Conduct. ESP will provide assistance to ECN (and constitutional assembly prior to the promulgation of the new

constitution) in amending the regulations for observers, political parties and candidates, and party agents by arranging stakeholder workshops and providing information on international best practices.

- **Observer Support Centers.** ESP should support the ECN to establish observer support centers in Kathmandu and possibly in the regions or equivalent administrative units where accreditation of observers can take place and where ECN can provide observer groups with information on a regular basis. The centers should provide computer and meeting facilities for domestic and international observers. The Information and Education Center in Kathmandu as well as any other centers established on a regional level can be used for this purpose.
- **Observer Information Kits.** ESP should assist ECN in providing information kits for observers and political party agents containing legal information, background and other information.
- **Technical, financial and other relevant support** will be provided to selected CSOs, (under the guidance of ECN) to develop national capacity for domestic observation, and provide assistance to marginalized groups to participate in the elections.
- **Targeted support to CSOs via ECN** to increase the participation of women and marginalized groups in rural and urban areas.
- **Training, workshops and discussion forums** to promote increased participation of vulnerable and under-represented groups in the electoral process.
- **Organization of joint events and conferences on election preparations** to provide CSOs with opportunities to voice their opinion and to empower them to represent vulnerable and under-represented groups.
- **Support to ECN in their engagement with political parties and candidates** and assist ECN in establishing a more regular and systemic engagement with political parties, candidates and other stakeholders at the national and local level.
- **Training and work sessions with political parties** to assist with internal party democracy and inclusive decision making.

#### **Project Activity 3.4: Support with Gender, Social Inclusion and Vulnerable Groups**

**Activity Result:** The mainstreaming of policies and mechanisms for inclusion of women and other minorities, marginalized and vulnerable groups which include Madhesis, Dalits, Janjatis, elderly, youth, and others.

**Activity Description:** One of the critical priorities identified by ECN at all levels of the organization is the need to institutionalize gender and overall social inclusion into electoral management in order to facilitate more equal opportunities for Nepalis of all social backgrounds as voters, candidates, and electoral staff.

In 2010, ECN and UNDP commissioned a study on Gender Mapping in the Field of Elections in Nepal. The objective of the Study was to identify gaps in organizational, institutional and individual capacities at the ECN. The study made specific recommendations focusing on the areas of: i) policies and strategies on

gender inclusion; ii) appropriate mechanisms for gender mainstreaming and; iii) capacity development of the ECN for sustainable gender mainstreaming.

The strategic plan will be reviewed to include special measures to encourage women, minorities and other groups' participation in electoral processes as well as in the new voter registration. In addition, ESP will assist the ECN to ensure that more time and effort is invested in specific action to reach women as well as other vulnerable groups, especially in remote areas, and to create incentives to conduct additional information sessions with them.

#### **Specific Activities:**

**a. Adoption of a gender mainstreaming and social inclusion policy and revision of the Strategic Plan to incorporate the policy**

The project will assist ECN in drafting, reviewing broadly and adopting a gender and social inclusion policy. The draft policy is focused on ensuring gender mainstreaming at two levels:

**i) Within the Election Commission of Nepal**

Within the ECN specifically, ESP will support the establishment of a gender and social inclusion unit, forming a consultative expert group on gender equality, hiring of women and other marginalized and/or vulnerable groups, inclusion of women in study trips, and similar.

**ii) As part of overall electoral processes**

As part of the overall electoral processes, ESP will support the ECN in terms of inclusion of women and minorities as voters and candidates, directly and by working with political parties, civil society groups, etc.

The Strategic Plan will be reviewed and a series of provisions included to incorporate gender mainstreaming and social inclusion policies. Few key recommendations from the gender mapping study are already being applied by ECN, one of which is the gender mainstreaming policy. The policy will be accompanied by the implementation plan which will consist of department specific action plans.

**b. Establishment of a gender and social inclusion unit within the ECN**

To ensure that the gender mainstreaming work is institutionalized and systematically implemented, ECN is working on establishing a Gender Unit. A concept note on the gender unit has been developed for ECN and is being finalized.<sup>7</sup> The idea that the concept note promotes is to have an ECN officer head the gender unit with at least one full time staff dedicated to gender mainstreaming.

**c. Development of a gender and social inclusion election checklist**

To assist electoral staff in ensuring that they take women and other minorities into account, an election checklist will be prepared. The checklist will be developed for special electoral activities that pertain to these groups, and based on the programmatic areas such as civic education, voter registration, observation, monitoring, polling etc.

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<sup>7</sup> Report on Gender Mapping in the Field of Elections, ECN and UNDP ESP, May 2010

**d. Consultations with experts and organizations focusing on gender issues and social inclusion**

ECN will be supported to organize consultations on laws and policies, as well as any other issues, with experts and organizations dealing with women and disadvantaged groups, in particular on the electoral policies drafted by the ECN. Currently, the ECN is providing input into the political party management bill, campaign and finance bill. ESP will support the inclusion of women's groups as well as other groups working with minorities to also provide input on these drafts.

**e. Capacity building and BRIDGE training focused on gender and social inclusion**

BRIDGE training on women inclusion and a separate training on minority inclusion will be carried out for election commission staff as well as other stakeholders. The training will promote understanding on the issues of gender, minorities, and elections, and equip participants with examples and solutions to address the issues identified around these special groups. For example, the BRIDGE training will include case studies on gender and minority quotas in similar contexts. Relevant Election Commission staff will be trained in gender budgeting analysis.

**f. Inclusion of women and other groups into voter registration**

To ensure that all Nepalis are included in the new voter registration, special measures will be introduced when conducting the registration process. One example is registration using mobile teams as an effective measure to include those with more difficult access to registration sites, such as women, nomadic and displaced populations. Special coordination is required with the government agencies responsible for issuing citizenship certificates and other documents required for voter registration, in order to avoid disenfranchising certain segments of population without or finding it harder to obtain voter registration documents.

**g. Public outreach, civic and voter education materials targeting women and other groups**

Public outreach messages and materials targeting women, marginalised groups, youth, and people with disabilities will be produced in appropriate formats to inform such voters about electoral processes. For example, ECN TV and radio spots will be focused on registration in different regions and on public display of the new voter registration. Some specific activities focusing on women and vulnerable groups will include:

- Development of messages aiming at the same target groups repeatedly published in all main newspapers during the period of elections.
- TV and radio programmes broadcasting throughout Nepal targeting youth and first time voters.
- Film projections, focus group discussions and Q& A sessions including the award of prizes.
- Multiple copies of all voter education booklets will be translated into Braille and distributed through CSOs/associations targeting persons with disabilities.
- At least some TV programmes produced for general public will use sign language.

### SECTION 3: PROJECT RESULTS AND RESOURCES FRAMEWORK

PROJECT DESCRIPTION	INDICATORS	SOURCE OF VERIFICATION	ASSUMPTION
<p><b>UNDAF Outcome:</b> Strengthen national institutions, institutions, systems and processes of democratic governance in order to make them more accountable, effective, efficient and inclusive.</p>	<ul style="list-style-type: none"> <li>• No. of elections in Nepal conducted and deemed credible and inclusive by independent observers.</li> <li>• Permanent assembly elected and accepted by Nepali population</li> <li>• % of women and minority candidates in national and local elections</li> <li>• <b>Baseline:</b> 33% of women in 2008 election;</li> <li>• <b>Target:</b> 40% in the next election</li> <li>• % of eligible voters (men &amp; women) who turn out in national and local elections</li> <li>• <b>Baseline:</b> 62 % of total registered voters (of which 50.4% were men and 49.6% women) voted in 2008 national election;</li> <li>• <b>Target:</b> 67% in both national and local elections</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic and international election observer reports</li> <li>• Media reports</li> <li>• ECN records about no. of registered candidates by gender and other categories</li> </ul>	<ul style="list-style-type: none"> <li>• ECN and/or other stakeholders keep records and are able to show turnout by gender and marginalized/vulnerable group</li> <li>• Opinion polls an surveys</li> </ul>
<p><b>Expected Country Programme (CP) Output:</b> ECN has the capacity to conduct credible, inclusive and transparent elections at national, provincial and local levels</p>	<ul style="list-style-type: none"> <li>• Increased voter turnout since 2008 election and participation by women, minorities and other under-represented groups</li> <li>• Number of observer reports stating the elections were credible and inclusive</li> <li>• % of eligible voters who turn out in national and local elections</li> <li>• <b>Baseline:</b> 63 % of total registered voters in 2008 election</li> <li>• <b>Target:</b> 70%</li> <li>• % of men and women eligible to vote who are registered by ECN with photographs and biometric profiling.</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic and international observer reports, media reports, ECN official records</li> </ul>	



	<ul style="list-style-type: none"> <li>• <b>Baseline:</b> As of December 2011, 9.9 million voters registered; when 2011 census data available baseline will be calculated;</li> <li>• <b>Target:</b> 70% of men and women registered</li> </ul>		
<p><b>Output 1. Strengthened capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.</b></p>	<ul style="list-style-type: none"> <li>• Departmental plans and procedures in place, personnel trained with a high number of retained staff. <b>Baseline:</b> <b>Target:</b></li> </ul>		
<p><b>1.1 Support with Strategic Planning</b></p>	<ul style="list-style-type: none"> <li>• A multi-year strategic plan is produced and adopted. <b>Baseline:</b> 0</li> <li>• No. of women, minority and other groups represented at ECN before and after strategic plan adoption. <b>Baseline:</b> Less than 10 women at ECN, <b>Target:</b> 30%</li> </ul>	<ul style="list-style-type: none"> <li>• Election reports</li> <li>• Research, analysis, and media reports</li> <li>• Assessments and evaluations</li> <li>• International and global election association reports and membership</li> </ul>	<ul style="list-style-type: none"> <li>• ECN enjoys credibility and trust among key national stakeholders</li> <li>• ECN leadership and management is willing and open to benefit from donor technical assistance and support</li> </ul>
<p><b>1.2 Support with Professional Development and Cooperation</b></p>	<ul style="list-style-type: none"> <li>• No. of the election officials (CSOs, PPs and other stakeholders) at the various levels participated in BRIDGE and other professional training, study tours, exchanges (by gender)</li> <li>• No. of training materials owned by the ECN together with a comprehensive training curriculum/methodology on election administration.</li> <li>• Membership in regional and global networks. <b>Baseline:</b> 0 <b>Target:</b> 2</li> </ul>		

<p>1.3 Support with Geographic Information and Electoral Mapping Systems</p>	<ul style="list-style-type: none"> <li>• Assessment conducted</li> <li>• No. of ECN staff trained in/able to use GIS mapping systems.</li> <li>• GIS mapping equipment procured.</li> <li>• No. of maps produced to achieve a variety of election-related tasks such as allocating voter registration and polling centres.</li> </ul> <p><b>Baseline: 0</b></p> <ul style="list-style-type: none"> <li>• GIS Unit established at ECN. <b>Baseline: 0</b></li> </ul>		
<p>1.4 Support with Creation and Display of New Voter Registration List</p>	<ul style="list-style-type: none"> <li>• Assessment of old voter list conducted.</li> <li>• No. of new voters registered and displayed properly on the list. <b>Baseline:</b> ~16.5 million for 2008 CA election; estimates of duplicates</li> <li>• No. of women, minorities, and other vulnerable groups registered and displayed properly on the list.</li> <li>• No. of VRCs open at all levels.</li> <li>• No. of mobile registration teams processing women and vulnerable groups.</li> <li>• VR materials procured.</li> <li>• ECN staff trained in new voter registration procedures.</li> </ul>		
<p><b>Output 2. Election cycle conducted in an effective, sustainable, and credible manner.</b></p>	<ul style="list-style-type: none"> <li>• ECN conducts a series of credible and inclusive elections including a permanent assembly elected and accepted by Nepali population</li> </ul> <p><b>Baseline:</b> 2008 CA election <b>Target:</b> National and local elections by 2015 in accordance with new constitution</p> <ul style="list-style-type: none"> <li>• Number of observer reports stating the elections were credible and inclusive</li> </ul> <p><b>Baseline:</b> <b>Target:</b></p>		
<p>2.1 Support with procedures and training</p>	<ul style="list-style-type: none"> <li>• Procedures manuals and guidelines produced.</li> </ul>	<ul style="list-style-type: none"> <li>• Procedures manuals, guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• The Constituent Assembly agrees on and adopts a new</li> </ul>

	<ul style="list-style-type: none"> <li>No. of ECN staff trained.</li> <li>Operational concepts and plans, including communications plans developed.</li> <li>Staff deployed.</li> <li>Materials distributed and retrieved.</li> <li>Infrastructure established.</li> <li>ECN able to conduct procurement directly.</li> </ul>	<ul style="list-style-type: none"> <li>Media reports.</li> <li>Opinion surveys.</li> </ul>	<p>Constitution.</p> <ul style="list-style-type: none"> <li>There is good working relationship among electoral stakeholders to prepare the legal framework for the future electoral cycles.</li> </ul>
<p>2.2. Support with election operations and logistics</p>	<ul style="list-style-type: none"> <li>Enhanced EDR skills acquired by the ECN and the judiciary.</li> <li>No. of judges, magistrates, and ECN EDR staff trained.</li> <li>Targeted workshops on EDR with the stakeholders such as political parties, observer groups, media conducted.</li> <li>EDR unit established and functional.</li> <li>No. of unresolved complaints reduced.</li> </ul> <p><b>Baseline: XX complaints in 2008 CA election.</b></p>		
<p>2.3 Support with Electoral Dispute Resolution</p>	<ul style="list-style-type: none"> <li>Electoral violence assessment conducted.</li> <li>Electoral violence monitoring established in cooperation with a CSO.</li> <li>Increased no. of security forces trained in election security. <b>Baseline: 2008 no.</b></li> <li>Election security plan developed.</li> <li>No. of CSOs participating in local monitoring and surveillance.</li> </ul>		
<p>2.4 Support with Electoral Security</p>	<ul style="list-style-type: none"> <li>Increased voter turnout since 2008 election and participation by women, minorities and other under-represented groups</li> </ul> <p><b>Baseline:</b></p>		
<p><b>Output 3: Increased democratic participation in the next cycle of elections, particularly for under-represented and disadvantaged segments of the Nepali society.</b></p>	<ul style="list-style-type: none"> <li>Increased voter turnout since 2008 election and participation by women, minorities and other under-represented groups</li> </ul> <p><b>Baseline:</b></p>		

	<p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• % of women and minority candidates in national and local elections</li> </ul> <p><b>Baseline:</b> 33% of women candidates in CA election</p> <p><b>Target:</b> 40% of women candidates in future elections</p>		
<p>3.1 Support with Public Outreach, Civic and Voter Education</p>	<ul style="list-style-type: none"> <li>• No. of voters informed about democratic and electoral processes (by gender)</li> </ul> <p><b>Baseline:</b> survey data at the beginning of the project</p> <ul style="list-style-type: none"> <li>• Increased voter turnout (by gender).</li> </ul> <p><b>Baseline:</b> 56% in 2008 CA election (xx % women)</p> <ul style="list-style-type: none"> <li>• No. of CSOs engaged in PO and C/VE</li> <li>• No. of CSOs recipients of small grants</li> <li>• PO/media plan developed</li> <li>• Media center/s established</li> <li>• No. of permanent and mobile voter information centers</li> <li>• No. of PO materials produced and distributed (by type)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular convening of stakeholder consultative forums</li> <li>• Media and stakeholder reports and surveys</li> <li>• Activity progress reports</li> <li>• Opinion surveys</li> <li>• Baseline surveys of levels of voter information and knowledge</li> <li>• Election observer reports</li> </ul>	<ul style="list-style-type: none"> <li>• Constituent Assembly adopts the new Constitution in a manner that does not lead to voter fatigue and exasperation with transitional political processes.</li> <li>• Potential voters are included, i.e. are not disenfranchised by cumbersome documentary requirements, during the new voter registration.</li> <li>• ECN's current commitment and willingness to promote gender mainstreaming within ECN and in the electoral processes continues and is enhanced.</li> </ul>
<p>3.2 Support with Establishment of Electoral Education and Information Center</p>	<ul style="list-style-type: none"> <li>• No. of EEICs built at HQ and local level (if applicable)</li> <li>• No. of staff trained using EEIC (by gender)</li> <li>• No. of conferences, etc. held at EEIC</li> <li>• No. of visitors (public) the first 6 months of operation of EEIC in Kathmandu (by gender)</li> <li>• No. of potential voters reporting using/hearing of/visiting EEICs (by gender)</li> <li>• Electronic archive at EEIC HQ established</li> <li>• No. of information packages developed for/used by women and other vulnerable groups</li> </ul>		
<p>3.3 Support with External Relations</p>	<ul style="list-style-type: none"> <li>• No. of accredited observers/CSO groups and individuals observing elections.</li> <li>• No. of women observers.</li> </ul>		

	<ul style="list-style-type: none"> <li>No. of political party and candidate representatives observing elections.</li> <li>No. of events organized by ECN for CSO and PP liaison</li> <li>No. of observer kits distributed</li> <li>Observer support centers established.</li> </ul>	
<b>3.4 Support with Gender, Social Inclusion and Vulnerable Groups</b>	<ul style="list-style-type: none"> <li>No. of documents developed specifically to address gender and social inclusion issues</li> <li>Gender unit established and functioning</li> <li>No. of women and minority representatives employed at different level of ECN.</li> <li>No. of women and minority reps participating in training and study tours.</li> <li>No. of PO, C/VE materials with gender and social inclusion focus</li> </ul>	
<b>Indicative Activities</b>		
<b>Inputs</b>		

<b>Activity 1.1: Support with Strategic Planning</b>	
<ul style="list-style-type: none"> <li>Strategic plan implementation and facilitating the ECN in organising regular consultative forums, and documenting the decisions and the decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants</li> <li>Workshops</li> <li>Procurement/equipment</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of the management and operational plans as defined in the Strategic Plan, setting a detailed roadmap on how and when the ECN will meet the defined objectives, goals and accomplish its mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants</li> <li>Workshops</li> <li>Procurement/equipment</li> </ul>
<ul style="list-style-type: none"> <li>Continuous measuring and monitoring of progress.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants</li> <li>Staff time</li> <li>Assessments and evaluation</li> </ul>
<ul style="list-style-type: none"> <li>Review strategic plan to include special measures to encourage women, minority and other excluded groups' participation in electoral processes as well as in the new voter registration.</li> <li>Assist the ECN to ensure that more time and effort is invested in specific action to reach women as well as other vulnerable groups, especially in remote areas, and to create incentives to conduct additional information sessions with them.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants</li> <li>Workshops</li> <li>Procurement/equipment</li> <li>Assessments and evaluation</li> </ul>

<p><b>Activity 1.2: Support with Staff Retention and Professional Development</b></p>	
<ul style="list-style-type: none"> <li>● Induction courses for new staff to include an obligation for each person to go through the training, mentoring and document review process within a month of starting a new job with ECN.</li> <li>● Overlapping periods for incoming and outgoing staff. For example, an outgoing archivist would have to spend at least a week at the same job as an incoming archivist.</li> <li>● The development of a well-organized and readily available paper and electronic archives to include the strategic plan, electoral procedures and plans, observers reports and all ECN-developed papers on the most relevant as well as other programmatic areas.</li> <li>● Development of a hand-over and archiving system as well as training and mentoring on the use of this system.</li> <li>● BRIDGE courses on election administration organised for ECN staff, CSOs, political parties and other stakeholders</li> <li>● Generic management courses such as IT management, budget development and monitoring, HR management, archiving and indexing, procurement of election materials for ECN staff.</li> </ul>	<ul style="list-style-type: none"> <li>● Consultants</li> <li>● Workshops</li> <li>● Procurement/equipment</li> <li>● Study visits and professional exchanges</li> </ul>
<ul style="list-style-type: none"> <li>● BRIDGE courses on election administration organised for ECN staff, CSOs, political parties and other stakeholders</li> <li>● Generic management courses such as IT management, budget development and monitoring, HR management, archiving and indexing, procurement of election materials for ECN staff.</li> </ul>	<ul style="list-style-type: none"> <li>● Consultants</li> <li>● Workshops</li> <li>● Procurement/equipment</li> <li>● Study visits and professional exchanges</li> </ul>
<ul style="list-style-type: none"> <li>● Regional technical cooperation between ECN and regional and global associations of election officials.</li> <li>● Study tours (professional exchanges tours) by ECN staff.</li> </ul>	
<p><b>Activity 1.3: Support to Geographic Information and Mapping Systems</b></p>	
<ul style="list-style-type: none"> <li>● Comprehensive assessment on the adoption of an electoral mapping system based on GIS technology to create reliable maps that could enhance ECN's capacity to plan, manage, and visualize polling locations according to defined electoral boundaries, analyse election results, track voter turnout, extract voter information, obtain demographic data on electoral districts, produce voter statistics and more.</li> </ul>	<ul style="list-style-type: none"> <li>● Assessment</li> <li>● Consultants</li> <li>● Procurement/equipment</li> <li>● Study visits and professional exchanges</li> </ul>
<ul style="list-style-type: none"> <li>● Provision of GIS equipment to the ECN.</li> </ul>	<ul style="list-style-type: none"> <li>● Equipment</li> </ul>
<ul style="list-style-type: none"> <li>● Training of ECN staff in the use of GIS equipment.</li> <li>● Assistance to ECN in use of GIS equipment to allocate polling stations, deploy staff, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Consultants</li> <li>● Workshops</li> <li>● Training</li> </ul>
<ul style="list-style-type: none"> <li>● Establishment of a functioning GIS unit within the ECN.</li> </ul>	<ul style="list-style-type: none"> <li>● Mentoring</li> <li>● Workshops</li> <li>● Contracts</li> <li>● Procurement</li> </ul>

<b>Activity 1.4: Support with Creation and Display of New Voter Register</b>	
<ul style="list-style-type: none"> <li>● Planning and design of the voter registration system including a series of strategy and concept papers, project proposals, and action plans.</li> <li>● Surveys and assessments of registration data and voter registration process.</li> <li>● Provision of voter registration experts at headquarters and regional levels.</li> <li>● Development of software and equipment specifications for voter registration.</li> <li>● Establishment of the data processing center within the ECN.</li> <li>● Procurement of voter registration equipment, on behalf of the ECN.</li> <li>● Conduct of voters' lists display and any required voter registration updates.</li> <li>● Coordination with and outreach to stakeholders such as civil society, political parties and media to understand and support the technical process in respective ways.</li> <li>● Coordination with the Government to assist with provision of required documents such as citizenship certificate.</li> <li>● Transfer of registration data processing center into counting and results center immediately following the last phase of the voter registration and/or display of the new voters' lists.</li> </ul>	<ul style="list-style-type: none"> <li>● Consultants</li> <li>● Staff time</li> <li>● Plan development, workshops</li> <li>● \$</li> <li>● Consultants</li> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> <li>● Procurement/equipment</li> <li>● \$</li> <li>● Training</li> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> <li>● Equipment</li> <li>● Consultants</li> <li>● Staff time</li> <li>● Equipment</li> </ul>
<b>Activity 2.1: Support with Procedures and Training</b>	
<ul style="list-style-type: none"> <li>● Support to amending ECN regulations and guidelines based on the new legal framework. The ECN will have to provide a draft electoral code for political parties; an observers' code of conduct; provisions regulating the voting of persons with disabilities.</li> <li>● A conference or a series of conferences on the new legal framework involving all of the key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Workshops</li> <li>● Conferences</li> </ul>

<ul style="list-style-type: none"> <li>• Development of clear/ revised procedures and guidelines on continuous voters' registration.</li> <li>• Development of voting procedures, guidelines and training materials following the promulgation of the new Constitution and electoral law.</li> <li>• Support to planning and organising of training, including cascade training on procedures and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Consultants</li> <li>• Workshops, training</li> </ul> <ul style="list-style-type: none"> <li>• Staff time</li> <li>• Consultants</li> <li>• Workshops, training</li> <li>• Procurement</li> </ul>
<p><b>Activity 2.2: Support with Election Operations and Logistics</b></p>	
<ul style="list-style-type: none"> <li>• Development of operational plans and concepts. ECN's institutional memory with respect to operational preparations has suffered as a result of staff rotations. ESP will support ECN in this area by sharing UN's comparative experience in the development of operational concepts and plans, including logistical plans for the transportation and storage of materials, staff deployment, reporting and communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Consultants</li> <li>• Workshops</li> <li>• Equipment, materials</li> </ul>
<ul style="list-style-type: none"> <li>• Procurement support.</li> <li>• Procurement of electoral items or services on ECN's behalf on exceptional basis.</li> <li>• Support training sessions for ECN staff on national procurement procedures.</li> <li>• Facilitate outreach to the government to establish clear procurement procedures and safeguards.</li> <li>• Support with procurement of election materials (on exceptional basis)</li> </ul>	<ul style="list-style-type: none"> <li>• \$</li> <li>• Staff time</li> <li>• Equipment, materials</li> </ul>
<ul style="list-style-type: none"> <li>• Staff deployment. ESP will assist ECN with deployment of staff, staff reporting and communications for as many as 25,000 polling stations.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Consultants</li> <li>• Workshops</li> <li>• Equipment, materials</li> </ul>
<ul style="list-style-type: none"> <li>• Material distribution. ESP will assist ECN with transportation and storage of materials (taking into account that such assistance may include materials such as electronic voting machines possibly used for the first time in all of Nepal).</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>
<p><b>Activity 2.3: Support with Electoral Dispute Resolution</b></p>	
<ul style="list-style-type: none"> <li>• Engage an expert on a long-term or consistent basis to help develop concepts and procedures, and to assist with implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant</li> </ul>
<ul style="list-style-type: none"> <li>• Additional support closer to an election date to help with the implementation of a dispute resolution mechanism and processing of complaints with increased staffing and training for the complaints unit at the HQ, and at provincial capital and district levels, establishing transportation, communications and other infrastructure for EDR staff.</li> </ul>	<ul style="list-style-type: none"> <li>• \$</li> <li>• Staff time</li> <li>• Consultants</li> </ul>



<ul style="list-style-type: none"> <li>Public outreach to provide ECN with a robust campaign on EDR using print, radio, and TV starting during the election campaign period.</li> <li>Training to cover both internal training requirements of the ECN throughout the country, as well as training to conduct a targeted training program on EDR with the key stakeholders such as magistrates, judges, political parties, observer groups, civil servants and security officials, as well as the media.</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Equipment, materials</li> <li>Staff time</li> <li>Consultants</li> <li>Workshops</li> <li>Equipment, materials</li> <li>Staff time</li> <li>Consultants</li> <li>Workshops</li> <li>Equipment, materials</li> </ul>
<p><b>Activity 2.4 Support with Electoral Security</b></p>	
<ul style="list-style-type: none"> <li>Electoral violence assessment, followed by the development of electoral violence mitigation strategy and its implementation.</li> <li>Coordination among ECN and relevant security forces. A close coordination between the security and ECN will be encouraged to provide security throughout the electoral process, but in particular on Election Day.</li> <li>A detailed security plan will be developed and contain a communications plan for ECN and security personnel during the entire electoral cycle but in particular on election day and other critical days, implementation plan for polling station security such as their location and plan of action in case of incidents. In addition, it may be helpful to include security incident scenarios (based on past experience or experience in other countries) in the plan.</li> <li>Training of security personnel in countries transitioning to democracy is extremely important and should include training on election security. Such training should not be considered contrary to the fact that 'the police know their job.' The training should also include sensitization training on issues such as community interaction and intimidation by mere presence, etc.</li> <li>Training on local surveillance by citizens and community-based organizations to help prevent electoral violence by reporting suspicious behavior in the neighborhood or community.</li> <li>Training for civil society monitoring specifically for incidents of electoral violence and reporting on trends and patterns, perpetrators, victims and responses (or lack thereof) by relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Consultants</li> <li>Workshops</li> <li>Staff time</li> <li>Consultants</li> <li>Workshops</li> <li>Staff time</li> <li>Training</li> <li>Staff time</li> <li>Consultants</li> <li>Training</li> <li>Staff</li> <li>Consultants</li> <li>Contracts</li> </ul>
<p><b>Activity 3.1: Support with Public Outreach, Civic and Voter Education</b></p>	
<ul style="list-style-type: none"> <li>Conducting an assessment and baseline survey of levels of information available and stakeholders involved in promotion the</li> </ul>	<ul style="list-style-type: none"> <li>Consultants</li> </ul>

<p>distribution of voter information.</p> <ul style="list-style-type: none"> <li>Developing public outreach plan including a strategy that includes civil society, media, political parties, and other stakeholders: elements will include a media relations strategy.</li> <li>Developing a communications strategy and recommendations on the creation of a communication's unit within ECN.</li> <li>Developing a media strategy which will include identification of the relevant media and their coverage; ensuring that the information given to the media by ECN is clear and easily understandable; developing a timetable for information distribution so that the media have a steady, accurate flow of information regarding electoral activities. A designated spokesperson for the media and a single point of contact for ECN will be appointed.</li> <li>Establishing a Media Centre within ECN to deal with media issues such as media conferences and releases, media tours of electoral activities, a media room, and with monitoring media coverage of the Commission's activities.</li> <li>Monitoring impact, reducing conflict, counterbalancing political propaganda with impartial information.</li> <li>Addressing gender disparity by providing information promoting the participation of women in the electoral process and their empowerment in political life (both as registered voters and candidates) as well as the participation of other vulnerable and under-represented groups.</li> <li>Encouraging general voter participation, increasing overall public awareness at the grassroots level and promoting collaboration with the media and civil society organizations through the provision of small grants, the organization of cultural events, conferences, educational seminars, public discussions and other events and face-to-face activities.</li> <li>Educating the electorate on their fundamental voting rights and means of safeguarding themselves against being disenfranchised; promoting civic and voter education in schools.</li> <li>Developing printed information materials (posters, leaflets, and stickers).</li> <li>Broadcasting messages nationwide by all the traditional means of mass communication (radio, television, billboards, newspapers, magazines) as well as non-traditional public outreach methods (such as face to face, theatre and cinema).</li> <li>Establishing permanent and mobile voter information centres throughout the country to serve as focal points for voter information, distribute voter education materials, and disseminate radio and TV messages.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Workshops</li> <li>Staff time</li> <li>Procurement/equipment</li> <li>Consultants</li> <li>Procurement/equipment</li> <li>Staff time</li> <li>Consultants</li> <li>Workshops</li> <li>Seminars, public discussions</li> <li>Materials/equipment</li> <li>Materials/equipment</li> <li>Contracts</li> <li>Small grants</li> <li>Procurement/equipment</li> <li>Materials</li> </ul>
<p><b>Activity 3.2: Support with the Establishment of Electoral Education and Information Center(s)</b></p>	
<ul style="list-style-type: none"> <li>The construction of the EEIC at headquarters and possibly at a regional level.</li> </ul>	

<ul style="list-style-type: none"> <li>● Provision of advisors to support the functioning of the Center until the ECN is able to full staff the Center and operate it without ECN support.</li> <li>● Provision and installation of equipment. Each EEIC is expected to be equipped with a modern library, as well as with computers, internet access and other resources and facilities and to also include a compressive electronic library (E-Library).</li> <li>● Establishment of E-Library and archives. Efforts will be made for the E-Library collection to include a wide range of materials.</li> <li>● Training, Conferencing and Coordination. The Centre is also expected to serve as a meeting/training place for the ECN's staff.</li> </ul>	<ul style="list-style-type: none"> <li>● Consultants</li> <li>● Staff time</li> <li>● Equipment</li> <li>● Materials</li> <li>● Materials</li> <li>● Consultants</li> <li>● Staff time</li> </ul>
<p><b>Activity 3.3: Support with External Relations</b></p>	
<ul style="list-style-type: none"> <li>● Amendments to the Observer Code of Conduct and Political Party Code of Conduct. ESP will provide assistance to ECN (and constitutional assembly prior to the promulgation of the new constitution) in amending the regulations for observers, political parties and candidates, and party agents by arranging stakeholder workshops and providing information on international best practices.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> </ul>
<ul style="list-style-type: none"> <li>● Observer Support Centres. ESP should support the ECN to establish observer support centres in Kathmandu and possibly in the regions or equivalent administrative units where accreditation of observers can take place and where ECN can provide observer groups with information on a regular basis. The centres should provide computer and meeting facilities for domestic and international observers. The information and Education Center in Kathmandu as well as any other centers established on a regional level can be used for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> <li>● Equipment, materials</li> </ul>
<ul style="list-style-type: none"> <li>● Observer Information Kits. ESP should assist ECN in providing information kits for observers and political party agents containing legal information, background and other information.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> <li>● Materials, printing</li> <li>● Contracts</li> </ul>
<ul style="list-style-type: none"> <li>● Technical, financial and other relevant support will be provided to selected CSOs, (under the guidance of ECN) to develop national capacity for domestic observation, and provide assistance to marginalized groups to participate in the elections.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> </ul>
<ul style="list-style-type: none"> <li>● Targeted support to CSOs via ECN to increase the participation of women and marginalized groups in rural and urban areas.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> </ul>
<ul style="list-style-type: none"> <li>● Organization of joint events and conferences on election preparations to give CSOs a floor to voice their opinion and to empower them to represent vulnerable and under-represented groups.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Consultants</li> <li>● Workshops</li> </ul>
<ul style="list-style-type: none"> <li>● Support to ECN in their engagement with political parties and candidates.</li> </ul>	<ul style="list-style-type: none"> <li>● Workshops</li> <li>● Materials</li> </ul>

<b>Activity 3.4: Support with Gender, Social Inclusion, and Vulnerable Groups</b>	
<ul style="list-style-type: none"> <li>• Revision of the Strategic Plan to incorporate the gender mainstreaming and social inclusion policy</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Consultants</li> <li>• Workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Establishment of a gender and social inclusion unit within the ECN</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Consultants</li> <li>• Workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Development of a gender and social inclusion checklist of electoral activities</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants</li> <li>• Staff time</li> </ul>
<ul style="list-style-type: none"> <li>• Consultations with experts and organizations focusing on gender issues and social inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Staff time</li> <li>• Consultants</li> </ul>
<ul style="list-style-type: none"> <li>• Capacity building and BRIDGE training focused on gender and social inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• \$</li> <li>• Training</li> <li>• Staff</li> <li>• Consultants</li> <li>• Contracts</li> </ul>
<ul style="list-style-type: none"> <li>• Inclusion of women and other groups into voter registration</li> </ul>	<ul style="list-style-type: none"> <li>• \$</li> <li>• Staff time</li> </ul>
<ul style="list-style-type: none"> <li>• Public outreach, civic and voter education materials targeting women and other groups</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Materials</li> </ul>

## SECTION 4: INDICATIVE BUDGET

Any budget revisions will require approval by the Project Executive Board.

Activity No	Phase II Project Activities and Indicative Budget	2012 (Preparatory Year)	TOTAL
1.1	Support with Strategic Planning	149,000	979,000
1.2	Support with Professional Development and Cooperation	98,449	756,599
1.3	Support with Geographic Information and Electoral Mapping	30,900	350,100
1.4	Support with Creation and Display of New Voter Register	1,082,340	3,649,540
	<b>Total for Output 1:</b>	<b>1,360,689</b>	<b>5,735,239</b>
2.1	Support with Procedures and Training	183,000	3,460,700
2.2	Support with Operations and Logistics	174,800	8,392,200
2.3	Support with Electoral Dispute Resolution	34,000	325,000
2.4	Support with Electoral Security	47,500	272,500
	<b>Total for Output 2:</b>	<b>439,300</b>	<b>12,450,400</b>
3.1	Support with Public Outreach, Civic and Voter Education	100,000	1,690,000
3.2	Support with Establishment of Electoral Education and Information Center(s)	428,422	707,622
3.3	Support with External Relations	21,000	943,000
3.4	Gender & Social Inclusion	22,400	262,400
	<b>Total for Output 3:</b>	<b>571,822</b>	<b>3,603,022</b>
	Monitoring & Evaluation	28,763	516,368
	UNDP Project set up, running costs	175,683	877,214
	<b>SUBTOTAL</b>	<b>204,446</b>	<b>1,393,582</b>
	<b>Total</b>	<b>2,576,257</b>	<b>23,182,243</b>
	UNDP Fund		2,500,000
	Donor Fund		20,682,243
	Indirect Eligible Cost (GMS) 7 %		1,447,757
	<b>Grand Total</b>		<b>24,630,000</b>

ECN to provide in-kind contribution in the form of office space for ESP

## SECTION 5: ACTIVITIES' IMPLEMENTATION TIMETABLE

Activity Timeline	2012 (Preparatory Activities)				2013				2014				2015				2016		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
	Pre-election/ Voter Registration				Electoral event I				Electoral event II				Post-election/ Transition				Handover / Closure		
<b>Activity 1.1: Support with Strategic Planning</b>																			
Strategic Plan implementation																			
Updates in accordance with the new Constitution																			
Donor meetings and coordination on strategic planning																			
Status reports, quarterly and financial reports																			
Field monitoring and evaluation																			
Arrangements for project archiving and institutional memory																			
Final monitoring and evaluation report (UNDP HQ)																			
Project audit by a contracted audit firm																			
<b>Activity 1.2: Support with Staff Retention and Professional Development</b>																			
BRIDGE training courses, selection and implementation																			
Generic training and development courses																			
Regional cooperation and exchanges																			
Study tours																			
Facilitation of ECN membership in global and regional el. networks																			
<b>Activity 1.3: Support with Geographic Information and Electoral Mapping</b>																			
Assessment																			
Provision of equipment for ECN																			
Training in the use of GIS equipment																			
Piloting use of GIS equipment																			
GIS equipment used to allocate VRCs, PS, etc.																			
<b>Activity 1.4: Support with Creation and Display of New Voter Register</b>																			
Assist ECN with planning and design of continuous VR program																			
Development of software and equipment specification																			
Procurement of VR equipment on ECV behalf																			
Surveys and assessments of VR process and data																			
Donor and stakeholder coordination and updates on VR																			

Activity Timeline	2012 (Preparatory Activities)				2013				2014				2015				2016	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	Pre-election/ Voter Registration				Electoral event I				Electoral event II				Post-election/ Transition				Handover / Closure	
Establishment of VR data processing center at HQ level																		
VR list display and update																		
<b>Activity 2.1: Support with Procedures and Training</b>																		
Support to ECN with amending and drafting new regulations																		
Conference(s) and outreach on the new electoral framework																		
Update voter registration procedures after Constitution																		
Assist ECN with polling procedures, including counting and results																		
Training (all cascades) on new procedures, including results																		
Specific training on the use of new EVMs and other issues (as required)																		
<b>Activity 2.2: Support with Operations and Logistics</b>																		
Operational concepts and plan development																		
Assist ECN with material procurement																		
Assist ECN with staff deployment																		
Assist ECN with material distribution and retrieval																		
Establishment and running of counting and results center																		
Assist ECN with counting																		
<b>Activity 2.3: Support with Electoral Dispute Resolution</b>																		
Complaints procedure establishment																		
Complaints forms development																		
Training of judges and other legal professionals																		
Complaints submission period																		
Complaints resolution and announcement period																		
<b>Activity 2.4: Support with Electoral Security</b>																		
Assessment of potential for electoral conflict and violence																		
Development of electoral conflict mitigation strategy																		
Monitoring for electoral conflict and violence																		
Overall coordination of security with stakeholders																		
Security forces training																		
<b>Activity 3.1: Support with Public Outreach, Civic and Voter Education</b>																		
Assistance with PO plan development																		

Activity Timeline	2012 (Preparatory Activities)				2013				2014				2015				2016		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
	Pre-election/ Voter Registration				Electoral event I				Electoral event II				Post-election/ Transition				Handover / Closure		
Quarter																			
Planning/Tentative event																			
Voter education regarding voter registration and display																			
Civic/voter education regarding polling																			
Stakeholder outreach/coordination																			
Small grants award and implementation																			
Broader outreach through EEIC and other channels																			
<b>Activity 3.2: Support with Electoral Education and Information Center(s)</b>																			
Construction and equipping of EEIC in Kathmandu																			
EEIC in Kathmandu operational																			
Assessment on EEIC effectiveness, decision on regional EEICs																			
Establishment and operation of regional EEICs (if applicable)																			
<b>Activity 3.3: Support with External Relations</b>																			
Amendments to Observer Code of Conduct																			
Observer accreditation procedures																			
Observer accreditation and kits																			
Establishment and operation of observer support centers																			
Observer coordination regarding results and final reports																			
<b>Activity 3.4: Support with Gender, Social Inclusion, and Vulnerable Groups</b>																			
Revised Strategic Plan and other documents																			
Gender unit established and checklist prepared																			
BRIDGE and other training and capacity building																			
PO, C/VE on gender/social inclusion																			
VR focus on gender/social inclusion																			
<b>Activity 4.1 Monitoring &amp; Evaluations</b>																			
Regular monitoring visits to the field																			
Project review and evaluation																			
Baseline surveys																			
Trainings and workshops for ECN on M&E																			



## SECTION 6: MANAGEMENT ARRANGEMENTS

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To develop a positive synergy among activities of the different partners, a common financing mechanism known as a "Basket Fund," has been established to ensure coordination of electoral assistance activities. Financial contributions by the donors are combined in this mechanism for coordinated programming and disbursement.

The project is directly implemented (DIM) by UNDP Nepal in consultation with the ECN and other project partners. For all procurements by the project, standard UNDP rules and procedures will apply. UNDP established an **Electoral Support Team** – based at and operating from the main building of the Election Commission's headquarters in Kathmandu, comprised by an international Project Manager/Chief Technical Advisor, an international Electoral Expert and a team of national staff at both national and regional level. In addition, national and international consultants are hired as needed. The **Project Manager/Chief Technical Advisor** is responsible for implementation of all project activities established by this Project. The **Project Manager/Chief Technical Advisor** is also responsible for day-to-day management and decision-making for the project, as well as ensuring that the project produces the outputs and results specified in this Project Document, in compliance with the required standards of quality and within the specified limits of time and cost.

The Chief Technical Advisor/Project Manager reports to a **Project Executive Board (PEB)** led by UNDP, which comprises the following members:

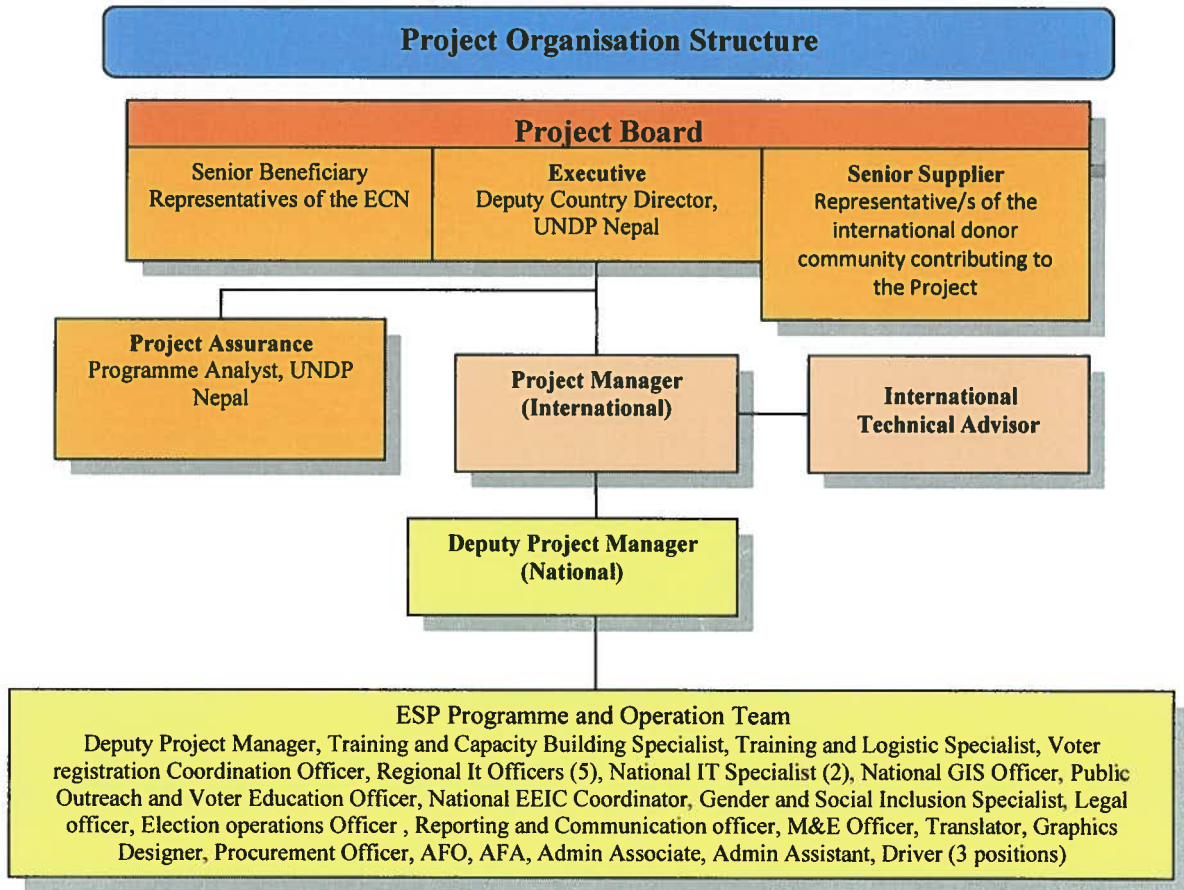
- Project Executive: Deputy Country Director of UNDP Nepal;
- Senior Beneficiary: Representative of the Election Commission of Nepal;
- Senior Supplier: Representative/s of the international donor community contributing to the Project and Assistant Country Director of UNDP.

The Project Executive Board is the group responsible for making - on a consensus basis - all management decisions for the project when guidance is required/solicited by the Project Manager/Chief Technical Advisor, including recommendation for UNDP approval of project revisions. As already highlighted in other sections of this document, due to continuously evolving political environment characterising the transitional setting of the Federal Republic of Nepal, a flexible management arrangement will be used to implement the Project. Upon reaching a consensus, the Project Executive Board could modify, refine, review and expand any of the various longer-term project activities identified and described in this document. Phase I budget revisions were processed when deemed necessary to ensure financial monitoring effectiveness and accuracy in project accounts, and they were approved by the Project Executive Board. Any budget revisions of the Phase II budget will also require approval by the Project Executive Board.

Project reviews by the Project Executive Board will be made at regular intervals (on a quarterly basis) or as necessary when raised by the Project Manager/Chief Technical Advisor. In addition to his/her functions as a member of the Project Executive Board, the Representative of the Election Commission of Nepal serves as the main focal point for any implementation issue arising from the Project, interacting on a regular basis with the Chief Technical Advisor and the members of the Electoral Support Team, and providing strategic advice on any programmatic issues.

Project Support is provided by the Operations Manager of UNDP Nepal, and Project Assurance through a Programme Officer who supports the day-to-day work of the Project Manager/Chief Technical Advisor.

Audit will done as per the UNDP procedures.



In addition to the Project Executive Board, and to ensure effective implementation and oversight, a **Project Advisory Committee (PAC)** will be constituted as follows:

- ECN Secretary (Chair)
- UNDP Representative (Co-Chair)
- EU Representative (Co-Chair)
- Other Donor representatives
- Ministry of Finance Representative
- Joint Secretary of ECN, Member-Secretary
- Others stakeholders, as appropriate.

The PAC will: (a) provide strategic guidance to the project in the formulation and review of annual work plans, budget allocations and setting of annual targets; (b) review policy matters pertaining to the project, the electoral process, and broader electoral assistance; and (c) consider emerging issues and needs, and provide advice and feedback to the Project Executive Board.

Participation in the PAC will be, in principle, at level of Ambassador or head of agency. Other participants may be invited by the co-chairs after consultation with the members of the group. All members of the PAC are expected to be permanent so as to ensure continuity.

The Joint Secretary of the ECN will be responsible for organizing the PAC meeting. The ESP will provide support services including set the agenda, compile the minutes of the meetings and circulate documents to the forum members.

The PAC will meet every six months and more frequently during peak election periods. The PAC meetings may be presided over by the Chief Election Commissioner or Commissioner, as it is deemed necessary by the Committee. The Chairs may also extend membership to other relevant Stakeholders following consultations with members of the group. Other guests will be invited on an ad hoc basis, as it is deemed necessary by the Committee.

The Electoral Support Team and the Election Commission will produce jointly regular progress and financial reports in compliance with standard UNDP procedures and format, and/or as required by the UNDP Country Office. UNDP Electoral Support Team will deliver quarterly and annual status reports covering programmatic issues to the Project Executive Board. These project progress updates will also be regularly disseminated among the international donor community.

In addition to the management of the project by PB and strategic guidance provided by PAC, a broader coordination mechanism should be established to aid in the coordination of all election support and activities.

To ensure that donor assistance is coordinated and meeting the priorities in administering the elections, the ECN will set up and lead a coordination committee, similar to ECN's current coordination group on voter registration, to optimize the use of resources, eliminate duplicate fund allocations to projects and initiatives, and to minimize potential differences among donors. Besides coordination, the committee will:

- Keep participants informed on the technical developments
- Track electoral activities/budget
- Mobilize needed resources
- Assist the ECN in new areas of assistance
- Identify challenges and risks that may impact the process
- Communicate concerns to the international forum

The committee will be chaired by the ECN and include as members Heads of Development Cooperation Agencies, UNDP, Election experts from IFES, International IDEA, representatives from the Nepal Peace Trust Fund, CSOs engaged in election activities, media and other major stakeholders as identified by the committee may also participate. The committee will meet at least twice every year, and at more frequent regular intervals (at least once every month) during the six months prior to the elections. The ESP will assist the ECN in convening these meetings and ensuring that all key stakeholders are invited.

## **SECTION 7: MONITORING AND EVALUATION**

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The project will be monitored against the annexed Monitoring and Evaluation Framework, which builds on the CPAP Monitoring and Evaluation Framework. The Project Manager/Chief Technical Advisor, in coordination with the Project Executive Board, will work to update the document for each indicator. Progress against each of the indicators will be reviewed regularly, and a separate tracking table updated accordingly.

Some of the methods that will be used in monitoring progress towards the outputs and outcome include:

- Regular Project Executive Board meetings, which are a useful way of ensuring good planning, follow-up and results focus;
- Quarterly assessments of progress towards targets;
- An Issue Log shall be activated in Atlas and regularly updated to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation;
- Based on the above information recorded in Atlas, Quarterly Progress Reports shall be submitted by the Project Manager to the Project Executive Board, through Project Assurance, using the standard UNDP formats;

- A project lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation and to facilitate the preparation of the lessons-learned report at the end of the project;
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- A mid-term and a final project review will be conducted by the UNDP to learn lessons and apply these to possible follow-on assistance activities. This will be particularly important once the exact date for the next round of elections is established.

The goal of all monitoring and evaluation exercises is to learn lessons and incorporate them into the Project in order to improve it.

Experts hired under the Project will be under the overall joint supervision and guidance of the implementing partners, or their representatives, and must consult with and report to them as per the management arrangements described above.

All Project activities will be closely monitored by UNDP Country Office. To this effect, a Programme Officer from the Governance Unit will backstop the project and support both the Project Manager/Chief Technical Advisor and the Election Commission in the attainment of the established project outputs.

## **SECTION 8: LEGAL CONTEXT**

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The Project document conforms to the provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Nepal and the United Nations Development Programme signed by the parties on 23 February 1984. The host country-implementing agency shall, for the purpose of the SBAA, be referred to as the Government co-operating agency, described in that agreement.

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

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

- Revision in, or addition of, any of the annexes of the Project Document;
- Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;
- Mandatory revisions that re-phase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

## **ANNEXES**

- 1. Risks Analysis**
- 2. Project Monitoring and Evaluation Framework**
- 3. Tentative Multiyear Workplan**
- 4. Staff Terms of Reference**

**ANNEXES**

**ANNEX 1: Risks Analysis**

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	The successful achievement of the project outcome is heavily contingent on the availability and commitment of the Election Commission of Nepal (ECN) to engage in sustainable professional development activities in the inter-election period.	Operational and Organizational	<p>1.1 The leadership of the ECN may change and the new body may not accept all the specific activities proposed in the project.</p> <p>1.2 Delays in project approval/revision and implementation of projects.</p> <p>Impact = 3 Probability= 2</p>	<p>1.1 The project is designed and will be implemented in close consultation with its main beneficiary, the ECN, and in partnership with a number of international organisations also involved in the provision of electoral assistance.</p> <p>1.2 Written comments on the project strategy have been received from the ECN, and the ECN has been included in the Project Board.</p> <p>1.3 The Commissioners term in office is six years and thus it is expected to be long enough to keep at least the various subsidiary levels of the Commission engaged over the life of the project.</p>	Project Manager/Chief Technical Advisor & PO	Project Manager/Chief Technical Advisor & PO	15 Aug 08	Nov 2011	Several terms came to an end and several major ones are expected to end possibly before the next election, such as the Chief Commissioner.

<p>Unpredictability of policy directions due to the fluid situation surrounding the drafting of the new Constitution could have repercussions on the electoral legislation, the electoral calendar, and the work of ECN</p>	<p>Financial and Political</p>	<p>Implementation of annual targets affected, not likely to be met in 2008 and reduced capacity, due to repercussions on the work of the ECN.</p> <p>Electoral irregularities and election triggered conflict.</p> <p>Impact=3</p> <p>Probability = 2</p>	<p>2.1. Adjustment of specific supporting activities may be required as the election-related priorities and needs may change</p> <p>2.2 Although the project is designed and long enough to accommodate the sudden and unpredictable changes to the electoral timetable, long-term activities to be implemented in the inter-election period would need to be re-evaluated and revised in terms of priority in consultation with the ECN.</p>	<p>Project Manager/Chief Technical Advisor</p>	<p>Project Manager/Chief Technical Advisor</p>	<p>15 Aug 08</p>	<p>Nov 2011</p>	
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3	Credibility of voter registration.	Political and operational	Political parties and affiliated groups may obstruct the voter registration.	The ECN will work together with the Government of Nepal to interact with the political parties and affiliated groups.	Government of Nepal and ECN	Chief Technical Advisor	Jan 2011 Also, Aug 2011 NAM	
4	Lack of inclusiveness	Political and operational	Traditionally marginalized groups <sup>8</sup> may be excluded from representation in connection with the future state structure and the electoral systems relative to 2008 election.	Electoral system and actions on part of ECN and other stakeholders to include traditionally marginalized groups.	CA, ECN and other stakeholders		Aug 2011 NAM	

<sup>8</sup> Women, Madhesis, Janjatis and Dalits.

**ANNEX 2: Project Monitoring and Evaluation Framework \***

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/ Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
<b>UNDAF Outcome</b> Institutions, systems and processes of democratic governance are more accountable, effective, efficient and inclusive	% of women and minority candidates in national and local elections	33% of women in 2008 election	40% in the next election	ECN reports	2012- 2016 as per elections calendar	Election date is not announced	2012-2016 as per elections calendar	
	% of eligible voters (men & women) who turn out in national and local elections	62 % of total registered voters (of which 50.4% were men and 49.6% women) voted in 2008 national election	67% in both national and local elections	ECN reports	2012- 2016 as per elections calendar	Election date is not announced	2012- 2016 as per elections calendar	
<b>Expected Country Programme (CP) Output</b> Election Commission has the capacity to conduct credible, inclusive and transparent elections	% of men and women eligible to vote who are registered by ECN with photographs and biometric profiling.	As of September 2012, 10.8 million voters of 16 years of age and above registered; when 2011 census data is available baseline will be calculated;	70% of men and women registered	Final voter list published by ECN	2013	Voter registration process is on-going	2013	
	% of invalid ballots on national elections and local elections	5.15% invalid ballots of the total casted ballots in the 2008 election	Less than 3%	ECN electoral records	2012- 2016 as per elections calendar		2012- 2016 as per elections calendar	
	No of citizens sensitized on electoral system and processes through EEIC	5000 as of September 2012	30,000	EEIC records, ESP reports			2016	
<b>Activity by Output</b>	<b>Specific indicators</b>							

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/ Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
<b>Output 1: Strengthened capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.</b>	Development of legislations, code of conduct, operational plan and budget for elections	No budget, legislation and logistic plans for upcoming elections.	Operational plan, budget, legislations and code of conduct in place	ECN annual report, ESP report, final legislations	2012- 2016 as per elections calendar		2012- 2016 as per elections calendar	
<b>1.1 Support with Strategic Planning</b>	An inclusive updated multiyear strategic plan with timeline and budget developed and implemented	Current multiyear strategic plan needs to be revised	New strategic plan in place and implemented	Annual, mid-term and final assessment, annual work plan	2013,2016	Requires revision of strategic plan (gender streaming, timeline, budget allocation)	2013,December 2015	
<b>1.2 Support with Professional Development and Cooperation</b>	No. of election officials at various levels participate in BRIDGE and other professional trainings, study tours, exchanges (by gender )	<b>Baseline:</b> xx participants (xx women, xx ECN, xx CSO, xx PPs)	<b>Target:</b> 20% increment  XX modules, xx participants (xx Women, xx ECN, xx CSO, xx PPs)	BRIDGE, ESP and ECN Progress Reports	Regularly 2012-2016		2011- 2016 annually	Requires more inclusiveness in terms of women and other stakeholder participation , and tracking.

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
	% of trained staff that remain at ECN	No data available	20% of staff that remain at ECN after receiving training	ECN and ESP Progress Reports	2011- 2016 annually	High staff turnover at ECN	2013- 2016 annually	
	Timely submission of annual reports (including audit report) to the government	No data available	Timely submission of the audit report, NPTF and other bilateral reports	Submission dates of the reports as per the requirement	2012-2015 annually		2013- 2016 annually	
	No. of BRIDGE trainings led by accredited ECN staff (based on gender) and national electoral stakeholders	0	15 BRIDGE trainings	ECN records	2012-2016	12 BRIDGE facilitators (xx women, xx ECN, xx other stakeholders)	2013, 2015	
	BRIDGE sustainability plan developed and incorporated into ECN's strategic plan	none	Sustainability plan in place	ECN progress reports	2013	BRIDGE impact assessment is taking place, based on which BRIDGE sustainability plan will be developed	2013	
	% of election procurement undertaken by ECN in accordance with government policy	Baseline to be calculated	20% increment per annum	ECN progress reports, ESP quarterly reports.	Annually 2013-2015		December 2015	

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
	No. of ECN staff trained on procurement and financial management	0	30	ECN progress reports, ESP quarterly reports.	Annually 2012-2015		December 2015	
	Membership in regional and global associations.	Baseline: xx memberships	(based on baseline)	ESP, ECN progress reports, different associations' websites.	2016	1 (member of Association of Asian Election Officials)	Nov. 2011	
<b>1.3 Support with Geographic Information and Electoral Mapping Systems</b>	GIS unit operated by ECN staff	ESP operates GIS unit	ECN staff operating the GIS unit	ESP, ECN reports	2015	The GIS unit has been established and the Head of the Unit is from ESP.	GIS unit operational.	
	No. of ECN staff trained in use of GIS equipment	xx	xx	ECN reports, ESP quarterly reports.	Annually 2012-2016		2014	
<b>1.4 Support with Creation and Display of New Voter Register</b>	No. of electoral maps produced using GIS equipment (for identification of polling stations, constituency boundaries)	0	xx	ECN progress reports, ESP quarterly reports	2013		2013	
	No. of voters registered with photographs and biometric profiling	10.8 million as of September 2012	14 million entries	VL report, assessment	2013		2013	Target will be revised as per 2012 census
	Accuracy and completeness of voter list	None	80% accuracy rate	Voter list assessment	2013	Registration ongoing, VL still being	2013	

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
	Web-based system for transmission of data on continuous basis for voter registration established.	Period registration in place, policies and guidelines to be developed for continuous VR	Continuous registration takes place at all district offices as per the policy	ESP, ECN, Media and stakeholder reports	2016	finalized	2016	
<b>Output 2: Election cycle conducted in an effective, sustainable, and credible manner.</b>	Operational and procedural preparations are in place and ECN conducts a logistically and operationally smooth operation	None	Election budget, operational plans in place before election.	ECN Records, ESP reports	Depending on electoral calendar		2012-2016 depending on electoral calendar	
<b>2.1 Support with Procedures and Training</b>	No. of ECN registration and polling officials trained in different procedures (by gender)	XX (no. trained in 2008) and/or XX trained in voter registration procedures	5 ECN staff per center (registration and polling) including at least 30-50% women	ECN and observer reports	2012-2014 depending on electoral calendar		2012-2016 Annually, depending on electoral calendar	
	Procedures, guidelines, and manuals revised in accordance with new constitution, laws and regulations	0	Procedures, guidelines and manuals developed in line with the constitution and legal provisions on elections	ECN records	2012-2014 depending on electoral calendar	The new constitution was not promulgated in May 2012 and CA was dissolved. Electoral laws to be amended to pave the way for elections.	2012-2016 Annually, depending on electoral calendar	
<b>2.2 Support with Election Operations</b>	No. of operational plans developed	0	1 per electoral event	ECN records, ESP progress reports	2012-2014 depending on	2012-2014	2012-2016 Annually,	

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
and Logistics	and implemented				electoral calendar		depending on electoral calendar	
	Election materials procured and distributed in timely manner	0	100% based on election procurement plan	ESP, Observer reports	2012-2014		2012-2014 annually, depending on electoral calendar	
	% of polling centres opened (in 5 km distance) on time and operated throughout the polling day	2,500 polling stations are there in Nepal	100% of polling centers operational	ECN press announcement (at opening and closing) and observer reports	2012-2014, depending on electoral calendar		2012-2014 annually, depending on electoral calendar	
2.3 Support with Electoral Dispute Resolution	EDR mechanism established and procedures adopted and publicized	0	1	ECN, Observer and media reports	2012/2013 depending on electoral calendar		2013	
	No. of legal professionals (40% women and rep from marginalized groups) trained in EDR	0	50 annually	ECN, ESP quarterly and observer reports	2012/13 depending on electoral calendar	Pending, electoral law with EDR framework being developed	2013, 2014	
	% of complaints timely resolved	0	100%	ECN and observer reports	2012/13 depending on electoral calendar	No necessary legal framework in place	2012-2014 annually, depending on electoral calendar	
2.4 Support with Electoral Security	Security plan developed jointly by ECN and relevant security authority/ies	0	1	ESP, ECN progress report	2013 prior to the electoral event		2013	
	No. of coordination events regarding electoral security (with security)	0	Based on the security plan, but at least 1 per month, 6 months	ECN progress reports, ESP quarterly reports,	2012, 2013 depending on electoral calendar		2012\2013	

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
	forces, CSOs, and other stakeholders)		prior to the results announcement, and 1 month following the results announcement	stakeholder reports				
	No. of election security focused training events, and participants	0	Based on the security plan	ECN progress reports, ESP quarterly report, stakeholder reports	2012, 2013, depending on electoral calendar		2012\2013	
<b>Output 3: Increased democratic participation in the next cycle of elections, particularly for under-represented and disadvantaged segments of the Nepali society.</b>	Effective public outreach campaigns enhance participation of traditionally marginalized groups.	62% turnout in 2008, 33% women candidates, xx Dahlit, xx Janjati, xx Madhesi	10% increase in overall participation and a 7% increase in women candidates and other marginalized groups' participation.	ECN, observer and media reports on voter turnout	2012 or 2013, depending on electoral calendar		2012 or 2013, depending on electoral calendar	
<b>3.1 Support with Public Outreach, Civic and Voter Education</b>	Public outreach (including media and communications) plan developed	0	1	ECN progress report, ESP quarterly reports	2012	No PO plan	2013	No comprehensive PO plan exists or planned
	No of public information and awareness campaigns workshops with electoral stakeholders	0	At least 1 per month with each stakeholder (CSOs, PPs, media) in the year before the election	ECN and stakeholder reports	A year before the election		2012-2016 annually	



Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
	No. of small grants issued to CSOs	0	5	ESP and ECN reports	6 months before the election	No grants issued to CSOs	2013- 2015	
	Media center established and running	0	1 at HQ level,	ECN progress report, observer and media reports	2012, 2013	No media center	2012\2013	
	% of election expenditure on broadcasting of TV and radio messages, printing and distribution of posters (directly and through the partners)	xx CA election	Based on the PO/media plan	ECN expenditure reports, ESP, partner reports	Annually, depending on electoral calendar		2013	
	No. of special events targeting women and other marginalised groups ( Dalits, Janajatis, Madhesi, Muslim etc).	0	5 per annum	ESP, ECN, stakeholder and Media reports	Annually		2012-2016 annually	
	Public's knowledge about democratic and electoral processes	% of survey respondents know voter registration process, time and date of election (if applicable at time of survey,, election system or sys. of govt in Nepal	25-30% increase in knowledge	Internal (ECN) and external surveys (at least two different points during the projects)	Baseline knowledge and attitudes survey in late 2012, end survey to be conducted in 2013 and 2015			

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
3.2 Support with Establishment of Electoral Education and Information Center	No. of visitors/users (by gender and other available group affiliation)	0	At least 25-50 per day of operation	ESP, EEIC, ECN progress reports	2012-2016,		2012-2016 annually	
	% of surveyed visitors who find the Center useful (by gender)	0	More than 75	EEIC/ECN survey, external surveys	2012-2016		2013 - 2016	
	% of EEIC operational costs borne by ECN		100%	EEIC/ECN/ESP reports	2014-2016		2016	
	No. of events held at EEIC by type/stakeholder	0	Based on EEIC business plan	EEIC/ECN progress reports, stakeholder reports	2012-2016		2012- 2016 annually	
3.3 Support with External Relations	No. of events organized for CSOs, including information sessions held by ECN during observer training	0	2 -3 per month (with all CSOs invited, discounting any one-on-one meetings with specific groups)	ECN and observer reports			2012- 2016 annually	No specific events organized regarding the voter registration, no active observation
	No. of observer information packages distributed	0	25 (average) per CSO/observer group	ECN and observer reports			2012- 2016 during elections	
	No. of informative events organized for PPs/candidates	0	1 every 2-3 months for all parties ( avoiding meetings with individual parties unless all are provided equal	ESP, ECN progress reports			2012- 2016 during elections	

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
3.4 Support with Gender, Social Inclusion, and Vulnerable Groups	No. of documents/policies developed/amended to address gender and social inclusion issues	none	2 access to ECN)	ECN strategic plan, ESP assessment, ECN reports	2012		2012\2013	Slow progress, even reversal of progress when it comes to minorities
	Gender unit established and functioning	0	1	ECN status report	2013		2013	A concept not on gender unit has been developed with TOR for gender focal person who would head the gender unit.
	No. of women and representatives from minority groups participating in trainings and study tours.	Less than 5% per event	30% or more per event	ESP quarterly reports	2012-2016		2012-2016 annually	Low participation of women and minorities in training and study tours
	Gender Policy developed and endorsed by ECN	0	1	ESP, ECN progress reports,	2013	A draft gender policy developed and consulted	2013	Draft policy developed

Outcomes, Outputs and Activity Results	Indicator(s)/Quality Criteria	Baseline(s) 2011	Target(s)	Source(s)/ Means of Verification	Timing	Current Status	Last Date of Measurement	Remarks on Progress
	No. Of women and minority participate in temporary positions on electoral processes (VR, VE, polling booth etc)	0	50%	ECN quarterly and annual reports	2012- 2016 prior to elections	internally in the ECN as well as with stakeholders outside.	2012-2016	
	A consultative group on gender equality and social inclusion formed	0	1	ECN quarterly and annual reports	2013		2013	

\*to be reviewed, revised and updated during project initiation phase

Note: Many indicators for monitoring and evaluating the results of support to the Election Commission of Nepal require another election to be held, with results in a number of areas compared to those from the 2008 CA election. As no elections have been scheduled, the planning date for first possible election is November 2012 (based on August 2011 UN NAM) or spring 2013 followed by another cycle of elections a year later. Further analysis of experiences and lessons learned from the 2008 CA elections will provide additional baselines which can be used to compare with future elections expected in 2012/2013. Thus, this M & E Framework will be reviewed on annual basis, and as additional indicators are added.

### ANNEX 3: Tentative Multiyear Work-plan

EXPECTED OUTPUTS PLANNED ACTIVITIES					
List activity budget descriptions					
And baseline, associated indicators and annual targets	Year 1 (Preparatory activities)	Year 2	Year 3	Year 4	Total
	USD	USD	USD	USD	USD
<b>Output 1. Strengthened capacity of the ECN to function as a permanent, independent, credible and professional institution of governance.</b>					
<b>Activity 1.1: Support with Strategic Planning</b>					
Training, Workshops and Conferences	35,000	65,000	60,000	55,000	215,000
Consultancy services	73,000	170,000	50,000	115,000	408,000
Travel	37,000	80,000	55,000	40,000	212,000
Furniture, Equipments & IT	-	50,000	15,000	5,000	70,000
Audio Visual Print Prod & Stationeries	-	20,000	20,000	30,000	70,000
<b>Activity 1.2: Support with Professional Development and Cooperation</b>					
Consultancy services	10,000	60,000	34,000	72,000	176,000
Training, Workshops and Conferences	74,449	122,000	148,600	115,000	460,049
Contractual services - Individual	4,000	29,200	29,700	32,650	95,550
Furniture, Equipments & IT	-	10,000	5,000	-	15,000
<b>Activity 1.3: Support with Geographic Information and Electoral Mapping</b>					
Contractual services - Individual	17,400	21,400	21,400	24,400	84,600
Consultancy services	5,000	25,000	15,000	10,000	55,000
Training, Workshops and Conferences	4,000	25,000	5,000	5,000	39,000
Travel	2,500	5,000	21,000	1,000	29,500
Audio Visual Print Prod & Stationeries	2,000	40,000	20,000	15,000	77,000
Furniture, Equipments & IT	-	25,000	25,000	15,000	65,000
<b>Activity 1.4: Support with Creation and Display of New Voter Register</b>					
Consultancy services	362,802	151,000	165,000	40,000	718,802
Contractual services - Individual	121,900	128,400	130,400	74,400	455,100
Construction & Engineering (Ware house)	477,138	-	-	-	477,138

Furniture, Equipments & IT	103,000	1,038,000	520,000	170,000	1,831,000
Audio Visual Print Prod & Stationeries	-	75,000	-	-	75,000
Training, Workshops and Conferences	2,500	25,000	15,000	10,000	52,500
<b>Sub Total Output 1</b>	<b>1,331,689</b>	<b>2,165,000</b>	<b>1,355,100</b>	<b>829,450</b>	<b>5,681,239</b>
<b>Output 2. Election cycle conducted in an effective, sustainable, and credible manner.</b>					
<b>Activity 2.1: Support with Procedures and Training</b>					
Fixed Term -Salary	183,000	210,000	230,000	265,000	888,000
Consultancy services	-	149,000	106,700	82,000	337,700
Training, Workshops and Conferences	-	1,050,000	535,000	585,000	2,170,000
Audio Visual Print Prod & Stationeries	-	50,000	-	15,000	65,000
<b>Activity 2.2: Support with Operations and Logistics</b>					
Fixed Term -Salary	144,800	150,000	156,000	188,000	638,800
Contractual services - Individual	-	31,000	31,000	31,000	93,000
Consultancy fee (regional advisor)	-	1,500,000	-	-	1,500,000
Consultancy services	30,000	283,800	25,800	153,800	493,400
Furniture, Equipments & IT	-	310,000	-	210,000	520,000
Election Materials	-	1,400,000	-	300,000	1,700,000
Media monitoring	-	50,000	-	50,000	100,000
Training, Workshops and Conferences	-	2,158,000	-	1,189,000	3,347,000
<b>Activity 2.3: Support with Electoral Dispute Resolution</b>					
Contractual services - Individual	-	31,000	31,000	31,000	93,000
Consultancy services	30,000	90,000	-	51,000	171,000
Training, Workshops and Conferences	4,000	54,000	-	34,000	92,000
<b>Activity 2.4: Support with Electoral Security</b>					
Consultancy services	43,500	-	-	40,000	83,500
Training, Workshops and Conferences	4,000	135,000	-	50,000	189,000
<b>Sub Total Output 2</b>	<b>439,300</b>	<b>7,651,800</b>	<b>1,115,500</b>	<b>3,274,800</b>	<b>12,481,400</b>
<b>Output 3. Increased democratic participation in the next cycle of elections, particularly for under-represented and disadvantaged segments of the Nepali society.</b>					

<b>Activity 3.1: Support with Public Outreach, Civic and Voter Education</b>					
Contractual services - Individual		31,000	31,000	31,000	93,000
Consultancy services	74,000	171,000	12,000	167,000	424,000
Audio Visual Print Prod & Stationeries	16,000	570,000		570,000	1,156,000
Training, Workshops and Conferences	10,000	35,000	30,000	35,000	110,000
<b>Activity 3.2: Support with Electoral Education and Information Center(s)</b>					
EEIC Construction & Interior	200,000	20,000	15,000	10,000	245,000
Audio Visual Print Prod & Stationeries	55,720	15,000	10,000	4,000	84,720
EEIC Operational Costs	16,500	31,000	24,000	13,000	84,500
Consultancy services	67,302	-	34,000	10,000	111,302
Contractual services - Individual	20,400	20,400	20,400	22,400	83,600
Furniture, Equipments & IT	1,500	3,000	3,000	1,000	8,500
Training, Workshops and Conferences	2,000	13,000	7,000	3,000	25,000
<b>Activity 3.3: Support with External Relations</b>					
Consultancy services	-	72,000	-	72,000	144,000
Audio Visual Print Prod & Stationeries	-	225,000	-	80,000	305,000
Training, Workshops and Conferences	21,000	208,000	-	180,000	409,000
Furniture, Equipments & IT	-	25,000	-	20,000	45,000
Travel	-	20,000	10,000	10,000	40,000
<b>Activity 3.4: Gender social inclusion and vulnerable groups</b>					
Contractual services-Individuals	5,400	20,000	20,000	22,000	67,400
Training, Workshops and Conferences	5,000	17,000	76,000	5,000	103,000
Audio Visual Print Prod & Stationeries	2,000	25,000	15,000	10,000	52,000
Travel	-	15,000	10,000	5,000	30,000
Furniture, Equipments & IT					-
<b>Sub Total Output 3</b>	<b>496,822</b>	<b>1,536,400</b>	<b>317,400</b>	<b>1,270,400</b>	<b>3,621,022</b>

<b>Output 4. Programme management and quality support</b>					
<b>Activity 4.1 Monitoring &amp; Evaluations</b>					
Contractual services-Individuals	3,000	16,800	17,800	19,800	57,400
Consultancy services (surveys)	-	25,000	-	35,000	60,000
Travel	10,000	136,000	50,000	25,000	221,000
Audit	-	-	20,000	20,000	40,000
Training, Workshops and Conferences	15,763	55,375	37,568	29,262	137,968
<b>Activity 4.2 UNDP Project Set up, Running Costs</b>					
Contractual services-Individuals	78,000	86,200	88,500	97,000	349,700
Audio Visual Print Prod & Stationeries	10,000	30,000	15,000	32,000	87,000
Furniture, Equipments & IT	38,719	50,000	40,000	38,000	166,719
Rental ,Maintenance & Operation of Transport Equip	18,000	30,000	25,000	27,000	100,000
Communication & Audio Visual Equip	24,000	20,000	10,000	17,000	71,000
Facilities & Admin - Services	7,844	34,209	30,000	35,742	107,795
Sub Total Output 4	205,326	483,584	333,868	375,804	1,398,582
Total Direct Eligible Cost	2,473,137	11,836,784	3,121,868	5,750,454	23,182,243
UNDP Trac Fund	1,000,000	500,000	500,000	500,000	2,500,000
Indirect Eligible Cost (GMS)	103,120	793,575	183,531	367,532	1,447,757
<b>Total Eligible Cost</b>	<b>2,576,257</b>	<b>12,630,359</b>	<b>3,305,399</b>	<b>6,117,986</b>	<b>24,630,000</b>



#### **ANNEX 4: Staff Terms of Reference**

List of project staff positions:

- Chief Technical Advisor/Project Manager
- Technical Advisor
- Deputy Project Manager
- Training and Capacity Building Specialist
- Training and Logistics Assistant
- Voter Registration Coordination Officer
- Regional IT Officer (5 positions)
- National IT Specialist (2 positions)
- National GIS Officer
- Public Outreach and Voter Education Officer
- National Electoral Education and Information Centre (EEIC) Coordinator
- Gender and Social Inclusion Specialist
- Legal Officer
- Election Operations Officer
- Reporting and Communication Officer
- Monitoring and Evaluation Officer
- Translator
- Graphics Designer
- Procurement Officer
- Administrative Finance Officer (AFO)
- Administrative/Finance Associate (AFA)
- Administrative Associate
- Administrative Assistant
- Driver (3 positions)

**Post Title: Chief Technical Advisor/Project Manager**

**Functions/Key Results Expected**

Summary of key functions;

1. Provision of strategic direction and overall guidance and supervision of the Electoral Support Project and all related assistance activities – with a particular focus on the implementation of long-term institutional strengthening and professional development support to the ECN.
  2. Delivery of advisory services to the ECN and its subsidiary offices on substantive electoral-related issues, on required legal and procedural reforms to the electoral framework and other adjustments that might be introduced in the period 2010-2012 to Nepal's electoral system and process before holding future elections.
  3. Establish strategic partnership between the ECN and the main electoral stakeholders, including international organizations providing electoral assistance and serving as project implementing partners, the international donor community, national NGOs, regional electoral networks, national electoral institutions from other countries and other entities.
  4. Assist ECN in expanding levels of electoral/democratic awareness and participation prior to the next general or local elections in Nepal, particularly for under-represented and disadvantaged segments of the Nepali society (such as women and ethnic minorities).
  5. Effective management, oversight and administration of ESP/UNDP.
1. **Function/Expected Results:** Provision of strategic direction and overall guidance and supervision of the three-year Electoral Support Project and all related assistance activities – with a particular focus on the implementation of long-term institutional strengthening and professional development support for the ECN.
    - Lead the implementation of the project activities supporting the ECN in the formulation and adoption of a multi-year strategic plan and in its efforts to enhance the professional capacity of its staff through the BRIDGE programme.
    - Identify relevant and qualified experts required to conduct the envisaged technical assistance activities, manage their timely recruitment and supervise the effective delivery of their services.
    - Undertake appropriate revisions to the ESP as and when required due to evolving political context or new needs arising in the inter-election period, in accordance with standard procedures, including appropriate consultations with the ECN and relevant partners.
  2. **Function/Expected Results:** Delivery of advisory services to the ECN and its subsidiary offices on substantive electoral-related issues, on required legal and procedural reforms to the electoral framework and other adjustments that might be introduced in the period 2010-2012 to Nepal's electoral system and process before holding future elections.
    - Provide technical advice to the ECN on the overall reform and adjustment process of the electoral legislation and system, particularly in respect to any requirements for municipal, provincial, parliamentary and presidential elections that may arise once the new Constitution of Nepal is adopted.
    - Provide technical advice to relevant Government counterparts, ad-hoc committees and working groups specifically established to reform the electoral framework in liaison with international

- partners and other key actors.
  - Advise the ECN in undertaking the overall restructuring of its infrastructure and departments in compliance with the findings, the goals and objectives that are identified in the multi-year Strategic Plan.
  - Facilitate meetings and discussions and provide technical advice to enhance knowledge and understanding of key issues related to electoral reform among key electoral stakeholders.
  - Assist ECN in the implementation of voter registration project through the provision of advisory services
3. **Function/ Expected Results:** Establish strategic partnership between the ECN and the main electoral stakeholders, including international organizations providing electoral assistance and serving as project implementing partners, the international donor community, national NGOs, regional electoral networks, national electoral institutions from other countries and other entities.
- Liaise regularly with the main national and international stakeholders to ensure coordinated and harmonized approach to assisting the ECN in its institutional strengthening and capacity development efforts.
  - Establish sustained cooperation and coordination with regional electoral networks and other international institutions and entities.
  - Lead UNDP's resource mobilization efforts in the area of electoral support.
  - Provide support to the ECN to coordinate donors in the area of electoral assistance.
4. **Function/ Expected Results:** Assist ECN in expanding levels of electoral/democratic awareness and participation prior to the next general or local elections in Nepal, particularly for under-represented and disadvantaged segments of the Nepali society (such as women and ethnic minorities).
- Address gender disparity through supporting initiatives promoting the participation of women in electoral process and their empowerment in political life (both as registered voters and as political candidates) and the participation of other under-represented segments of the Nepali society.
  - Encourage general voter participation, increase overall public awareness at the grassroots level and promote collaboration with the media and civil society organizations through the provision of small grant, production of printed and audio-visual materials, organization of cultural events, conferences, educational seminars, public discussions, and voter education initiatives in schools and other events/activities.
5. **Effective Management, Oversight and Administration of ESP/UNDP:**
- Prepare timely quality narratives and financial regular and ad-hoc reports, thematic briefing technical papers and policy notes for UNDP Country Office.
  - Ensure that project reporting – both internal and external – is done on a timely manner by following UNDP CO and project reporting requirements and established procedures.
  - Provide regular programmatic and financial progress reports to the Project Executive Board and to the UNDP Country Office.
  - Manage project life cycle in accordance with the principles of results based management (RBM).
  - Facilitate audit exercise and follow up of the audit recommendations.
  - Perform any other tasks and responsibilities as required for the implementation of the project as requested by UNDP Country Office.

## Recruitment Qualifications

- Education:** Advanced Degree in law, political science, or related social science.
- Experience:** At least seven years of experience in managing projects, preferably in a post-conflict environment, in the area of electoral reform, capacity development of democratic institutions.
- Past experience in working with the UN – and UNDP in particular – would be preferable, as well as experience in managing electoral support projects and in the preparation of project documents.
- Experience in working, liaising and collaborating with election officials, governments' representatives, civil society organizations, and public international organizations
- Language requirements:** Demonstrated analytical skills and fluency in English with excellent verbal and drafting skills.
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## Post Title: Technical Advisor

### Functions/Key Results Expected

Under direct supervision of UNDP/ESP Chief Technical Advisor, the Electoral Expert will work closely with the ECN to successfully implement nationwide VR programme with photographs and biometrics. The incumbent will assist the ECN in field operations activities and electoral operational planning which will take place after finalisation of the new Constitution. S/he will assist the Chief Technical Advisor in coordinating donor community and other stakeholders (civil society organizations, media sources, political parties and international partners such as IFES, International IDEA. Besides, s/he will assist Chief Technical Advisor and ECN in the area of public information. The major functions and key expected results are outlined below:

**Function/Expected Results:** Support implementation of phase-wise operations of nation-wide voter registration programme with photographs in order to achieve successful results.

- Provide direct support to the ECN including review and monitoring of nation-wide implementation of the Voter Registration programme for effective operations.
- Analyze the field operation plans, timelines, and associated logistical support for VR programme. Work with the ECN to progressively review and adapt the voter registration programme and other electoral preparation activities such as electoral operational planning.
- Assist and advise ECN in continuous voter registration process.
- Report regularly to UNDP ESP and ECN on progress and implementation challenges of the project.
- Assist to coordinate field operations, including monitoring and evaluation (M&E), reporting and communication with field teams.
- Liaise with electoral stakeholders and coordinate information regarding the voter registration program.

**Function/Expected Results:** Coordination with election stakeholders including civil society, donors, media sources and international partners.

- Assist ECN in preparation of reports/analysis for monthly Programme Coordination Committee Meetings.
- Assist the ECN and Chief Technical Advisor with the project reporting and preparation of proposals and progress report for submission to donor agencies.
- Assist Chief Technical Advisor to lead UNDP's resource mobilization efforts in the area of electoral support.
- Provide support to the ECN to coordinate donors in the area of electoral assistance.
- Assist Chief Technical Advisor in maintaining external relation with donors and international partner agencies such as IFES, International IDEA and others.

**Functions/Key Results:** Liaison with the civil society organisations, major media sources and domestic/international election observation groups and review political developments as well as emerging electoral issues and public information.

- Assist ECN in media coordination in order to release consistent and unambiguous message/information on VR programme. Provide technical inputs for developing public information messages and materials ensuring that public information messages are correct and consistent.
- Support media strategy paper for the ECN.
- Assist Chief Technical Advisor/Project Manager in designing and implementing public outreach activities.
- Support ECN to hook up domestic and international observation groups into on-going VR programme.

#### **Recruitment Qualifications**

**Education:** Advanced Degree in law, political science, or related social science.

**Experience:** At least five years of progressive experience in election field, preferably in a post-conflict environment, in the area of electoral reform, capacity development of democratic institutions.

Past experience in working with the UN – and UNDP in particular – would be preferable.

Experience in working, liaising and collaborating with election officials, governments' representatives, civil society organizations, and public international organizations

**Language requirements:** Demonstrated analytical skills and fluency in English with excellent verbal and drafting skills.

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**Post Title: Deputy Project Manager (DPM)**

**Duties and responsibilities:**

The Deputy Project Manager will work under the direct supervision of the Project Manager/ Sr. Electoral Advisor. The incumbent is responsible for supporting all aspects of project operations and management including financial and human resource management. Specific duties include the following:

**1. Management:**

- Provide support to the Project Manager in effective management and implementation of all project activities. Analyze and identify any issue that requires attention by the Project Manager and UNDP country Office, and prepare succinct reports for discussion
- Assist the Project Manager in the nation-wide implementation of Voter Registration with Photograph Program
- Support the Project Manager in the establishment of the Electoral Education Information Centre within premises of Election Commission, Nepal
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation and management.
- Maintain close cooperation with, UNDP/Nepal Election Commission of Nepal, other partners and donors in implementing the programme activities.
- Ensure full compliance of operations with UN/UNDP rules, regulations and policies, implementation of operational strategies, establishment of management targets and monitoring of results
- Coordinate the overall organization of training and workshops and produce reports.

**2. Planning and Reporting**

- Prepare annual and quarterly work plans of the project, in consultation with the UNDP Country Office and Project Manager.
- Regularly update the Risk Log, HR plan and Procurement Plan.
- Support Project Manager in preparation of annual and quarterly progress reports as well as project proposal and other reports for UNDP, donors, and other stakeholders, as per project requirements.
- Based on the M & E framework in the project document, help develop and refine indicators for the effective implementation of the project.

### **3. Financial management:**

- Ensure effective and accurate financial resource management. In consultation with the Project Manager, prepare and consolidate the overall budget, monitor expenditures in accordance with UNDP financial rules and cost-recovery policies and implement adequate internal control.

### **4. Procurement management and Human Resources:**

- Oversee large-scale procurement for the project on behalf of donors and ECN with the support of the Operations Division of Country Office.
- Prepare Term of References (ToR) for consultants and project staff in consultation with ECN and UNDP
- Participate in the recruitment of national and international consultants and project staff in consultation with UNDP Country Office
- Monitor the work of subcontractors to ensure quality delivery.

### **5. Other duties assigned by Project Manager**

#### **Qualifications Requirement**

- At least Master's degree (or equivalent) in political science, social science, law, development studies, management or related field
  - At least 8 years of professional experience in the field of project management and administration, procurement, information and communication technology, electoral management or related field.
  - Prior experience working with Government of Nepal and/or international organization will be an asset.
  - Knowledge about election, electoral training, civic/voter education and voter registration system will be an asset.
  - Familiarity with UN/UNDP programming and rules and procedures is desirable.
  - Displays cultural, gender, religion, race, and age sensitivity and adaptability
  - Excellent interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.
  - Excellent communication and managerial skills.
  - Ability to work and act under pressure and with discretion in a politically sensitive environment,
  - Sound Information and Communication Technology background.
  - Promotes a knowledge sharing and learning culture in the office.
  - Ability to establish priorities and to plan, coordinate and monitor work of others, ability to make timely decisions.
  - Ability to coach, mentor, motivate and develop staff and encourage good performance.
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**Post Title : Gender and Social Inclusion Specialist (DRAFT)**

**Duties and responsibilities:**

The Gender Specialist will aim to enhance ECN's gender capacity as a priority, with a focus on its ongoing and planned activities which are supported through UNDP-ESP. S/he will report to the ESP's project management and will liaise/ collaborate with the designated officials of the ECN.

Under the direction of the ESP Project Manager, the Gender Specialist will support to manage the achievements of the gender and social inclusion related targets in all components implemented through the ESP and the ECN. The responsibilities of the gender specialist will be to:

- Provide expert advice to implement the Gender Equality and Election Strategy for the Election Commission of Nepal and facilitate the consultation processes.
- Provide expert advice to the ECN with gender related information for the development of national level guidelines, policies and legislations.
- Take lead in coordinating consultations with the Gender Equality Consultative Group for the ECN, comprising of gender experts, women representing different marginalized groups, ECN officials and other stakeholders and to seek feedback in relation to gender issues in the work of elections.
- Provide expert inputs to the Gender Focal Person within the ECN.
- Coordinate the implementation of the approved capacity building activities from a managerial and technical perspective. This will include the administration of pre and post training assessments and compilation of proceedings.
- Provide inputs on the gender and social inclusion in the annual work plan of the ECN, monitor actions and draft quarterly and annual reports.
- Help in the design and implementation of an inclusive and diverse outreach and proportional participation strategy.
- Document major achievements and challenges in promoting gender equality in the work of elections.
- Provide ECN expert advice and information for the planned survey/research on elections.
- Provide ECN with gender related information to generate sex-disaggregated data relevant to different electoral processes, to make descriptive analyses of central tendencies and distribution by sex, and to share knowledge through the official websites.
- Draft thematic briefing papers to keep stakeholders and donors informed.
- Facilitate gender equality training sessions.
- Undertake other related tasks as instructed by the supervisor.

**Qualifications Requirement:**

- Masters in social sciences with an added emphasis on gender studies.
  - Minimum five years gender related professional work experience. Experience working with electoral field would be an asset.
  - Fluency in English with professional writing skills is required apart from Nepali.
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**Post Title : National IT Specialist**

**Duties and responsibilities:**

The National IT Specialist will work under the guidance of the Project Manager of ESP and direct supervision of Head of IT Unit of Election Commission, Nepal. The major duties and responsibilities will be as follows:

1. **ICT Support to implementation of Voter Registration Programme**
  - Advice and assist ECN in planning and installation, testing, commissioning, and quality control activities for the Voter Registration Kits to be mobilised in the areas assigned.
  - Provide advice and technical backstopping on ICT for all field operations including the District Offices.
  - Manage data security processes and products for voter registration including data collection, district level consolidation and central database management.
  - Provide ICT support for all Voter List related activities including Database Management and preparation of IT related reports and proposals.
  - Provide IT training to ECN officials as a Resource Person and facilitator.
  - Perform quality checks of the data, analyse the data and design statistical reports.
  - Develop a system for monitoring and reporting of voter registrations at registration centers.
2. **Application Server Development for the Central Data Centre**
  - Work closely with International ICT Expert in designing Central Data Centre.
  - Coordinate with Regional IT Officers to ensure quality of data received from the field.
  - Assist the ECN on defining specifications and designing for central data centre application.
  - Assess system weaknesses and make necessary improvements.
3. **Development of Strategy and Plan**
  - Develop detailed IT Governance plan for ECN.
  - Develop strategy paper and implementation plan for expanded nation-wide ECN intranet system.
  - Develop data backup and recovery strategies and procedural documents.
  - Design Power Backup Plan for the IT Unit of the Secretariat.
4. **Other Duties**
  - Carry out any other tasks assigned by supervisor.

**Qualifications Requirement:**

- Masters' degree in computer engineering or information technology related fields.
  - At least 7 years progressive experience in field related to network administration, large scale IT operations, system analysis and design, database management and IT trainings.
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**Position: National Electoral Education and Information Centre (EEIC) Coordinator**  
**Duties and Responsibilities**

Under the direct supervision of UNDP ESP Chief Technical Advisor/Project Manager, the National EEIC Coordinator will work closely with the ECN and Electoral Education Centre Advisor to assume overall responsibility for the planning, coordination and management of the EEIC. This will involve programme development and implementation, supporting public information dissemination, outreach and electoral education strategies for forthcoming elections. The EEIC Coordinator will advise and support the ECN on strategic relations with donors and actively seek partnerships with international organizations and institutions. She/he will ensure that emphasis is placed on women, voters with disabilities and other marginalized groups being represented and included in the national electoral and voter education initiatives.

**Specific Responsibilities**

- Develop a framework, business plan and fund raising strategy that maps out priority areas for the EEIC.
- Ensure that all activities of the EEIC are effectively coordinated and integrated with the ECN.
- Liaise with architects, service providers, the ECN and UNDP during construction phase.
- Finalize equipment and furniture requirements and ensure that competitive bidding procedures comply with donor and ECN requirements.
- Prepare job descriptions for EEIC staff; assist with reviewing applications and interviews
- Assist in ensuring that the EEIC information and public outreach strategies reach traditionally marginalized groups (women, youth, people with disabilities, etc).
- Prepare monthly, quarterly and annual EEIC programme reports.
- Provide assistance in media management related activities of ECN
- Perform any other duties as assigned by the supervisor.

**Qualifications and Experience**

- Masters' Degree in Education, Business, Management, Social Sciences, Communications or another relevant field.
- At least 5 years of experience in analytical and practical work in several of the following areas: voter/civic education (preferably with an electoral management body or equivalent); elections planning and management; adult education; public outreach; business management.
- Institutional capacity building experience, training, project design and implementation.
- Experience with UN, governments, donors, non-government and international development organizations.
- Fluency in written and spoken Nepali and English language, essential.
- Excellent analytical, communication, presentation skills.
- Advanced computer skills essential.

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**Position : Voter Registration Coordination Officer**

**Duties and responsibilities:**

The Voter Registration Coordination Officer will work under the supervision of the Project Manager of UNDP/ESP. The incumbent will work closely with the Voter Registration Division of ECN. Major duties and responsibilities will be as follows:

1. Provide technical, coordination and operational support to the ECN for the continuous voter registration operation at District Election Offices in Nepal.
2. Coordinate with international consultants and ECN officials, working in the areas of voter registration and ICT, for effective implementation of the VR program as well as storage of VR information at the central level.
3. Monitor nation-wide VR program progress, review monthly progress reports, provide qualitative field observations and, as required, assist the International VR Expert in making intervention recommendations.
4. Support the design and implementation of operation plans for phased and continuous VR operations. Such support will include the drafting of VR equipment deployment plans.
5. Review and report on public participation in the VR program. Particular focus must be given to women, ethnic minorities (*Dalits, Madhesis, Janajatis*) and internally displaced persons.
6. Support the ECN in organising training activities related to voter registration.
7. Support ECN in large-scale procurement for VR programme and Central Database Centre including establishment and refurbishment of the Centre at ECN.
8. Supervise the preparation and distribution of documents, correspondence and meeting minutes related to the VR programme.
9. Undertake other related tasks as instructed.

**Qualifications Requirement:**

- Minimum educational qualification of Master's Degree or equivalent in Management, Social Science, Political Science, Law or other relevant fields from a recognised University.
- At least 3 years of work progressive experience in democracy building and development.
- Experience in electoral assistance is a strong asset.
- Fluency in written and spoken English and Nepali.
- MS Office, Database, Spread Sheet and design experience.

**Post Title : National GIS Officer**

The National GIS Officer will be based at the ECN and will work under the direct supervision of the Project Manager. S/he will be responsible for developing a concept paper for the ECN to adopt GIS technology and establish a GIS unit for electoral related purposes. S/he will also support the ECN in undertaking a comprehensive assessment on adoption of an electoral mapping system based on GIS technology to create reliable maps. The National GIS Officer will make arrangements for providing training to the GIS unit personnel of the ECN and make recommendations for technical specifications of equipments required for the unit.

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- **Normal GIS application in election cycle:** (a) provide strategic assistance to ECN for adopting GIS technology including the hardware, software, brain ware, and logistical requirements in the electoral activities; (b) undertake scoping of GIS-based mapping system for polling stations as well as for analysis of election results; (c) adopt GIS technology for demographic data through the district election offices, and under the new federal republic structure.
- **Prior to an election:** Utilise the GIS technology for (a) setting up polling stations; (b) allocation and deployment polling station officials; (c) development of security plans for security of

election officials, sensitive electoral materials and voters; (d) organizing public information campaigns.

- **During and after the election:** Utilise the GIS technology for (a) tracking voter turnout and voting patterns with election results; (b) reviewing allocation of polling stations based on data collected; (c) enhancing transparency of the electoral process by facilitating voters' access to information through the internet. Information includes assigned electoral district, polling location, election results, and so on.

**Specific Responsibilities:**

The specific responsibilities of the GIS National Consultant will be to:

- Explore/assess the possibility of electoral mapping systems suitable to ECN needs
- Produce a final project document on strategic use of GIS by the ECN
- Present the project document to the ECN and relevant stakeholders in order to receive final inputs and finalize
- Build ESP, ECN and other stakeholders' capacity on use of GIS through trainings and information dissemination;
- Facilitate the incorporation of GIS in other ESP areas of support;
- Facilitate the production of relevant maps, electoral ATLAS and other publications on GIS in elections;
- Undertake other related tasks as assigned

**Requirements:**

The National GIS Officer should have a relevant Master Degree with minimum 5 years of professional experiences in using GIS technology especially in the field of application. The successful candidate should have extensive and practical experience in the design, application and adaptation of GIS technology. Knowledge about election, electoral training, and electoral observations as well as working experiences with the similar organizations shall be additional assets.

In addition, s/he should have following skills;

- Excellent computer skills with high competence in the use of GIS applications.
- Strong analytical skills as well as strategic and creative thinking.
- Ability to work in difficult environments under pressure and within a limited timeframe.
- Proven abilities in producing high quality reports in English and Nepali.

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**Post Title : Regional IT Officer**

**Duties and responsibilities:**

The Regional IT Officer will work under the guidance of the Project Manager of ESP and direct supervision of Head of IT Unit of Election Commission, Nepal.

- Provide effective leadership and ensure the overall management of IT equipments and human resource in respective region.
- Ensure good coordination and communication with Election Commission Head Quarter, District Election Offices and Registration Offices in the area of Information Technology Management.
- Manage Quality Control activities for the Registration Kits to be mobilized in the area assigned.
- Participate in the recruitment of Data Entry Operators.

- Provide training to Data Entry Operators as a Resource Person and facilitator.
- Provide support to deployment and utilization of Voter Registration Kits at registration centres
- Oversee the Voters Registration activities in the regions assigned and provide necessary technical support at registration centres.
- Analyse the Data and prepare regular reports as needed by ECN
- Analyze, diagnose, troubleshoot and report IT related problems faced in the Registration Centres and District Election Offices.
- Provide Data Security support and ensure proper backup of data
- Manage Network connectivity between region and ECN Headquarter and ensure the transmission of Data from Registration Centres to District, Region and ECN Headquarters and vice-versa
- Carry out any other tasks assigned by supervisor

#### **Qualifications Requirement**

- At least a Bachelors' degree in computer engineering or information technology related fields. Master's Degree preferable.
- At least three years progressive experience in filed related to network administration and IT help desk and field level supports, Database Management IT Trainings

#### **Competencies:**

- **Planning and Organizing:** Ability to establish priorities and to plan, organize, coordinate and monitor own work plan and provide advice and guidance to others.
- **Troubleshooting:** Ability to proactively solve problems;
- **Teamwork:** Excellent interpersonal skills; ability to establish and maintain effective working relations with subordinates and supervisors.
- **Technical expertise:** Excellent exposure in Computer hardware, Microsoft Windows platform, Oracle Database and Microsoft Office Applications.
- Excellent and effective communication (verbal and written) skills in English and Nepali, including ability to prepare reports and conduct presentations.

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**Post Title : Monitoring and Evaluation Officer (DRAFT)**

#### **Duties and responsibilities:**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Develop and implement an effective M&E mechanism at various levels of the project activities.
- Based on the M&E framework in the project document, develop and refine indicators for the effective implementation of the programme.
- Ensure relevant data and information is regularly collected and updated to monitor the progress of the project implementation, by closely working with other team members.
- Facilitate regular field monitoring visits to project activity areas and conduct qualitative and quantitative assessment of the implementation status.
- Analyze the data and information and prepare monthly progress reports on major activities and submit to DNPM and others as per the need of the project.
- Support DNPM in producing monthly, quarterly, annual reports, and other relevant reports as per the need of the programme.
- Take the leading role in organizing and facilitating the final project evaluation.
- Undertaking other related tasks as instructed by the supervisor.

### **Qualifications and Experience**

- A minimum Master's degree in management, social science, communications, journalism, public relations or other related field, or equivalent.
  - At least five years of proven experience in
    - M&E methods
    - Logical framework approach and other strategic planning approaches
    - Planning and implementation of M&E system
    - Training in M&E development and implementation
  - UN experience particularly in corporate monitoring, evaluation and results based management frameworks would be an asset.
  - Excellent writing skills in both English and Nepali.
  - Good understanding of and familiarity with issues related to constitution making in Nepal.
  - Basic computer skills, particularly word-processing in English and Nepali, are required.
  - Ability to work and deliver outputs under pressure.
  - Good communication skills and ability to work in a multi-cultural team environment.
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**Post Title:      Training and Capacity Building Specialist      (DRAFT)**

#### **Duties and responsibilities:**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Provide sound advice on the development and implementation of capacity building programs;
- Assist with the design, development and implementation of training programs on electoral matters for ECN staff and other key electoral stakeholders group
- Strengthen ECN capacity in identifying and implementing staff retentions strategies
- Coordinate a skills and training needs assessment for all departments and district election offices (DEOs) and staff of the ECN
- Facilitate, in partnership with BRIDGE, monitoring and evaluation of training programs
- Research the availability of professional management training courses/consultants and make relevant recommendations;
- Assist with the revision of existing, and development of new, training materials for in-house courses, including handbooks, handouts and other supportive documents
- Assist the training division of ECN to organize and conduct capacity building training courses on various electoral functions and procedures, for ECN Secretariat and DEO staff members;
- Assist in devising a cascade training program and timeframe for operational training;
- Mentor and support to develop the skills and strengths of the trainers within the training division of the ECN;
- Ensure information sharing and coordination of the Department with Public Outreach, Operations and DEOs;
- Advise on, support and monitor training conducted and assist with reports;
- Prepare and edit regular reports on training programs and contribute to quarterly and annual project progress reports.
- Undertake other tasks as assigned

**Post Title : Public Outreach and Voter Education Officer (DRAFT)**

**Duties and responsibilities:**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Responsible for overall achievement of project objectives under public outreach and external relations activities;
- Provide sound advice and assist in the design, development and implementation of ECN's public outreach and external relations programs;
- Advise and assist in the development of ECN's public outreach and external relation strategies by coordinating appropriate audience research and compiling and analyzing relevant data.
- Ensure close collaboration with EEIC and external stakeholders including with groups and organizations whose support is essential to the achievement of public outreach, voter education and external relations objectives of the ECN.
- Support ECN in drafting and editing of PSAs (Public Service Announcements), Leaflets, Brochures, Pamphlets, Articles, and other voter education materials for both public awareness and media, as appropriate;
- Assists ECN in planning, logistic and administrative arrangements of Public Outreach and External Relations tasks;
- Help, organizes and generates public support for special events and activities to promote project goals;
- Work in close collaboration with other partners supporting ECN in the area of civic and voter education;
- Track and monitor achievement against relevant indicators and targets in the project's logframe; and
- Contribute to communication and reporting on public outreach and external relations including drafting of progress reports, visibility publications and other related materials.
- Undertake other tasks as assigned.

**Post Title : Reporting and Communication Officer (DRAFT)**

**Duties and responsibilities:**

Under the direct supervision of the International National Project Manager, the incumbent is responsible for the project reporting, continuous information sharing and cooperation between the diverse group of project partners and the ECN and in strengthening ECN capacity in the area of communications. The responsibilities includes but not limited to:

- Strengthen ECN capacity in effective reporting and communication
- Support the communication work of ECN including the drafting, implementation and monitoring of ECN's Communication Strategy
- Strengthen ECN capacity in reporting, both for internal and external ECN partners and donors
- Strengthen ECN capacity in liaising with and managing media relations
- Assist ECN in identifying, developing and uploading content on ECN's website and intranet
- Work with central and field ECN offices to advocate on areas of concern/ action identified and promoted by the project

- Develop, implement and monitor a project communication and visibility plan, facilitating better understanding among partners about project progress, adhering to UNDP and development partner guidelines on communications and visibility
- Produce and document all kind of project related reports including visibility material.
- Establish and maintain fully operational state-of-art project documentation unit
- Translate essential documents in Nepali and English
- Prepare and edit press releases, project related progress reports and documents
- Provide relevant expert service to ECN on reporting and communications and act as facilitator or trainer upon need
- Implement all reporting and communication works of the project
- Perform other duties as assigned

### **Qualifications and Experience**

The candidate should have a Master's degree in Mass communications with a minimum of five years relevant working experience. S/he should have an extensive experience in communication and diffusion strategies and techniques, documentation, publication, and audio-visual material preparation in relation to conservation and development fields. S/he should possess excellent writing, editing, and speaking skills in both English and Nepali. S/he should be well versed in the latest electronic publishing and graphics methods. Priority will be given to candidates who demonstrate a high level of motivation and good communication, social, and interpersonal skills

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**Post Title : Election Operations Officer (DRAFT)**

### **Duties and responsibilities:**

Under the direct supervision of the International Project Manager, the incumbent is responsible for providing advice and support to ECN on election planning, preparation and logistical arrangements. The main duties and responsibilities of the Election Operations Officer are:

- Review ECN's prevailing operation and logistics preparation for the upcoming elections and provide technical advice and strategic guidance to electoral staff and divisions in overall electoral planning, budgeting and administration including implementing and managing electoral logistics and operations activities
- Provide strategic guidance on preparation of various election operations strategy (2012-2016), multi-year election budget and plans (election operations, security, logistics, staff deployment, training plan, communication, counting plan for election results)
- Review and provide advice on proposed electoral implementation plans to ensure they take logistic and security considerations fully into account
- Build the capacity and ensure transfer of skills and knowledge to the ECN counterparts to plan, implement, manage, and monitor electoral logistics and operations
- Conduct training/workshops to the concerned division/department of ECN in key areas of logistics and operations planning and management
- Develop standardized reporting formats, regular reports and other required documentation, briefing, bulletin for both ECN and donors community
- As necessary provide liaison with other actors that may be involved in electoral logistics planning and management
- Other duties as assigned by the ESP management and the ECN.



**Post Title : Procurement Officer (DRAFT)**

**Duties and responsibilities:**

Under the direct supervision of the International Project Manager, the incumbent is responsible for providing procurement advice and support to ECN and the project. The specific duties of the Procurement Officer will include among others:

- Provide advice and on-the-job training and orientation on procurement processes of goods and services including preparation of bid/tender document, bid evaluation reports, procurement plan, guidelines
- Develop time-bound training and capacity building program on prevailing procurement practices for both ECN and ESP
- Prepare master procurement plan, Bid/tender document as required and other procurement related document
- Ensure donors/funding agency procurement guidelines, policies and reporting requirements stipulated in the Cost Sharing/Loan Agreement are followed
- Advise and support the modernization of procurement practices including establishment of e-bidding process
- Provide on-the job training on the best procurement practices
- Support in the preparation of procurement related project proposal, estimates and specification
- Support in the establishment of a modern inventory system for asset management and tracking of procured equipments and goods
- Serve as the main liaison with UNDP procurement unit, providing information as required
- Conduct regular follow-up with procurement unit to ensure adherence to workplan timelines
- Responsible for ensuring handover of all goods procured through the project, ensuring compliance with UNDP/ECN and donor guidelines/requirements
- Perform other duties as required by the project

**Post Title : Admin Finance Officer (AFO)**

**Duties and responsibilities:**

Under the direct supervision of the International Project Manager, the incumbent is responsible for effective delivery of administrative and financial services, transparent utilization of financial resources and promotes a collaborative, client-oriented approach consistent with UNDP rules and regulations regarding personnel management, procurement, sub-contract and financial management. S/he supports DPM in administration and financial operations of the project:

- Oversee the overall financial and administrative management of the project and manage all correspondence related to administration and finance.
- Ensure the compliance of all the provisions of guidelines regarding personnel management, procurement, sub contract and financial management.
- Coordinate with project team, UNDP PISU and UNDP Program regarding procurement of goods and services including election materials for the project activities.
- Draft annual and quarterly work plans/ budgets including revisions and other relevant documents such as HR, procurement plans as per UNDP guidelines in consultation with the project team.

- Prepare and submit financial reports as and when needed for submission to UNDP and donors.
- Manage audit exercise, prepare audit follow-up action plans, and ensure that the action plan is implemented.
- Supervise project inventory of goods and equipments and ensure updated records on non-expendable equipments for submission of UNDP CO.
- Supervise maintenance of complete set of books of account according to the principle of accounting and update it on daily basis. Also keep record of the disbursement made from UNDP on behalf of the project. Ensure accuracy of supporting documents.
- Supervise subordinate in all the financial transactions and processes; coordinate with UN inter-agency e.g. UNOPS ensuring transparent financial business.
- Follow up on the activities and monitor advance balances of resource disbursed, verify availability of funds for project activities and recommend for changes in budget line if needed.
- Advise Election Commission of Nepal and other implementing partners in organizing election-related workshop/seminars/training regarding financial management modality for the involved stakeholders.
- Perform any other duty assigned by the Supervisor.

#### **Qualifications and Experience**

- Minimum educational qualification of Master's Degree or equivalent in Management, Social Science, Political Science, or other relevant fields from a recognized University.
  - At least five years of relevant experiences.
  - Hands-on experience with UN or similar development program or reputed private organization.
  - Excellent financial accounting including auditing and reporting as well as exposure in administration of project.
  - Excellent skills in computers (Windows, Word, Excel, and Power Point); should be able to operate financial packages independently and familiarity with auditing processes.
  - Prior working experience with the Election Commission Nepal or Donors funded projects will be an asset.
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**Post Title:**                    **Translator (Draft)**

#### **Duties and Responsibilities**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Translate documents (including legal texts and government documents), and incoming/outgoing correspondences in both Nepali and English languages.
- Provides simultaneous translation/interpretation service at official meetings and workshops and also acts as interpreter/translator for international consultants and project staff, as needed.
- Proof-reads the documents and correspondence prepared by staff in the English/Nepali language. Also ensures the quality of outsourced translations.
- Monitor major print media sources and update ESP staff on election-related matters.
- Undertakes any other duties consistent with the job purpose.

### **Qualifications and Experience**

- A minimum of a Bachelors degree in Law, Nepali/English linguistics or in relevant subject matter from a recognised University
- Minimum of 3 years of experience in the similar field.
- Very good communication skills in English and Nepali (both in writing and oral); experiences of translating resource materials of UN agencies, especially legal and constitutional documents, will be a great advantage.
- Basic computer skills, particularly Word, Excel, power point software are required.
- Ability to work independently and in coalition with team members.
- Ability to work and deliver under pressure.

**Post Title: Graphics Designer (Draft)**

### **Duties and Responsibilities**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Design and develop artworks, photos, charts, creative graphics images/ illustrations, 3D animations and technical solutions for public outreach, civic and voter education information materials and products for the ECN.
- Develop UNDP ESP project information products and materials for joint UNDP-donors visibility strategy.
- Conduct training in basic graphic design skills and develop capacity building activities for designated staff members.
- Improve the electoral information materials to be used during election and inter-election periods - after reviewing public outreach materials used by the ECN in the past elections.
- Support ECN and ESP in all areas of design and development.

### **Qualifications and Experience**

- Minimum Bachelor Degree in graphic design, art or visual communication or relevant field
- At least three years of professional experience in graphic design
- Proficiency in Adobe Creative Suite which includes photo shop, illustrator, in design, dream weaver (for web design). Proficiency in Microsoft office (word and power point).
- Knowledge of working with Nepali Fonts is a must."
- Knowledge of Quark Xpress would be a plus and Corel Draw would also be a plus.
- Good communication skills in English and Nepali (both in writing and oral)
- Ability to work independently and in coalition with team members.
- Ability to work and deliver under pressure.

**Post Title: Legal Specialist (Draft)**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Provide advice and assistance in the review and input to the drafting of amendments to the electoral law, rules & regulations and ensure that international standards are met, while also incorporating the particular circumstances of the country.
- Build capacity of the ECN Legal Department staff with regard to drafting of legal provisions and regulations

- Based on international best practice provide advice on regulations regarding an inclusive and transparent conduct of elections
- Provide advice on formulation of regulations and procedures to strengthen women as voters and candidates.
- Provide advice regarding candidate vetting procedures
- Provide advice on electoral dispute resolution mechanisms based on international standards and best practice.
- Advise on how electoral complaints should be handled and assist in designing training programmes on handling of electoral complaints.
- Provide legal advice regarding voter registration regulations and procedures for cleaning up voter lists
- Providing advice on the drafting of codes of conduct and other regulation for candidates, political parties, media and observers;
- Work closely with the Procedures and Training Advisers on the drafting of procedures and training manuals.
- Make presentations as necessary on electoral legal issues to ECN, ESP and other electoral stakeholders.
- Perform legal research and analysis and assist staff of the ECN Legal Department and ESP to prepare legal opinions, studies, briefs, reports, and correspondence.

#### **Qualifications and Experience**

- Master degree in law, political science or related fields
- Familiarity with electoral systems and election dispute resolution systems
- Familiarity with international standards and best practice concerning electoral legislation
- Strong legal drafting skills
- A minimum of 7 years progressive experience in legal issues, preferably in electoral legal issues
- Experience in working with electoral management bodies

#### **Post Title: Administrative Associate (Draft)**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

#### **Duties and Responsibilities**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Undertake administrative work and provide logistic support for smooth implementation of project;
- Keep project archive and disseminate resource materials
- Provide input to the planning of logistics for the conduct of training and workshops.
- Draft letters, memos, and other administrative documents for the project.
- Draft and review TORs to ensure compliance with UNDP rules and procedures
- Provide administrative input to management decision-making
- Coordinate all project activities and maintain an up to date project calendar
- Perform any other duties as assigned by the management team

### **Qualifications and Experience**

- Minimum of Bachelors degree
- At least 5 years experience in administration
- Must have excellent skills in computers (Windows, Word, Excel, Power point)
- Must have good command of English and Nepali language both written and spoken and knowledge of auditing is essential
- Ability to work independently as well as in a team in a multi-cultural environment

**Post Title : Admin and Finance Assistant**

### **Duties and Responsibilities**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Maintaining records on financial accounts, personnel, procurement and inventory;
- Assisting in administrative work and provide logistic support for smooth implementation of programme;
- Assisting arranging Project Executive Board, Procurement and Recruitment Committee meeting and preparing minute of these meetings;
- Assisting in arranging and providing logistic support for the conduct of workshop and seminars;
- Assisting in audit exercise;
- Assisting and recording of project vehicles and equipments;
- Handle petty cash and reimbursement of petty cash bills;
- Perform any other duties as assigned by the management team

### **Qualifications and Experience**

- Bachelors Degree in management with hands-on experience with UN or similar development programme or reputed private organization for at least 2 years.
- Should possess a good financial accounting and reporting as well as exposure in administration of programme.
- Must have excellent skills in computers (Windows, Word, Excel, Power point); should able to operate financial packages independently.
- Must have good command of English and Nepali language both written and spoken and knowledge of auditing is essential

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**Post Title : Administrative Assistant (AA)**

### **Duties and Responsibilities**

Under the direct supervision of the International Project Manager, the incumbent is responsible for:

- Assist in administrative work and provide logistic support for smooth implementation of project;
- Assist in dissemination of resource materials
- Assist in arranging and providing logistic support for the conduct of training and workshops.
- Maintain a petty cash fund for the Electoral Support Project.
- Provide logistical and administrative support to Electoral Education and Information Centre.
- Maintain up to date filing of all types of contracts and project assets.

- Making photocopies, filing of office documents properly.
- Perform any other duties as assigned by the management team

#### **Qualifications and Experience**

- Intermediate level in any discipline with hands-on experience with UN or similar development programme or reputed private organization for at least 2 years
  - Must have excellent skills in computers (Windows, Word, Excel, Power point)
  - Must have good command of English and Nepali language both written and spoken and knowledge of auditing is essential
  - Ability to work independently as well as in a team in a multi-cultural environment
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**Post Title : Training and Logistics Assistant**

#### **Duties and responsibilities:**

The National Training/ Logistics Assistant will work under direct supervision of the International Project Manager of UNDP/ESP. The major duties and responsibilities will be as follows:

- Assist in preparation of training plans in coordination with ECN Officials and other representatives of BRIDGE Coordination Committee formed under ECN,
- Assist in preparation of training materials for BRIDGE and generic management related trainings. This includes computer typing, editing, proof-reading and designing and production of the translated materials (in Nepali language).
- Provide logistical supports to BRIDGE and other trainings/workshops/seminars/meetings including arrangement of training venue and accommodation for the participants, provision of necessary stationeries and hands-out, readiness of training equipments such as overhead projector, visual aid for power point presentation.
- Periodically update BRIDGE and generic management trainings databases.
- Manage office space for ESP staff and consultants and supervise provision of office utilities.
- Assist in updating inventory of assets/ equipments of UNDP/ESP and their maintenance/ repair, if required.
- Maintain archive of training materials, training completion reports and other project related documents/reports.
- Ensure regular maintenance of UN vehicle and up-to-date of vehicle log-book.
- Undertake other related tasks as instructed by the supervisor.

#### **Qualifications Requirement:**

- Minimum educational qualification of Certificate Level or equivalent in any discipline.
  - At least 3 years of experiences in training/ logistics.
  - Previous working experiences with UNDP or international organisations will be an asset.
  - Good command in spoken and written Nepali and English languages.
  - Basic computer skills- Word-processing, Power Point and Photoshop are required.
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**Post Title : Driver (3 positions)**

**Duties and Responsibilities**

Under the direct supervision of the International Project Manager, the Driver will perform the following tasks:

- Drives office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items.
- Logs in official trips, daily mileage, gas consumption, oil changes, greasing, general condition of vehicles, etc.
- Responsible for the day-to-day maintenance of the assigned vehicle - checks oil, water, battery, brakes, tires, etc., performs minor repairs and ensures that the vehicle is kept clean and in good working condition at all times.
- Keeps track of regular maintenance & servicing schedule and arranges for vehicles to be inspected and repaired at the officially designated workshop; checks the vehicle prior to and after the workshop visit.
- Drives office vehicles for field trips.
- Ensures that the steps required by rules and regulations are taken in case of involvement in accident or in case of theft of vehicle parts.
- Meets official personnel at the airport and provide necessary assistance as required.
- Keeps updated/renewed vehicle registration blue book/driving license in the vehicle in their person all times.
- Ensures that there is no unauthorized use or misuse of vehicle; additionally ensures that unauthorized person or equipment is not carried in the vehicle.
- Perform other duties, as required.

**Expected outputs:**

- Drive Office vehicles smoothly without having problem
- Regular check up of vehicles and maintain documents properly.
- Frequently check up fuel, water and gas in vehicles
- Vehicles use for official purpose only.
- Emergency responses to the accident.

**Education and skills:**

Completion of Grade 8<sup>th</sup> education is a prerequisite. The incumbent must possess excellent driving skills on and off the road including field driving experience. A thorough understanding of international organization rules and regulations for safe driving and formalities to be followed in cases of involvement in accidents is mandatory.

**Experience and training:** Three years of working experience as a driver in an international organization or reputed organization with a safe and excellent driving record is essential. Training in minor vehicle repair would be preferred. Knowledge of driving rules & regulation is mandatory.