

UNDP Tanzania Success Stories

ELECTION SUPPORT 2010



*Empowered lives.
Resilient nations.*



The Election Support Project 2010 was supported by Canada, Denmark, the European Commission, Finland, the Netherlands, Norway, Sweden, Switzerland, UNDP and the United Kingdom, and was managed under the auspices of the United Nations Development Programme in Tanzania.

It was implemented in partnership with the National Electoral Commission (NEC) and the Zanzibar Electoral Commission (ZEC)

CONTENTS

Introduction	2
Project highlights	4
UNDP in action	6
Innovative features	12
Evaluation	15



*Empowered lives.
Resilient nations.*

UNDP is the United Nations' global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 177 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners. UNDP helps developing countries attract and use aid effectively. In all our activities, we encourage the protection of human rights, capacity development and the empowerment of women. Across the globe, UNDP supports an election every two weeks.



A United Vision: Working Together as One in Tanzania

Tanzania is one of eight pilot countries of the United Nations (UN) reform. The aim of the reform initiative is for the UN to achieve better results in its work in Tanzania by 'Delivering as One'. The UN must become more effective and efficient through closer collaboration and coordination both internally, among the UN agencies, and externally with government, civil society, private sector and development partners.

The 'Delivering as One' concept was issued in November 2006 by the UN Secretary General's High Level Panel on System-wide Coherence. The Secretary-General appointed this Panel in 2005 to look into ways in which the UN can become a better partner to governments and people around the world. Among their practical recommendations was the setting up of 'One UN' at country level, which is what Tanzania was piloting in 2007- 2011 and is now fully implementing. With One UN leader, One UN programme, One UN budgetary framework and One office, the UN in Tanzania expects to deliver better results that make a difference in the lives of the poor and most vulnerable.

UNDP © August 2012

INTRODUCTION

The Tanzania 2010 general election and the Zanzibar 2010 referendum on constitution change stand out as milestones for the country, for Africa and for elections and democracy around the world.

UNDP played an important role in the success of the multi-party October 31, 2010 general election which peacefully chose the Tanzania Union and Zanzibar presidents and parliaments, and the UN agency played an important role throughout the five year intra election cycle that began in 2005.

The 2010 Election Support Project strengthened national capacities for the implementation of free, fair and credible elections.

Over the five year cycle a \$12 million UNDP deepening democracy project assisted Tanzania's two election management bodies, two parliaments and the political parties to prepare for the 2010 election. UNDP worked with government and parliaments to develop new election and referendum laws, helped build up the capacities of National and Zanzibar Election Commissions and provided substantial assistance to improving the voter registry. Support to the development of an Election Expenses Act aimed to curb corruption in campaigning and voting.

Starting in 2009 an additional \$28 million UNDP Election Support Project provided extensive technical assistance to the election Commissions including the procurement of new voter registration equipment. In Zanzibar, where every election since independence has been marred by fatal violence, UNDP worked with government, police and community organizations to facilitate pre-election dialogues and specialized training to help maintain election time peace and security. This helped ensure a peaceful environment for a trouble free referendum in July 2010 and a historic, peaceful Zanzibar election in October.

In addition, UNDP supported NGOs to undertake voter education with women's community groups, in remote areas of the country for first time voters and for the disabled. Innovative methods helped reach potential voters through rural community radio (specifically to reach women), theatre groups and voter education in Braille for the blind.

The project also provided training for judges, women candidates, 5,000 party officials, 9,000 police officers (including human rights training), 7,000 domestic election observers, and others. In partnership with mobile phone companies, a phone messaging system was established to enable voters to check voter lists and polling station locations. UNDP also supported the two election Commissions to establish an improved election results information management system that improved the transparency and accuracy of vote tallying.

The 2010 Election Support Project aimed to strengthen national capacities for the implementation of free, fair and credible elections, with a focus on strengthening the national leadership of Electoral Management Bodies (EMBs) and engagement of political parties, media and other civil society, as well as national security management institutions. The project was directly implemented by UNDP through a dedicated Project Management Unit, and financial support was provided through a basket fund of contributions from nine Development Partners and UNDP.

Keys to the success of UNDP support to the Tanzania 2010 general election were the well established strong partnerships with national institutions and international donors and the whole-cycle five year approach to election support. As a result, UNDP is able to play a continuing role in helping to strengthen good governance and democracy in the country. UNDP and eight other UN agencies are doing so through the One UN – One Country Plan UNDAF (2011-2015).



PROJECT HIGHLIGHTS

800
.....
women
candidates
trained for
parliamentary
and council
seats

84
.....
judges were
trained on
the electoral
complaints and
appeals process

5,100
.....
party agents
and officials
were trained
on the
electoral legal
framework

PEACE BUILDING AND DIALOGUE In Zanzibar, where elections have long been marred by violence, a dialogue for peace with broad participation of election stakeholders provided a foundation for peaceful resolution of differences and a peaceful election.

VOTER EDUCATION CAMPAIGN All available media were used to deliver voter education, including distribution of 1.2 million booklets to assist disadvantaged groups, 3 million posters, TV and radio spots and voter education TV and radio programmes broadcast both nationally and on local networks and community radio. Activities and materials included efforts to reach PWDs, women, non-literates and youth. A grants facility was put in place to provide resources to NGOs to reach specialized and local communities with voter education. The voter education campaign was advised by national Reference Groups with representation of a range of election stakeholders.

TRAINING AND SUPPORT TO POLITICAL PARTIES Over 5,100 party agents and officials were trained on the electoral legal framework, on working with the media, and on the specific needs of women and disadvantaged groups. UNDP provided the political parties with resource kits including 1,000 copies of various legal texts and 40,000 flyers on the role, rights and obligations of party agents. The project also facilitated improvements to the Political Party Code of Ethics, which was endorsed by all political parties in advance of the general election.

SUPPORT TO WOMEN AS VOTERS AND AS CANDIDATES UNDP collaborated with UN Women and national women's organizations to train 800 women candidates for parliamentary and council seats and to help sensitize journalists, political parties, community and religious leaders and the election Commissions on the special needs of women in elections. The project helped produce specific material for women candidates and voters, established women's radio listening groups in remote areas and commissioned a research study on women's political participation in the 2010 general election.

SUPPORT FOR THE JULY 2010 ZANZIBAR REFERENDUM At short notice, UNDP assisted the election Commission to hold a referendum to enable the creation of a post-election Government of National Unity. A range of support was provided including voter education materials and IT equipment, operational planning, training poll workers and establishing a results information centre. The referendum was peaceful, successful and set the foundation for a peaceful general election in Zanzibar in October.

PROCUREMENT FOR ELECTION DAY NEEDS Equipment worth \$2,500,000 was procured and delivered well in advance of Election Day. This included 45,000 ballot boxes, 132,000 bottles of ink, 1.8m seals and 2,800 voting booths. UNDP also procured a large range of IT equipment for processing candidate nomination information and voting results.

ICT SUPPORT FOR THE ELECTION COMMISSIONS The project developed Candidate and Results Management Systems, providing substantial improvements in functionality, security and auditing over the systems in place in 2005. This enhanced the transparency and credibility of the results aggregation process.

NATIONAL ELECTION OBSERVATION 7,350 short-term national election observers and 223 long-term observers were trained and assisted to observe the political campaigns, polling, vote counting and results aggregation. This was a five-fold increase over the 2005 elections, when only 1,500 observers were deployed. UNDP established two Observer Support Centres for accreditation and logistical/information support to observers.

ASSETS MANAGEMENT Software and on the job training were provided to the election Commissions and to the police to enable them to register and better manage all of their assets effectively, including those provided by the project. This has given them unprecedented ability to manage custody, handover and deployment of equipment to and from the field.

ELECTION COMPLAINTS AND APPEALS TRAINING 190 magistrates and 84 judges were trained on the electoral complaints and appeals process. As trainers, Judges from Uganda and Kenya shared their experiences in effective complaints handling. This was the first training of its kind in Tanzania.

SUPPORT FOR THE MEDIA The two Media Codes of Conduct were updated and strengthened. More than 700 journalists were trained on unbiased election reporting. The project commissioned professional monitoring and analysis of media coverage of the elections. A newsletter summarizing election-related press coverage was circulated daily to journalists at 60 radio and TV stations in remote areas.

POLICE TRAINING More than 4,400 officers (794 of them women) were trained on human rights and the role of the police in the elections. Plus, 157 police commanders and police trainers received Public Order training on modern policing techniques, community mediation, and non-lethal tactics for dealing with riots and unrest. The Police were praised for their conduct during the elections.

POLICE INCIDENT REPORTING AND RESPONSE SYSTEM National police radio communications capacity was significantly upgraded country-wide, with coordination centres established in Dar es Salaam and Zanzibar and custom software provided to enable tracking and analysis of reported incidents of election related violence.

700

journalists
were trained
on unbiased
election
reporting

4,400

officers (794
of them women)
were trained
on human
rights and the
role of the
police in the
elections

**The finding of the independent evaluation was that the project has had
“a significant impact on its democratic governance objectives.”**

www.tz.undp.org/esproject.html
www.tz.undp.org
www.untanzania.org

UNDP SUPPORT IN ACTION



..... Software developers were engaged to produce customized solutions for candidate and results management for the two election management bodies, NEC and ZEC.



..... UNDP with UN Women. Women candidates were trained on public speaking, campaign planning and strategies, confidence building and presentation skills, how to engage the media, community mobilization and advocacy. Other areas included an overview of women in Tanzania politics, the roles of Parliament, Zanzibar House of Representatives and Local Councils, and relevant election laws, rules and regulations .

WIDE REACH VOTER EDUCATION

Voter Education was a key component of the project, where significant resources were invested. Drawing on the lessons of the 2005 elections, the strategy for 2010 was to focus on the mobilisation of voters, particularly those traditionally marginalised from political participation: women, first time voters, non-literates and people with disabilities. To maximise outreach to these groups UNDP mainstreamed gender and disability issues into the voter education component and used a multi-layered media campaign to benefit from the advantages of all types of media. For example, research indicated that voters in remote areas tend to access information mainly via radio rather than TV or the printed press, so emphasis was placed on radio broadcasting via national and local networks.

The timeline for voter education activities was compressed, but a large amount of information was distributed through overlapping media campaigns. It is estimated that in excess of 70 million voter education “hits” were made, probably many more. It is clear that in 2010 large advances were made in voters’ understanding of the voting process, basic rules, roles and the functions of the elected bodies. It is encouraging that some of the largest increases were among marginalised groups.

PRIORITY TO WOMEN VOTERS, CANDIDATES

Sensitisation of election stakeholders on the special needs of women in elections: Conferences were held in Dar es Salaam and Zanzibar to sensitize NEC and ZEC on the needs of women as voters, candidates and when working as poll workers. Conferences were also held in Zanzibar and Dar es Salaam to sensitize political parties on gender issues in particular with regard to nomination of more women candidates. In addition, UN Women and the Tanzania Gender Networking Programme (TGNP) conducted workshops for more than 500 community and religious leaders to prepare a conducive environment for female candidates in the 2010 general election in Tanzania. UNDP collaborated with UN Women, UNESCO and national women’s organizations to implement a range of successful activities.

Training women candidates: UN Women trained women candidates in public speaking, campaign planning and strategies, confidence building and presentation skills, how to engage the media, community mobilization and advocacy, lobbying and understanding political issues. In total 798 women candidates for parliamentary and council seats were trained in nine workshops.

Voter education materials for women: UNDP supported NEC and ZEC to produce a booklet titled, “*Women and the 2010 Election*”. The booklet encouraged women to stand as candidates and urged women voters to turn out in large numbers on E-Day. Information was included on the requirements for a woman to be nominated, the right of women to choose candidates of their own choice, and the right of pregnant women, lactating mothers, women with disabilities and elderly women to receive priority assistance from local election administrators on E-day.

Women’s radio listening groups: UN Women trained 125 community radio broadcasters and distributed 1,500 solar powered radio sets to established listening groups in Tanzania. The village broadcasters, who had no expertise in radio broadcasting, were trained to record and produce election radio programmes in preparation for the general elections in Tanzania. This activity was extended into the post-election period to enable women in rural areas to access quality information on a range of governance-related issues.

A second series of capacity building workshops on radio broadcasting was conducted for a further 98 community-based radio journalists and members of the women’s groups. 1,500 radio sets were distributed via community radio centres and approximately 400 new women’s groups were established.

KEY CIVIL SOCIETY ROLE

Voter Education Grants Facility (VEGF): 43 CSOs were selected from 595 applications through an open, competitive process to conduct voter education activities throughout the country from August to October 2010. Activities included road shows, sports events, musical events, and town hall meetings. CSO activities focused on target groups: women, youth, persons with disabilities, people in remote area or with limited access to information. The agency managing the grants, Deloitte, estimated that 18,748,250 voter education contacts (45% women) were made through these CSO efforts.

Empowerment of women's associations and other networks to promote the role of women in elections: UNDP, UN Women and the Tanzania Women Lawyers' Association (TAWLA) conducted workshops for 360 members of women's associations and other networks to promote the role of women in elections. The aim was to raise awareness of the roles women's networks and other CSOs should play to ensure equal participation of men and women in the electoral process.

Support for national election observation: UNDP funded the Tanzanian Election Monitoring Committee (TEMCO) to carry out domestic election observation. TEMCO, a network of 152 CSOs, deployed 7,350 short-term observers and 223 long-term observers to observe political campaigns, polling, counting and results aggregation. This was a significant increase over the 2005 elections, when only 1,500 observers were deployed.



Conferences were held in Dar es Salaam and Zanzibar to sensitize stakeholders on the needs of women as voters, candidates and when working as poll workers. Political parties were sensitized on gender issues and workshops were held for more than 500 community and religious leaders to help create a more favourable environment for women candidates.



More than 4,400 police officers were trained on human rights and the role of the police in elections.



Ipole villagers in Sikonge, Tabora region rush to get copies of voter education material, early October 2010.



Police officers were trained by the Tanzanian Commission of Human Rights and Good Governance (CHRAGG). The police first tier trainers came from all regions in the country and then trained their fellow officers at the district and ward levels. During the cascade training over 5,000 police officers learned about Human Rights and the Role of Police during Elections. Each participating police officer was provided a training manual. The cascade training, co-funded by the UNDP and Canadian CIDA, was monitored by CHRAGG. Also, a Public Order tactical course trained police officers in non-lethal tactics was conducted. The course examined the impact of policing operations on the wider community and reinforced the need to consider rights and freedoms.



In August 2010 the UNDP Project convened a two day workshop for Zanzibar youth to address "The role of youth in ensuring and fostering a peaceful elections environment". Each presentation was followed by group work during which participants brainstormed and exchanged experiences of past elections. Some of the work shop generated resolutions reached included:

- Youth have to constantly keep learning about elections;
- Youth should not give or take bribes in elections;
- Youth should lobby their mates to ensure voter education;
- Youth should participate effectively in contesting for political posts in future elections;
- Youth should not be misused by politicians in the coming elections; and
- Society needs to be educated on the role of youth and to advocate for the government to implement its promises to young people.



Rival party supporters, CUF and CCM, converging in a common move to a public rally to celebrate a peaceful election in Zanzibar, October 31, 2010 following speeches by the two party leaders accepting the announced election result.

Two rival party supporters, wearing contrasting colours of different parties, stand together following the announcement of election results in Zanzibar, October 31, 2012. This was the first election in Zanzibar that did not result in violence following the announcement of results.



On the job training and software were provided to NEC and ZEC and to the police to enable them to register and better manage all their assets effectively.

NATIONAL OWNERSHIP

Although UNDP support was direct implementation (DIM), the design and implementation aimed to enhance national ownership and leadership. Extensive consultations with national institutions took place following the 2005 elections and also at the design stage of the 2010 election support. During implementation, technical assistance was planned and provided to both EMBs according to their requests and specifications. The EMBs were fully involved in the design of the project, in planning and resource allocation, setting priorities, decision making, and reporting to the Project Board.

Several important project inputs were developed with national ownership in mind from the design stage. For example, the RMS and CMS software was based entirely on the requirements of the EMBs, and developed in close collaboration with their IT personnel. UNDP ensured that the EMBs hold the software source codes and also have the technical skills to make further modifications to meet evolving needs. Developing the systems in-house gave the flexibility to alter functionality according to the evolving requirements from the EMBs. The Incident Reporting and Response System developed with police, the training journalists by the Media Council of Tanzania, and the deployment of national observers by TEMCO are other good examples of the same national ownership approach.



During her 2010 visit to Tanzania, UNDP Administrator Helen Clark, visited the National Election Commission data processing centre. She was welcomed by NEC Director Rajabu Kiravu and ICT Head Sisti Cariah. Mr. Kiravu lauded the excellent cooperation between UNDP and the Commission.

Photo © Julie Pudlowski



On the cover and above: UNESCO UN Women and UNDP promote Women Leadership and Election Participation through Community Media

Irki Ramat Foundation Women's Group in Ololosokwan Village, distributing Solar and dynamo powered FM radio sets and khangas. Khangas are traditional colourful cotton wraps popularly worn in East Africa. Khangas usually carry various social messages embroidered in colourful patterns. For this particular project khangas used in the project carried messages promoting women's leadership. During the UNDP Election Support Project 2010-2011, UNESCO, UN Women and UNDP promoted women's leadership and the participation of women in the presidential, parliamentary and local elections in Tanzania. Photo ©Al-Amin Yusuph

INNOVATIVE FEATURES

SUCCESSFUL PARTNERSHIPS

The main national counterparts were the two EMBs, NEC and ZEC. The EMBs participated in the entire UNDP project process, including design, planning and resource allocation, decision-making and evaluation. The principal focus of support was also to reinforce the capacities of the EMBs to deliver the election effectively and credibly. On the whole, the partnership between the project and the EMBs was constructive, respectful, and effective. In addition to the EMBs, UNDP worked through partnerships with a broad range of election stakeholders. Several of these were agencies also involved in the 2005 election and UNDP 2005 support. Some of the key 2010 partnerships were with:

- Media organizations, including the Media Council of Tanzania for training journalists.
- The Police, through development and deployment of the IRRS, and the various trainings of police officers.
- CSOs (both national and international) and CSO networks; for example TEMCO, which was contracted to train and deploy 7000 national observers, and is itself a coalition of 152 CSOs.
- Government agencies, for example the Commission on Human Rights and Good Governance, which was contracted to monitor the training of police officers in human rights. Also the Office of the Mufti, which facilitated the dialogue for peace process in Zanzibar.
- Academia: UNDP commissioned several research studies from different departments at the University of Dar es Salaam.
- Other UN agencies: UN Women delivered the women's radio listening groups activity with the involvement of UNESCO, and also trained women candidates.
- Donor Development Partners played a key role in financial support and in strategic guidance through the Election Support Steering Committee which included Ambassadors/High Commissioners.
- The involvement of such a broad range of institutions and organizations was a major strength of UNDP support to the 2010 general election. In many cases successful partnerships in 2010 provide a good basis for future collaboration.

TECHNOLOGY

Incident Reporting & Response System: UNDP supported the Tanzania Police Force (TPF) to establish two Joint Command and Communication Centres (JCCC) in Dar es Salaam and Zanzibar where police coordinated operations. Now linked to the JCCCs is an Incident Reporting and Response System which uses GIS technology for reporting and recording incidents. UNDP helped upgrade TPF's radio communication capacity through the provision of 1450 VHF handheld sets for officers on the ground; 140 mobile VHF & GPS sets for rapid response vehicles; 28 long range HF sets for district level stations; 13 solar power stations, and a large stock of spare parts to maintain functionality of the system for several years.

Phase 1 (12 identified hotspot areas) was completed prior to E-Day, and the remaining 124 sites were completed between January and October 2011. TPF is now collecting detailed data that will shed light on the impact of the IRRS. TPF is benefitting from a dramatic increase in radio coverage country-wide, and this has significantly boosted its capacity to report, respond and direct operations. Before the IRRS, HF coverage was partial and VHF limited to regional towns only. After deployment of the system, HF coverage is now 100% nationally, and VHF coverage has been extended to 30kms around district towns, rising to 60-100kms when using the vehicle based units. Data from 10 regions shows a 27% increase in reporting of incidents of all types since deployment of the IRRS.

Voter registration: On the Mainland, a large scale procurement of voter registration equipment supported updating the Permanent National Voter Register (PNVR), contributing to an increase of registered voters from 15.6 million to 19.7 million. NEC was provided with advice and support to enable a transition from obsolete Polaroid photos to digital camera technology. This included procurement of voter registration kits using solar technology. After the general election 100% of the original and replacement components of these kits were entered into the Assets Management System, in total some 40,000 items, providing NEC with far greater control over the equipment for future registration needs.

In Zanzibar UNDP provided technical and material support to ZEC for establishing a fully digital biometric voter registration system, resulting in a more accurate voters' register. The project also funded running costs of voter registration and a computer expert to assess the voter registration IT system. This study was shared with the Zanzibar political parties, helping to build confidence and reduce disputes over the voters' register.

Information and Communication Technology Support to the EMBs: Software developers were engaged to produce customized solutions for candidate and results management for the EMBs. The Candidate and Results Management Systems (CMS and RMS) have been designed to allow for modification to meet the evolving needs of the EMBs for future elections. As far as possible, the CMS and RMS share common software component modules, thereby improving reusability and cutting future development costs. The RMS has enabled the EMBs to publish a breakdown of all polling station results online, thus strengthening the transparency and credibility of the tabulation process. Further improvements were made to both systems after the elections, including the ability to generate and print barcodes onto ballots and results sheets, and final versions were produced in July 2011. The RMS and CMS represent a substantial advance in functionality, security and auditing over the systems in place in 2005.

The CMS enabled NEC to process more efficiently the large number of candidates, for example there were 9,000 candidates for Presidential, Parliamentary and Councilor elections, of which there was an increase in women candidates of 24% over 2005. The CMS enhanced verification of information, validation of nominators and generation of sample ballots. Data entered into the CMS formed the basis for the RMS, and the two systems were designed to dovetail. The RMS increased transparency and credibility of the results aggregation and reduced the time required for tabulation. All data communication to and from the remote results accumulation sites now occurs in a much more secure environment; separate polling station results enabled country-wide breakdown of polling station results on the internet.

Post-election, UNDP provided NEC with an upgraded server and operating system, virus software, and an extended training for IT staff.



.....

Election team members verify voter information at the Tanzania National Election Commission processing center in Dar es Salaam in May 2010. UNDP helped put in place the ICT-based voter information verification system.

Photo © Julie Pudlowski

IMPARTIAL INFORMATION TO REMOTE AREAS

Access to news and information in remote areas: To address the relatively poor access for journalists in remote areas to election-related news, an independent journalist summarized daily national media coverage and disseminated it to up country (rural) electronic media, radio and TV stations. News summaries were made from 16 daily and weekly newspapers, among them five English language newspapers, and compiled in a newsletter format entitled *Habari za Uchaguzi* (Election News), which was emailed on a daily basis from September to November 2010 to about 60 radio and TV stations each with between 500,000 and 10 million listeners/viewers. These broadcasters used the material to prepare daily programmes on the elections and also for evening news bulletins. Given the clear demand for balanced coverage of current affairs in rural areas, UNDP continued this activity until June 2011, and held workshops to obtain feedback from 140 journalists on how to improve the newsletter. A second version was launched, with wider coverage of issues related to governance, women's rights as well as political issues raised during the elections period. Distribution was broadened to include members of the women's radio listening groups. Press articles on the activities of recently elected women, and issues of interest to women voters (such as service provision, legal reforms and women in politics) were also included.

Although UNDP encountered few challenges in this delivery, structural issues do persist in the media sector that require long term attention. These include the issue of payment of journalists for coverage, the independence of media houses from political parties and business interests, the lack of analytical coverage and issues-based reporting, and the lack of a 'national discourse' in the media.

CREATIVE PEACE BUILDING AND CONFLICT PREVENTION

Confidence building and dialogue: Seven conferences took place during the months prior to the elections in Dar es Salaam and Zanzibar in which all election stakeholders were invited to commit to peaceful elections. One post-election conference on lessons learned also took place in Zanzibar. On the mainland and in Zanzibar UNDP facilitated two meetings between the Tanzanian Police Force (TPF) and political parties which built up confidence and particularly in Zanzibar resulted in close cooperation regarding the security situation. Through the Office of the Mufti of Zanzibar 62 community meetings were arranged in Zanzibar during the last two weeks of the elections to promote a peaceful polling day and acceptance of results.

Training the Police: Together with the Commission for Human Rights and Good Governance and the Legal Sector Reform Programme, UNDP initiated large scale training for police officers at the ward level on *Human Rights and the Role of Police in Elections*. More than 4,450 officers (794 of them women, 18 per cent) participated in one-day training. Drawing on international expertise, UNDP also conducted three *Public Order courses* for police commanders and police trainers. The training familiarised TPF officers with modern policing techniques, community mediation, and non-lethal tactics for dealing with riots and unrest. The positive impact of these trainings was visible during the incidents which occurred during campaigning and during the election results counting period. Contrary to the 2005 elections, police were seen as an impartial force and one main opposition party publicly voiced their satisfaction with the professional and impartial attitude of the police during the 2010 election period.

EVALUATION

POSITIVE, SIGNIFICANT IMPACTS: EVALUATORS FINDINGS

The UNDP country plan for Tanzania 2007–2011 set as a democratic governance objective:

"Strengthened political, parliamentary and electoral systems that enhance effective participation and representation, bearing in mind gender considerations, and greater political tolerance, oversight and credible elections"

The findings of the independent evaluation of the UNDP project was that the project had **"a significant impact on its democratic governance objectives"**. Achievements highlighted in the evaluation report:

- UNDP contributed and enabled the EMBs to conduct the electoral process in a credible manner under peaceful conditions.
- The EMBs now have systems which enable them to produce and publish results transparently and quickly.
- The update of the voter register well ahead of the elections was key to promoting transparency and credibility in the electoral process. The successful Zanzibar Referendum was duly attributed to ZEC, who were for the first time perceived as neutral and transparent.
- Voter education helped in the reduction in the number of spoiled ballots.
- Promotion of women's nomination as candidates had a positive impact, and there was an increase in the number of female candidates who nominated themselves.
- In Zanzibar, where elections have long been marred by violence, a dialogue for peace with broad participation of election stakeholders provided opportunities for improved understanding and a foundation for peaceful resolution of differences and a peaceful election for the first time.
- The agreed absence of Special Forces and the deployment of the IRRS enabled law enforcement agencies to keep a low profile during the elections, helped to reduce tensions and contributed to a more positive perception of the police.

Furthermore, the evaluation found that UNDP support was broadly effective and relevant, and that financial investments were justified in light of benefits. The principal challenge was the compressed project implementation period. In this regard the evaluation noted that the impact of several activities would have been greater had the lead-in time been longer.

A key component of the technical assistance provided was to "strengthen the organisational, management and operational capacities of NEC/ZEC to enable these key institutions to better plan, prepare, conduct, manage and supervise the elections in 2010". The evaluation mission found that *"There is no doubt that both EMBs have been enabled to strengthen their operational capacities and the impact has been largely positive."*

Substantial technological updates were provided, especially for the EMBs and police, which will have a sustained effect on institutional capacity. Major examples include: the RMS and CMS software; new data storage for the PNVR & operating system; upgrading NEC's warehouse; VR kits; radio communication equipment for the police. The evaluation found that these upgrades were *"both successful in their implementation and provide for long term sustainability"*.

Significant training was also provided, targeting all the main election stakeholders. Key examples include: training of Police officers, CSOs, political parties, women candidates, journalists, national observers, and the judiciary. Pre and post evaluation tests showed that in nearly all cases knowledge and awareness of participants increased.

Better understanding of the capacity development needs of target groups and partner institutions will enable UNDP to better define its strategies in the future.

GOOD VALUE FOR MONEY

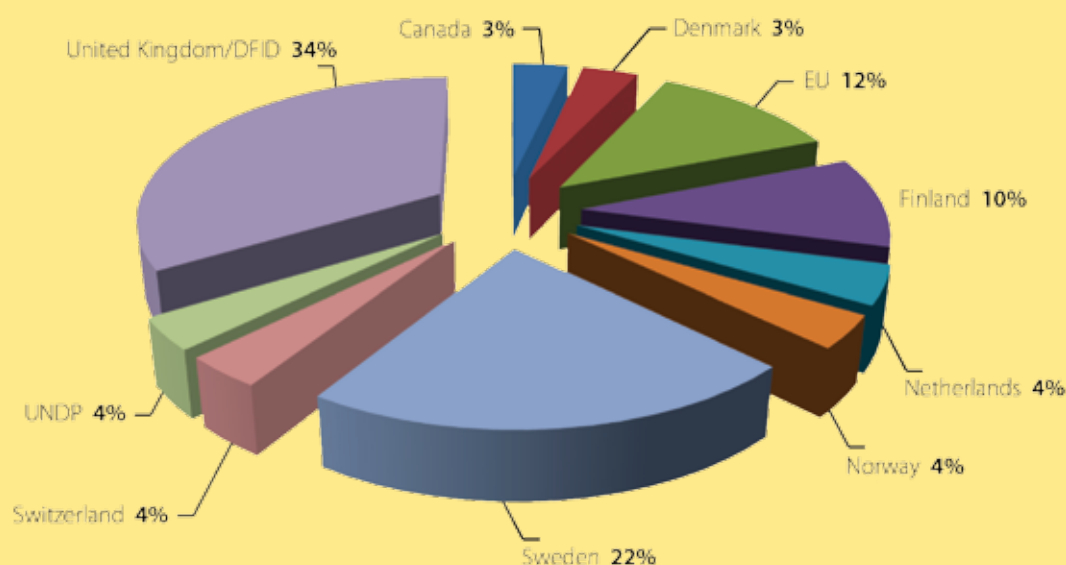
The independent evaluation included an assessment of *value for money* from two perspectives: whether procurement procedures ensured value for money, and whether the benefits derived from investments made by UNDP were in line with what it cost to produce them. It should be noted that many benefits cannot be quantified, and many may not be immediately apparent. However, the value for money assessment concluded that *"The costs attached to the project were justified by the overall benefits derived, noting that many of the benefits and contributing factors could not be quantified"*. Taking into account the overall cost of the 2010 general election, the cost per voter (\$12.30) and cost per registered voter (\$6.60) were also found to be in line with general elections in the region.

The evaluation also noted that UNDP led competitive procurement of equipment consistently ensured value for money, and high quality equipment or services were obtained at the best price. For example in the case of the Voter Registration Grant Facility (VEGF), Deloitte allocated a large staff component and staff time at a relatively low price. Due to large scale procurement for elections globally a competitive and efficient market already exists for elections materials, and again, in several cases UNDP obtained very good value for money. Election support running costs, including international expertise, were well contained, at about 15 per cent of total expenditure.

FINANCIAL OVERVIEW

Contributions to the Donor Basket 2009–2011

Donor	Committed US\$	Actual Disbursed
Canada	983,284	983,284
Denmark	955,778	955,778
EU	3,365,974	3,353,844
Finland	2,839,409	2,839,409
Netherlands	1,300,000	1,215,000
Norway	1,023,716	1,023,716
Sweden	6,151,645	6,151,645
Switzerland	1,000,000	1,000,000
UNDP	1,000,000	1,000,000
United Kingdom/DFID	9,447,565	9,447,565
Total	28,107,371	28,010,241



The finding of the independent evaluation was that the project has had “a significant impact on its democratic governance objectives.”

www.tz.undp.org/esproject.html

www.tz.undp.org

www.untanzania.org



*Empowered lives.
Resilient nations.*

United Nations Development Programme
International House Building, 6th floor
Shaaban Robert Street/Garden Avenue
P.O. Box 9182
Dar es Salaam, Tanzania