



Government of Zimbabwe



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United Nations Development Programme

PROJECT DOCUMENT

Zimbabwe Electoral Commission Capacity Building Project ZIM-ECO

June 2016 – DECEMBER 2020

Project Title Zimbabwe Electoral Commission Capacity Building Project (ZIM-ECO)

UNDAF Outcome(s): ZUNDAF Priority Area 5 Outcome 1: Key public sector institutions mobilize, manage, and account for resources effectively for quality service delivery
 ZUNDAF Priority Area 5 Outcome 2: Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards

Expected CP Outcome(s): Outcome: People's participation in decision-making and democratic processes strengthened

Responsible Party: United Nations Development Programme (UNDP)

Implementing Agency: Zimbabwe Election Commission (ZEC)

Brief Description

ZIM-ECO has a longer-term vision of developing the institutional, organizational and electoral capacity of the Zimbabwe Electoral Commission (ZEC). This vision is spread over a 5-year period 2016-2020 and is aligned with the ZUNDAF 2016-2020 and ZEC Strategic Plan 2016-2020, which is under formulation. Initially the project focuses on medium and long-term institutional goals, with a focus on providing technical assistance to ZEC on developing a new Voter Registration System; capacitating ZEC, especially its Information Services and Voter Registration departments / teams; embarking upon a robust Voter Education campaign; reaching out to electoral stakeholders and building their trust in the electoral process and making election systems sustainable and building the electoral capacity of ZEC. After a UN/UNDP Joint Review / Assessment the progress of the project will be assessed and other areas identified by ZEC and electoral stakeholders may be included, which may result in additional project outputs.

Based on the current needs identified by stakeholders the project focuses on the following three outputs:

- Output 1:** Strengthened institutional and electoral capacity of ZEC to meet its Constitutional mandate to ensure sustainability
- Output 2** Sustainable Voter Registration System for Elections that is credible and inclusive
- Output 3** Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters

Programme Period: 2016-2020
Key Result Area (Strategic Plan):
Atlas Award ID:
Start date: May 2016
End Date: December 2020
PAC Meeting Date:
Management Arrangements: National Implementation (NIM)

Total Resources required	US \$ 36,857,363*
Total project resources required	US \$ 19,642,253
Total allocated resources:	
• Regular UNDP	US \$ 1,000,000
• UN Women	US\$100,000
• Other:	
○ Donor	_____
○ Donor	_____
○ Government	US \$ 17,215,110
Unfunded budget:	US \$ 18,542,253
In-kind Contributions	
* This is for the Option requiring highest donor contribution	



Makarau

Date 15.6.16

Agreed by Zimbabwe Electoral Commission:
Chairperson, Justice Rita Makarau

[Signature]

Date 12/7/16

Agreed by Ministry of Finance
Permanent Secretary, Ministry of Finance,



[Signature]

Date 2/3/16

Agreed by UNDP:
United Nations Development Programme
Resident Representative Bishow Parajuli



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List of Acronyms

ACDEG	African Charter on Democracy, Elections and Governance
AU	African Union
AUC	African Union Commission
CEDAW	Convention on the Elimination of All forms of Discrimination against Women
CEO	Chief Elections Officer
CSO	Civil Society Organisations
DEAU	Democracy and Electoral Assistance Unit of the African Union
DCEO	Deputy Chief Elections Officer
ECF SADC	Electoral Commissions Forum of the SADC countries
ESC	Electoral Supervisory Commission
EISA	Electoral Institute for Sustainable Democracy in Africa
EMB	Election Management Body
EOM	Election Observation Mission
GoZ	Government of Zimbabwe
GPA	Global Political Agreement
HQ	Headquarters
HR	Human Resources
ICCPR	International Covenant on Civil and Political Rights
ICT	Information and Communication Technologies
IFES	International Foundation for Electoral Systems
MPLC	Multi-Party Liaison Committee
NAM	Needs Assessment Mission
NGO	Non Governmental Organisation
PEMMO	Principles for Election Management, Monitoring and Observation in the SADC Region
PEO	Provincial Elections Officer
RGV	Registrar General of Voters
SADC	Southern African Development Community
SMS	Short Message Service
TNA	Training Needs Assessment
UN	United Nations
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
ZEC	Zimbabwe Electoral Commission
ZUNDAF	Zimbabwe United Nations Assistance Framework

1. EXECUTIVE SUMMARY

UNDP is currently developing a 5-year electoral support programme for Zimbabwe, which is aligned with the objectives set out in ZUNDAF 2016-2020, the current Country Programme Action Plan 2010-2015. This programme is a response to a request by the Government of Zimbabwe (GOZ) and the Zimbabwe Electoral Commission (ZEC) for UN capacity building support to ZEC. The UN fielded an electoral Needs Assessment Mission (NAM) from 26 May to 5 June 2015 to undertake wide stakeholder consultations to evaluate the electoral environment, the legal and institutional framework governing the electoral process and the capacity and needs of the various election stakeholders in response to the request. The mission recommended support for immediate short-term assistance in the areas of voter registration, voter education, and budget formulation, followed by development of a longer-term programme of capacity development for ZEC and other election stakeholders.

It should be mentioned that the NAM recommendations validate the issues raised by election observer groups in their reports of the 2013 harmonized elections. Some of the organisations are the local Zimbabwe Electoral Support Network (ZESN), SADC Electoral Support Network, COMESA, SADC and the African Union. The European Union also fielded an Elections Expert Mission, which also came up with similar findings and recommendations.

Following the NAM Mission, UNDP fielded a Project Formulation Mission (PFM) from 01-30 November 2015. The PFM had very detailed discussions with ZEC, Government Authorities, political parties, Civil Society Organizations (CSOs), Women and Youth groups, Faith Based Organizations (FBOs), Media Entities, UN Women and undertook field visits to the provinces and districts including the study of the pilot Voter Registration process in Bulawayo. Following these discussions and based on the inputs from all electoral stakeholders a multiyear project (2016-2020) has been formulated.

The proposed multi-year project initiative supports capacity building for ZEC, strengthening of voter registration, developing of a robust voter education programme and effective ZEC engagement with election stakeholders. This medium term support will ensure sufficient time for project implementation and evaluation and contribute to fostering an improved electoral environment beyond 2018.

Initially the project focuses on medium and long-term institutional goals, with a focus on providing technical assistance to ZEC on developing a new Voter Registration System, capacitating ZEC especially its Information Services and Voter Registration departments / teams, embarking upon a robust Voter Education campaign, reaching out to electoral stakeholders and building their trust in the electoral process, making election systems sustainable and building the electoral capacity of ZEC. The activities related to capacity building, voter education and stakeholder engagement are having a longer-term perspective, which will span over a five-year period till 2020.

After a UN/UNDP Joint Review / Assessment, the progress of the project will be assessed and other areas identified by ZEC and electoral stakeholders may be included, which may result in additional project outputs. In addition to the identified outputs the project may also see an expanded electoral support after a UN/UNDP Joint Review / Assessment soon after the completion of VR process in 2017.

The project will have three outputs, which are briefly described below:

i) Strengthened institutional and electoral capacity of ZEC to meet its constitutional mandate to ensure sustainability: This output focuses on sustainability of ZEC, which includes its institutional, financial and human resource sustainability, which make the institutional development and capacity building as key instruments for achieving this sustainability. In the context of elections, sustainability refers to electoral policies and practices which are cost-effective and realistic, and meet the needs of stakeholders in the electoral processes both now and in the future. Specific activities include the development of ZEC's 5-year strategic plan 2016-2020, capacity building of Commissioners, and institutional and capacity development plan.

ii) Sustainable voter registration system for the 2018 elections and beyond that is credible and inclusive: Voter Registration (VR) is a key issue identified by all electoral stakeholders and following the constitutional mandate given to ZEC for conduct of VR, there is a need to develop a new voter register by ZEC. The trust in democracy is strengthened when the electoral registration is an open and transparent process and it allows the participation of all electoral stakeholders: political parties, organized civil society, the media, security forces and all potential voters of a country including marginalized groups such as women, the youth, persons with disability, prisoners and the sick. The project, therefore, focuses on specific activities to include technical and operational support for identification and roll out of a sustainable, credible and inclusive voter registration drive, improved ICT capacity of ZEC to support voter registration process, and creation of a Voter Registration Department/Unit in ZEC.

iii) Enhanced and effective ZEC's engagement with electoral stakeholders including the eligible voters: This output relates to the ZEC's voter education, public outreach and engagement with electoral stakeholders. The voter education and public outreach focuses on the Zimbabwean public and eligible voters. Stakeholder engagement targets eligible voters; political parties, civil society, media and other electoral contestants in accordance with its legal mandate. ZEC has a responsibility to promote greater participation of women, youth and persons with disabilities in the electoral process through addressing the structural and institutional hindrances to participation. Activities under this output are strengthening planning for Voter Education and public outreach strategy, Voter Education for ensuring participation in national VR exercise, Promotion of Dialogue and Engagement with other stakeholders to build trust and confidence on ZEC and strengthening ZEC's promotion of gender equality in election management.

The programme has a very strong monitoring and evaluation framework with clearly defined targets and indicators. The Project Board will be the policy making body for the project, whereas a Technical Working Group will ensure coordination and synergy among partners. The project describes 4 different options for Voter Registration and the budgets associated with it and mix of the budget between Government and donor resources. The mix of the budget, however, may change should donor funding is not available as indicated with greater funds from the Government Budget. It should also be noted that the Government funding is indicative in nature and confirmation will be provided by Ministry of Finance. Implementation of the project is subject to availability of both Government and donor funding.

2. SITUATION ANALYSIS

The latest Harmonized Elections in Zimbabwe were held on 31st July 2013. These elections were historic and a milestone in the history of the political country as they were not only the first elections to be held under a new Constitution, largely approved by the people of Zimbabwe in the Referendum of 16th March 2013, but also widely acclaimed as peaceful and reflecting the will of the electorate. The 2013 Constitution was developed and adopted by the Government of National Unity (GNU) that was formed under the SADC-mediated Global Political Agreement (GPA), in the aftermath of the 2008 general elections.

2.1 Constitutional and Legal Framework

The constitutional and legal framework governing elections in Zimbabwe is based, in the main, on the Constitution of Zimbabwe¹ and the Electoral Act². The framework also includes a variety of instruments, namely the Electoral Regulations³.

The Constitution of Zimbabwe provides for the protection of citizens' fundamental rights and liberties, which include freedom of expression, freedom of assembly and association, freedom of movement, freedom of conscience and religious belief, as well as freedom to participate in elections⁴.

Major among the reforms introduced in the constitutional and legal framework is the change in the electoral system used in Zimbabwe from a rigid First-Past-the-Post to a Mixed Member Proportional representation system⁵.

With regards to the Election of President of the Republic, Section 110 of the Electoral Act stipulates that a presidential candidate ought to have garnered at least fifty percent of the total votes cast plus one vote to be duly elected, otherwise a run-off must take place at a

¹ Gazetted on 22 May 2013.

² Last amended on August, 2014 to comply with the relevant provisions of the new Constitution.

³ 2005 Statutory Instrument 21 of 2005; the Electoral (Accreditation of Observers) Regulations, 2013 Statutory Instrument 89 of 2013; the Electoral (Nomination of Candidates) Regulations, 2013 Statutory Instrument 88 of 2013; the Electoral (Special and Postal Voting) Regulations, 2013 Statutory Instrument 84 of 2013; and the Electoral (Voter Registration) Regulations, 2013 Statutory Instrument 69 of 2013.

⁴ Article 58 of the Constitution provides for the freedom of Assembly and Association and Article 61 provides for Freedom of expression and freedom of the media. Article 66, subsection 2 (a) safeguards the citizens' right to move freely within Zimbabwe, while Article 67 provides for the political rights of Zimbabweans including: i) The right to free, fair and regular elections; ii) The right to form, to join and to participate in the activities of a political party or organization of their choice; iii) The right to campaign freely and peacefully for a political party or cause; iv) The right to participate individually or collectively, in gatherings or in any manner, in peaceful activities to influence, challenge or support the policies of Government or any political or whatever cause; v) The right to vote in all elections and referendums and to do so in secret in accordance with the Law; and vi) The right to stand for election for public office and if elected to hold such office

⁵ Which states: i) 210 constituency based National Assembly members are elected under the First-Past-the-Post or simple Plurality system; ii) An additional sixty National Assembly seats are reserved for women who are elected through proportional representation on the basis of six seats for each of Zimbabwe's ten provinces; iii) Sixty members of the 80-member Senate or upper house of Parliament are elected through proportional representation under a party list system where the list is headed by a woman candidate with male and female candidates alternating on the party list; iv) 16 Chiefs are elected to the Senate on the basis of two chiefs elected by the provincial assembly of chiefs from each province of Zimbabwe other than the Metropolitan provinces of Harare and Bulawayo and are joined into the Senate by the President and Deputy President of the National Council of Chiefs; and v) Two individuals are elected to represent people living with disabilities in the Senate.

time prescribed by the President. The five-year presidential term is now limited with the introduction of a two-term limit, which would however not apply retroactively.

The 2013 Constitution also calls for greater gender equality, as evidenced by gender quotas in Parliament, the protection of persons with disabilities from discrimination. The 2013 Constitution also calls for greater gender equality, as evidenced by gender quotas in Parliament, the protection of persons with disabilities from discrimination. Article 17 of the Constitution calls for gender balance and obligates that measures be taken to ensure that women constitute at least half of membership in elective and appointed bodies established by the Constitution. Other changes include some devolution of power to the 10 provinces, creation of an independent prosecuting authority, an anti-corruption commission, and the allowance of dual citizenship.

Other changes include some devolution of power to the 10 provinces, creation of an independent prosecuting authority, an anti-corruption commission, and the allowance of dual citizenship.

In accordance with Article 157 of the Constitution of Zimbabwe, the Electoral Act, together with the various electoral regulations issued in terms of the Act, provides for: i) The periodic delimitation of constituencies and wards; ii) Registration of voters, and requirements for registration on particular voters' rolls; iii) A code of conduct for political parties, candidates and other persons participating in elections and referendums; iv) A system of proportional representation for the election of persons to the seats in Senate and seats reserved for women in the National Assembly and the procedure for filling vacancies in those seats; v) The election of representatives of persons with disabilities to the Senate; vi) The conduct of Presidential, Senatorial, National Assembly Provincial and Metropolitan Council and Local Government Elections in Zimbabwe; and vii) Mechanism for resolution of election related disputes as well as challenging electoral outcomes.

The 2013 Constitution⁶ provides for a wide range of human rights under the social, cultural and political rights, which are in line with International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic and Social Rights (ICESR) and the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW).

2.2 Electoral Administration

The Zimbabwe Electoral Commission (ZEC) has the constitutional mandate to prepare for, conduct and supervise the elections in the country.⁷ ZEC is therefore responsible for the conduct of elections for the following: (i) The Presidency; (ii) The National Assembly; (iii) The Senate; (iv) Local authorities; (v) Provincial councils; (vi) Metropolitan councils; (vii) The governing bodies of local authorities; and (viii) The National Council of Chiefs.

Furthermore, ZEC is charged with supervising elections for the President of the Senate and the Speaker; registering voters, compiling voters' rolls and registers, ensuring the proper custody and maintenance of the rolls, the delimitation of electoral boundaries and the

⁶ Chapter 4 Part 1 "Application and Interpretation of Chapter 4" and Part 2 Fundamental Human Rights and Freedoms and Part 3, 4 and 5

⁷ Chapter 12, Part 2 of the 2013 Constitution

establishment and operation of polling centres, and the procurement of all the electoral materials to be used therein. It is the Commission's responsibility to conduct and supervise voter education and to accredit observers for elections and referenda. ZEC is also mandated to monitor the media's coverage of the election and to consider complaints from the public and take action to address these complaints.

In line with Article 238(1) of the Constitution, ZEC comprises a Chairperson appointed by the President of the Republic, after consultation with the Judicial Service Commission and the Committee on Standing Rules and Orders of the Parliament of Zimbabwe, and eight other Members appointed by the President from a list of not fewer than 12 nominees submitted by the Committee on Standing Rules and Orders of Parliament. Section 8 of the Electoral Act provides for ZEC to operate on a decentralized organizational structure, with representation at the national, provincial and district levels, in order to ensure that the Commission effectively discharges its mandate.

With the exception of the Chairperson and Deputy Chairperson who are on full time, all other Commissioners are considered part-time. The current Commission has overseen the management of the 2013 referendum and harmonised elections. The management of the 2013 Harmonised Elections faced a number of challenges, as identified in the ZEC's Review of the Elections, in relation to budget and operations.

The ZEC Commissioners have a policy role to play and ensure that ZEC remains an independent, impartial and strong institution. The policy role of the Commission ensures that the vision and mission of ZEC is achieved. The ZEC has evolved over the last decade in terms of its powers and authority⁸. This evolution has seen the powers of delimitation, media monitoring and most recently Voter Registration transferred to ZEC and consequently, other bodies' powers abolished, repealed and transferred.

It is worth noting that the Zimbabwe Electoral Commission was established in 2005, following recommendations⁹ by the Electoral Supervisory Commission, Political Parties and Civil Society Organizations, which were modelled in conformity with the Southern African Development Community (SADC) Principles and Guidelines Governing Democratic Elections. Besides the systematic shift in responsibility to a single election management body (EMB), Zimbabwe's electoral history also shows a systematic move towards single-day elections for a wide variety of elective offices.

2.3 Voter Registration

One of the key reforms in the 2013 Constitution affecting ZEC has been the shifting of responsibility of Voter Registration and Voters Roll from Registrar General's office to ZEC. The enabling legislation regarding this transfer is under consideration by Parliament¹⁰. In the past, the registration of voters and the compilation of the Voters' Rolls was a responsibility of the Registrar General of Voters, acting under the supervision of ZEC. Now, ZEC has taken this core function from the Registrar General and should fully conduct operations related to the registration of voters and the compilation of the voters' roll.

⁸ Zimbabwe Electoral Commission was formed in 2005, from its predecessor Electoral Supervisory Council

⁹ Identification of the Zimbabwe Electoral Commission Needs Gaps---- The road to 2018: December 2014

Section 239 subsections (c), (d) and (e) of the Constitution give ZEC the full mandate to register voters, compile the voters' rolls and registers, as well as to ensure the proper custody and maintenance of the voters' rolls and registers. Section 17A of the Electoral Act provides for continuous registration of voters.

Furthermore, Section 20 of the Electoral Act mandates ZEC to maintain in printed and electronic form a Voters' Roll for each ward and constituency, while section 21 of the same Act stipulates that a voters' roll shall be a public document which should be open to public inspection free of charge and availed to stakeholders on request at a prescribed fee. The law also provides for ZEC to avail free copies of the voters' roll to the nominated candidates in an election, it also obligates the Commission to ensure that appropriate voters' rolls are accessible in all respective polling stations.

2.4 Overview of Electoral Issues and Challenges

All the election observer groups for the 2013 harmonized elections in their reports made various recommendations on how ZEC should improve in the delivery of credible elections. These observer groups included the local Zimbabwe Electoral Support Network (ZESN), Southern Africa Development Community Electoral Support Network (SADC ESN), Common Market for Eastern and Southern Africa (COMESA), Southern Africa Development Community (SADC) and the African Union (AU). The lack of quality, credibility and authenticity of voters' roll and issues with continuous voter registration featured consistently as one of the challenges during the 2013 harmonized elections. There are other recommendations made by the observer missions and also identified during the Stakeholder Consultation Workshop by ZEC¹¹ that are related to the overall environment of elections and not only to the role of ZEC. These include the adequately and timely resourcing and financial independence of ZEC in order to implement electoral activities in time, independence of ZEC as enshrined in the Constitution, effective mechanisms to monitor campaign financing, media monitoring to ensure fair and equitable coverage to all political players and security personnel adherence to the provisions of the Electoral Act.

During the 2013 harmonized elections, the voters' roll was still being managed by the Registrar General. The recommendations were revolving around the need for ZEC to manage a credible voters' roll. It was also observed that the voters' roll was bloated and even included a large number of deceased voters. In some cases voters were being turned away because their names were appearing in a different ward¹². The observer reports recommended therefore comprehensive and robust voter education on procedures in order for the voter to know exactly where to vote and what to present to the polling staff. They were unanimous in recommending that voter education should be open to all players for effectiveness.

The European Union (EU) also fielded an Elections Expert Mission (EU EEM) which also came up with similar findings and recommendations. The mission in addition recommended transparency in the management of the voters' roll bringing awareness of electoral matters

¹¹ Stakeholder Workshop was organized by ZEC on December 04, 2015 on Development of Strategic Plan (2016-2020) of ZEC that included participation of political parties, CSOs, Media and Government entities

¹² SADC ESN, Report of the 2013 Zimbabwe Harmonized Elections and Report of the African Union Election Observer Mission to the 31 July 2013 Harmonized Elections in the Republic of Zimbabwe.

to all eligible Zimbabweans. It further recommended that ZEC should make full use of the website to disseminate electoral information to the voters in particular and the public in general.

2.5 Needs Assessment Mission

There has been a gradual evolution of ZEC in terms of its legal framework, expertise and experience in the field of elections. UNDP had earlier provided technical and financial support to ZEC before the 2013 elections; however, it was not continued for the 2013 elections and post election period. Considering the new responsibilities and upcoming challenges ZEC requested for UN assistance through the UN Resident Coordinator on 06 February 2015, supported by a letter from the Ministry of Justice and Legal and Parliamentary Affairs dated 19 March 2015. The UN Under-Secretary-General for Political Affairs, in his capacity as UN Focal Point for Electoral Assistance, dispatched a Needs Assessment Mission (NAM) to Zimbabwe from 26 May to 06 June 2015. The request sought UN short-term technical assistance to ZEC, which could eventually culminate into a comprehensive programme of support from the development partners with the aim of strengthening the electoral management body's institutional, structural, administrative and operational capacities to efficiently and effectively deliver its mandate as provided by the Constitution, preparing for the 2018 harmonized elections.

The NAM report noted a perceptible improvement in the public's appreciation of ZEC, in part thanks to the practice of openness and transparency pursued by the Commission. However, many interlocutors pointed out that while ZEC is easily approachable when there is less pressure (i.e. long before the elections period), it tends to become more challenging to approach in the period close to elections¹³. Increasing transparency and regular stakeholder engagement was also raised by some interlocutors as an area of improvement for ZEC. The NAM Report recommended the strengthening of ZEC's capacities on gender mainstreaming.

All national and international election stakeholders welcomed the UN electoral assistance deemed very beneficial in strengthening Zimbabwe's electoral process and it was seen as an opportunity for the UN to contribute to the enhancement of the democratic process in Zimbabwe. The NAM recommended a phased approach in the provision of the electoral assistance to Zimbabwe. The first phase would be, in response to the ZEC request, the provision of immediate short-term technical assistance specifically targeting ZEC's capacity building in the following priority areas:

- (i) Voter registration: deployment of experts who, building on the work undertaken by the Independent Consultants funded by IFES in June 2015, would come with recommendations on methodology options for the Voter Registration;
- (ii) Voter education, including Voter Registration-related public outreach strategy, taking into account the fact that this would be the first time ZEC would be conducting this exercise (in replacement of the Registrar-General of Voters);

¹³ Expressed by CSOs and political parties in roundtable discussion on 16 November, 2015 and 18 November 2015 respectively

(iii) Finance/budgeting, for the electoral process and strengthening of ZEC capacity.

This phase has already started and consultants have been engaged as part of the Project Preparatory Technical Assistance agreed with ZEC and the Government of Zimbabwe. The second phase proposed by NAM was for the consultants to concurrently start work on the programme formulation process. The project has been developed following detailed consultations with ZEC, development partners, electoral assistance providers and other stakeholders, within the priority areas identified by the NAM, which are capacity building of ZEC, Voter Registration, management of the voters roll, ZEC's engagement with other stakeholders and its public outreach capacities.

NAM recommended that UNDP in consultation with the Government and other interested development partners start planning for a multi year programmatic initiative that supports capacity building for ZEC and other election stakeholders. Such a medium term support will ensure sufficient time for project implementation and evaluation and contribute to fostering an improved electoral environment beyond 2018.

3. PROGRAMME STRATEGY AND PRINCIPLES

3.1 UNDP APPROACH

The ZIM-ECO project stems from the Zimbabwe United Nations Development Assistance Framework (2016-2020), which is the UN's strategic programme framework to support the national development priorities as informed by the 2013-2018 Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIM Asset). ZUNDAF offers opportunities to strengthen collaborations between UN, Government and Development partners, develop linkages and programming with other major development frameworks. The ZUNDAF Results focuses on 6 outcome areas and ZIM-ECO will contribute towards Outcomes 1 and 2 of key result 5, "*Public Administration and Governance*". The two outcomes are:

ZUNDAF Priority Area 5 Outcome 1: Key public sector institutions mobilize, manage, and account for resources effectively for quality service delivery

ZUNDAF Priority Area 5 Outcome 2: Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards

Whereas the new ZUNDAF programming has been agreed between the UN and Government of Zimbabwe, the UNDP Country Programme Action Plan (CPAP) for 2016-2020 is in the formulation process. Therefore, this project is going to make reference to the on-going CPAP 2010-2015. The project is going to contribute to Outcome "People's participation in decision-making and democratic processes strengthened". The ZUNDAF and CPAP Outcomes are connected with the following formulated key areas included in different project outputs¹⁴:

- Output 1:** Strengthened institutional and electoral capacity of ZEC to meet its Constitutional mandate to ensure sustainability
- Output 2:** Sustainable Voter Registration System for Elections that is credible and inclusive
- Output 3:** Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters

To ensure sustainability and extend the benefits of support, UNDP promotes national ownership, greater strategic coherence of its programmes, and stronger complementarities with bilateral and multilateral stakeholders.

¹⁴ UNDP Country Programme Action Plan for the period 1 January 2012 – 31 December 2015 between the Government of Zimbabwe and the UNDP, p. 14



3.2 Electoral cycle and the Project's Focus

ZIM-ECO has a very strong focus on capacity development activities, as the current pre election phase provides sufficient opportunities for building the capacity of ZEC to perform its functions and related responsibilities as enunciated in the Constitution of Zimbabwe. Pre-electoral, electoral and post electoral are all critical areas that need capacity building support through the entire electoral cycle to ensure a sustainable and credible electoral process.

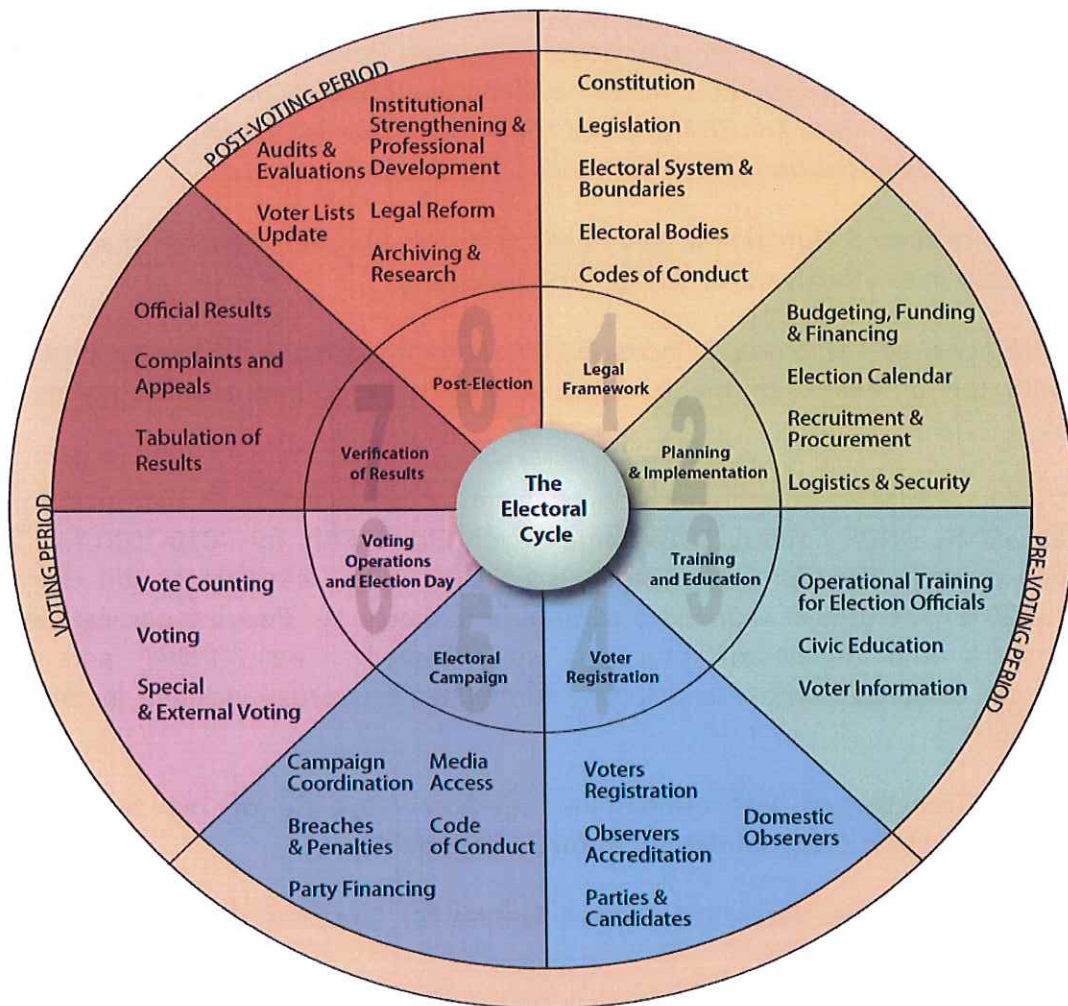


Figure 1 - Graphical Depiction of the Electoral Cycle

Electoral operations are widely acknowledged as fundamental to the credibility of elections. However, operations are only one component of a sound electoral cycle. Preparations (which draw much less public attention) are often neglected and this can have a negative impact on the entire electoral cycle. To this end, it is important to include a firm foundation of preparatory work, including assessment, capacity development and physical and institutional infrastructure and any necessary reforms, as an integral part of an electoral cycle.

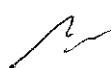
Learning from challenges after the 2013 elections, ZIM-ECO aims to support ZEC in its pre electoral, electoral and post-electoral stages to develop and extend its staff capacity, operational capacity and to establish ZEC as a sustainable institution. A key focus during the electoral cycle will be around areas of legal framework, training, voter education, logistics, budgeting and finance, institutional strengthening, professional development, and continuous voter registration during the three phases of the election cycle. The core areas around electoral campaign, voting operations and results is not in the scope of this project at this stage and, based on the recommendations of UN/UNDP Joint Review / Assessment and request from the Government, the scope of the project can be expanded. However, other areas of focus in the project document adopt a long-term approach as part of the three stages of the electoral cycle to ensure sustainability of the project interventions.

ZIM-ECO has been designed within the concepts of electoral sustainability. Here sustainability refers not only to financial sustainability but also to technical, operational and human resources sustainability and capacity to ensure that ZEC functions without external support or dependence. UNDP operates on the assumption that real development should be sustainable. UNDP support should not foster dependence but should serve as a means to sustainability.

Technical and financial support from the international community should be a collective and well-coordinated effort, with UNDP acting as one of the providers of support, but not the exclusive one. The project will effectively anchor coordination of electoral support activities.

3.3 Scope of support in the immediate future

ZIM-ECO has a longer-term vision of developing the institutional, organizational and electoral capacity of ZEC. This vision is spread over a 5-year period 2016-2020 and is aligned with the ZUNDAF 2016-2020, UNDP CPAP 2010-2015 and UNDP Country Programme Document 2015-2020. Initially the project focuses on medium and long-term institutional goals, with a focus on providing technical assistance to ZEC on developing a new Voter Registration System, capacitating ZEC especially its Information Services and Voter Registration departments / teams, embarking upon a robust Voter Education campaign, reaching out to electoral stakeholders, building their trust in the electoral process, making election systems sustainable and building the electoral capacity of ZEC. After a UN/UNDP Joint Review / Assessment, the progress of the project will be assessed and other areas identified by ZEC and electoral stakeholders may be included, which may result in additional project outputs.



4. RESULTS AND RESOURCES FRAMEWORK

The project has three outputs and a number of identified activities within those outputs. The identification of these activities is based on the inputs received from discussions with electoral stakeholders, extensive dialogue and consultation with all the Departments of ZEC. Indicative results have also been identified against the activities within the outputs, which provide a bird's eye view of the project. A more detailed analysis of the Results and Resources Framework, identifying the baseline, indicators, targets and budget has been included in the project document at Annex-I. Also accompanying the Results and Resources Framework (RRF) is the Monitoring Framework at Annex II and Risk Matrix at Annex III. A descriptive analysis of the outputs, its rationale and more detailed explanation follows this brief tabular analysis.

Output 1: Strengthened institutional and electoral capacity of ZEC to meet its constitutional mandate and ensure sustainability	
Activities	Indicative Results
1.1. Development of the ZEC Five Year Strategic Plan 2016-2020	<ul style="list-style-type: none"> • New vision of ZEC for the next five years with quantifiable and verifiable indicators including indicators on gender equality; • A robust monitoring and evaluation system (that has sex disaggregated data) that provides real time reports on progress with regard to implementation of the strategic plan; • Providing technical assistance to ZEC for introducing strategy for sustainability of elections; • Support strengthening of ZEC's institutional capacity through implementation of its Strategic Plan and upgrading of its knowledge, information, decision-making and data management systems; • Strengthen the ZEC's ability to influence, anticipate and adapt its processes and procedures to change the electoral legal framework, and draft operational plans and procedures that are fully in line within the prevailing legal framework; • Support and develop ZEC capacity in monitoring progress against the targets and indicators, clearly logging all deviations and exceptions for corrective action; • Advise and support the ZEC and the Secretariat to design and apply accountability mechanisms throughout all departments; • Developing paper on the cost of elections and inputs for sustainable election practices for ZEC;
1.2. Capacity Building of the Commission Members	<ul style="list-style-type: none"> • Need assessment through focus group discussions to better understand the requirements of the Commission; • Developing of extensive knowledge base within the Commission on key election issues;

	<ul style="list-style-type: none"> Facilitating exchange visits to other Election Management Bodies as a means to address the issues identified in the need assessment process.
<p>1.3. Development and implementation of institutional development and capacity building plan</p>	<ul style="list-style-type: none"> Capacity assessment plan including TNA identifying areas of support and intervention; Providing technical assistance to ZEC in planning and budgeting for elections with a special focus on Voter Registration; Develop capacity of the HR department to have robust, transparent, effective gender sensitive HR systems; Enhance the capacity of ZEC in the field of information technology to manage the VR system; Capacitate the provincial and district offices in performing their functions; Developing electoral technical capacity through certified election courses (such as BRIDGE) identified during the TNA process; Implementation of the institutional development and capacity building interventions to bring about improvements in staff capacity to conduct a professional election.
<p>Output 2: Sustainable Voter Registration for elections that is credible and inclusive</p>	
<p>Activities</p>	
<p>2.1. Technical and operational support for identification and roll out of a sustainable, credible and inclusive Voter Registration</p>	<p style="text-align: center;">Indicative Results</p> <ul style="list-style-type: none"> ZEC selects the final option for Voter Registration based on stakeholder consultation, which is sustainable and credible; Development of a robust and effective Voter Registration Operational Plan, which integrates the needs and situation of women, youths, people living with disabilities and people in remote locations; Implementation of Voter Registration that is inclusive, credible and transparent; Implementation support for the selected Voter Registration option in the form of provision of specifications, equipment, training, undertaking procurement, manuals for VR/ICT, printing of VR forms etc.; Specialized technical advice on ICT, Legal issues, and Logistics to ensure that there are no bottlenecks in implementation; System integration between ZEC and RGV systems (validation of ID #, citizenship, deceased persons) for sustainability of the Voter Rolls; Capacity building on VR for HQ and Field Staff through BRIDGE and other technical trainings; Provide support to continuous Voter Registration process to ensure that the Voter Rolls are continuously updated; Undertaking polling centre assessment for identification of VR centres in accordance with population;



	<ul style="list-style-type: none"> • Linking of Voter Registration with Voter Education technical initiatives like VR Call Centre, SMS system, Website system for identification for voters. • Need assessment of ICT department to identify gaps and determine requirements to meet the needs of VR; • A strengthened ICT Department to support the VR requirements; • A capacitated data centre with fully functional back up and data security streams; • Developing of in-house capacity of using GIS System for operational planning; • Development of hardware, software and networking systems for connectivity among HQ-provincial-district offices including LAN and WAN networks; • Developing staff capacity through training in network and system administration, system development, database management and administration, GIS and help desk; • Expansion of data centre to accommodate VR data, developing Disaster Recovery Site and ensuring data security; • Strengthening of website services and its expansion for provision of new services.
<p>2.2. Improved ICT capacity of ZEC to support VR process</p>	<ul style="list-style-type: none"> • Needs assessment for creation of Voter Registration Department in ZEC; • Developing of an implementation plan for setting up of the department; • Training of newly hired staff in the VR department; • A dedicated department / unit established enabling ZEC to meet its constitutionally mandated responsibility.
<p>Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters</p>	
<p>Activities</p>	
<p>3.1. Strengthening planning for Voter Education and public outreach strategy</p>	<ul style="list-style-type: none"> • An effective and inclusive Voter Education Strategy is in place which is agreed with external stakeholders; • A collaboration strategy for engaging CSOs and other stakeholders that strengthens implementation of Voter Education strategic plan; • Comprehensive capacity building of CSOs inline with the collaboration strategy • Effective monitoring mechanisms for getting feedback on implementation of Voter Education strategic plan.
<p>3.2. Effective Voter Education for ensuring participation in national Voter Registration process</p>	<ul style="list-style-type: none"> • Developing and designing of effective and targeted messages on promoting participation of voters; • Creating innovative and creative campaigns through face to face communication activities for increasing participation in Voter Registration;

	<ul style="list-style-type: none"> • Use of electronic media TV, portable projectors, SMS and Radio for strengthening participation in Voter Registration process; • Collaboration with CSOs and other entities for strengthening Voter Education campaign. • Developing a Plan for Dialogue and Engagement with electoral stakeholders; • Election Stakeholders Group – ZEC stakeholder dialogue and engagement with political parties, CSOs, FBO, Government entities; • Collaboration through the Human Rights Commission and Gender Commission for the promotion, protection and fulfilment of elections related human rights. The Commissions have a mandate to receive and investigate human rights violations including political and gender based violations and issues related to aliens; • Organizing consultative meetings with political parties, CSOs and media at HQ, Provincial and District levels; • Fostering dialogue initiatives geared towards enhancing a peaceful electoral environment with political parties around the Code of Conduct for Political Parties, and providing voter education pre-to-post elections period. • Profiling of ZEC's website and linking it for the new Voter Registration information building in-house capacity within the IT department for regular updates.
<p>3.3. Engagement with other stakeholders to build trust and confidence on ZEC</p>	<ul style="list-style-type: none"> • A Gender policy providing strategic direction on gender mainstreaming including engagement with stakeholders on gender equality and women's empowerment; • Support strengthening of gender focal points system with ZEC • Engagement with stakeholders on electoral systems and gender equality and women's empowerment; • Strengthening women's electoral participation; • Developing coordination mechanisms and synergies with other UN programmes focusing gender; • Mainstreaming gender in all voter education, voter registration, ZEC capacity building processes including electoral manuals, trainings, messages, materials, etc.
<p>3.4. Strengthening ZEC's promotion of gender equality</p>	

Table 1 - Summary of the Project Outputs, Activities and Indicative Results

The following sections provide the detailed description, rationale, analysis and activities for each of the three project outputs.

Output 1: Strengthened institutional and electoral capacity of ZEC to meet its constitutional mandate and ensure Sustainability

In the context of elections, sustainability refers to electoral policies and practices, which are cost-effective and realistic, and meet the needs of stakeholders in the electoral processes both now and in the future. Sustainability of elections is key for Zimbabwe considering that conduct of free, fair and credible elections is the first step towards a representative government as part of a democratic dispensation. This output, therefore, focuses on sustainability of ZEC, which includes its institutional, financial and human resource sustainability, which make the institutional development and capacity building as key instruments for achieving this sustainability. The key elements of ensuring ZEC sustainability that will be focused as part of project implementation include:

1. *ZEC's institutional sustainability* if its structures and processes enable it to fulfil its mandate and responsibilities in the longer term – that is, over a series of elections. This type of sustainability refers to the adequacy of the electoral framework – the constitution, electoral law and regulations, and administrative and other policies – to enable the ZEC to carry out its work in an effective and efficient manner.
2. *ZEC has financial and economic sustainability* if the nature and level of its funding and expenditure are predictable and adequate to fulfil its institutional mandate and responsibility.
3. *ZEC has human resource sustainability* if it is able to engage sufficient appropriately skilled staff to manage and implement its systems and procedures.

The starting point in this regard will be the development of a new strategic plan for ZEC for the period 2016-2020. Such strategic planning instruments indicate the vision, mission and strategic actions to be undertaken by ZEC, enabling it to be a sustainable institution. To further realize sustainable, long-term capacity development, the project will provide expert technical assistance to ZEC. The Experts will thus support both departmental and individual development, and ZEC staff will be able to exercise new and developing skills, with ready support, via skills transfer from their expert counterparts.

With a view to enhancing electoral integrity and rebuilding public confidence, support in the development and rolling out of awareness and capacity building initiatives within ZEC will be important to instil ethical and institutional values, promote transparency and support gender mainstreaming. Specific technical trainings related to different electoral areas, institutional development trainings and covering new areas of Voter Registration and ICT will be extremely important and pertinent.

Based on the revised ZEC Strategic Plan (2016-2020), the project will focus on developing, coordinating and overseeing the overarching comprehensive capacity building program in

support of ZEC. Through the project technical assistance, institutional capacity of ZEC and other electoral key stakeholders will be built. In addition to capacity development some aspects of institutional development are also critical, which include ensuring that ZEC has the necessary infrastructure at the HQ, Provincial and District levels to support the credible, free and fair conduct of the electoral process.

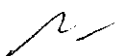
Activity 1.1: Development of the ZEC Five Year Strategic Plan 2016-2020

To become a sustainable organization, ZEC needs to update its institutional, organizational, operational and administrative framework in line with the new responsibilities assigned to ZEC in the new Constitution. Assessing the implementation status of its current Strategic Plan, and contributing towards the current planning for ZEC Strategic Plan (2016-2020). This will be the basis from which annual work plans can be developed, further broken down at departmental or issue-based level with corresponding outlines, guidelines, policies and standard operating procedures specified and incorporated. To achieve this, the project will contribute towards the ongoing formulation process for ZEC's Strategic Plan and ensuring that it is responsive to the needs and situation of women, youths, People Living With Disabilities (PLWD) and other marginalized communities. This assistance will be coordinated primarily with the Chief Inspector's office and other partners in the process.

One of the weaknesses of the last strategic plan was very limited follow up and monitoring. ZEC should be able to record and monitor information and progress indicators for output areas in the strategic plan on a regular basis, including the establishment of an effective monitoring and evaluation system. Aside from enabling the ZEC to chart progress and trends, consistent monitoring and evaluation will allow the institution to adapt its approach, as necessary and ultimately to achieve its goals more swiftly and efficiently. In order that this information and progress charting is useful both in the short and long-term it is important to process and archive it systematically.

To ensure that stored information is transparent, user-friendly and easily accessible, soft copies and regular updates will be made available on the ZEC intranet and where appropriate on the Internet via the ZEC webpage. To support the process for effective development and implementation of the strategic plan the following activities will be undertaken as part of the project:

- New vision of ZEC for the next five years with quantifiable and verifiable indicators including indicators on gender equality;
- A robust monitoring and evaluation system (with sex disaggregated data) that provides real time reports on progress with regard to implementation of the strategic plan;
- Providing technical assistance to ZEC for introducing strategy for sustainability of elections;
- Support strengthening of ZEC's institutional capacity through implementation of its Strategic Plan and upgrading of its knowledge, information, decision-making and data management systems;



- Strengthen the ZEC's ability to influence, anticipate and adapt its processes and procedures to changes in the electoral legal framework, and draft operational plans and procedures that are fully in line within the prevailing legal framework¹⁵;
- Support and develop ZEC capacity in monitoring progress against targets and indicators, clearly logging all deviations and exceptions for corrective action;
- Advise and support the ZEC and the Secretariat to design and apply accountability mechanisms throughout all departments;
- Developing paper on the cost of elections and inputs for sustainable election practices for ZEC;
- Technical support to ZEC for developing sustainable voter registration and electoral budgeting and facilitating discussion with Ministry of Finance.

Activity 1.2: Capacity Building of the Commission Members

Considering that the Commission members have to deal with a number of major changes in the functioning of the Commission and to deal with new assigned responsibilities, there is a need to capacitate the Commission in its functioning. The Commission plays a policy role with regard to the functions enshrined in the Constitution. For achieving this policy role, the project will provide the capacity building support to the Commission. This was identified by the political parties as one of the key areas to develop the capacity of the Commissioners and also for them to deal with global trends and use of technology¹⁶.

This capacity building role will include the sharing of best practices on conduct of elections globally and in the region as well. This will also include field visits to some of the nearing Election Management Bodies to learn from their experiences, particularly in the field of Voter Registration and establishment of integrity processes.

Following is a set of capacity building activities have been planned with respect to the Commission:

- Need assessment through focus group discussions to better understand the requirements of the Commission;
- Developing of extensive knowledge base within the Commission on key election issues;
- Facilitating exchange visits to other Election Management Bodies as a means to address the issues identified in the need assessment process.

¹⁵ Detailed proposals on the amendments required in the the Electoral Law are already developed by ZEC, which are available in the "Workshop Report on Electoral Law Reform Proposals by the Zimbabwe Electoral Commission held at Pandhari Lodge on 24 October, 2013".

¹⁶ Meetings were held on 18-19 November 2015 with major and emerging political parties

Activity 1.3: Development and implementation of institutional development and capacity building plan

ZEC is responsible for guaranteeing capacity development of its staff during the entire electoral cycle in order to ensure the retention and capacity of its skilled and experienced staff. Staff retention and capacity development also contributes to the sustainability of the institution.

The current ZEC Strategic Plan emphasizes the importance of staff development and it will be an important component that is being highlighted in the consultative meetings organized for development of new strategic plan. There are a number of key areas that have been mentioned in the *"Identification of the ZEC Needs / Gaps"* document¹⁷ developed in December 2014. The 2 strategic priority areas that relate to institutional development and capacity building of ZEC, and the proposed interface with the project of these strategic areas and key action points identified are presented below:

Strategic Priority Area	Key Action	Interface with Project
Priority 1: Improve institutional capacity of ZEC to be able to achieve its mandate in an optimal manner ahead of the 2018 harmonized elections.	1.1 Improve financial resources for operational efficiency.	Providing technical assistance to ZEC in planning and budgeting for the 2018 elections and determining the distribution of resources between Government and donor partners.
	1.2 Increase staffing capacity in line with mandate.	Develop capacity of the HR department to developing robust, transparent and effective HR systems.
	1.3 Expand ICT profession to strengthen the institution.	Enhance the capacity of ZEC in the field of information technology to manage the VR system.
	1.4 Enhance capacity of decentralized offices.	Further capacitate the provincial and district offices in performing their functions.
Priority 2: Strengthen the election	2.1 Review strategic plan.	Assist ZEC in revision of the strategic plan as indicated in Activity 1.1. and

¹⁷ Zimbabwe Electoral Commission. Identification of the Zimbabwe Electoral Commission Needs Gaps, *Road to 2018*, December 2014.

management of ZEC to achieve levels of excellence across the entire 2018 electoral cycle.		following up on its implementation.
	2.4 Develop a comprehensive capacity development strategy.	For the capacity building of ZEC it will be extremely important to develop a comprehensive strategy and the certified election courses of BRIDGE will be of high relevance.

Table 2 - Strategic Priority Areas of ZEC Identified in Needs / Gap Assessment Document and its Interface with the Project

The process of undertaking the assessments to identify the institutional capacity development and staff capacity development needs has already been initiated both at headquarters and provincial levels, with functional departments and their staff identifying their own roles, functions and relationships to others, and the development of a comprehensive training and capacity building plan covering the period of 2016-2020. In this respect, throughout the duration of the project, the aim is to support sustainable staff development measures in order to maintain and further enhance existing ZEC staff capacity.

Institutional capacity not only refers to human resources and skills. It also encompasses the presence of sufficient infrastructure, equipment and assets in a manner that allows the institution to fulfil its mandate. A stronger permanent presence at provincial level is essential for the ZEC in order to carry out such tasks as Voter Registration, Voter Education, public outreach, proper storage of material and sustained ICT infrastructure. Provision of additional space in the districts is critical to support the implementation of VR process. The project has included provision of additional space in 30 districts, which will:

- Reduce long term cost;
- Produce a more sustainable field infrastructure;
- Allow for easy inventories of materials and supplies in stock from previous electoral operations;
- Ensure a uniformity of operations across all districts;
- Allow for a higher degree of quality control on operations.
- The key interventions planned under this activity include:

Institutional development

- Strengthening of the provincial and district office through provision of infrastructure, communication and transportation support;
- Provision of advisory support for strengthening the ZEC operational management systems, especial financial management, procurement, HR and ICT;
- Establishing a knowledge resource database, including: learning modules, identifying relevant internal and external experts, positioned to conduct training workshops and learning events to enhance the institutional knowledge.

Staff capacity development

- Undertaking a comprehensive institutional and capacity assessment, including Training Needs Assessment (TNA) to identify specific areas in which the ZEC will benefit from capacity development, including both: a) improvement of specific technical skills; and b) strengthening understanding of democratic values and professional ethics;
- Formalize systems to address cross cutting and institutional challenges including anti-corruption, fraud prevention, public confidence building, institutional values, ownership and gender mainstreaming. This could include support to establishment of departmental focal points on these thematic issues;
- Implementation of tailored professional development programmes to build ZEC's institutional and professional capacity in specific areas. Both short and long term programmes will be instrumental in developing staff skills, helping the ZEC to establish a dedicated team of professional, experienced and well educated electoral officers.
- Developing of training plan for management, electoral areas - BRIDGE, operational skills and IT skills and its associated monitoring and feedback system for constant improvement as part of the implementation of training.
- In addition, a staff survey of the ZEC staff will be conducted annually that will essentially measure various dimensions that include employee satisfaction, perceived business process efficiency etc. and will serve as indication of progress, in line with the strategic plan.

Output 2: Sustainable Voter Registration for elections that is credible and inclusive

Voter registration¹⁸ is more than an operational implementation mechanism; it is a comprehensive process that includes political, administrative and operational components. The role of Voter Registration is particularly important for emergent democracies in the sense that it can have a disruptive impact in an election or on the contrary contribute to an acceptance of electoral results. The quality of the process and its result, namely the electoral roll, can determine the electoral result and consequently the stability of the democratic institutions of the country. The trust in democracy is strengthened when the electoral registration is an open and transparent process and it allows the participation of all electoral stakeholders: political parties, organized civil society, media, international community and potential voters of a country¹⁹.

Voter registration is crucial for political participation in a democratic process. There must be a guarantee that the right to vote in elections is universal, equal, direct and secret, which is often referred to as franchise²⁰. The sovereign politically active is the electorate, which is required to register in order to exercise their right of franchise.

In line with UN policy directive, promoting women's electoral and political participation through

¹⁸ Technology and Electoral Registration - UNDP-Guinea-Bissau, 2013

¹⁹ SADC Principles and Guidelines Governing Democratic Elections, Section 4

²⁰ African Charter on Democracy, Elections and Governance, Article 4 (2)



UN electoral assistance, the project aims to sensitize national authorities on the effects of different Voter Registration systems and procedures, and support the ZEC in campaigns to ensure that information on Voter Registration (VR) and voter's lists is available to both women and men and encourages women to register²¹. Furthermore, VR systems need to facilitate and promote universal and equal suffrage, encouraging the participation of under-represented or marginalized groups in the electoral process.²²

Voter registration should include every adult person belonging to the citizenry and eligible to register as per the Constitution. Voter registration is directly related to political participation in terms of both citizen mobilization and voter turnout, and the vote of every citizen should have the same value without discrimination. Voter registration is a mechanism to ensure equality for the exercise of the right to vote. As a safeguard, voters' rolls that are clean and comprehensive contribute significantly to boundary delimitation as well as to the proper functioning of electoral formulae. They are also instrumental in organizing voting operations (e.g., allocating voters to polling stations or preparing polling places and voting materials).

The structuring of voter registers constitutes a main instrument for the political expression of the sovereign, i.e., the electorate. All-inclusive, clean voter registers should be considered a safeguard to the integrity of the suffrage, and therefore an essential condition for the legitimacy of democracy as well as for the political stability of the country. As identified in the ZEC's Strategic Plan 2010-15 an accessible, secure, accountable, auditable, transparent and sustainable Voter Registration.

That is why VR process is the foundation for a credible, free and fair election process. The international and domestic observer reports from the 2013 harmonized elections consistently point out to the issues in the Voter Rolls, that inter-alia include, a number of deceased persons on the list, new voters not listed, rural-urban bias and lack of transparency by not sharing the Voter Rolls with political parties, candidates and other actors²³. This Output of the project, therefore, aims at ensuring sustainable voter registration for elections and beyond that is credible and inclusive. This also entails that the Voter Registration is sustainable from a cost perspective, independent of the option chosen.

Activity 2.1: Technical and operational support for identification and roll out of a sustainable, credible and inclusive Voter Registration

After review of the different reports both internal reports of Zimbabwe Electoral Commission (ZEC) and external reports prepared by the consultants for ZEC, international and domestic observer reports of 2013 elections, discussions with the ZEC secretariat, the outcomes of the

²¹ United Nation, Department of Political Affairs, Ref. FP/03/2013, Promoting women's electoral and political participation through UN electoral assistance

²² United Nation, Department of Political Affairs, Ref. FP/01/2012, Principles and Types of UN electoral assistance.

²³ - European Union (EU) Election Expert Mission (EEM) to Zimbabwe Report – 2013.

- SADC Election Observation Mission to the Republic of Zimbabwe Report 2013.

- Report of AU Election Observation Mission to the 31 July 2013 Harmonized Elections.

- The Elections in Zimbabwe on 31 July 2013 - A NORDEM SPECIAL REPORT 2014.

pilot test of Marondera Constituency and direct feedback from the Nkulumane Constituency, four options have been developed and one of the option could be adopted by ZEC.

There are a number of requirements for each of the options, which need to be carefully and meticulously planned, and as a best practice Voter Registration Operational Plan will need to be developed. This Voter Registration Operational Plan will focus on the legal framework, associated regulations and procedures, operational strategy, procurement, training, accreditation, Voter Education, communication, security etc.

However, the following important points will have to be considered while undertaking planning for any of the options:

- i) Sufficient time is required to undertake detailed planning for Voter Registration and immaculate planning is a pre requisite in this regard.
- ii) Sustainability of Voter Registration is essential to ensure that a long-term perspective is adopted while selecting an option because VR exercises are very cost intensive and it is unsustainable to undertake such exercises after every election.
- iii) A strengthened ICT Department to manage the new voter register including data security and development of a new Voter Registration Department / Unit.
- iv) Addressing legal aspects of Voter Registration in line with the selected option and Voter Registration process.
- v) Development of interface between ZEC and Registrar General databases for future updates.

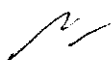
The options that have been considered are:

- i) Manual VR
- ii) Electronic VR with the use of a laptop.
- iii) Electronic VR with the use of a laptop and webcam.
- iv) Electronic VR with laptop, webcam, and fingerprint scanner.

The political parties and CSOs in their discussion with the Project Formulation Mission recommended the use of Biometric Voter Registration as the option that should be adopted and they also identified that National Registration ID number is not duplicated and can be used as a means to identify duplicate voters²⁴.

Phased scenario is being recommended for each of the options to be of three or more phases

²⁴ This was identified by political parties and CSOs in their meetings on 16, 18-19 November, 2015 and also during the Strategic Planning Consultation session held on December 04, 2015 at Mandela Training Centre by ZEC



- Pre Voter Registration Period of 5 months – establishing VR Department, strengthening ICT Department, expanding Data Centre, procurement of materials and trainings.
- Fieldwork – estimated time for data collection is four months (seven million records).
- Post Voter Registration Period of 3 months – that includes data entry, data cleaning, identifying duplicates and printing of Voters Roll

Option 1 - Manual

For the manual data capture, there are two types of data collection, i) Active – Door-to-door enumeration and ii) Passive - Registration Centre (polling stations). ZEC is now implementing a mixed process, door-to-door enumeration, including the use of a registration station at the polling station level and door-to-door enumeration process. During the on going VR process for Nkulumane Constituency all the different processes were analysed and some recommendations have been made to be included for national roll out process.

Data collection is manual through pre-printed forms though door-to-door enumeration exercise with additional support from static centres. Around 50,000 staff will be needed for this exercise. Forms will be consolidated at the ZEC Data Entry Centre (Harare and/or regional data entry centres). Data cleaning will be done through alphanumeric verification and National ID verification at the HQ data centre. Duplicates will be identified through the National ID, which is a unique verifier.

For the use of manual process, a data entry centre is required. The data entry centre will be used to capture alphanumeric data of all possible registrants. For the remaining options (electronic) the data entry centre is not required, as the information will be captured directly at the registration centre. The data consolidation and data cleaning will be conducted at the ZEC. The manual option proposed only considers the door-to-door methodology. This is being recommended because of the risks associated with disenfranchisement of the eligible voters is very high. The Passive Manual VR process is considered a risk in Zimbabwe and could lead to a low participation and weak motivation from electoral stakeholders and voters. This was clearly identified in the stakeholder meeting organized by ZEC²⁵ and ZEC consultations for Marondera constituency Manual VR pilot testing exercise. The project document, therefore, presents the budget associated with Mixed Manual VR process (static + door-to-door).

Options 2-3-4 - Electronic

The next three options foresee the use of a laptop. Data capture will be done in electronic format at the registration centre level, which are expected to be around 10,000. A total of 25,000 staff will be deployed for undertaking the VR exercise. Data type is alphanumeric, after collecting the data; data will be transmitted from the laptop to the data centre in Harare. Data cleaning will be done through alphanumeric verification and National ID verification.

²⁵ Strategic Planning Consultation session held on December 04, 2015 at Mandela Training Centre by ZEC

It has been assumed that data capture will be done at registration centre (polling centre), and not using the door-to-door approach. The electronic data capture has been well accepted by the electoral stakeholders to be at static registration centres and this is also technically prudent and logistically feasible. For the option 3, the process is similar to the previous one, but with the addition of a photography, allowing the use of facial recognition system for the identification of multiple registration (for future use if required and only photographs used on voter rolls at this stage).

For option 4, besides all mentioned above, the process would include the use of a fingerprint scanner. This will allow the use of an automated fingerprint identification system – AFIS (for future use if required and only capturing of data at this stage). For options 2, 3, and 4, the main components of the registration kit are:

Laptops for Options 2,3 & 4	Batteries for Options 2,3 & 4
Generators / solar panels for Options 2,3 & 4	Pre-printed forms for Options 2,3 & 4
Consumables for Options 2,3 & 4	Office material for Options 2,3 & 4
Webcam for Option 3	Webcam + finger print scanner for option 4

Table 3 - Items Included in the Voter Registration Kit for Options 2, 3 & 4

Discussions are on going with ZEC on the different options and their related pros and cons. More detailed analysis and consultation with electoral stakeholders will be needed for ZEC to take a final decision on the most suitable option.

Following will be the key actions to be undertaken within this activity:

- ZEC selects the final option for Voter Registration based on stakeholder consultation, which is sustainable and credible;
- Development of a robust and effective Voter Registration Operational Plan;
- Implementation of Voter Registration that is inclusive, credible and transparent through Voter's Roll audit;
- Facilitating Voter Registration Observation by political parties and domestic observation groups to ensure accountability and transparency of Voter Registration process;
- Implementation support for the selected Voter Registration option in the form of provision of specifications, equipment, training, undertaking procurement, manuals for VR/ICT, printing of VR forms etc.;

- Specialized technical advice on ICT areas, Legal issues²⁶, Logistics to ensure that there are no bottlenecks in implementation;
- System integration between ZEC and RGV systems (validation of ID #, citizenship, deceased persons and diaspora data) for sustainability of the Voter Rolls;
- Capacity building on VR for HQ and Field Staff through BRIDGE and other technical trainings;
- Provide support to continuous Voter Registration process to ensure that the Voter Rolls are continuously updated;
- Undertaking polling centre assessment for identification of VR centres in accordance with population;
- Linking of Voter Registration with Voter Education technical initiatives like VR Call Centre, SMS system, Website system for identification for voters.

Activity 2.2: Improved ICT capacity of ZEC to support VR process

As ZEC moves towards inclusion of Information Communication and Technology (ICT) in terms of its electoral processes and organizational development systems, it is becoming more and more critical to expand the capacity of current ICT department in ZEC. The ZEC ICT department has currently eight (8) positions plus an ICT Director. Unfortunately, out of eight, four positions are vacant “for anything remotely close to a nationwide voter register, ZEC ICT is seriously understaffed. In addition to the weak ICT capacity at Headquarters, there exists no capacity at the Provincial level for providing any technical support”²⁷. Some areas in which specialists need to be hired by ZEC include Network and system administration, system development, database management and administration and Geographical Information System.

The connectivity has been established between the HQ and Provincial Offices through fibre optic and the current bandwidth used by both HQ and Provincial offices was earlier designed to cater the needs for HQ and as such is limiting in nature for requirements during a Voter Registration process. Out of the 63 district offices only 10 are connected to ZEC HQ and these are ones in provincial capitals. For ZEC to undertake a nation wide VR campaign there is dire need to improve the connectivity between HQ and Provinces and also to establish connectivity between HQ and the remaining 53 Districts. Based on the VR option selected, a detailed analysis will be needed for the requirements to ensure that there are no hiccups once data transfer takes place between the field and HQs.

ZEC doesn't have a GIS Unit and depends on Surveyor General's Office and ZIM STATS for producing maps for ZEC for planning purposes, delimitation and allocation of voters to polling stations. However, there is an urgent need for developing of in house capacity of GIS mapping, which is a pre requisite for accurate logistical planning for Voter Registration and conduct of elections.

²⁶ Legal issues entail regulations, associated procedures and processes on the new voter registration adopted by ZEC

²⁷ Thomas Becch, Voter Registry Recommendations, Report to the Zimbabwe Electoral Commission, August 14, 2015

Following will be the key activities to be undertaken within this activity:

- Need assessment of ICT department to identify gaps and determine requirements to meet the needs of VR;
- A strengthened ICT Department to support the VR requirements;
- A capacitated data centre with fully functional back up;
- Developing of in-house capacity of using GIS System for operational planning;
- Development of hardware, software and networking systems for connectivity among HQ-provincial-district offices including LAN and WAN networks;
- Developing staff capacity through training in network and system administration, system development, database management and administration, GIS and help desk;
- Expansion of data centre to accommodate VR data;

- Strengthening of website services and its expansion for provision of new services.

Activity 2.3: Creation of Voter Registration Department / Unit within ZEC

It is important to understand that establishing Voter Registration systems, whichever of the options is used by ZEC is critical for undertaking a Voter Registration exercise by ZEC. This section also highlights the importance of advance planning to deal with challenges that arise in developing registration systems and notes some of the difficulties inherent in responding to those challenges. Therefore, the proposal is to establish a separate Voter Registration Department or Unit within ZEC. Currently a task team comprising of different people from the HQ departments and field working on Voter Registration in addition to their current assignment.

Following are some of the important aspects the new VR department will have to undertake directly and some in coordination with other Departments:

- **Planning** - Planning framework must be suited to local conditions and circumstances and a Voter Registration Operational plan will be needed in this regard.
- **Legal and administrative framework** - Legal framework sets guidelines for voter eligibility and how the registration process should be conducted.
- **Logistics** - Voter Registration requires large volumes of data to be gathered, verified, recorded and stored, often within tight time constraints. With a continuous register, efforts are needed to keep voter information up to date.
- **Data collection for registration** - To collect Voter Registration data, ZEC will have to conduct door-to-door registration and / or set up registration centres (either stationary or mobile), establish data-sharing arrangements with other government bodies.
- **Procurement** - Given the large amount of materials used in Voter Registration, procurement department will need timely information including the specification of the material to be



used for ensuring timely procurement and delivery.

- **Operational infrastructure** - Registration offices need to be established for a short time for a new Voter Registration exercise and for a continuous Voter Registration process the main challenge is to link data from many different data sets.
- **Voter education** - Systems of Voter Registration require some degree of Voter Education. In some cases, the election management authority simply makes it known that eligible persons need to register in order to be able to vote.
- **Staff selection and training** - Voter registration tends to be a labour intensive process. A periodic list involves very sharp spikes in activity and employment. ZEC must hire and train a large number of employees.
- **Production of voters roll** - After collecting registration data, ZEC needs to produce a preliminary voters' roll. This is often given to political parties and candidates for use in contacting voters. For their part, voters can check the accuracy of their registration information as it appears in the list and based on feedback, a final voters' roll is prepared.
- **Voters roll maintenance** - A continuous list of voters must be regularly maintained after its initial creation. Given the high mobility rates in many societies, the election management authority may find it challenging to keep abreast of changes of address. If voters are not required by law to notify the election management authority when they move, the voters roll may quickly lose currency.
- **Audit trail maintenance** - The overall integrity of a voter's roll may be challenged, and ZEC should be prepared to defend decisions on the eligibility of any person or group of persons. They must keep documentation relating to decisions on eligibility, track changes to voter information and establish appeals mechanisms.

Following will be the key actions to be undertaken within this activity:

- Needs assessment for creation of Voter Registration Department in ZEC;
- Developing of an implementation plan for setting up of the department;
- Training of newly hired staff in the VR department;
- A dedicated department / unit established enabling ZEC to meet its constitutionally mandated responsibility.

Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters

This output relates to the ZEC's Voter Education, public outreach and engagement with electoral stakeholders. It focuses on promoting voter and civic education to the Zimbabwean public and voters; and also targets engagement with key stakeholders such as political parties, civil society, media and other electoral contestants in accordance with the mandate provided in

the Constitution and Electoral Law. Both the Voter Education and the Public Relations Directorates of ZEC have key responsibilities in this regard. Both Directorates also have a responsibility to promote greater participation of women, youth and person with disabilities in the electoral process.

The Electoral Act has special provisions with regard to Voter Education²⁸ but as the IFES Report (2015), "Assessment of the ZEC's Voter Education Capabilities and Work" notes that the legislation is somewhat restrictive towards CSOs to conduct voter Education. The SADC ESN observer mission for 2013 harmonized referred to this situation in its report²⁹. This aspect was further confirmed by the consultation meeting with CSOs and opposition political parties on 16th November 2015 and 18th November 2015 respectively. There is, therefore a need to address the interpretation of legal provisions and provide an enabling environment for the CSOs to undertake Voter Education.

Also funding of the CSOs for undertaking Voter Education activities is a limiting factor for their involvement in the Voter Education process. This was identified as a bottleneck by CSOs, political parties and ZEC.

The ZEC's Voter Education Directorate is severely understaffed with 50% of the positions vacant at the Headquarters, only seven of the ten provinces having Voter Education Coordinators and 10 of the 63 districts having District Voter Education Officers. The vacancies overall represent 79% of the establishment. A coherent strategy for Voter Education accompanying a robust and effective operational plan have been missing and this has been identified as a key issue by CSOs³⁰ and political parties. A strong baseline, with identifiable indicators and related actions were not developed in the ZEC Five Year Strategic Plan (2010-2015) and these need to be articulated for the next plan. Attention is also needed to be given to effectiveness of different communication mediums, their depth, penetration and outreach and use of social media and telecommunication networks for a wider and targeted coverage of Voter Education programs.

There also needs to be a stronger linkage between the Voter Education, Public Relations and Research Departments to engage the electoral stakeholders, including the CSOs, political parties, media and activists in a manner to build confidence and trust on ZEC to further the cause of reaching out to the voters in ensuring their participation in the democratic processes. A best practice has been developed by ZEC in developing of Voter Education messages and related material in consultation with CSOs, which need to be continued to implementation

²⁸ Electoral Act section 40D (1) seems to have been interpreted to mean Voter Education should only start "not later than one week after the publication of a proclamation or notice in terms of section 38 or 39 fixing the dates of an election..." ..., which has resulted in late accreditation of CSOs and late start of the Voter Education campaign. Subsection 3 of section 40D clearly warned against misinterpretation of subsection (1) by stating that subsection (1) shall not be construed as absolving the Commission from its obligation to provide general programs of Voter Education at other times; and subject to section 40C (specifying what persons other than the Commission or political parties may provide Voter Education) as preventing anyone other than the Commission from providing Voter Education.

²⁹ SADC ESN, Report of the 2013 Zimbabwe Harmonized Elections, 2013.

³⁰ Identified by CSOs and political parties in roundtable discussion on 16 November, 2015 and 18 November 2015 respectively

stage. Furthermore, ZEC should adopt more creative, artistic and innovative ways of messaging³¹.

Activity 3.1: Strengthened Planning for Voter Education and Public Outreach Strategy

It is a fundamental responsibility of ZEC to provide the necessary information to the electorate to ensure a general understanding of the electoral process and the right to vote (Constitution or electoral law). As part of fulfilling this responsibility first step is strengthening the planning for Voter Education and public outreach by developing an inclusive and gender responsive strategy that is objectively articulated, have realistically defined activities, which can be verified and their results measurable.

The meetings with CSOs and political parties recommended that the strategy needs to be developed through a consultative process by involving the relevant stakeholders. This will not only build confidence and trust on ZEC, but also enable ZEC to develop a strategy that is effective, home-grown and having ownership of the electoral stakeholders. The strategy needs to clearly define the contours of a collaboration strategy for engagement with CSOs, political parties, media entities, youth and women groups and persons with disabilities.

The basis of the strategy should be the feedback from electoral stakeholders but also use the available survey reports to ensure use of scientific information for objective analysis and planning. The Mass Public Opinion Institute April 2015 survey results point out to some very important findings. Some of the key aspects coming out of the survey include the rural and urban divide in terms of the response, differences in gender perception, like 48% of the men showing a high interest in election as against only 37% of women and 47% of Zimbabweans in rural areas showing a high interest in election as against 34% in urban areas. In terms of access of information for 76% of the respondent's source of election related information was family / friends / co workers, whereas 66% mentioned radios and 63% political parties and only 14% mentioned ZEC voter educators, while CSOs were responded at an abysmal 0%.

It will be ideal to develop the strategy based on a nation wide statistically robust sample survey specifically designed to get inputs to the design of the Voter Education and public outreach strategy. This will make the strategy very rich and relevant and will enable ZEC to use the best mediums, targeted messages and use the support base of external stakeholders based on their outreach and capacity.

One very important component of the strategy needs to be an effective monitoring plan that provides ZEC with real time information on the impact of the Voter Education and public outreach campaign. Such real time information will enable the decision makers within ZEC to alter, change or redesign elements of the strategy for better targeting and impact.

Following will be the key actions to be undertaken within this activity:

³¹ CSO and FBO breakaway group, ZEC 2016-2020 Strategic Plan Stakeholder input workshop, 4th December 2015

- An effective Voter Education Strategic plan is in place which is agreed with external stakeholders;
- A collaboration strategy for engaging CSOs and other partners that strengthens implementation of Voter Education plan;
- Comprehensive capacity building of CSOs inline with the collaboration strategy
- Effective monitoring mechanisms for getting feedback on implementation of Voter Education Strategic plan.


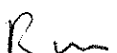
Activity 3.2: Effective Voter Education for ensuring participation in national Voter Registration process

For expected Voter Registration process in 2016, the ZEC needs to implement a comprehensive Voter Education and public outreach campaign to enhance voter understanding of both the process in general and the specific aspects like interrelatedness of registration / voting and the entire electoral process, the secrecy of vote, voting rights and freedom, the relationship between democratic elections and governance, why each vote counts, electoral and political rights etc. The ZEC campaign will also address both voter rights and responsibilities, with an emphasis on civic responsibility with targeted messages for women, youths PLWD and other marginalized and vulnerable communities. This will attempt to ensure broader engagement in the process, including an awareness of community efforts concerning electoral integrity.

Voter education and public outreach activities will target the greatest number of citizens, taking into account the demographic balance between urban and rural populations and will be conducted in the maximum number of officially recognized languages³². There will also be an emphasis on specific segments of the electorate that have not had their voting rights sufficiently supported in the past due to cultural impediments and/or an information deficit and have therefore been somewhat marginalized in the electoral process. This particularly refers to women, youth, people with disabilities and other marginalised groups. The meetings with CSOs and political parties emphasized that the proposed collaboration would ensure that every eligible Zimbabwean for the information would be targeted and reached out because they are their constituents.

The ZEC plans to expand on the outreach mechanisms used in the previous electoral cycle and channel its public outreach activities through different modalities: such as engaging civil society groups, multi-media messaging, direct messaging (i.e. face-to-face sessions, seminars, mobile theatre, etc.) and printed materials. A robust radio-programming component will also be included in the ZEC's public outreach campaign. Based on the numerous surveys and studies done on the reach of public outreach messaging, it is clear that radio plays a very important role when it comes to information sharing and putting forward public services announcements.

³² Section 6 of the Constitution "The following languages, namely Chewa, Chibarwe, English, Kalanga, Koisan, Nambya, Ndau, Ndebele, Shangani, Shona, sign language, Sotho, Tonga, Tswana, Venda and Xhosa, are the officially recognized languages of Zimbabwe".

There is also a rapid technology migration trend across the globe as users adopt smartphones and other connected devices, and shift to higher speed mobile broadband networks. It is estimated that mobile broadband connections will have reached 70% of the globe by 2020, which will account for a 40% increase from the end of 2014.³³The utilization of social media and other digital communications by ZEC could increase participation of the electorate in a two ways communication in contrast with traditional media.

Technology has the potential of boosting youth engagement, increase community ownership and contribute to a transparent electoral process – thereby increasing the integrity of the election. The potential social media provides for the ZEC in the upcoming voter registration drive and election is immense. For example, in terms of reach, Facebook has the most promising potential to reach eligible voters in a targeted manner. In the 3rd quarter of 2015, Facebook recorded 1.01 billion daily active users (a 17% increase over the previous year) and 894 million mobile daily active users (a 27% increase over the previous year).³⁴

And, of those using a social media network in Zimbabwe, 97% of them use Facebook with twitter, YouTube, tumbler, and others accounting for the other 3%. Facebook, however, even though its reach cannot be denied, is just one of the many digital outreach tools that can be used.

Outreach mechanisms should always be revisited as communications technology are never static, and digital media outreach should not go underutilized for Zimbabwe's upcoming voter education and information campaign. Through the project ZEC will be supported in using social media as a tool for Voter Education and Information.

The ZEC will also explore possible outreach synergies with other government agencies, and governmental and non-governmental organisations, such as the Ministries of Local Government, Women's Affairs, Education, as well as other UN agencies and national/international non-governmental organisations.

The project will support the implementation of the following aspects:

- Developing and designing of effective and targeted messages on promoting participation of voters;
- Creating innovative and creative campaigns through face to face communication activities for increasing participation in Voter Registration;
- Use of electronic media TV, portable projectors, SMS and Radio for strengthening participation in Voter Registration process (including media airtime, the production of TV spots, portable (pocket) projectors, SMS etc., as well as the production of printed materials, including banners, posters and fliers, etc.);
- Collaboration with CSOs and other entities for strengthening Voter Education campaign.

³³ Mobileactive.org

³⁴ <http://investor.fb.com/releasedetail.cfm?ReleaseID=940609>

- Monitoring and evaluation of Voter Education and public outreach activities to ensure that they achieve the desired impact.

Activity 3.3: Engagement with Other stakeholders to build trust and confidence on ZEC

The NAM report and feedback from electoral stakeholders indicated that there are strong demands for improved interrelations between ZEC and stakeholders, also a need to foster information sharing to enhance transparency in the conduct of the electoral process. Even though constant efforts have been made in the past, ZEC has been sporadic and inconsistent and there is a need to develop a regular interface with electoral stakeholders and the meetings with CSOs and political parties emphasized the need for this interaction “for purposes of sharing plans, consulting and reporting on the implementation of activities”. The stakeholders expressed the need to expand involvement with other stakeholders in working with ZEC³⁵. The multi-party liaison committees (MPLCs) should be set up earlier, expanded to include stakeholders such as media, civil society and police. Such liaison committees could be a more permanent nature, thus more vibrant, playing a role in the management of conflict and disputes. The report on “Identification of ZECs needs”³⁶ also identifies under strategic priority 2 action 2.5 as “Increase Stakeholder engagement on election matters”, which include conducting stakeholder analysis, convene regular meetings with stakeholders, create an information sharing platform and plan with stakeholders and monitor levels of stakeholder interaction and engagement.

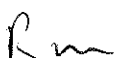
In an electoral context, which is complex by nature, enormous challenges related to the integrity of electoral processes, therefore, it is critical that key electoral stakeholders such as political parties, other electoral contestants, civil society and the Zimbabwean public are included in and enjoy a sense of ownership of the process. An inclusive electoral process must rely on the broader stakeholder community to promote awareness, participation, transparency and engagement in the process. In other words, it is necessary for the broader stakeholder community to assist in raising levels of civic responsibility and community engagement necessary to enhance the credibility of the process. Strengthening ZEC as a credible and responsive institution depends on a sense of engagement between ZEC and key electoral stakeholders, and a growing perception of the ZEC by the broader public as an independent, neutral and responsive institution³⁷.

The ZEC’s Spokesperson is the principal arm of the ZEC mandated to build and maintain relations with electoral stakeholders, including electoral contestants, political parties, civil society groups, the media, and domestic and international observer organisations. The Accreditation Committee is responsible for technical aspects of planning, organizing, coordinating and implementing the key operational task of accreditation of observers (both

³⁵ ZEC 2016-2020 Strategic Plan Stakeholder input workshop, 4th December 2015

³⁶ Zimbabwe Electoral Commission. Identification of the Zimbabwe Electoral Commission Needs Gaps, Road to 2018, December 2014.

³⁷ ZEC 2016-2020 Strategic Plan Stakeholder input workshop, 4th December 2015

domestic and international), the media and party/candidate agents. In order to promote coordination and information sharing among its key stakeholders, the ZEC with support from the project will further develop a structured and regular two-way dialogue through its Spokesperson to keep key stakeholders informed, and to receive their regular feedback.

Key to building trust with both political parties and civil society organisations (including domestic observers) is to regularly meet both sets of stakeholders via ZEC Stakeholder Consultations. Such consultations will be used to inform all the election stakeholders about the progress with regard to the preparation of elections. It will also ensure that regular feedback is taken from the election stakeholders and also the forum will be used as a consultation forum on important emerging issues and obtain consensus on key areas involving the election stakeholders. The project will also provide for advice to ZEC, and will provide technical assistance and support, towards the work of organizing these consultations at Provincial and District levels.

MPLC will be used as the formal forum at both national and provincial level to discuss a wide range of issues. Composition of the MPLC is outlined in section 160B of the Electoral Act. The MPLC will comprise of ZEC, contesting political parties or their representatives, independent candidates or their representatives, and any other persons invited by representatives of contesting political parties or independent candidates. This implies that a CSO representative qualifies to be invited. Representation of CSOs in MPLC would be useful for ZEC to engage with civil society on disparate matters such as the plans for domestic observation application procedures, or monitoring of the rollout of key operational tasks such as Voter Registration, etc.

The Independent Commissions mentioned in Chapter 12 of the constitution are mandated to deepening of democracy, promotion of human rights and constitutionalism in Zimbabwe. The project will support coordination between ZEC and Chapter 12 institutions for addressing the following objectives laid down in Article 233:

- a) *to support and entrench human rights and democracy;*
- b) *to protect the sovereignty and interests of the people;*
- c) *to promote constitutionalism;*
- d) *to promote transparency and accountability in public institutions;*
- e) *to secure the observance of democratic values and principles by the State and all institutions and agencies of government, and government-controlled entities; and*
- f) *to ensure that injustices are remedied."*

Furthermore, with regards to the ZEC's strategic communications, the project will continue to provide advice and support to ZEC on the design and implementation of its Stakeholder Engagement Plan. A summary of the key actions planned within this activity includes:

- Developing a Plan of Dialogue and Engagement with electoral stakeholders;
- MPLC meetings and Stakeholder Consultations – ZEC stakeholder engagement with political parties, CSOs, FBO, Government entities;

- Collaboration with Chapter 12 Institutions, in particular Gender Commission, Media Commission and Human Rights Commission;
- Collaboration through the Human Rights Commission for the promotion, protection and fulfilment of elections related human rights including addressing issues of politically motivated violence;
- Organizing consultative meetings with political parties, CSOs and media at HQ, Provincial and District levels;
- Fostering dialogue initiatives geared towards enhancing a peaceful electoral environment with political parties around the Code of Conduct for Political Parties, and providing voter education pre-to-post elections period.
- Profiling of ZEC's website and linking it for the new Voter Registration information building in-house capacity within the IT department for regular updates.

Activity 3.4: Strengthening ZEC's promotion of gender equality

Zimbabwe's Constitution is progressive and aspirational in respect to women participation in political leadership. The consensus based Constitution of Zimbabwe adopted in 2013 has a very strong focus on ensuring gender equality and women's empowerment. Gender equality is one of the Founding Values and Principles (Section 3 1(g)) and Sections 17 & 80 clearly provide for the protection and promotion of the rights of women to participation in politics and leadership and ensuring gender balance is attained in line with international covenants. In addition to the key principles of inclusiveness and gender responsiveness, the UN electoral assistance and advocacy messages are guided by similar principles. These include national sovereignty, national ownership, and sustainability.

In line with the gender equality and non-discrimination principles in Zimbabwe's Constitution and the UN³⁸ policies regarding how to promote women's electoral and political participation the project intends to support the implementation of the following aspects:

- A Gender policy providing strategic direction on gender mainstreaming including engagement with stakeholders on gender equality and women's empowerment;
- Support for strengthening the gender focal points system in ZEC
- Engagement with stakeholders on electoral systems and gender equality and women's empowerment;
- Strengthening women's electoral participation;
- Mainstreaming gender in all voter education, voter registration, ZEC capacity building processes including electoral manuals, trainings, messages, materials, etc.;
- Developing coordination mechanisms and synergies with other UN programmes focusing on gender.

³⁸ United Nation, Department of Political Affairs, Ref. FP/03/2013, Promoting women's electoral and political participation through UN electoral assistance

5. PROJECT IMPLEMENTATION MECHANISMS

UNDP in Zimbabwe has developed very strong partnership with Government of Zimbabwe and its Institutions. The underlying objective of these partnerships as outlined in ZUNDAF (2016-2020) and CPAP is to develop the capacity of local institutions to ensure sustainability, credibility and accountability. Keeping this overarching goal, the proposed project will be guided by National Implementation Modality (NIM) with ZEC being the implementing partner. NIM is also a more sustainable model, as it strengthens the planning and budgeting within the parameters of the government budget and developing procurement capacity in line with government standards. ZIM-ECO will assist the ZEC in this regard and will also support ZEC in ensuring compliance with government finance mechanisms and sustainable government funding. The project will assist ZEC in strengthening its financial, procurement, human resource and assets management systems.

In terms of project support services, UNDP will be responsible for establishing the project management unit, which will be staffed with the requisite expertise for project management services and technical advisory services in agreed areas. The project will entail Direct Payment or Reimbursement Modalities of UNDP for the activities undertaken by ZEC. Sensitive, complex and large procurements will also be undertaken by UNDP with support from UNDP's Procurement Support Office (PSO) Copenhagen; specific areas will be defined in accordance with the appropriate Service Level Agreement (SLA) between the ZEC and UNDP.

ZIM-ECO consists of a Senior Management team that provides strategic direction for the overall project implementation, and specifically a Chief Technical Advisor (CTA)/Programme Manager for the full project period, who oversees and supervises the Project and its Project Management Unit (PMU). In addition to the CTA the project will engage an Operations Specialist/Analyst (International) to assist with finance and the large procurement issues, Programme Associate (National), Program Specialist (National), and one driver. The Program Specialist will sit at UNDP and will be responsible for strategically positioning the project within the UNDP country programme for quality assurance, negotiating donor agreements, donor reporting as well as keeping UNDP country office management informed about project progress as well as addressing project issues with UNDP management. For details of the structure please see next page.

As part of the project implementation process expertise is recommended in areas of voter registration, IT, voter education and procurement. The specific rationale, job assignments, TORS and duration will be determined based on the requirements identified by ZEC and will be approved by the project board.

The PMU ensures appropriate implementation of project operations, according to standard operating procedures and compliance of operations with UNDP rules, regulations and policies, as well as implementation of corporate operational strategies in the following areas:

Financial Resources Management: Proper planning, expenditures tracking and audit of financial resources in accordance with UNDP rules and regulations, organization and oversight of project cash management processes and timely accounting and reconciliation of all transactions. Also providing guidance and technical advisory on electoral budget and finance and capacitating the Finance department of ZEC in sustainable management of its resources.



Human Resources Management: Strategic human resource management focusing on ZEC's compliance with its human resources policies and strategies; improved oversight of recruitment processes and performance management systems of ZEC.

Efficient Procurement, Logistical Services and Assets Management: Delivery in accordance with UNDP rules and regulations focusing on procurement strategies; sourcing strategy; supplier selection and evaluation; quality management; and overall proper management of UNDP assets, facilities and logistical services; also provision of technical advice to ZEC on improvement of its procurement capacity for electoral commodities and its effective management.

In this respect, together with the UNDP programme support offices, the PMU ensures efficient and effective management of the project resources, in particular (but not limited) the proper execution of the budget, the full compliance with monitoring and evaluation plans, and a maintained unqualified audit report, as well as the implementation of the project as foreseen in the governance arrangements.

6. MANAGEMENT ARRANGEMENTS

Electoral support initiatives are politically sensitive, very intense, having meticulous milestones and timelines, involving multiple stakeholders, cover the entire breadth of a country, involve the entire voting age population and carry high expectations. This makes the electoral projects by nature complex and intricate.

For any planned electoral support, it needs to be targeted, timely, coordinated, effective, efficient and have ownership of the Government Institutions and other electoral stakeholders, like the political parties, civil society organizations and voters especially women and marginalized groups. The electoral support also needs to be an inclusive process that ensures wide spread consultation and a regular feedback process.

With these objectives in mind and with the purpose to ensure the smooth functioning of an electoral support program the *“Management Arrangements”* need to be developed and structured in a way that they ensure consultative decision making process that is participatory and inclusive in nature.

Based on *“International Good Practices”*, recommendations from the *“NAM Executive Summary Report”* and proposals made in the *“Identification of ZEC Needs report”*, the management /governance arrangements for the electoral support will be based on a two-tier formal structure. It will consist of a decision-making forum, The Project Board (PB) and a technical level discussion forum, The Technical Working Group (TWG).

In addition to the two formal structures it is anticipated that the UN Resident Coordinator will have regular consultations and briefings of key partners supporting electoral process to mobilize support and take stock of progress.

The **PB** will be responsible for the overall strategic guidance to the project and make policy decisions with regard to the UN/UNDP assistance project and the areas agreed in the project document, the targets set in the Annual Work Plan and milestones identified will be reviewed, assessed and performance gauged to ensure that the project meets its critical milestones and impediments, if any, could be addressed.

The **TWG** will be the forum that will discuss the brass tags of the electoral support to ZEC. This will involve ZEC Secretariat staff at the Deputy Chief Elections Officer (CEO) and Directors level, the technical advisors from UNDP, UN Women, IFES and EISA. The Chief Elections Officer (CEO) Chairs the TWG.

A summary of the two-tier structure is given below:

Structure	Purpose	Chair	Participants	Representation Level	Frequency
Project Board	<u>Decision-making forum</u> and acts as Steering Committee for the UN / UNDP electoral assistance project.	Co-Chaired by ZEC Chairperson and UN RC	ZEC, Ministry of Finance, UNDP, UN Women, Representatives of Project Donors.	Head of Ministry/ Development agency / Ambassador.	Quarterly
Technical Working Group	<u>Technical discussion forum</u> on election and project related issues and coordination matters between ZEC, UNDP, IFES and EISA.	ZEC CEO	ZEC, UNDP, UN Women, Project Donors, IFES, EISA.	Development adviser/political officer.	Monthly, or as required

Table 4 - Management Arrangement for the Project

Rw

Project Board

A Project Board will be formed on signing of the project document to provide policy and strategic guidance to the project. This high-level oversight body will be guided by the country's commitment to conduct credible, inclusive and transparent elections and will ensure that the project is responsive to the new upcoming requirements and undertakes policy decisions to ensure that the project goals and objectives are met and project progress remains on track.

Responsibilities of the Project Board

The main role of the Project Board is to oversee that the project remains on track vis-à-vis the goals, objectives, results defined in the project document, approve the project annual work plans and budgets and to provide strategic guidance to the implementation of the project.

While the Project Board has an important quality assurance and strategic guidance function, it is not aimed at detailed technical oversight of the project activities. A Technical Working Group will be established to perform a quality assurance function delegated by the Project Board and to provide advice to the Project Team. While having a standalone function, the TWG also serves as de facto sub-committee of the Project Board.

The Project Board provides high-level advice, retains overall management control of the project and is accountable for resource mobilization and overall expenditure. The Board will serve as the Project's ultimate review body. Deliberations of the Project Board will be informed by input from the Technical Working Group.

The Project Board will be responsible for the following:

- Provide general, high-level, strategic oversight to the project activities including financial oversight;
- Provide project and policy implementation oversight;
- Approve annual and quarterly work plans and budgets; and based on the approved annual work plans (AWP) authorize any major deviation from the approved work plans and budgets;
- Conduct quarterly meetings to review the Project Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Consider recommendations from the Technical Working Group;
- Approve changes and amendments to the existing project document;
- Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements;
- Provide high-level quality assurance for project results and input and advice to on-going risk analysis;
- Undertake mobilization of funding for the project and consider funding for emerging issues;
- Review regular progress reports submitted by the ZEC and the UNDP Program Manager;
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Appraise the Project Annual Review Report; make recommendations for any changes /improvements;
- Review and approve the Final Project Review Report, including lessons-learned;
- Commission project evaluation when required;

- For the purposes of coordination, the PB will maintain a donor coordination matrix and all partners will be required to provide information for this matrix, a draft format for the matrix is attached as Annex 1;
- Invite representatives of other project beneficiaries to inform on their specific activities and needs.

Decision Making

The Project Board will make decisions on the basis of consensus and in case of any disagreements only then issues will be put to the Board members for a decision, which will be governed by majority vote.

Co-Chairs

The Project Board will be co-chaired by the Chairperson of the Zimbabwean Electoral Commission (ZEC) and the United Nations Resident Coordinator.

Membership

The Membership of the Project Board includes:

Voting Members:

1. Co Chairs Chairperson ZEC and UNDP Resident Representative
2. Three ZEC Commissioners
3. UNDP Country Director
4. UN Women
5. Representative Ministry of Finance
6. Representatives from 2 donors at Ambassadorial or Head of Aid levels

Non-Voting Members:

1. ZEC CEO
2. UNDP ARR Governance
3. Project Manager UNDP

All board members will strive for representation in board meetings at a level appropriate for political guidance and decision-making.

Observers

The Project Board may decide to invite key election stakeholders to participate in the meetings as observers

Frequency of Project Board Meetings

The Project Board will convene at least once every three months. Should there be an urgent requirement for a Board decision, it may be convened as and when necessary on an ad hoc basis including virtually. The Co-chairs of the Project Board may establish sub-committees to deal with specific tasks or needs.

Secretariat function

ZEC with support from UNDP Project Manager will provide secretariat services for the Project board by coordinating meetings, producing documentation and meeting minutes, managing correspondence, information management / dissemination and related tasks.



Documents will be made available to Project Board members at least five working days before the meeting.

Minutes and Information Sharing

Minutes of the meetings will be circulated by ZEC with support from UNDP Programme Manager.

Technical Working Group (TWG)

The Technical Working Group is the key review body for the project and electoral support activities. It will be chaired by the Zimbabwean Electoral Commission (ZEC) Chief Elections Officer. The TWG will discuss and make recommendations, when necessary, to the Project Board for approval on issues on the basis of (non-voting) consensus.

Membership:

The membership of the TWG will include:

1. Chair ZEC CEO
2. Deputy CEOs of the ZEC
3. UNDP CTA / Programme Manager
4. UNDP ARR Governance
5. UN Women
6. Directors of the ZEC
7. IFES and EISA

Additional participants may be invited by the Chair after consultation with the members of the group. The Technical Working Group will meet at least once a month (or as often as may be required).

The Technical Working Group agenda is established by the ZEC in liaison with UNDP and will include updates by the ZEC and when and if necessary by other members such as the UNDP, EISA, IFES, development partners etc.

The Technical Working Group will have the following responsibilities:

Overall Technical and Coordination Role

- Provide recommendations and technical expertise on general matters related to electoral operations such as institutional development, capacity building, Voter Registration, logistics, civic and Voter Education, data management, stakeholder engagement etc.;
- Support ZEC in devising, conducting, and monitoring training events and workshops for ZEC staff as well as electoral stakeholders, including political parties, civil society organizations, observer groups, and media;
- Ensure coordination among the key partners including UNDP, IFES and EISA to ensure that their inputs and activities are coherent and synergetic, thereby avoiding duplication.

Specific to the UNDP Project

- Provide project technical oversight and quality assurance advice. In particular, the TWG will review progress updates and provide technical feedback.
- Based on overall consensus, may identify and escalate any strategic or other issues for guidance, deliberation or decision by Project Board.
- Will review the overall project work plans and give substantive guidance to achieve project results as well as monitor the achievement of results.
- Will consider emerging issues and needs, and provide advice and feedback to the Project Board.



The Technical Working Group will be supported by the ZEC relevant department(s) and UNDP CTA / Programme Manager who will arrange meetings, produce background documents and meeting reports, manage correspondence and other related tasks as required.

Minutes from TWG meetings will also be shared with the Project Board. In order to enable sufficient consultation among represented partners before meetings, documentation will be submitted at least five days before a scheduled meeting.

7. CONSULTATION AND ENDORSEMENT

The Project Formulation Mission undertook extensive stakeholder's consultation during the period of the Mission. The consultations focused on the following stakeholders:

- i) **Zimbabwe Electoral Commission:** The Mission members had extensive discussions with the different management tiers within the Commission. This included meeting the staff of all the departments, including human resources, finance, administration, logistics, training, voter education, ICT, public relations, Chief Inspector and legal. During the course of the project formulation field visits were undertaken to Bulawayo, Nkulumane constituency for meeting with provincial and district officials and assessing the ongoing pilot regarding voter registration. Field visits were also made to Mashonaland Central's provincial office at Bindura and District offices of Mount Darwin and Mazoe. Multiple discussions have been undertaken with the Executive Management of ZEC and also discussion on voter registration options with the entire Commission. These discussions have been very insightful and provided in-depth inputs and feedback on the design of the project.
- ii) **Government Authorities:** The team met with some of the important Government entities, including the Ministry of Finance, Ministry of Justice, Human Rights Commission and Registrar General's office. These meetings have been very useful to understand the issues and the role that these institutions can play with regard to ZEC.
- iii) **Political Parties:** Discussions have been held with major political parties and also the emerging political parties and these discussions have been very important to include the comments and opinions of the political parties in the formulation of the project.
- iv) **Civil Society Organizations (CSOs) and Faith Based Organizations (FBOs):** Discussions were held with a number of CSOs and FBOs to have a deeper understanding of the issues related to the conduct of credible, free and fair election process, the role that CSOs can play and the relationship between CSOs and ZEC. Also suggestions were sought regarding voter education campaign, engagement with stakeholders and voter registration process.
- v) **Media Entities:** Discussions were held with electronic and media to better map out the different communication mediums in terms their outreach for undertaking voter education and information campaigns.
- vi) **UN Women:** Consultations were held with UN Women to ensure gender mainstreaming of the project outputs and activities and also to develop synergies with existing projects including the UNDP-UN Women Joint Programme on Gender.
- vii) **Potential Partners of ZEC:** There are two potential partners that will be engaged with ZEC, one is IFES and the other is EISA, both have MOUs with ZEC. It is important to know the details of their planned interventions to ensure that the programs have synergies and avoid any duplication. Discussions were held with the focal points in both organizations and their inputs have been incorporated in the project.



8. BUDGET PLAN

The basis of the budget formulation for the project is the detailed work that has been undertaken with regard to the costs associated with the four Voter Registration options. The details of the voter registration costs have been developed based on the three key elements i) Operations, ii) Materials and Equipment and iii) Outreach activities, which are integral to the roll out of voter registration operations. The cost for the manual option is the highest, costing \$ 36.45 million as against the other options, which cost much lower. The basis of the calculation is the allowance of \$ 20 per day per person for the voter registration staff, a total of 10,222 registration centres, 3 mobile teams per district, the registration time of 21 days at the registration centres and a full GIS mapping process for identification of polling stations. For the automated process the assumption is using 1450 kits in 8 phases of voter registration. Table 5 below gives the summary of the costs for the 4 options.

- Option 1 Manual exercise involving door to door + static registration
- Option 2 Automated voter registration process with no biometrics
- Option 3 Automated voter registration process with photograph used as biometric
- Option 4 Automated voter registration process with photograph and finger prints used as biometric

Summary		Option 1	Option 2	Option 3	Option 4
Operational Costs	Registration Logistics	\$3,414,000	\$3,414,000	\$3,414,000	\$3,414,000
	Training	\$1,035,600	\$1,035,600	\$1,035,600	\$1,035,600
	Temporary Staff	\$19,113,467	\$11,660,520	\$11,660,520	\$11,660,520
	Subtotal	\$23,563,067	\$16,110,120	\$16,110,120	\$16,110,120
Materials and equipment	HQ Data Center Costs	\$3,987,000	\$2,487,000	\$2,487,000	\$2,487,000
	Registration Materials	\$2,212,947	\$5,693,179	\$5,842,529	\$6,698,029
	Subtotal	\$6,199,947	\$8,180,179	\$8,329,529	\$9,117,722
Outreach Cost	External Relations	\$841,000	\$841,000	\$841,000	\$841,000
	Public Outreach & Gender	\$5,853,010	\$5,853,010	\$5,853,010	\$5,853,010
	Subtotal	\$6,694,010	\$6,694,010	\$6,694,010	\$6,694,010
		\$36,457,023	\$30,984,309	\$31,133,659	\$31,989,159

Table 5 – Voter Registration Costs for the 4 Options

A large part of the project also focuses on Voter Registration and therefore the above working of the budget has been used to guide the process of budget formulation of the project. However, the project covers additional aspects, which include capacity building, technical assistance, project management (including oversight and quality assurance costs) and UNDP General Management Services (GMS) costs. The project budget is divided by outputs and each output has a number of activities. The distribution of the project budget indicate that Output 1 has a budget of \$ 2.8 million (15%), Output 2 has a budget of \$ 10.6 million (58%), Output 3 has a budget of \$ 3.1 million (18%) and Project Management Unit (PMU) including oversight and quality assurance costs are \$ 1.6 million (9%). The total cost of the project is \$ 18.18 million with \$ 1.45 million calculated as the GMS @ 8%. This budget is related to option 4 as this has the highest project cost.

Outputs 2 & 3 fully contribute towards the implementation of the Voter Registration process, whereas, output 1 partly contributes towards through provision of vehicles and office equipment for strengthening the capacity of the district offices.

Table 6 provides the detailed breakdown of the project costs:

Summary of Funds Requested		
Sl. #	Description	2016-2020
Output 1: Strengthened institutional and electoral capacity of ZEC to meet its Constitutional mandate		
1.1	Strategic Plan	-
1.2	Capacity building of Commission	90,000
1.3	Capacity Building	2,758,416
Sub-Total		2,848,416
Output 2: Sustainable Voter Registration System for 2018 Elections that is credible and inclusive		
2.1	Registration equipment and materials	6,698,029
2.2	Data center development and expansion	2,419,694
2.3	Training of registration staff & Technical Support	1,430,133
Sub-Total		10,547,855
Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters		
3.1	Training workshops	510,637
3.2	Voter education material and activities	1,802,250
3.3	Public outreach events	541,000
3.4	Gender mainstreaming	300,000
Sub-Total		3,153,887
Project Management Costs		
4.1	PMU Staff costs	1,259,407
4.2	Project oversight costs (DPC)	67,307
4.3	Regular Operations Cost for PMU	310,400
Sub-Total		1,637,113
5	Sub-Total	18,187,271
6	GMS	1,454,982
7	Total	19,642,253

Table 6 - Summary of the Project Costs by Outputs and Activities

Table 7 below shows the project budget based on the different options that might be adopted by ZEC and the proposed Government and Donor contribution for each of the options. As enumerated in the different outputs. Output 1 mainly deals with institutional development and capacity building; Output 2 with voter registration, and Output 3 with voter education / stakeholder engagement / gender mainstreaming. Depending on the amount of funds raised from the donors the Government cost may increase thereby reducing the donor contribution. The Government and donor funding is only indicative in nature and its division is based on the type of areas supported by donors and Government. The Government contribution will range from \$ 17-25 million, whereas the donor funding from \$ 11-14 million.

Category	Option 1	Option 2	Option 3	Option 4
Output 1	2,848,416	2,848,416	2,848,416	2,848,416
Output 2	7,235,547	9,610,312	9,759,662	10,547,855
Output 3	3,153,887	3,153,887	3,153,887	3,153,887
PMU (Including Oversight /DPC costs)	1,637,113	1,637,113	1,637,113	1,637,113

Subtotal	14,874,962	17,249,728	17,399,078	18,187,271
GMS	1,189,997	1,379,978	1,391,926	1,454,982
Total	16,064,959	18,629,706	18,791,004	19,642,253
Govt Contribution for VR	25,062,590	17,215,110	17,215,110	17,215,110
Donor Contribution for VR	11,394,433	13,769,199	13,918,549	14,706,742
Total	36,457,023	30,984,309	31,133,659	31,921,852
Donor Contribution for CB	4,670,526	4,860,507	4,872,455	4,935,511
Total Donor Contribution	16,064,959	18,629,706	18,791,004	19,642,253
Total Cost of the Project +VR	41,127,550	35,844,816	36,006,114	36,857,363

Table 7 - Summary of the Project Costs Vis-à-vis VR Options

9. MONITORING AND EVALUATION

Monitoring and evaluation will be integral part of project implementation. The Project Board will assess progress and risks on a quarterly basis. The management team will monitor progress by tracking outputs and activity results against indicators and benchmarks for each planned activity. Qualitative measurements and assessments will include compliance with human rights principles, aid effectiveness principles, and the ZEC's own Codes of Conduct as appropriate.

Monitoring and evaluation of the project will involve the following processes:

Within the annual project cycle

- Project Progress Reports shall be submitted to the Project Board through the Programme Unit of the UNDP Country Office. As part of its obligation to quality assure all programming funded through UNDP, the UNDP Country Office will continually review project planning documents and undertake periodic monitoring and spot check missions in partnership with the ZEC and donors as appropriate. The results of these quality assurance exercises will be used to support continuous strengthening of UNDP support to elections and will be reflected in the project reporting.
- A Monitoring Plan shall be developed annually in line with the activities and also including the monitoring and spot check missions.
- Monthly or fortnightly project reporting will provide on-going activity updates and inform stakeholders in real time, about issues arising.
- Internal reporting within the project will help track activities and progress thereof.
- An Issue Log shall be activated in Atlas and updated by the project management support unit to facilitate tracking and resolution of potential problems or requests for change.
- A Risk Log, based on the generalised risk assessment provided in this document, shall also be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A Lessons Learnt 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 Learnt Report.
- Financial Analysis will accompany all project progress reports that will include delivery rates to ensure all UNDP and donor resources are being utilised in accordance with the project document and annual work plans/budgets. Further, the project shall be subject exclusively, to the internal and external-auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Internal Assessments

- Quarterly Assessment shall be undertaken based on quarterly work plans, to determine progress.
- Annual Project Review shall be conducted internally during the fourth quarter of each year, or soon after, to assess the performance of the project, and appraise the Annual Work Plan for the following year. In the last year of the project, this review will be a Final Assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate CPAP outcomes.



Independent Reviews and Evaluations

- **UN/UNDP Joint Review / Assessment:** UN/UNDP will initiate a Joint Review / Assessment review towards the end of 2017. The structure of this review will be determined by UN/UNDP corporate framework but will be based on the interests, concerns and inputs of electoral stakeholders. This Review /Assessment should inform on project progress towards stated objectives, issues arising, lessons learned, and include recommendations to improve implementation and adding any additional project outputs.
- **Final Evaluation:** A final evaluation of the project will be conducted in 2020. The structure of this evaluation will be determined by UNDP but based on the interests, concerns and inputs of stakeholders. This evaluation should inform objective, independent reports on project progress towards stated objectives, issues arising, lessons learned, and include recommendations to improve future implementation.

10. LEGAL CONTEXT

This document, together with the CPAP, signed by the Government and UNDP, which is incorporated by reference, constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto

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

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolutions 1267 (1999) and 1989 (2011) pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/pdf/AQList.pdf>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.


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11. ANNEX I: RESULTS RESOURCES FRAMEWORK (2016-2020)

Intended Outcome as stated in the Country Program Results and Resource Framework: <i>Strengthened public administration, governance and performance management</i>					
Outcome indicators as stated in the Country Program Results and Resources Framework, including baseline and targets: <i>Output 3. Citizen participation in democratic processes strengthened</i> Indicator 1. No. of platforms created for citizen engagement including those for women Baseline: 2 Target: 5 Indicator 2. Proportion of eligible voters who are registered to vote, disaggregated by sex and age Baseline: TBD Target: TBD					
Applicable Key Result Area (from 2016-2020 Strategic Plan): Area of work 2: Inclusive and effective democratic governance					
Partnership Strategy: The partnership strategy has been formalized into the project with the inclusion of Technical Working Group, wherein IFES and EISA working with ZEC will work together with UNDP to provide technical support to ZEC. Also under the leadership of RC coordination with donors will be undertaken to develop synergies in other electoral programs					
Project title and ID (ATLAS Award ID):	INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	Input (GMS included at the end)
Output 1: Strengthened institutional and electoral capacity of ZEC to meet its constitutional mandate	Indicators 1.1.a: ZEC Strategic Plan 2016-2020 developed and operationalised. Indicators 1.1.b: ZEC Monitoring and Evaluation Framework for 2016-2020 developed and functional Indicators 1.1.c: reporting system and # of progress reports Baseline: ZEC Strategic Plan 2010-15, but no M&E System and Data Management Systems.	1.1.a: (2016) Development of ZEC Strategic Plan. 1.1.b: (2016) Monitoring & Evaluation Framework & annual workplans developed. 1.1.c: (2016-20) Data Management and Reporting System in place within the first year of the project.	Activity 1.1: Development of the ZEC Five Year Strategic Plan 2016-2020 <ul style="list-style-type: none"> Provision of technical advice that contributes towards development of a new Strategic Plan for Five Year 2016-2020; Providing technical assistance to ZEC for introducing strategy for sustainability of elections; Support strengthening of the ZEC's its institutional capacity through implementation of its Strategic Plan and upgrade of its knowledge, information, decision-making and data management systems; Strengthen the ZEC's ability to influence, anticipate and adapt its processes and procedures to changes in the electoral legal framework, and draft operational plans and procedures fully in line with the prevailing legal framework Support and develop ZEC capacity in monitoring progress against the targets and indicators, clearly logging all deviations and exceptions for corrective action; Advise and support the ZEC and the Secretariat to design and apply accountability mechanisms 	UNDP + ZEC	0

<p>Indicators 1.2 a: Needs Assessment undertaken on the Commission</p> <p>Indicators 1.2 b: # of exchange visits to peer Election Management Bodies (EMIBs)</p> <p>Indicators 1.2 c: # of trainings based on the gaps identified in the needs assessment</p> <p>Indicators 1.2 d: # of ZEC Commissioners trained</p> <p>Baseline: N/A</p>	<p>1.2.a. (2016) Needs Assessment Report for the Commission</p> <p>1.2 b. (2016-19): At least 2 exchange visits to EMIBs</p> <p>1.2 c. (2017): One tailor made training for the Commissioners on the identified areas per implementation year.</p>	<ul style="list-style-type: none"> throughout all departments; Developing paper on the cost of elections and inputs for sustainable election practices for ZEC; <p>Activity 1.2: Capacity Building of the Commission Members</p> <ul style="list-style-type: none"> Need assessment of the Commission needs through focus group discussions to better understand the requirements of the Commission; Facilitating the exchange visits to other Election Management Bodies as a means to address the issues identified in the need assessment process; There exists extensive and rich knowledge and expertise in the field of election and depending on the areas identified in the needs assessment learning exchanges from senior election advisors will be organized. 	<p>UNDP + ZEC</p> <p>90,000</p>
<p>Indicators 1.3.a: At least 30 ZEC offices constructed across the country by the end of the project</p> <p>Baseline: provincial offices owned by ZEC</p> <p>Indicators 1.3.b: # A ZEC Capacity Development Strategy design and rolled out</p> <p>Baseline: No capacity development strategy</p> <p>Indicators 1.3.c: # of IT equipment provided for ZEC</p> <p>Indicators 1.3.d: # of office equipment provided for ZEC</p> <p>Baseline: IT and number of office equipment available with ZEC</p> <p>Indicators 1.3.e: Enterprise Resource Planning (ERP) system established</p> <p>Baseline: ERP purchased and staff trained</p> <p>Indicators 1.3.f: Capacity assessment report</p> <p>Indicators 1.3.g: At least 70% of the staff</p>	<p>1.3.a. (2016): Support with provision of temporary office space for priority 30 offices</p> <p>1.3.b. (2016) Purchase of 15 vehicles for HQ + Provinces and 63 for Provinces and 70 generators</p> <p>1.3.c. (2016) Purchase of 200 computers and data centre equipment for IT support for ZEC.</p> <p>1.3.d. (2016) Purchase of 70 photocopiers / printers for the district offices.</p> <p>1.3.e. (2016-17) Training of finance, HR, ICT and procurement staff on Roll Out of the ERP system.</p> <p>(2017): 10 staff trained</p> <p>(2017): 10 staff trained</p> <p>1.3.f. (2016). Undertaking Capacity Assessment of ZEC.</p> <p>1.3.g. (2016-20). Implementation of professional capacity development program, 200 persons trained in BRIDGE courses and 400 ZEC staff trained in overall professional courses. (2016): 20%age of staff trained</p>	<p>Activity 1.3: Development and implementation of institutional development and capacity building plan</p> <p>Institutional development</p> <ul style="list-style-type: none"> Strengthening of the provincial and district office through provision of infrastructure, communication and transportation support; Provide advisory support for strengthening the ZEC operational management systems, especial financial management, procurement, HR and ICT; Support the ZEC in establishing a knowledge resource database, including: learning modules; identifying relevant internal and external experts, positioned to conduct training workshops and learning events to enhance the institutional knowledge. <p>Staff capacity development</p> <ul style="list-style-type: none"> Support the ZEC to undertake a comprehensive institutional and capacity assessment, including Training Needs Assessment to identify specific areas in which the ZEC will benefit from capacity development, including both: a) improvement of specific technical skills; and b) strengthening understanding of democratic values and professional 	<p>UNDP + ZEC</p> <p>2,758,416</p>

<p>members report enhanced skills and competencies in relation to their job requirements. # of ZEC staff trained % satisfaction / dissatisfaction with professional development program # of exchange visits to Election Management Bodies (EMBs) Indicators 1.3.i: # of focal points on thematic issues Baseline: N/A</p>	<p>(2017): 20%age of staff trained (2019): 30%age of staff trained (2020): 30%age of staff trained 1.2 h. (2016-19): At least 4 exchange visits to EMBs, 1 per year 1.3. i (2016). Focal points appointed for three important cross cutting areas.</p>	<p>ethics;</p> <ul style="list-style-type: none"> Formalize systems to address cross cutting and institutional challenges including anti-corruption, fraud prevention, public confidence building, institutional values, ownership and gender mainstreaming. This could include support to establishment of departmental focal points on these thematic issues; Tailored professional development programmes will then be identified to help ZEC build its institutional and professional capacity in specific areas. Both short and long term programmes will be instrumental in developing staff skills, helping the ZEC to establish a dedicated team of professional, experienced and well educated electoral officers. Developing of training plan for management, electoral areas - BRIDGE, operational skills and IT skills and its associated monitoring and feedback system for constant improvement as part of the implementation of training. In addition, a staff survey of the ZEC staff will be conducted annually that will essentially measure various dimensions that include employee satisfaction, perceived business process efficiency etc. and will serve as indication of progress, in line with the strategic plan. 	
<p>Output 2: Sustainable Voter Registration for elections that is credible and inclusive Indicators 2.1.a: Sustainable Voter Registration Option agreed by all Stakeholders Baseline: Pilot project on Voter Registration for Marondera Constituency resulted in a Manual Registration process 2013 Voters Roll, Census Indicators 2.1.b: Integrity of new Voters Roll by ensuring accuracy of data Baseline: Current voters roll lacks integrity Indicators 2.1.c: Provision of voters rolls to and its inspection by electoral stakeholders Baseline: Current voter's roll was not</p>	<p>2.1.a: (2016) Option for Voter Registration selected after consultation with Government, political parties, CSOs and other electoral actors. 2.1.b. (2016): The Voters Roll has integrity because of no duplicates and dead persons on the list 2.1.c: (2016) Voters roll is provided in hard and soft form to political parties and other stakeholders and put up for inspection 2.1.d: (2016) Procurement of appx 3,000 voter registration kits, the</p>	<p><i>Activity 2.1: Technical and operational support for inclusive Voter Registration</i></p> <ul style="list-style-type: none"> Technical advice on options for Voter Registration is one of the most critical aspect of the technical assistance provided to ZEC, which will enable ZEC to start the VR process; Once the option is selected then a Voter Registration Operational Plan 2017-18 will be developed for ensuring the implementation of VR process in an effective and methodical way; Implementation support for the selected Voter 	<p>UNDP + ZEC 6,698,029</p>

<p><u>provided in soft form and didn't follow inspection process</u> Indicators 2.1.d: # of VR Kits purchased and delivered Indicators 2.1.e: # of VR staff trained <u>Baseline: No Kits and staff trained</u> Indicators 2.1.f: Sufficient time provided for registration of eligible voters <u>Baseline: Erratic and inconsistent voter registration done in the past</u> Indicators 2.1.g: VR software trial, tested and in place <u>Baseline: No VR Plan</u> Indicators 2.1.h: System integration between ZEC and Registrar General databases by 2020. Indicators 2.1.i: # of voter registered <u>Baseline: N/A</u> Indicators 2.1.j: Continuous VR system including updating of VR data <u>Baseline: No system of updating of existing voters roll</u> Indicators 2.1.k: Polling station based voter registration and also polling station assessment report <u>Baseline: No polling station based voters roll</u></p>	<p>number might change based on the VR Operational Plan 2.1.e: (2016) Training undertaken for around 20,000 VR staff 2.1.f: (2016) At least a timeframe of 2 weeks for enabling eligible voters for registration at voter registration centre 2.1.g: (2016) Purchase of software, its installation and testing for recording the data of the registered voters 2.1.h: (2018) Development of software for integration between RG and ZEC and its testing and roll out 2.1.i: (2018) Registration of at least 50% of eligible voters 2.1.j: (2019) Development of continuous voter registration system ensuring that new eligible voters are registered, voters died /change of citizenship are taken off and updating changes in addresses. 2.1.k: (2016) Undertaking polling station assessment to determine the polling centre location and developing of polling station based voters roll.</p>	<p>Registration option will be required in the form of provision of specifications, equipment, training, undertaking procurement, manuals for VR/ICT, printing of VR forms etc.;</p> <ul style="list-style-type: none"> Specialized technical advice on IT areas, Legal issues, logistics to ensure that there are no bottlenecks in implementation; System integration between ZEC and RGV systems (validate ID #, citizenship, deceased persons and diaspora data) for sustainability of the Voter Rolls; BRIDGE training on VR for HQ and Field Staff for capacity building of ZEC staff on VR; Provide support to continuous Voter Registration process to ensure that the Voter Rolls are continuously updated; Supporting ZEC to undertake polling centre assessment for identification of VR centres in accordance with population; Linking with Voter Education technical initiatives like VR Call Centre, SMS system, Website system for identification for voters. 	<p>UNDP + ZEC</p>	<p>2,487,000</p>
<p>Indicators: 2.2.a: ICT needs assessment undertaken and documented. Indicators: 2.2.b: # of IT staff trained Indicators: 2.2.c: 1 Data centre with VR capacity established Indicators: 2.2.d DRS plan and DRS site established Indicators: 2.2.e: Establishment of a functional GIS Unit <u>Baseline: ICT infrastructure without VR capacity</u> Indicators: 2.2.f: 100% of districts connected via internet to HQ Indicators: 2.2.g: Full network integration</p>	<p>2.2.a: (2016) Undertaking the needs assessment of the ICT department, its HR requirements, IT infrastructure requirements and IT equipment requirements. 2.2.b: (2016-17): Training of the IT staff in areas of Database administration, Network Administration and key areas of IT. (2016): 10 staff trained (2017): 10 staff trained 2.2.c: (2016) Expansion of the data centre to house the VR data. 2.2.d: (2017) Establishment of the Disaster Recovery Site to ensure full</p>	<p>Activity 2.2: Improved ICT capacity of ZEC to support VR process</p> <ul style="list-style-type: none"> Need assessment of ICT department and rolling out strengthening of the department; Development of hardware, software and networking for connectivity of HQ-provincial-district offices including LAN and WAN networks; Developing staff capacity through training in Network and system administration, system development, database management and administration, GIS and Help Desk; Expansion of data centre to accommodate VR data, developing DRS site and ensuring data security; Development of disaster recovery plan; 	<p>UNDP + ZEC</p>	<p>2,487,000</p>

<p>between HQ provinces and district Baseline: 10 provincial and 10 district offices connected to HQ</p>	<p>back up of the VR data in case of any accident. 2.2 e. (2016) Developing of a full GIS unit enabling ZEC to develop its capacity for mapping requirements of polling stations and constituency delimitation. 2.2 f. (2016) District offices will be connected through provision of internet services and networking to the ZEC provincial offices and HQ. Full network integration will be ensured for faster and reliable connectivity and transmission of data</p>	<ul style="list-style-type: none"> Establishing of GIS unit within the ICT department; Strengthening of website services and its expansion for provision of new services. 	<p>UNDP + ZEC</p>	<p>1,430,133</p>
<p>Indicators: 2.3.a: Needs assessment report established; 2.3.b: VR Department / Unit established Indicators: 2.3.c: # of staff hired for VR department / unit # of VR department /unit staff trained Baseline: VR Task Force in ZEC</p>	<p>2.3.a: (2016) Undertaking the needs assessment for the VR department / unit, its HR requirements, TORs and functions of the department. 2.3.b. (2016): Setting up the VR Department / Unit and Training of the VR staff on the areas of Voter Registration.</p>	<p>Activity 2.3: Creation of Voter Registration Department in ZEC</p> <ul style="list-style-type: none"> Need assessment for creation of Voter Registration Department in ZEC Developing of an implementation plan for setting up of the department Training of newly hired staff in the VR department 	<p>UNDP + ZEC</p>	<p>1,430,133</p>
<p>Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters Indicators: 3.1.a: Voter Education and Public Outreach Plan Indicators: 3.1.b: Collaboration strategy between CSOs - ZEC # of collaborations established # of CSO members trained in voter education # of Voter Education and public outreach monitoring reports Baseline: No existing collaboration strategy, monitoring reports</p>	<p>3.1 a. (2016). Development of the Voter Education and Public Outreach Plan based on consultation with electoral stakeholders especially CSOs and FBOs. 3.1.b. (2016). Development of Collaboration Strategy between CSOs – ZEC based on inputs from CSOs and entering into collaborations with CSOs and effectively monitoring the implementation of the collaborations.</p>	<p>Activity 3.1: Strengthened Planning for Voter Education and Public Outreach Strategy</p> <ul style="list-style-type: none"> An effective Voter Education plan is in place which is agreed with external stakeholders A collaboration strategy for engaging CSOs and other partners that strengthens implementation of Voter Education plan Comprehensive capacity building of CSOs inline with the collaboration strategy Effective monitoring mechanisms for getting feedback on implementation of Voter Education plan 	<p>UNDP + ZEC</p>	<p>510,637</p>
<p>Indicators: 3.2.a: # of radio programs developed and aired Indicators: 3.2.b: # of printed materials Indicators: 3.2.c: # of voter educators trained Indicators: 3.2.d: # of road shows and public events</p>	<p>3.2 a. (2016-17). Total of 30 radio programs and 30 radio PSAs produced with airing of radio PSAs 9,600 times (2016): 80% (2017): 20% 3.2.b. (2016-17). Printing of 600,00</p>	<p>Activity 3.2: Effective Voter Education for ensuring participation in national Voter Registration process</p> <ul style="list-style-type: none"> First, it will provide expert technical assistance advice that will assist the ZEC in designing, implementing and monitoring of voter and civic education 	<p>UNDP + ZEC</p>	<p>1,802,250</p>

<p>Indicators: 3.2.e: # of consultative meetings Indicators: 3.2 f: Digital media used for outreach Indicators: 3.2 g: # of persons reached # %age of eligible voters knowing about the new voter registration process Baseline: 14% of respondents in Mass Public Opinion Poll Institute survey indicated ZEC voter educators as main source of information and there are 5 voter educators per ward introduced in pilot VR exercise in Morendera Constituency</p>	<p>posters, 1,400,000 leaflets, 157,500 stickers, 1,000 newsletters and 300 billboards having messages on VE and VR. (2016): 80% (2017): 20% 3.2 c. (2016-17). Training of 3,197 voter educators, youth ambassadors, women activists etc. to disseminate messages on VE & VR. 2016): 80% (2017): 20% 3.2 d. (2016). Organizing and conduct of 126 road shows to mobilize eligible voter. 3.2 e. (2016). Organizing 2,000 public events at ward level to raise awareness on VE and VR. 3.2 f. (2016-17). Use of social media including Facebook, twitter etc. for reaching out to voters. 3.2 g. (2016-2017). ZEC as the source of information for the public increased from 14% (2013) to 40% (2017). 80% of the eligible voters reached through the ZEC campaign know about the new voter registration process</p>	<ul style="list-style-type: none"> campaigns, which are based on the strategy. Second, it will support implementation of the voter and public outreach campaign via the procurement of Voter Education materials (including media airtime, the production of TV spots, etc., as well as the production of printed materials, including banners, posters and fliers, etc.) Thirdly support will be given to CSOs for undertaking Voter Education and public outreach campaign through innovative, creative and ingenuity means especially for reaching out to women, youth and persons with disabilities. Fourthly there will be a focus on undertaking monitoring and evaluation activities with regard to Voter Education and public outreach activities to ensure that they achieve the desired impact. 	<p>541,000</p>
<p>Indicators: 3.3.a: Stakeholder engagement plan Indicators: 3.3.b: Establishment of Electoral Support Group (ESC) Indicators: 3.3.c: # of ESC meetings Indicators: 3.3.d: # of ESC meetings at provincial and district level Indicators: 3.3.e: ZEC communication plan Indicators: 3.3.f: # of press conferences and public events by ZEC Baseline: Adhoc meetings b ZEC with electoral stakeholders and MPLC meetings during elections</p> <p>Indicators: 3.3.g: # of ZEC websites updates Indicators: 3.3.h: # of ZEC website visits</p>	<p>3.3.a: (2016) Developing of stakeholder engagement plan with participation of electoral stakeholders. 3.3.b: (2016-19) ESC meetings organized by ZEC on a quarterly basis at HQ, Provincial and District level. 3.3 c: (2016) Developing of a communication plan. 3.3 d: (2017) Updating of ZEC's website fortnightly.</p>	<p>Activity 3.3: Engagement with Other stakeholders to build trust and confidence on ZEC</p> <ul style="list-style-type: none"> Provision of technical assistance for development of Stakeholder Engagement Strategy; Providing technical assistance in establishment of ESC and disseminating timely, accurate and informative press statements/releases/responses to inquiries to electoral stakeholders; Developing an internal communication framework of ZEC for smooth communication between ZEC Headquarters, Provincial and District Office; Providing technical assistance for profiling of ZEC's website and linking it for the new Voter Registration information building in-house capacity within the IT department for regular updates. 	<p>UNDP + ZEC</p>

<p><u>Baseline: ZEC website is out-dated and updates are irregular</u></p> <p>Indicators: 3.4.a: ZEC's Gender Policy Indicators: 3.4.b: %age hiring of women in Voter Registration campaign Indicators: 3.4.c: # of events with women groups Indicators: 3.4.d: # of participants in events <u>Baseline: No gender policy in ZEC and no women specific voter education events</u></p>	<p>3.4 a. (2016). Developing of the ZEC Gender policy after taking feedback from stakeholders. 3.4.b. (2016). A total of 63 events one per district organized for promoting women's participation in the VR process. 3.4 c. (2018). Analysis and review of women's participation in VR process.</p>	<p>3.4. Strengthening ZEC's promotion of gender equality</p> <ul style="list-style-type: none"> • Development of Gender Policy for ZEC • Engagement with stakeholders on electoral systems and gender equality and women's empowerment; • Strengthening women's electoral participation; • Electoral systems are inclusive, ensuring full participation of women, traditionally marginalized groups and minorities; • ZEC support national authorities, CSOs and political parties in campaigns to ensure that information on voter registration and voters roll is available to both women and men and encourages women to register. 	<p>UNDP + ZEC</p>	<p>300,000</p>
<p>PMU Support to Project, Operational Support to ZEC Capacity Building and oversight and quality assurance costs</p>		<p>1,569,807</p>		
<p>Subtotal</p>		<p>18,187,271</p>		
<p>GMS Charges</p>		<p>1,454,982</p>		
<p>Grand Total</p>		<p>19,642,253</p>		

12. ANNEX II: MONITORING FRAMEWORK (2016-2020)

Monitoring Framework Year: 2016-2020							
Output and Key Results	Indicator	Baseline	Targets	Responsible Person	Critical steps or key events	Means of Verification	Time, Schedule and Frequency
Output 1: Strengthened institutional and electoral capacity of ZEC to meet its constitutional mandate	Indicators 1.1.a: ZEC Strategic Plan 2016-2020 Indicators 1.1.b: ZEC Monitoring and Evaluation Plan Indicators 1.1.c: # of progress reports	<u>Baseline: ZEC Strategic Plan 2010-15, but no M&E Plan</u>	1.1.a: (2016) Development of ZEC Strategic Plan 1.1.b: (2016) Monitoring & Evaluation Plan developed 1.1.c: (2016-17) Period monitoring at least six monthly	ZEC Chief Inspector	1.1.a. Consultation for development of Strategic Plan both in house and external consultation. 1.1.b. Monitoring software for updates on strategic plan	1.1.a. Strategic Plan 2016-2020 1.1.b. Monitoring Reports	a. Annually b. Bi annually

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<p>Indicators 1.2 a: Needs Assessment Report Indicators 1.2 b: # of exchange visits to peer Election Management Bodies (EMBs) Indicators 1.2 c: # of trainings Indicators 1.2 d: # of ZEC Commissioners trained</p>	<p><u>Baseline: N/A</u></p>	<p>1.2.a. (2016) Needs Assessment Report for the Commission. 1.2 b. (2016-19): At least 2 exchange visits to EMBs. 1.2 c: (2017): One tailor made training for the Commissioners on the identified areas. (2019): One tailor made training for the Commissioners on the identified areas.</p>	<p>CTA and Director HR ZEC</p>	<p>1.2.a. Focus group discussion with Commission. 1.2.b. Arranging exchange visits with other EMBs. 1.2 c. Organizing tailor-made training.</p>	<p>a. Annually b. Bi annually</p>
<p>Indicators 1.3.a: # of provincial offices in ZEC owned buildings Indicators 1.3.b: # of vehicles and motorcycles for provincial and district offices Indicators 1.3.c: # of IT equipment provided for ZEC Indicators 1.3.d: # of office equipment provided for ZEC Indicators 1.3.e: Enterprise Resource Planning (ERP) system established Indicators 1.3.f: # of vacant positions filled Indicators 1.3.g: Capacity assessment reports Indicators 1.3.h: Professional capacity development program # of ZEC staff trained %age satisfaction / dissatisfaction with</p>	<p><u>Baseline (a): provincial offices owned by ZEC</u> <u>Baseline (b): Total of 60 vehicles and motorcycles owned by ZEC</u> <u>Baseline (c&d): IT office equipment available with ZEC</u> <u>Baseline (e): ERP purchased and staff trained</u> <u>Baseline (f-k): N/A</u></p>	<p>1.3.a: (2016): Support with provision of temporary office space for priority 30 offices. 1.3.b: (2016) Purchase of 15 vehicles for HQ + Provinces and 63 for Provinces and 70 generators. 1.3.c: (2016) Purchase of 200 computers and data centre equipment for IT support for ZEC. 1.3.d: (2016) Purchase of 70 photocopiers / printers for the district offices. 1.3.e: (2016-17) Training of finance, HR, ICT and procurement staff on Roll Out of the ERP system. (2016): 10 staff trained (2017): 10 staff trained 1.3.f (2016). Undertaking Capacity Assessment of ZEC. 1.3.g (2016-20). Implementation of professional capacity development program, 200 persons trained in BRIDGE courses and 400 ZEC staff trained in overall professional</p>	<p>DCEO Admin and Finance, Director HR</p>	<p>1.3.a.b.d. Needs assessment report of institutional requirements. 1.3 c. Development of specification for the expansion of data centre and data recovery centre and other IT equipment. 1.3 e. Developing training program with the firm for launching the ERP system. 1.3 f. Discussions with ZEC and other Government entities at senior meetings for filling of vacancies. 1.3.g. Developing of assessment tools, fielding of the surveys, undertaking the analysis and developing the assessment report. 1.3.h. Developing of a training plan and implementation of the training over a longer-term</p>	<p>a. Annually b. Bi annually</p>

	<p>professional development program # of exchange visits undertaken Indicators 1.3.i: # of focal points on thematic issues</p>		<p>courses. (2016): 20%age of staff trained (2017): 20%age of staff trained (2019): 30%age of staff trained (2020): 30%age of staff trained 1.2 h. (2016-19): At least 4 exchange visits to EMBs, 1 per year, 1.3. i (2016). Focal points appointed for three important cross cutting areas.</p>	<p>period. For BRIDGE training accredited trainers to be hired and for other trainings a professional firm can be hired. 1.3.i. In discussion with CEO focal points in important cross cutting areas to be identified and TORs developed for assigning the roles.</p>	
<p>Output 2: Sustainable Voter Registration for elections that is credible and inclusive</p>	<p>Indicators 2.1.a: Sustainable Voter Registration Option agreed by all Stakeholders Indicators 2.1.b: Integrity of new Voters Roll by ensuring accuracy of data Indicators 2.1.c: Provision of voters rolls to and its inspection by electoral stakeholders Indicators 2.1.d: # of VR Kits purchased and delivered Indicators 2.1.e: # of VR staff trained Indicators 2.1.f: Sufficient time provided for registration of eligible voters Indicators 2.1.g: VR software trial, tested and in place Indicators 2.1.h: System integration between ZEC and Registrar General Indicators 2.1.i: # of voter</p>	<p>Baseline 2.1.a: <u>Pilot project on Voter Registration for Marondera Constituency resulted in a Manual Registration process</u> <u>2013 Voters Roll, Census</u> <u>Baseline: Current voters roll lacks integrity</u> <u>Baseline: Current voter's roll was not provided in soft form and didn't follow inspection process</u> <u>Baseline: No Kits and staff trained</u> <u>Baseline: Erratic and inconsistent voter registration</u></p>	<p>2.1.a: (2016) Option for Voter Registration selected after consultation with Government, political parties, CSOs and other electoral actors. 2.1.b. (2016): The Voters Roll has integrity because of no duplicates and dead persons on the list 2.1.c: (2016) Voters roll is provided in hard and soft form to political parties and other stakeholders and put up for inspection 2.1.d: (2016) Procurement of appx 3,000 voter registration kits, the number might change based on the VR Operational Plan 2.1.e: (2016) Training undertaken for around 20,000 VR staff 2.1.f: (2016) At least a timeframe of 2 weeks for enabling eligible voters for registration at voter registration centre 2.1.g: (2016) Purchase of software, its installation and testing for</p>	<p>2.1 a-c. The critical steps to be undertaken include discussion on VR options with electoral stakeholders and their inputs to the process, the development of a very robust Voter Registration Operational Plan that provides all the details in terms of implementation and also developing specifications for all the necessary hardware and software for the VR. 2.1 d. After finalization of specifications the procurement process will be launched and the support of Procurement Support Office (PSO) will be undertaken for this and all the elements required for the VR kit will be procured. 2.1 e-f. Training is an</p>	<p>Upon completion of the different phases of the VR. VR process reports from IEC; VR observers; Specific reports on VR update.</p>

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	<p>registered Indicators 2.1.j: Continuous VR system including updating of VR data Indicators 2.1.k: Polling station based voter registration and also polling station assessment report</p>	<p>done in the past <u>Baseline: No VR Plan</u> <u>Baseline: N/A</u> <u>Baseline: No system of updating of existing voters roll</u> <u>Baseline: No polling station based voters roll</u></p>	<p>recording the data of the registered voters 2.1.h: (2018) Development of software for integration between RG and ZEC and its testing and roll out 2.1.i: (2018) Registration of at least 50% of eligible voters 2.1.j: (2019) Development of continuous voter registration system ensuring that new eligible voters are registered, voters died /change of citizenship are taken off and updating changes in addresses. 2.1.k: (2016) Undertaking polling station assessment to determine the polling centre location and developing of polling station based voters roll.</p>	<p>DCEO Administration and Director ICT</p>	<p>important component and training plan will be developed for training of staff, training of trainers will be conducted and then roll out will take place. 2.1 g-h. The development of software for both the VR process and integration of RG and ZEC databases will be important and this will entail extensive training of ZEC staff and testing of VR software. 2.1 i-j. The roll out of the VR process will be undertaken and this will be followed by continuous VR process. 2.1 k. The polling centre assessment will be needed for determining the locations of the polling centres.</p>	
<p>Indicators: 2.2.a: ICT needs assessment report Indicators: 2.2.b: # of IT staff trained Indicators: 2.2.c: Data centre with VR capacity Indicators: 2.2.d DRS plan and DRS site established Indicators: 2.2.e: Establishment of GIS Unit Indicators: 2.2.f: # of districts connected to HQ Full network integration between HQ provinces and district</p>	<p><u>Baseline a-e. ICT infrastructure without VR capacity</u> <u>Baseline f-g: 10 provincial and 10 district offices connected to HQ</u></p>	<p>2.2.a: (2016) Undertaking the needs assessment of the ICT department, its HR requirements, IT infrastructure requirements and IT equipment requirements. 2.2.b. (2016-17): Training of the IT staff in areas of Database administration, Network Administration and key areas of IT. (2016): 10 staff trained (2017): 10 staff trained 2.2.c: (2016) Expansion of the data centre to house the VR data. 2.2.d: (2017) Establishment of the Disaster Recovery Site to ensure full back up of the VR data in case of any accident. 2.2 e. (2016) Developing of a full GIS unit enabling ZEC to develop its capacity for mapping requirements of polling stations and constituency</p>	<p>DCEO Administration and Director ICT</p>	<p>2.1 a-b. The first step will be to undertake an assessment of the HQ, provincial and district offices of ZEC with regard to IT especially the ICT department. This will be followed by developing the capacity of the ICT department by training of the staff through implementation of a training plan. 2.1 c-d. Specifications will be developed for the expansion of the current data centre and establishment of the DRS. This will then include the steps towards undertaking procurement of the equipment for the data centres, required software and testing of the</p>	<p>Needs assessment reports, reports from the data centres, connectivity reports from the district offices and maps. a. Annually b. Bi annually</p>	

			<p>delimitation. 2.2 f. (2016) District offices will be connected through provision of internet services and networking to the ZEC provincial offices and HQ. Full network integration will be ensured for faster and reliable connectivity and transmission of data.</p>		<p>equipment. 2.1 e. Developing of the requirements for the GIS unit, its staffing, equipping and training requirements, procuring the required equipment, training of staff and assisting ZEC with establishment of the GIS unit. 2.1 f. Based on the needs assessment report, services will be hired to install the equipment and necessary software for connecting the district offices and also improving existing connectivity.</p>	
<p>Indicators: 2.3.a: Needs assessment report VR Department / Unit established Indicators: 2.3.c: # of staff hired for VR department / unit # of VR department /unit staff trained</p>	<p>Baseline: VR Task Force in ZEC</p>	<p>2.3.a: (2016) Undertaking the needs assessment for the VR department / unit, its HR requirements, TORs and functions of the department. 2.3.b. (2016): Setting up the VR Department / Unit and Training of the VR staff on the areas of Voter Registration.</p>	<p>DCEO Operations</p>	<p>2.1.a-b. A needs assessment process will be undertaken to develop the detailed requirements for the establishment of VR Department / Unit. 2.1.c-d. ZEC will be supported with proposals submitted to Ministry of Finance for funding the positions, hiring of staff in a timely manner and then developing training plans for training of the newly hired / appointed staff</p>	<p>Needs assessment reports, TORs of positions, staffing details, training reports.</p>	<p>a. Annually b. Biannually</p>

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<p>Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters</p>	<p>Indicators: 3.1.a: Voter Education and Public Outreach Plan Indicators: 3.1.b: Collaboration strategy between CSOs - ZEC # of collaborations established # of CSO members trained in voter education # of Voter Education and public outreach monitoring reports</p>	<p><u>Baseline: To be checked</u></p>	<p>3.1 a. (2016). Development of the Voter Education and Public Outreach Plan based on consultation with electoral stakeholders especially CSOs and FBOs. 3.1.b. (2016). Development of Collaboration Strategy between CSOs – ZEC based on inputs from CSOs and entering into collaborations with CSOs and effectively monitoring the implementation of the collaboration s.</p>	<p>Director Voter Education and Voter Education Specialist</p>	<p>3.2.a. Getting inputs from CSOs and FBOs and other election stakeholders for developing the Voter education and Public Outreach Plan. 3.2.b. Working together with CSOs for developing a Collaboration strategy and then ZEC will enter into collaboration agreements. Training of CSO members in implementing voter education activities</p>	<p>Voter Education and Public Outreach Plan, Workshop reports, monitoring reports and number of collaboration s.</p>	<p>Upon completion of the different phases of the VR.</p>
<p>Indicators: 3.2.a: # of radio programs developed and aired Indicators: 3.2.b: # of printed materials Indicators: 3.2.c: # of voter educators and activists trained Indicators: 3.2.d: # of road shows and public events Indicators: 3.2.e: # of consultative meetings Indicators: 3.2 f: Digital media used for outreach Indicators: 3.2.g: # of persons reached # %age of eligible voters knowing about the new voter registration process</p>	<p>3.2 a. (2016-17). Total of 30 radio programs and 30 radio PSAs produced with airing of radio PSAs 9,600 times having messages on VE and VR. (2016): 80% (2017): 20% 3.2.b. (2016-17). Printing of 600,00 posters, 1,400,000 leaflets, 157,500 stickers, 1,000 newsletters and 300 billboards having messages on VE and VR. (2016): 80% (2017): 20% 3.2.c. (2016-17): Training of 3,197 voter educators, youth ambassadors, women activists etc. to disseminate messages on VE & VR. 2016: 80% (2017): 20% 3.2.d. (2016). Organizing and conduct of 126 road shows to mobilize eligible voter 3.2.e. (2016). Organizing 2,000 public events at ward level to raise awareness on VE and VR. 3.2.f. (2016-17). Use of social media including Facebook, twitter etc. for</p>	<p>3.2 a. (2016-17). Total of 30 radio programs and 30 radio PSAs produced with airing of radio PSAs 9,600 times having messages on VE and VR. (2016): 80% (2017): 20% 3.2.b. (2016-17). Printing of 600,00 posters, 1,400,000 leaflets, 157,500 stickers, 1,000 newsletters and 300 billboards having messages on VE and VR. (2016): 80% (2017): 20% 3.2.c. (2016-17): Training of 3,197 voter educators, youth ambassadors, women activists etc. to disseminate messages on VE & VR. 2016: 80% (2017): 20% 3.2.d. (2016). Organizing and conduct of 126 road shows to mobilize eligible voter 3.2.e. (2016). Organizing 2,000 public events at ward level to raise awareness on VE and VR. 3.2.f. (2016-17). Use of social media including Facebook, twitter etc. for</p>	<p>Director Voter Education and Voter Education Specialist</p>	<p>Developing key voter education messages, story boards and jingles for Voter Education and then hiring professional firms to develop graphic designs, programs and PSAs and using different mediums to outreach to public including radio, outdoor advertisement, road shows etc.</p>	<p>Monitoring reports on the airing of PSAs, printing and use of material, training workshop reports, events reports.</p>	<p>Upon completion of the different phases of the VR.</p>	

	<p>Indicators: 3.3.a: Stakeholder engagement plan</p> <p>Indicators: 3.3.b: Establishment of Electoral Support Group (ESC)</p> <p># of ESC meetings</p> <p># of ESC meetings at provincial and district level</p> <p>Indicators: 3.3.c: ZEC communication plan</p> <p># of press conferences and public events by ZEC</p> <p>Indicators: 3.3.d: # of ZEC websites updates</p> <p># of ZEC website visits</p>	<p><u>Baseline (a-f). Ad hoc meetings b ZEC with electoral stakeholders and MPLC meetings during elections</u></p> <p><u>Baseline (g-h). ZEC website is outdated and updates are irregular</u></p>	<p>reaching out to voters. 3.2.g. (2016-2017). Reaching out to 60% of the eligible voters through the VE campaign</p> <p>50% of the eligible voters reached know about the new voter registration process</p> <p>3.3.a: (2016) Developing of stakeholder engagement plan with participation of electoral stakeholders.</p> <p>3.3.b: (2016-19) ESC meetings organized by ZEC on a quarterly basis at HQ, Provincial and District level.</p> <p>3.3.c: (2016) Developing of a communication plan.</p> <p>3.3.d: (2017) Updating of ZEC's website fortnightly.</p>	<p>ZEC Public Relations Department and projects</p> <p>Voter Education & Public Outreach Specialist</p>	<p>Technical assistance will be provided to ZEC for developing the stakeholder engagement plan and the project will also provide support for holding of the stakeholder meetings at HQ, Provincial and District level.</p> <p>For press conferences technical advice will be provided to ensure that ZEC outlook with public is established. For website assistance will be provided in reshaping it in a more professional manner.</p>	<p>ESC meeting minutes, MPLC meetings, press conferences, website updates and number of people visiting the website.</p> <p>a. Annually b. Bi annually</p>	
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	<p>Indicators: 3.4.a: ZEC's Gender Policy %age hiring of women in Voter Registration campaign Indicators: 3.4.b: # of events with women groups # of participants in events Report on women's participation in VR</p>	<p>Baseline: NO <u>gender policy in ZEC</u> and <u>no women specific voter education events</u></p>	<p>3.4 a. (2016). Developing of the ZEC Gender policy after taking feedback from stakeholders. 3.4.b. (2016). A total of 63 events one per district organized for promoting women's participation in the VR process. 3.4 c. (2018). Analysis and review of women's participation in VR process.</p>	<p>ZEC Gender Focal Point and Gender Advisor</p>	<p>Development and implementation of Gender Policy will be one of key areas in promoting gender mainstreaming within ZEC. This will be done through consultative processes. Another key area will be to ensure that ZEC internal HR practices are streamlined with gender policy and that staff hired by ZEC follows it. For VE events at district level will be held.</p>	<p>Internal Gender reports; VR reports; IEC HR reports; Electoral operations process reports; presentations; minutes of events/meetings.</p> <p>a. Annually b. Bi annually</p>
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13. ANNEX II: RISK MATRIX

INTENDED OUTPUTS AND ACTIVITIES	Risk No.	Description of Risk	Type of Risk	Likelihood	Impact	Risk Level	Mitigation Measures
Output 1: Strengthened institutional and electoral capacity of ZEC to meet its Constitutional mandate							
Sustainable Voter Registration System for Elections that is credible and inclusive							
Activity 1.1: Development of the ZEC Five Year Strategic Plan 2016-2020	1	There is a risk that not all major political parties will participate in the next harmonized elections owing to perception of limited political space, level playing field, integrity of voters roll and independence of key institutions	Political / Regulatory	Moderately Likely (3)	Severe (4)	High	ZEC to ensure that election reform issues are addressed in the Strategic Plan 2016-2020 so that political parties are ensured of ZEC action and also regularly update stakeholders on progress regarding strategic plan
Activity 1.2: Capacity Building of the Commission Members	2	Competing priorities to ensure effective conduct of the Voter Registration and to attend to capacity building activities may result in the latter not being achieved for Commission	Organizational	Likely (4)	Severe (4)	High	Key dates for electoral activities need to be observed when training and development activities are being developed. Formulate and adopt an internal performance management tool. Identify the performance gaps and tailor make training and development opportunities. Recruit and promote only those staff members who are qualified and achieve required outcomes. Celebrate success as an institution and reward departments, teams and individuals who delivered successful organizational objectives.
Activity 1.3: Development and implementation of institutional development and capacity building plan	3	The lack of training opportunities, irrelevant training program, lack of performance management procedures, and institutional belonging may result in a high turnover of staff.	Organizational	Moderately Likely (3)	Severe (4)	High	ZEC management to instil motivation, ethics, values and organizational belonging to ensure that trained staff is retained
	4	ZEC not able to retain trained and qualified staff after investment in capacity building interventions	Organizational	Likely (4)	Moderate (3)	Medium	A comprehensive maintenance plan for ZEC infrastructure is developed and implemented to ensure that assets are properly functioning
	5	Poor maintenance of equipment provided to ZEC for institutional strengthening may weaken ZEC operational capacity	Organizational / Operational	Likely (4)	Minor (2)	Medium	

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6	Ban on recruitment of new staff may affect filling of vacant and new positions in ICT /VR Department Unit / Voter Education and GIS and therefore the capacity of ZEC to undertake these tasks	Organizational / Operational	Likely (4)	Minor (2)	Low	Submitting plan in time to MOF and Civil Service Commission for hiring of essential staff
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INTENDED OUTCOMES AND ACTIVITIES	Risk No.	Description of Risk	Type of Risk	Likelihood	Impact	Risk Level	Mitigation Measures
Output 2: Sustainable Voter Registration System for Elections that is credible and inclusive							
VR							
Activity 2.1: Technical and operational support for identification and roll out of a sustainable, credible and inclusive Voter Registration	7	The provision of advice to ZEC is uncoordinated and contradictory by different electoral assistance providers	Operational	Likely (4)	Severe (4)	High	Establishing of Technical Working Group to ensure effective coordination among electoral assistance providers and ZEC
	8	Delay in selection of the option can jeopardize the Voter Registration implementation timelines	Operational	Likely (4)	Severe (4)	Medium	Technical meetings among IFES, UNDP and EISA for ensuring that there is no contradiction in provision of advice
	9	Decision on Voter Registration options may not take into consideration full operational and cost implications leading to problems occurring in implementation and national roll out	Operational	Unlikely	Severe (4)	Medium	Impress upon ZEC the repercussions in terms of delays in selection of the option, especially adherence to the timeline of Voter Registration
	10	Electoral processes may be technically sound but electoral stakeholders may lack confidence in the election due to lack of consideration and transparency and perception of partiality and uneven playing field	Political	Likely (4)	Severe (4)	High	While discussing the options ZEC to ensure that all operational and cost details are thoroughly discussed in detail so that better understanding is achieved before making a final decision
	11	Intimidation and /or politically motivated violence at the Voter Registration Centres may deter potential voters to register in a safe and secure environment.	Security	Likely (4)	Severe (4)	Low	ZEC to engage political parties, CSOs and media to ensure ownership of the new Voter Registration process through regular and periodic consultations at HQ, Provinces and Districts
	12	Delayed procurement and logistics planning and/or implementation hinder timely arrival of Voter Registration materials at the Voter Registration centres in a timely manner.	Operational	Unlikely	Severe (4)	Medium	Close coordination and planning with ZRF including security assessments and implementation of the ZEC Security Operation Plan at the HQ and provincial level. Also MPLCs can be used as a platform to mitigate this risk.
	13	Voter registration materiel may not arrive at its intended destination or be misappropriated due to insecurity or actions of elements trying to disrupt the process.	Operational	Moderately Likely (3)	Moderate (3)	Medium	Closely monitor the procurement and logistic chain for the Voter Registration material and timely actions in case of delays to ensure that the timeline of Voter Registration is met

14	The provision of services by the telecommunication companies hinders implementation of Voter Registration	Operational	Moderately Likely (3)	Moderate (3)	Medium	Strong coordination between ZEC and Ministry of Telecommunication to ensure that the service providers have good quality of services in an uninterrupted manner
15	Institutional capacity, legal and administrative and financial factors may have an adverse impact on planning and implementation of Voter Registration system	Operational	Moderately Likely (3)	Moderate (3)	Medium	Development of a robust and timely Voter Registration operation plan
16	Lack of understanding on BVR by political parties and CSOs may result in unrealistic expectations	Operational	Moderately Likely (3)	Moderate (3)	Medium	ESC meetings must include briefing to political parties and CSOs on the salient features of BVR to be used
17	Funds required for the Voter Registration are not mobilized or not mobilized in tie for supporting the Voter Registration process	Operational	Moderately Likely (3)	Moderate (3)	Medium	Submission of funding request by ZEC to Ministry of Finance for 2016 VR process and follow up by the Chairperson of ZEC to ensure allocation of requisite funds Presentation of request of funding from the donors both traditional and non traditional donors to gear maximum financial support for the VR process and incorporate donor suggestions in project formulation process
18	ZEC may find it challenging to build its ICT capacity quickly enough to manage new responsibilities in relation to voter's roll and Voter Registration	Operational	Moderately Likely (3)	Moderate (3)	Medium	Strengthening of the ICT department in terms of staffing and also training the staff in performance of their duties
19	The framework adopted for new VR responsibilities is divided between administration and operations department and may result in competing demands and lack of coordination	Operational	Moderately Likely (3)	Moderate (3)	Medium	Advising ZEC to develop mechanism for new VR unit in a manner that it has expertise of operations and IT management so that decisions are coordinated under one department
<p><i>Activity 2.2: Improved ICT capacity of ZEC to support VR process</i></p> <p><i>Activity 2.3: Creation of Voter Registration Department in ZEC</i></p>						

INTENDED OUTPUTS AND ACTIVITIES	Risk No.	Description of Risk	Type of Risk	Likelihood	Impact	Risk Level	Mitigation Measures
Output 3: Enhance the EEC's engagement and outreach activities including the digital space							
Activity 3.1: Strengthened Planning for Voter Education and Public Outreach Strategy	20	Use of inappropriate mechanism and means of communication for Voter Education to reach out to potential voters while designing the Voter Education and public outreach strategy.	Socio Cultural	Likely (4)	Moderate (3)	High	The use of appropriate media for reaching out to voters should be based on scientific evidence and research as to which medium is most effective for which target group.
	21	Civil society networks have insufficient reach to disseminate targeted messages to all provinces. Significant portion of the voting public uninformed and potentially disenfranchised.	Socio Cultural	Very Likely (5)	Severe (4)	Very High	ZEC and civil society groups to obtain buy-in and seek support and involvement of other electoral stakeholders, including Chiefs / village elders and traditional leaders to underscore importance of safeguards for voting registration rights for all.
Activity 3.2: Effective Voter Education for ensuring participation in national Voter Registration process	22	Political violence and intimidation situation could impede the dissemination of Voter Education materials and/or messages that discourages political dialogue and reduces public awareness.	Security	Likely (4)	Moderate (3)	High	Forums like the Multi Party Liaison Committees to be activated by ZEC in the provinces to address these issues locally together with political parties and also to enforce code of conduct.
	23	Use of Voter Education for political and partisan gain during the implementation of Voter Education activities will have a negative impact on Voter Education.	Security	Likely (4)	Moderate (3)	Medium	ZEC to develop a code of ethics for organizations and staff involved in Voter Education and to ensure its strict adherence.
	24	ZEC and partners do not have adequate capacity to implement Voter Education in an effective manner.	Operational	Moderate likely (3)	Moderate (3)	Medium	Capacity building of ZEC staff dealing with Voter Education and CSOs to ensure that they have the knowledge, expertise and training to undertake a nation wide Voter Education campaign.
25	Voter apathy will hinder the turn out of the voters for registration, as registration is voluntary and voters may perceive of not having any benefits from Voter Registration.	Socio Cultural	Likely (4)	Moderate (3)	High	For addressing voter apathy some civic education messages will be important in the Voter Education campaign and political parties need to be mobilized to ensure that beneficiaries of political process understand the importance of Voter Registration.	
26	Not having enough funds for supporting a nation wide campaign and too much disbursed funding lessens the impact of Voter Education.	Operational	Moderate likely (3)	Moderate (3)	Medium	There needs to be strong coordination among the donors to ensure that available funds are supporting an effective and coordinated Voter Education campaign that results in high impact.	
27	Gender insensitive approaches in Voter Education campaigns will result in negative impact on women.	Operational	Moderate likely (3)	Moderate (3)	Medium	Messages need to be pilot tested to ensure that they are gender sensitive and will address the needs of women as well.	
Activity 3.3: Engagement	28	Lack of consultation with stakeholders while formulating Voter Education activities may lead to low voter turn out.	Organizational / Operational	Likely (4)	Moderate (3)	High	ZEC establishes a working group to develop Voter Education activities including Voter Education messages, materials and programs.

with Other stakeholders to build trust and confidence on ZEC	29	Poor and unstructured engagement with key stakeholders by the ZEC, unwillingness of stakeholders to engage with the ZEC, and lack of a strategic media communication hampers credible communication with stakeholders and general public.	Operational	Moderate likely (3)	Moderate (3)	Medium	Continued development and implementation of structured, consultative, and inclusive dialogues with stakeholders to establish an environment of trust. Development and implementation of effective broadcast communications strategies.
	30	Ineffective collaboration between ZEC and stakeholders may lead to ineffective support from stakeholders for Voter Education.	Operational	Moderate likely (3)	Moderate (3)	High	ZEC to formalize collaborations with CSOs on a long term basis to ensure continuity of support for Voter Education, develop mechanism for regular feedback and also ensuring the implementation of terms of collaboration .
	31	Gender mainstreaming in planning and implementation of electoral processes and operations is not given serious conceptualization or maintained as a priority.	Operational	Moderately Likely (3)	Moderate (3)	Medium	The project strongly supports the ZEC to conceptualize and implement gender perspectives as a standard practice incorporated in all planning and implementation of electoral operations based on the ZEC gender strategy.

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