



Annual Progress Report



Reporting Period: 1 January 2017 – December 31, 2017

Development Partners: Donor(s): EU, France and Japan
Implementing Partner(s): Zimbabwe Electoral Commission

Project Numbers & Title: ZWE10 00097292, Zimbabwe Electoral Commission Capacity Building Project (ZIM-ECO)

Project Objective/impact	To develop the institutional, organisational and electoral capacity of the Zimbabwe Electoral Commission (ZEC).
UNDP CPD outcome	Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards
UNDP Strategic Plan RRF outcome	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
UNDP Strategic Plan RRF output	Extent to which operational institutions have the capacity to support fulfilment of nationally and internationally ratified human rights obligations.

Project Budget (US\$)	2017 Total Project expenses (US\$)	Annual Budget (ATLAS) (US\$)	Delivery Rate (% of total budget)
\$19,915,062	\$ 3,556,868.60	\$3,784,435.22	94%

Financial Status as of 31 December 2017

Total Contributions:			
	Commitments	Deposits	USD Equivalent
Trac 1 & 2	\$1,000,000	\$700,001.99	\$700,001.99
Trac 3	\$0	\$0	\$0
Donor 1 - EU	\$6,105,398	\$5,684,413	\$5,684,413.00
Donor 2 FRANCE	\$6,000	\$6,000	\$6,000.00
Donor 3 Japan	\$1,000,000	\$995,201.71	\$995,201.71
Total funds received:			\$7,385,616.70
Total Expenditures:			
	Expenditure 1. August - 31. Dec. 2016		\$(469,618.12)
	Expenditure 1. January - 31. Dec. 2017		\$(3,556,868.60)
Total expenditures:			\$(4,026,486.72)
<u>Closing or Provisional Balance:</u>			<u>\$ 3,359,129.98</u>
<u>Commitments at 31 December, 2017</u>			<u>\$102,147.00</u>

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1. Executive Summary (450 words)

ZIM-ECO project has played an instrumental role in developing the capacity of ZEC to conduct the Biometric Voter Registration (BVR) process. The project provided technical and financial support for the development of Biometric Voter Registration (BVR) system. The adoption of the BVR system by ZEC was a result of an extensive consultation process with electoral stakeholders, including political parties, CSOs, FBOs and Government. UNDP's technical support to ZEC was critical in the design of the BVR process and system. The implementation of the BVR process started with a country wide voter registration drive and till end of 2017 a total of 4.87 million voters were registered.

Previous elections in Zimbabwe have been highly contested on the basis of an old voters' roll which was perceived as not credible. Elections were guarded with little to no engagement from development partners, including CSOs. As a result of careful positioning and leveraging its impartiality, UNDP is providing key electoral advisory services, which amongst others, led to a decision to adopt biometric voter registration as the preferred option to develop a new voter's roll. UNDP advice included development of specifications, training of operators, operational planning of the registration roll-out, and the multi-media voter education campaign. By the end of 2017, the commission had registered 4,879,482 citizens, which is 70% of its ambitious target.

The project also focused on stakeholder engagement which has created a dialogue platform of the electoral stakeholders, increasing trust and subsequently credibility of the process. UNDP's role in opening up this dialogue space is recognized by political parties and CSOs and evidenced by the number of interactions among the electoral stakeholders and the ability of stakeholders to influence decisions (e.g. on roll-out plan for the voter registration exercise). Stakeholder consultations by ZEC with political parties, CSOs, FBOs and media has been a major success of the project. This for the first time that these consultations are taking place. These consultations have reduced the concerns of different stakeholders and helped build confidence and credibility of the process. These consultations have been regular and even the opposition parties have commended this process.

A clean voter's roll and engagement of electoral stakeholders along the process are two key ingredients for free, fair and credible elections. The fact that UNDP is able to provide strategic advisory services in sensitive areas such as human rights and electoral support is evidence of a successful positioning as an impartial, trusted and high-quality advisor, as well as strong advocacy and partnership including through the good offices of the RC/RR.

The fact that 4,879,482 citizens have registered to vote so far against a target of 7 million voters, indicates the significant progress was made towards increasing citizen participation in governance and democratic processes. The Biometric Voter Registration (BVR) Process has indeed paved way for the creation of a new Voters Roll in preparation for the 2018 Elections. To enable and encourage citizens to register to vote, a major outreach campaign reached millions of citizens with voter education information as follows:

- a) SMS reached approximately 5 million people;
- b) Printed Materials were distributed to approximately 2 million people;
- c) Radio programmes reached approximately 7 million people;
- d) Road Shows reached approximately 160,000 people

Importantly also, UNDP helped open the dialogue space amongst the electoral commission and its electoral stakeholders including political parties, CSOs and media significantly increasing the trust and credibility of the electoral process.

The ZIM-ECO project also supports coordination efforts through the Elections Support Group (ESG) which is a forum for information sharing among partners providing electoral support in different areas of the electoral cycle. This also ensures synergy and coordination between different programs and has been core in terms of avoiding duplications and maximizing impact.

The ZIM-ECO project has also started an important initiative to provide technical support to Zimbabwe Human Rights Commission (ZHRC) that will complement ZEC efforts towards a peaceful electoral process in which human rights are respected. The focus of ZHRC will be towards addressing issues of election related human rights.

UNDP is working in partnership with UN Women for implementing gender mainstreaming interventions across all the project activities. A gender baseline survey covering 2,000 households is being conducted to determine the

baseline on gender issues and challenges. After fielding of the survey instrument, data collection has been completed and the report has been submitted to the Commission. This baseline will enable ZEC to develop its Gender Strategy and to identify key areas of intervention. Key findings from the survey indicate the lower participation of youth in the election process as against other groups, electoral violence as a major factor hindering participation of women in elections and around a third of the population not registered as voters.

2. Background

The ZIM-ECO project 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. Development of the project followed a UN Needs Assessment Mission that was fielded to the country in 2015. Following wide stakeholder consultations, and identifying capacity weaknesses of ZEC, the NAM defined the following broad areas that the project should focus on: capacity building for ZEC, strengthening of voter registration, developing of a robust voter education programme and effective ZEC engagement with election stakeholders. Initially the project focuses on medium and long-term institutional goals, with a focus on providing technical assistance to ZEC in developing a new Voter Registration System; institutional capacity strengthening of 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 the election system sustainable. One of the key reforms in the 2013 National Constitution affecting ZEC was the transfer of responsibility over Voter Registration and the Voters Roll from Registrar General's office to ZEC. This is an area that ZEC had no capacity in and hence the focus on this critical area as determined by the NAM.

The project has the following three outputs:

- 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. 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 project thus focuses on specific activities that 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 project is firmly based on the electoral cycle approach. Pre-electoral, electoral and post electoral phases are all critical and there is need for capacity building support throughout the entire electoral cycle to ensure a sustainable and credible electoral process. 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.

Project implementation builds on synergies with other UNDP supported governance projects such as support to the Zimbabwe Human Rights Commission, especially in relation to the mandate of this Commission over human rights monitoring, including election related human rights, and with UNDP's support to peace building and sustainable dialogue. The project also draws on the technical expertise of UNWOMEN especially on gender and women's empowerment activities.

3. Objectives

The project is meant to contribute to the ZUNDAF 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:

Output 1: 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. The key elements of ensuring ZEC sustainability that will be focused as part of project implementation include:

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.

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.

ZEC has human resource sustainability if it is able to engage sufficient appropriately skilled staff to manage and implement its systems and procedures.

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

The project, through this output, aims to sensitize national authorities on the options and 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 register. 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

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.

4. Achievements

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 supported through capacity building activities through the entire electoral cycle to ensure a sustainable and credible electoral process.

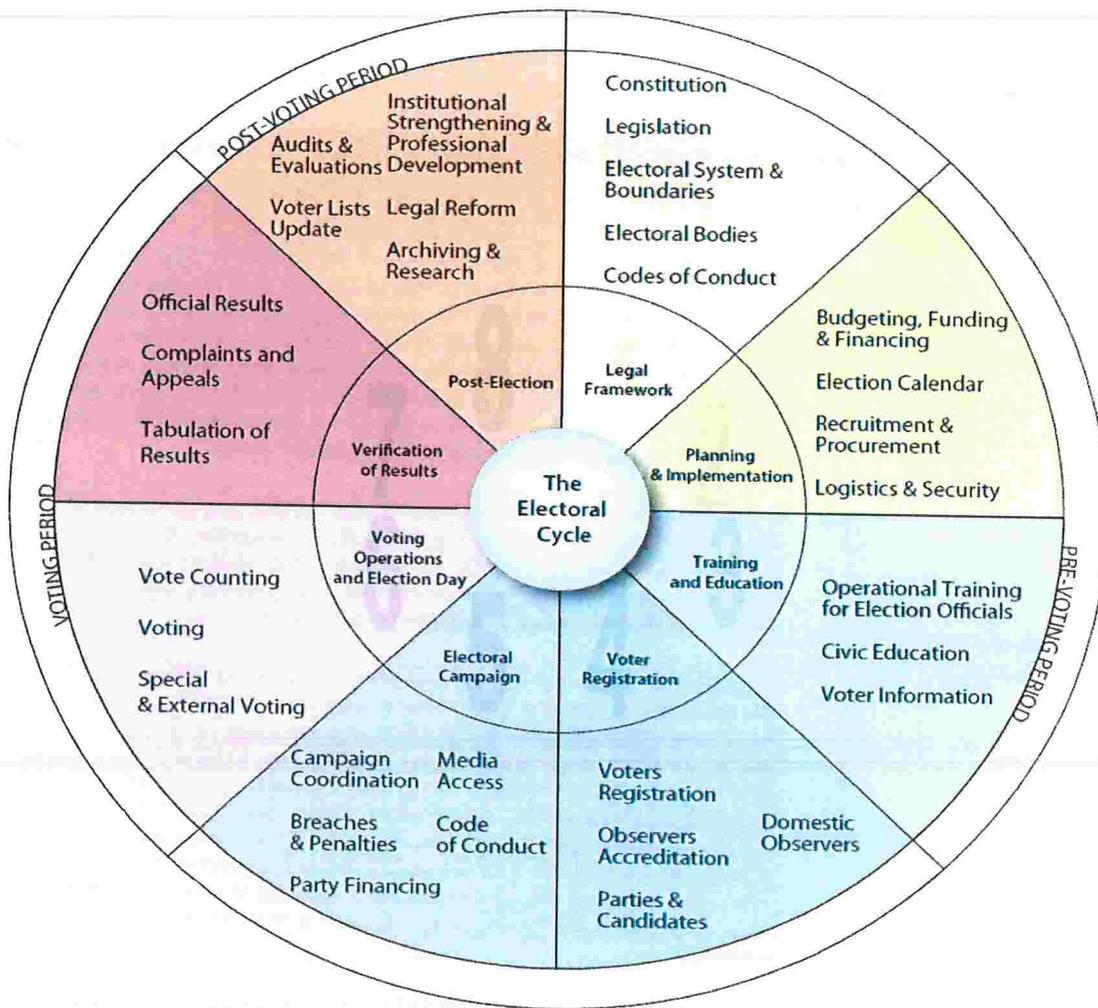


Figure 1 - Graphical Depiction of the Electoral Cycle

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, and the ZIM-ECO project established that by undertaking Capacity and Training Needs Assessment, development of Options for Voter Registration, starting capacity development interventions, setting up of Voter Registration department, provided inputs to the legal framework to bring about improvements and supported the development of ICT infrastructure, as an integral part of an electoral cycle.

Learning from challenges after the 2013 elections, ZIM-ECO supported ZEC in its pre-electoral stage to develop and extend its staff capacity, operational capacity and to establish ZEC as a sustainable institution. Planning and budgeting processes were also strengthened. Development of a new Biometric Voter Registration was a major step undertaken by ZEC through the project support by establishing procedures, processes and system that resulted in registration of 4.8 million people. A very creative and innovative voter education campaign was developed and implemented for reaching out to the citizens for voter registration. A very important step was of stakeholder consultations that resulted in building the trust and confidence between ZEC and political parties. The theory of change developed as part of the project document emphasized to focus on pre-election, election and post-election interventions as being critical towards holding of free, fair and credible elections. As such all these pre-election activities have set a strong foundation to contribute towards holding of free, fair and credible elections.

- Output 1 (activity per activity)

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"> • ZEC Strategic Plan was developed with the technical input from UNDP and support of IFES for the next five years with quantifiable and verifiable indicators including indicators on gender equality. Using the strategic plan ZEC has been able to get funds for the prioritized activities from Government, implement a robust nationwide biometric voter registration process, start to use creative and innovative way of voter education, engaging with the stakeholders to build trust and partnership, undertake capacity building of its staff within the identified areas;
	<ul style="list-style-type: none"> • A robust monitoring and evaluation system (that has sex disaggregated data) was developed that provides reports on progress regarding implementation of the strategic plan. Earlier ZEC didn't have a M&E system and this reporting helped ZEC to take corrective actions and improve on the identified weaknesses and issues;
	<ul style="list-style-type: none"> • A detailed analysis on the cost of elections was undertaken with global comparisons, which is a major step towards sustainability of elections. According to the analysis the election cost per voter for Zimbabwe (2013) was 21.23 USD which is significantly higher than Malawi (6.35 USD in 2014) and Kenya (15 USD in 2013) with the latter using biometric voter registration and biometric voter identification. One of the main attributing factors to the high election cost in Zimbabwe is the payment of allowances which is 84% of the election cost (estimated at 104 million USD) This analysis resulted in reducing the cost of allowances from \$ 40 / person / day to \$ 25 / person / day, though further reductions are still possible;
	<ul style="list-style-type: none"> • Technical assistance was provided to ZEC, with regard to the laws, regulations and procedures related to voter registration;
1.2. Capacity Building of the Commission Members	<ul style="list-style-type: none"> • A Capacity and Training Needs assessment was undertaken identifying key areas of support and resulted in conduct of a Corporate Governance workshop, effective decision-making processes for the Commission and better planning;
	<ul style="list-style-type: none"> • A Corporate Governance Training was organized for the Commission members and Senior Secretariat Officials to develop corporate best practices, this training clarified the roles and responsibilities of the Commission vis-a-vis the Secretariat and improved the oversight functions of the Commission;
	<ul style="list-style-type: none"> • Exchange visits to other Election Management Bodies were organized to develop their capacity in conduct of voter registration and improving the conduct of elections. This resulted in implementation of a effective voter registration plan and introducing better systems for polling and counting.
1.3. Development and implementation of institutional development and capacity building plan	<ul style="list-style-type: none"> • A Capacity and Training Needs Assessment with clear plan of action was developed. The action plan is being followed and a total of 07 key trainings have been conducted in areas of voter registration, voter education, corporate governance, gender mainstreaming, logistics management have been organized. The proposed department of voter registration was established as a result of the capacity assessment and now is fully staffed;

	<ul style="list-style-type: none"> • Provided technical assistance to ZEC in planning and budgeting for elections with a special focus on Voter Registration. It was for the first time that ZEC developed a plan associated with a budget for a national voter registration exercise as earlier Registrar General handled this. A sustainable plan and budget was developed; • Organized together with IFES, a BRIDGE training on Voter Registration to develop ZEC capacity to undertake voter registration. There were a total of 35 participants and they were able to comprehend the requirements of BVR processes and develop a draft Voter Registration Operational Plan; • Enhanced the capacity of ZEC in the field of information technology to manage the VR system. This included setting of VR department within ZEC, training of the staff and visits to countries that undertook BVR; • Training for Administration and Logistics staff was conducted to build their capacity to manage election logistics • BRIDGE fully accredited trainers were increased to 3 that will inhouse capacity to conduct BRIDGE training.
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Figure 2: Inaugural Session of Corporate Governance Workshop for the Commission and Senior Management of ZEC

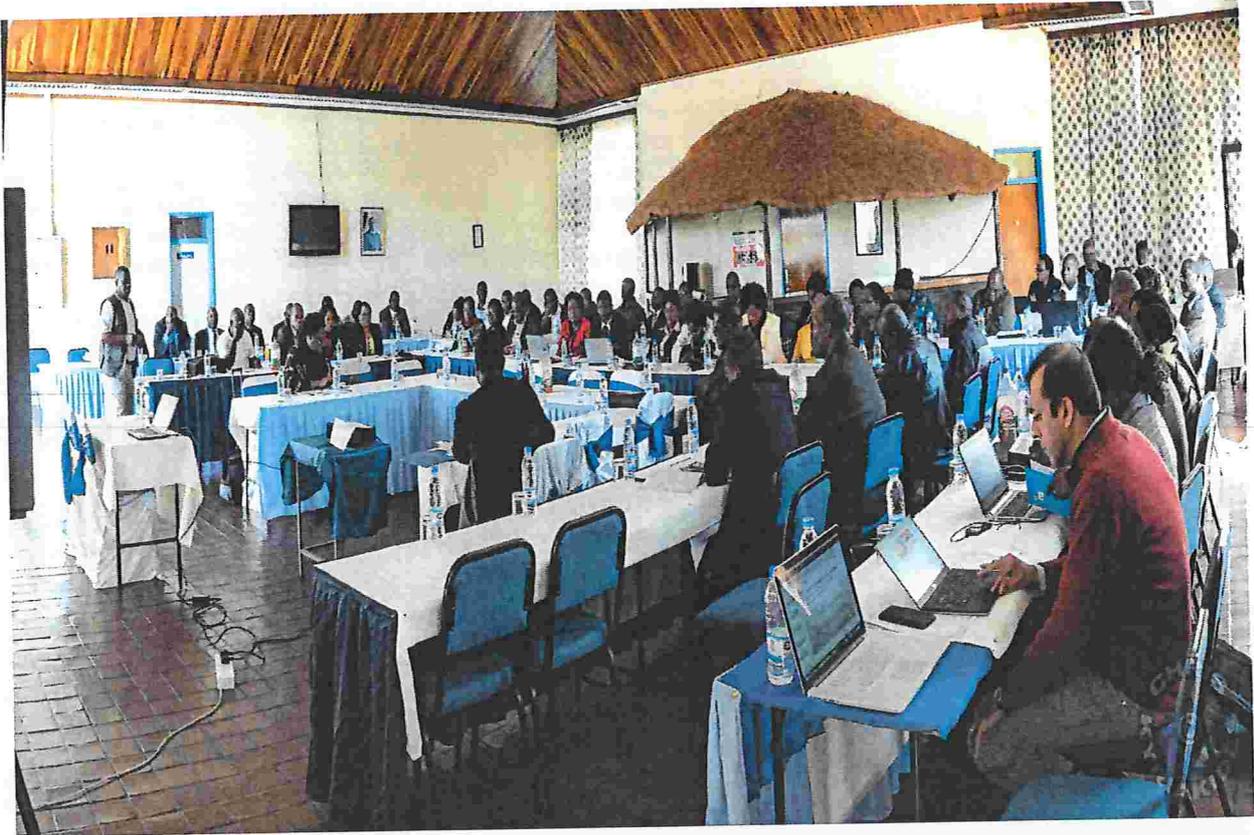


Figure 3: Capacity Building of ZEC HQ, Provincial and District Officers for VR Operational Planning

- Impact

The project has significantly contributed towards setting a foundation of capacity building of ZEC, which include the development of ZEC five-year strategic plan and Capacity and Training Needs Assessment. This is for the first time that a robust Capacity and Training Needs Assessment was conducted. BRIDGE trainings and full accreditation of three (3) members are step towards sustainability of capacity building interventions.

- Contribution of the input to the capacity development of ZEC

ZEC has been able to have a focus on longer term capacity development programs. The current year (2017) had a focus on voter registration considering its importance and relevance but leading towards election other areas will be expanded and post-election a more intensive program will be undertaken.

- Sustainability

Having three (3) fully accredited BRIDGE trainers and (4) semi accredited BRIDGE trainers already provide a strong foundation for long term sustainability of capacity building interventions.

- Lessons learnt in the implementation of Output 1

- BRIDGE trainings should be conducted just after the completion of elections as closer to the election preparations emphasis is on preparations for election
- An element of institutional strengthening was included in the proposal, but there is very little appetite among the donors for such support. Though ZEC still feels strongly about it but the changing donor priorities and policies has made this area redundant

- Output 2 (activity per activity)

Output 2: Sustainable Voter Registration for elections that is credible and inclusive	
Activities	Indicative Results
2.1. Technical and operational support for identification and roll out of a sustainable, credible and inclusive Voter Registration	<ul style="list-style-type: none"> • ZEC adopted the Biometric Voter Registration option for Voter Registration based on stakeholder consultation to ensure a credible and accurate voters roll; • Procurement of 3,000 BVR kits and associated software with funding from the Government • Voter Registration Operational Plan was developed, which integrates the needs and requirement of women, youths, people living with disabilities and people in remote locations. The VR Operational Plan was effectively implemented; • Nationwide BVR process resulted in registration of 4.8 million people by end of December 2017 across the 10 provinces. This was undertaken in in around 10,000 BVR centres, providing access to the people closest to their residence; • Implementation support provided for development of specifications for the BVR equipment and software; • Provided specialized technical advice on ICT, Legal issues, and Logistics to ensure that there are no bottlenecks in implementation; • Capacity building on VR for HQ and Field Staff through BRIDGE training for 30 persons • Developed the training strategy, training materials, conducted Training of Trainers for 90 Master Trainers, 40 technicians, 10 monitors and roll out for 8,500 BVR Operators. Assessments were undertaken after the trainings and 87% of the BVR Operators qualified the test and were deployed;
	<ul style="list-style-type: none"> • Strengthened capacity by providing training for undertaking polling centre assessment for identification of VR centres in accordance with population.
2.2. Improved ICT capacity of ZEC to support VR process	<ul style="list-style-type: none"> • Undertook Need assessment in collaboration with IFES to identify the ICT requirements for the ZEC data Centre, identify gaps and determine requirements to meet the needs of VR. Based on this assessment UNDP supported the upgradation of the data centre (as elaborated below); • Equipment for the upgradation of datacenter and setting up of disaster recovery to undertake data consolidation, AFIS processing and final production of Voters Roll. The key equipment purchased included 2 DL 360 servers for de-duplication, one DL 580 for consolidation and two servers (DL 580 and DL 360) for disaster recovery and also storage of 50 Terabite; • Developed in-house capacity of ZEC for GIS System for operational planning through provision of equipment, software and staff training. This resulted in production of GIS maps for the polling stations that were used for Voter Registration processes and shared with stakeholders;
Activity 2.3. Creation of Voter Registration Department / Unit in ZEC	<ul style="list-style-type: none"> • Undertook needs assessment for creation of Voter Registration Department in ZEC requiring a position of Director, 2 Deputy Directors and related staff; • Developed an implementation plan for setting up of the department; • A dedicated department was established after approval of position from Ministry of Finance enabling ZEC to meet its constitutionally mandated responsibility.



Figure 4: Zimbabwe Electoral Commission staff and observers conducting a mock registration exercise during the Biometric Voter Registration kit field tests at Mabvuku High School

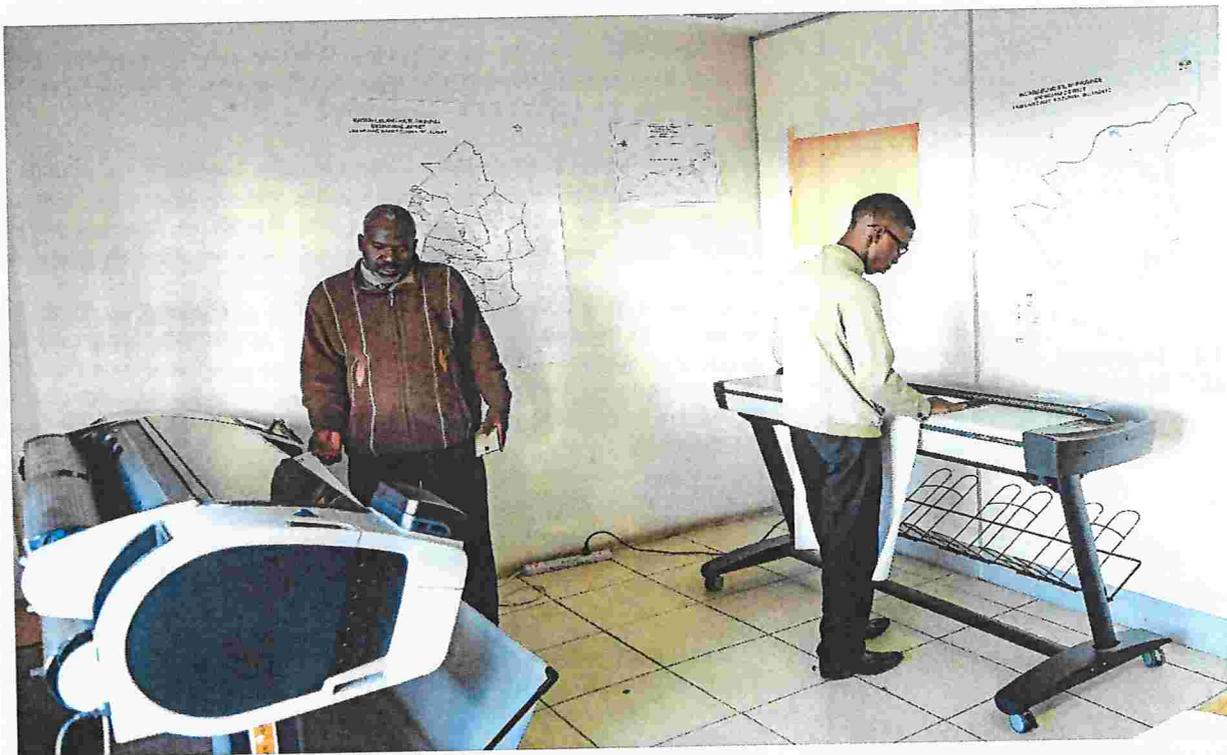


Figure 5: Zimbabwe Electoral Commission Staff Printing and Scanning Maps in the GIS Unit

REGISTRATION OF VOTERS BY PHASES

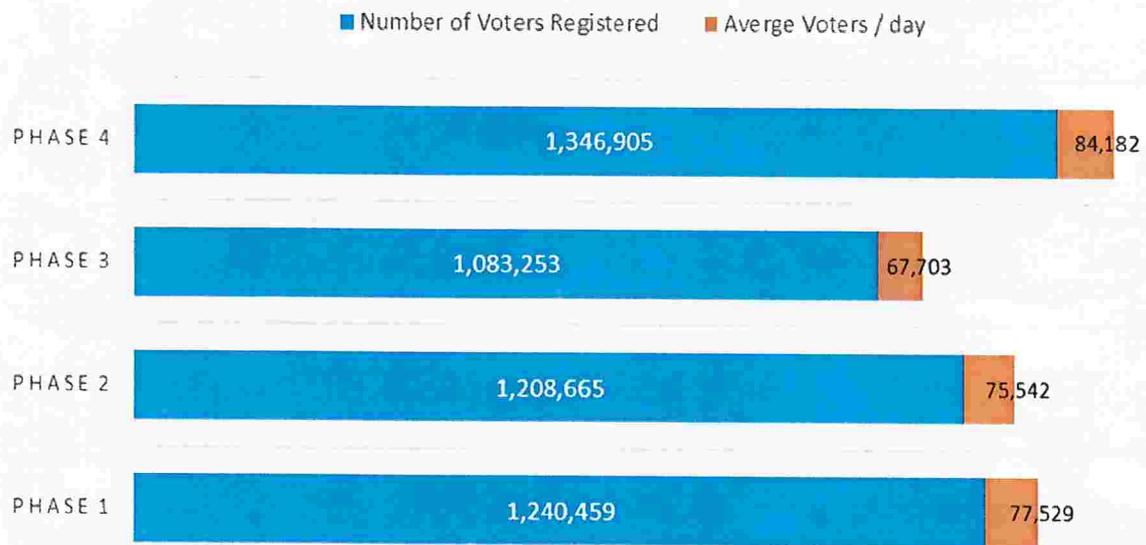


Figure 6: UNDP supported the training of 8,500 BVR Operators adopting a new training methodology suited for technology based trainings



Figure 7: Practical Training Session of the BVR Process being observed by UNDP Country Director Georges Van Montfort and Head of Governance Team, Revai Makanje Aalbaek



Figure 8: Launch of the BVR Process on 14th September 2017, being observed by UN RC Bishow Parajuli and UNDP Country Director Georges Van Montfort



Figure 9: The Chief Election Officer, Ms. Chigwamba registering during the launch of the BVR Process

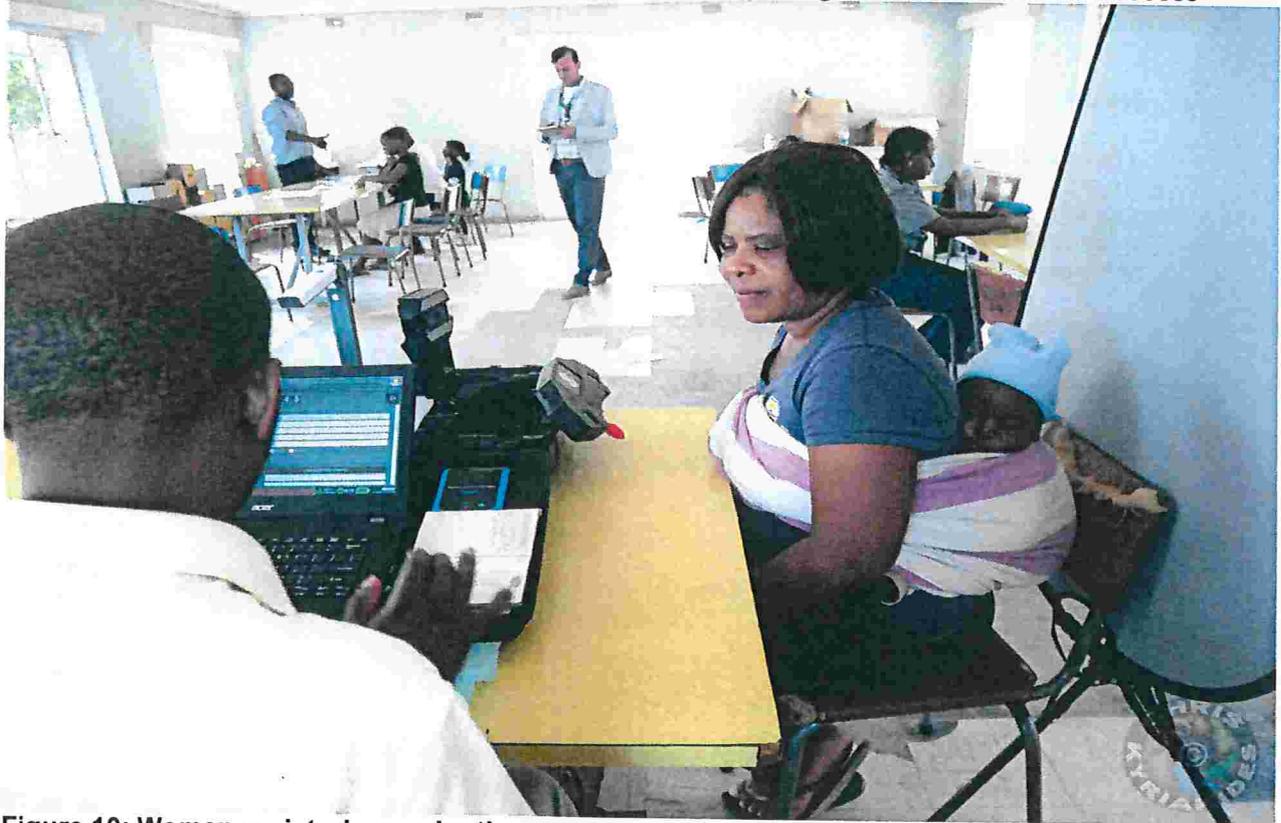


Figure 10: Women registering under the new BVR system



UNDP support for the upgradation of the datacenter has been critical for the implementation of the BVR process. The upgradation of the datacenter involved setting up of a consolidation server, a de-duplication server, a production server and disaster recovery equipment.

The upgradation of the datacenter means that ZEC now has the capacity to handle data of over 10 million voters. This is an important capacity development initiative of the project.

It was UNDP that initially established the datacenter at ZEC back in 2012, which has now been upgraded. Training of the ZEC staff managing the data centre has also been provided, which enables them to do the trouble shooting.

The security of data for voter registration is also ensured through the provision of CISCO equipment and software that provides the protection against any malware attacks.

- Impact

With technical support from the project, ZEC was able to select, develop and implement the Biometric Voter Registration option in a sustainable manner. The technical advice from the team enabled ZEC to evaluate and analyse the Pros and Cons of the different options, have discussions with the different stakeholders, develop an effective voter registration operational plan and undertake training for the BVR operators.

- Contribution of the input to the reliability and accuracy of the voter roll

The development of the specifications for the BVR Kits and software, launching of a tender process in a transparent manner and subsequent selection of a qualified and reliable company, development of an operational plan and its roll out that registered people closest to their locations (polling station level) have all made significant contributions to the reliability and accuracy of the voter's roll.

- Sustainability

An approach of sustainability was adopted as part of providing the technical advice, which ensured that the technical processes involving BVR remain cost effective, technically viable and involve simple steps for registering a voter.

- Lessons learnt in the implementation of Output 2

- ZEC needs to further strengthen its new Voter Registration department, as the delay in recruitment, has resulted in very little time available for capacitating the new staff
- The procurement processes of ZEC are cumbersome and complicated, which delay the final award of tender. This has resulted in delays of the procurement undertaken by ZEC outside the purview of the project. The delay in the finalization of procurement for AFIS is a risk to the production of final voter's roll. ZEC needs to improve its business processes related to procurement of goods and services.

- Output 3 (activity per activity)

Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters	
Activities	Indicative Results
3.1. Strengthening planning for Voter Education and public outreach strategy	<ul style="list-style-type: none"> • An effective and inclusive Voter Education Strategy was developed together with EISA in consultation with external stakeholders. This is now being implemented in partnership with CSOs; • A ZEC BVR Voter Education Campaign was developed in partnership with CSOs. The campaign design and messages were used by ZEC and also by CSOs in their BVR campaign and this has been very effective; • Effective monitoring mechanisms for getting feedback on implementation of BVR Voter Education Campaign was developed and based on the feedback the campaign for elections is being adjusted.
3.2. Effective Voter Education for ensuring participation in national Voter Registration process	<ul style="list-style-type: none"> • Developed and designed effective and targeted messages on promoting participation of voters; • Developed innovative and creative campaigns by using pocket projectors and 83 road shows through face to face communication activities for increasing participation in Voter Registration, which reached 2.7 million people; • Implemented multiple tools of voter education for voter education, including production of 12 radio and TV advertisements and programs, 5487 radio advertisements, 5 million SMS for reaching out to voters, 50,000 calls made to the Call Centre and 458,250 printed material including posters, leaflets, flyers, banners etc for strengthening participation in Voter Registration process; • It is estimated that 16 million people were reached through the VE campaign; • Training of Trainers for Voter Educators was supported in collaboration with EISA that effectively trained 8,000 voter educators; • Collaboration with CSOs and other entities for strengthening Voter Education campaign was established.
3.3. Engagement with other stakeholders to build trust and confidence on ZEC	<ul style="list-style-type: none"> • Election Stakeholders Group were effectively established that included ZEC stakeholder dialogue and engagement with political parties, CSOs, FBO, Media entities. A total of 5 political parties, 3 CSOs, 3 FBOs and 4 Media consultations were organized. This opened up dialogue space between ZEC and stakeholders and developed trust and confidence on ZEC processes; • Collaboration through the Human Rights Commission was established and an Election Strategy was developed through a consultation process with stakeholders, which will be used for monitoring human rights during elections and taking steps to mitigate politically motivated violence; • Project team members participated in the activities organized by SWISS on political parties' dialogue among Parliamentary parties and development of draft code of conduct; • Regular updates on the daily voter registration data has been made available by ZEC to all stakeholders.
3.4. Strengthening ZEC's promotion of gender equality	<ul style="list-style-type: none"> • A gender baseline having a nationally representative dataset was completed and its recommendations are planned to be implemented in 2018; • Gender focal points were established by ZEC and a training was conducted on their functions to ensure gender mainstreaming in ZEC; • Gender mainstreaming activities were implemented in all voter education, voter registration, ZEC capacity building processes including electoral manuals, trainings, messages, materials, etc.

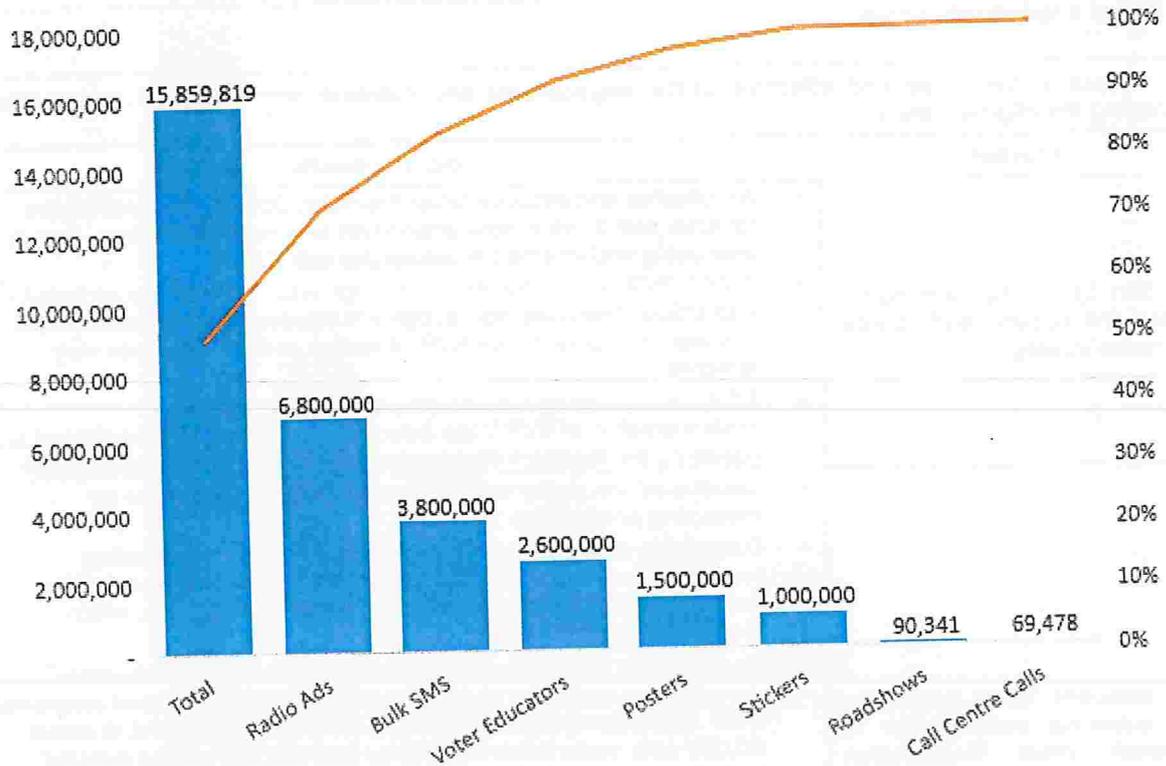


Figure 11: Outreach of the BVR Campaign



Figure 12: For the First Time ZEC developed Voter Education Materials together with CSOs and FBOs

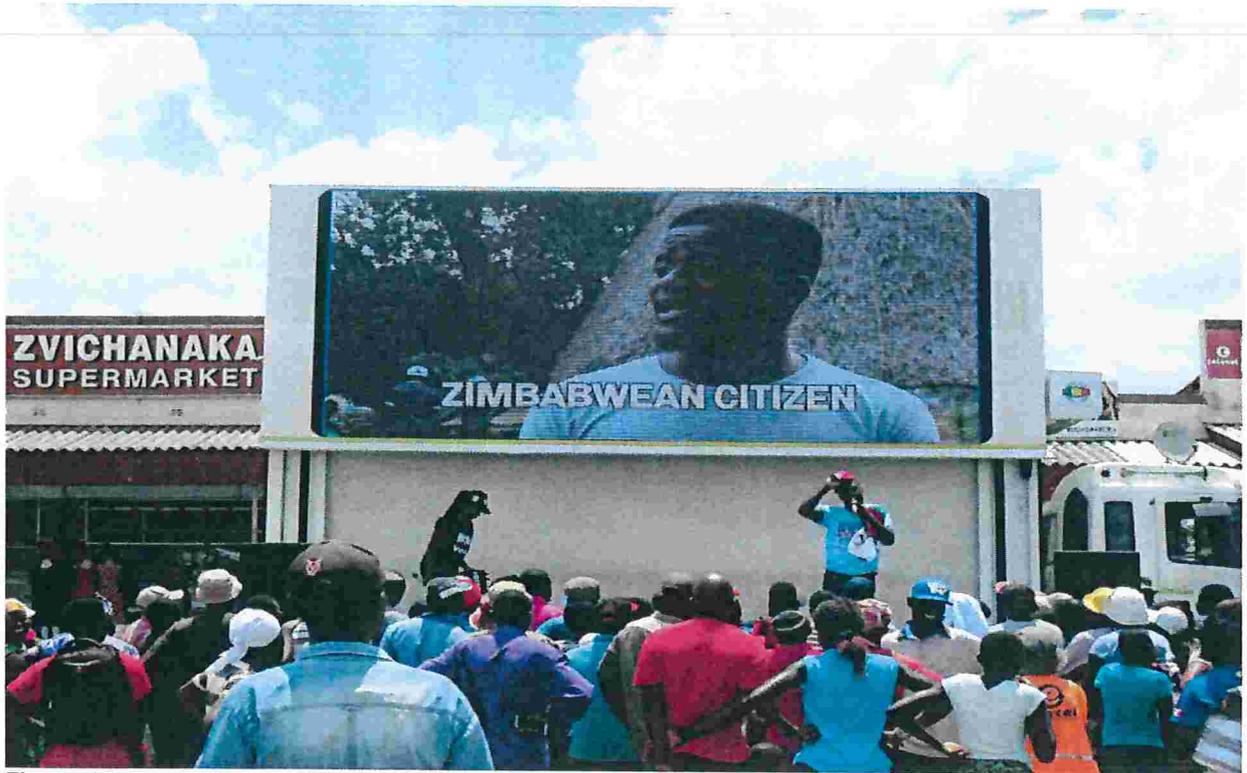


Figure 13: Road Shows were popular voter education events that attracted large crowds



Figure 14: Launch of the Biometric Voter Registration Campaign



Figure 15: Political Parties' representatives engaging with the Zimbabwe Electoral Commission

o Impact

With the support from the project, ZEC developed a nationwide BVR Voter Education Campaign and used several media strategies. This included face to face communication by using TV dramas on pocket projectors, radio and TV advertisements, printed material, road shows, SMS messages, Call centre etc. The messages and designs of voter education material were developed by Communication Specialists and these have been very effective. It is estimated that around 8 to 9 million people were reached out through the voter education campaign that resulted in registration of more than 5 million people as voters. The stakeholder consultation process has also developed a reliable partnership between ZEC and its stakeholders.

The project has also worked with Zimbabwe Human Rights Commission to develop an Election Strategy with inputs from the stakeholders, that will be implemented in the upcoming elections. This is a first step forward to address issues of Election Dispute Resolution. Some key areas that were prioritized include:

- Active monitoring by ZHRC through regular engagement and presence will strengthen the integrity of the electoral process and promote public confidence.
- The involvement of the field presence and human rights monitoring teams taking action towards promotion and protection of human rights during elections will equally serve as a deterrent for violations before, during and after the elections.
- Advocacy and education efforts will play an important role in responding to human rights violations and intervene for corrective action to ensure greater participation and nondiscrimination.
- Human rights reports will also contribute, providing an accurate account of the compliance of the electoral process with political rights and other related rights.
- Protection and promotion of key Civil and political rights envisaged in the Constitution of Zimbabwe related to Rights to Freedom of Assembly, Freedom of Opinion, freedom of expression, freedom of association, freedom from fear and intimidation etc.
- Stakeholder engagement process to ensure maximum outreach of ZHRC and effective coordination with ZEC and Chapter 12 Institutions.

The findings of the Gender baseline survey provided an insight into the gender issues and are the basis for the development of gender policy and planned interventions to ensure gender mainstreaming in ZEC policies and activities.

-
- Contribution of the input to the improvement of ZEC's engagement with the other stakeholders

It was for the first time that ZEC started a process of stakeholder engagement in a periodic and continuous manner. Different forums were developed for political parties, CSOs, FBOs and media to undertake stakeholder consultations. Though there were tense moments due to the criticism in some forums that led towards the suspension of consultations, but ZEC was encouraged to continue the consultations by tweaking the process and framework. This has resulted in improved engagement process and started building a relationship of trust between ZEC and the stakeholders.

- Sustainability

The Voter Education Campaign was made cost effective even though it was a nationwide campaign. Around \$1.3 million was spent on the campaign to cover all the areas of the campaign. This has developed an effective and sustainable model of voter education for ZEC to replicate for elections.

- Lessons learnt in the implementation of Output 3

- The use of voter educators by ZEC in large numbers is not an effective and sustainable model and needs to be changed
- The gender baseline survey could have been completed earlier but its operations were affected by cumbersome procedures from partners especially UN Women

BVR campaign materials



BIOMETRIC VOTER REGISTRATION

REGISTER!
YOUR VOTE YOUR RIGHT!

NEW AND SIMPLE
The new Biometric Voter Registration System is here! It's simple, easy to register and become part of Zimbabwe's new voters roll. Register at any Voter Registration Centre in Zimbabwe. Just meet the requirements.

01: Be 18 YEARS OLD UPWARDS
If you're 18 years or above and a Zimbabwean citizen during the time of voter registration, you are eligible to register to vote in the 2018 elections.

02: FORM OF IDENTIFICATION
You will be required to present either your National Identification Card (ID) card or a valid Zimbabwean Passport or a Voting Pass with the original photograph to be able to register. Make sure your identity document is up-to-date and in good condition. You need to register your National Identification Card inside a registration kit.

For more information contact:
Tel: +263-4-774095/759130/779618
Email: inquiry@zec.gov.zw

Zimbabwe Electoral Commission (ZEC)
www.zec.gov.zw

BIOMETRIC VOTER REGISTRATION

REGISTER IN FIVE EASY STEPS AT ANY VOTER REGISTRATION CENTRE IN ZIMBABWE

- 1.** Have your identity document, proof of residence and complete the registration form.
- 2.** Submit your form, identity document and proof of residence to the Voter Registration Officer for checking.
- 3.** The Voter Registration Officer will scan your documents and ten fingers and take your photograph. You will be asked to verify all the data captured on the screen of the Biometric Voter Registration Kit.
- 4.** Receive a Certificate of Registration to confirm your registration. Keep your Certificate of Registration in a safe place as a record of your registration.
- 5.** Verify your registration details through the Voter Registration Inspection Process.

Priority will be given to people with disabilities, the elderly, pregnant women and nursing mothers at Voter Registration Centres.

REGISTER TO BE ELIGIBLE TO VOTE IN 2018

BVR4 EVERY VOTER
walala wasara!

The Zimbabwe Electoral Commission (ZEC)
Tel: +263-4-774095/759130/779618
Email: inquiry@zec.gov.zw
Website: www.zec.gov.zw

BIOMETRIC VOTER REGISTRATION

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WWW.ZEC.GOV.ZW

Progress towards Development Results¹

Section 1: Overall progress against the CPD outcome

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

CPD outcome target 2017	Summary achievement to date	Status <i>On-track, Off-track, Achieved, Partially Achieved, Not Achieved</i>
Level of citizen engagement (M/F) with key democratic Institutions (rural/ urban)	As a way to increase citizen participation in the electoral process ZEC started a process of stakeholder engagement focusing on key electoral stakeholders such as political parties, civil society organizations, faith-based organizations, the media as well as development partners. During these engagements ZEC briefed the stakeholders on developments around the new Biometric Voter Registration (BVR) system while stakeholders raised their concerns around both the BVR system as well as the electoral process in general. These stakeholder engagements were viewed as process of confidence building between ZEC and its electoral stakeholders and as a way to ensure transparency in the electoral process.	Achieved
Target: 5		Achieved
	Overall	Achieved

Section 2: Progress against CPD Outputs and Project Outputs

CPD output 3 : Citizen participation in democratic processes strengthened

CPD output target 2017	Summary achievement to date <i>(provide gender disaggregation, and number of beneficiaries/population reached where applicable)</i>	Status <i>On-track, Off-track, Achieved, Partially Achieved, Not Achieved</i>
CPD Output 3 Indicator 1: No. of platforms created for citizen engagement including those for women Baseline: 2 Target: 5	As part of increasing stakeholder participation in the electoral process, ZEC created the following forums for citizen engagement: the Political Parties Forum; Civil society Forum; Media Forum; and Faith Based Organizations Forum. Consultations were held under these forums.	Achieved
CPD Output 3 Indicator 2. Proportion of eligible voters who are registered to vote, disaggregated by sex and age	Voter registration was started with the Presidential proclamation on 14 th September 2017 and till end of December 2017 total number of people registered were <u>4,879,482</u>	Achieved

Project Output 1: Strengthened institutional and electoral capacity of ZEC to meet its constitutional mandate and ensure sustainability	<ul style="list-style-type: none"> - Capacity building of the new voter registration department - Exchange visits to Lesotho and Angola to learn from the experiences of other electoral bodies 	Achieved
Project Output 2: Sustainable voter registration for elections that is credible and inclusive of eligible citizens in the 2018 elections, is developed and implemented	<ul style="list-style-type: none"> - A Master Trainer workshop was conducted to train 90 Master Trainers, 50 Technicians and 10 M&E staff - Training 8,500 BVR Operators was successfully completed - 3,000 BVR Kits were received and tested - Registration was started at the 63 ZEC district offices and during 4 phases covered around 10,000 locations 	Achieved
Project Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters	<ul style="list-style-type: none"> - Voter education printed material was developed and translated into 10 languages - Posters, brochures, leaflets, banners, caps, T-shirts were printed - 05 radio advertisement and 04 TV adverts, 02 dramas, 01 jingle were developed - Airing of jingles and programmes on (14) radio stations across the Country - Call Centre was set up for receiving Toll Free calls - Bulk SMS developed (5 million) and disseminated - Continued consultations with political parties, CSOs, FBOs and Media. 	Achieved
Overall status		Achieved

5. Cross-cutting Issues

Although some of the results described in section 4 may already include results achieved in these cross-cutting areas, this section allows you to elaborate further with examples to illustrate even the impact level results if you have evidence (even if they are qualitative) to back your claims. You can include case studies, success stories, etc. under each of the themes below.

Gender Equality, Women's Empowerment, and Social Inclusion

ZEC, UNDP and UN Women are working in partnership towards achieving the gender mainstreaming elements of the project and establishing a gender baseline survey is one of the key initial activities that was undertaken. ZEC with support from UN Women and UNDP conducted a gender baseline survey using a capacity development approach. The baseline survey was led by ZEC with technical support from the consultant and ZIMSTAT which has extensive experience in conducting national surveys and studies. ZIMSTAT assisted in the development of baseline survey methodology, sampling, training of enumerators, advance analysis techniques and quality assurance throughout the process. The Gender and Elections Baseline Survey (GEBS) was conducted against a background of the dearth of literature on the differential participation of men and women in elections in Zimbabwe. This critical gap affected ZEC's election programming, considering the centrality of gender issues to all aspects of life in patriarchal societies such as Zimbabwe.

The baseline survey was preceded by the development of a listing training manual, training of the listers and the listing process which listed households that were sampled for the baseline. 1900 households across enumeration areas were chosen. A training manual for the enumerators was developed and the enumerators were trained from the 16th to the 20th of July 2017 at Mkoba Teacher's College in Gweru. A total of 60 enumerators and 10 team leaders were trained on the GEBS. In attendance, also were 10 ZEC Provincial Officers who were chosen to be GEBS supervisors. After the training, the enumerators were deployed to the 10 Provinces to conduct the survey. The collection of data was done between the 17th and 29th of August 2017. After the field work the Consultant conducted key informant interviews, stakeholder consultations, focus group discussions and with the help from ZIMSTAT conducted a detailed qualitative and quantitative analysis of the findings and produced the first draft

report for the gender and election survey. A comprehensive analytical report reflecting the findings of the baseline survey has been produced and after approval by the ZEC will be ready for sharing with the public.

UN Women also gave technical support at various stages of the work of ZEC. It mainstreamed gender in the voter education strategy that was produced by EISA, supported review of the voter education materials from a gender perspective and gave technical support in the training of CSOs that were accredited to conduct the voter education for the BVR process. UN Women in partnership with Zimbabwe Electoral Commission (ZEC) also supported a Gender and Elections training workshop for 30 ZEC gender focal persons drawn from all the 10 provinces and districts from the 24th to 26th of October 2017 at the Rainbow Hotel in Harare. The training included a gender equality self-assessment of the work of ZEC.

The aim of the workshop was to improve the capacities of the ZEC gender focal persons in understanding gender in electoral processes and to plan for greater involvement and responses to gender equality considerations in the electoral process. The training also aimed at equipping ZEC gender focal persons with knowledge and skills on gender and elections. The gender equality self-assessment enabled ZEC focal persons to review and identify the critical gender and exclusion issues in program work, across ZEC offices and staff, and in the essential supporting work of electoral cycle interventions such as voter education, voter registration, polling, communications and come up with an action plan to address the identified issues. A gender equality self-assessment is a participatory process that encourages staff to 'take stock' of all their work, to see how far it promotes gender equality and inclusion. Reviewing and reflecting on the quality and relevance of ZEC current work with a gender and inclusion lens allows staff to understand what is working well, where the gaps are, and to decide on clear actions to improve the quality of this work in future. The assessment requires a look at internal office and external relations, understanding and exploring the gender equality and inclusion issues in both.

The workshop resulted in the formal formation of a ZEC Gender Task Team which will be responsible for the promotion of gender equality within ZEC. The terms of reference for the task team were also formulated. The workshop emphasized the need to develop a Gender Policy for the ZEC and to address gaps such as the lack of a sexual harassment policy within the ZEC. It was emphasized that to ensure the success of the task team the ZEC leadership should actively support the initiatives of the task team.

Capacity Development and Sustainability

Capacity building is the main thrust of this project. A training needs assessment was undertaken in 2016 and was used as a basis for developing a capacity building plan. A training plan for voter registration was subsequently developed during the reporting period. A new Voter Registration Department was established within ZEC, with technical assistance of UNDP, and this will ensure sustainability in managing voter registration. ZEC staff also worked alongside UNDP technical experts in the development of a Voter Registration Operational Plan. This was done to enable ZEC staff undertake future VR operational plans on their own. A stakeholder workshop was held for purposes of designing and developing voter education materials. This was part of capacity development for ZEC and its partners for future voter education activities. During the procurement of BVR equipment ZEC staff worked alongside with UNDP technical experts in the development of specifications and other tender documents for the procurement. This was meant to ensure sustainability in future ZEC procurement processes. After the procurement of the BVR equipment, the BVR operators were provided with hands-on training in the operation and maintenance of the equipment. As a result of this training the VR exercise was rolled out in the whole country with minimum technical hitches, resulting in the registration of 4,879,482 voters by the end of December 2017. A Corporate Governance training workshop was also held for the Commission and senior management of the Commission. This assisted in defining respective roles of the Commission and its senior management as well as establish centres of accountability in line with principles of good corporate governance.

South-South Cooperation

One of the major areas of intervention of the project has been the technical support for conduct of BVR process. The process took advantage of experiences from other countries and visits were organized for Tanzania and Uganda, which have already undertaken voter registration using BVR system. These exchange visits were very helpful in shaping the discussion and debate around using BVR as an option for voter registration.

The second area of South to South Cooperation was collaboration with Election Commission of Pakistan (ECP) on the area of training of polling staff. Using the expertise and experience of ECP in using a training video as a tool to ensure consistency in the cascade training model used for training polling staff. ECP through support from UNDP Pakistan dubbed the video into English language and shared the transcript of the video as well. ZEC with technical support from UNDP is now developing a similar training video for Zimbabwe.

Use of the expertise from the region has been of great benefit as well and the project supported experts from Human Rights Commission of South Africa and Malawi to share their experiences with counterparts in Zimbabwe. The insight from these two Commissions greatly assisted ZHRC in developing their election strategy.

The project supported some ZEC Commissioners and staff to Lesotho in May and to Angola in August 2017 to observe elections in those countries and to learn from their election processes as well as exchange knowledge and experience with the electoral management bodies there.

6. Monitoring and Evaluation

The project has developed a good strategy for ensuring effective monitoring and evaluation, some of the key steps taken are as follows:

- Undertook Capacity and Training Needs Assessment that formed the basis for determining the existing capacities within ZEC and needs / requirements for building their capacity to undertake conduct of free, fair and credible elections.
- A Gender Baseline study was undertaken that established benchmarks with regard to participation in voter registration, voter education campaigns, perceptions of ZEC, access to media and political participation of women in the electoral process.
- Project Progress Reports submitted to the Project Board through the Programme Unit of the UNDP Country Office.
- Independent Spot Check was undertaken by an Audit Firm (Grant Thornton Zimbabwe) in 2017 to review the project progress and the report was satisfactory. The results of these quality assurance exercises were used to support continuous strengthening of UNDP support to elections and will be reflected in the project reporting.
- Monthly or fortnightly project reporting provided on-going activity updates and inform stakeholders in real time, about issues arising.
- Internal reporting within the project also helped track activities and progress thereof.
- An Issue Log was 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 generalized risk assessment provided in this document, was activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A Lessons Learnt Log was activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons Learnt Report.
- Financial Analysis accompanied all project progress reports that included delivery rates to ensure all UNDP and donor resources are being utilized in accordance with the project document and annual work plans/budgets.

In addition to the above mentioned continuous monitoring activities, the project undertook specific monitoring for the two main activities supported by the project:

- For the training of 8,500 BVR Operators, three teams were sent out for undertaking monitoring of the training roll out and a written test was administered to ensure that only qualified staff are appointed during the operations of the BVR exercise.
- The Project supported an extensive Voter Education Campaign for BVR and for effectively monitoring the campaign an M&E Specialist was hired to monitor the implementation of activities.

A Specific Story

A credible, accurate and inclusive Voter Register forms the foundation and edifice to free and fair election process. The Zimbabwe Constitution in 2013 shifted this mandate of voter registration from the Registrar General office to ZEC but due to short timeframe for the 2013 harmonized elections RG was still responsible for the development of voter's register. It will be only in 2018 harmonized elections that ZEC, for the first time, is fully responsible for development of a voter register. Before the ZIM-ECO project support, there was considerable skepticism among the stakeholders and ZEC about a Biometric Voter Registration (BVR) process and it was considered very ambitious. The technical support from the project brought the debate on the pros and cons of the different voter registration options, including BVR, on the table. It was for the first time that a discussion started happening on a major policy issue within ZEC at the Secretariat and Commission level and beyond ZEC, a public debate was started among the stakeholder with ZEC inviting stakeholders to public discussions. This process started opening of the space for a democratic dialogue and reaching to decisions based on the inputs and consultations from stakeholders. This was the start of the stakeholder consultation process that was refined into

more focused consultations over the last year, with specific platforms for political parties, CSOs, FBOs and media. The funding of the BVR process was the next biggest challenge and at the time of coming forward with financial and technical support from the ZIM-ECO project, the Government indicated paucity of funds to provide the necessary requirements for the BVR process. The initiative and drive from the project resulted in finalization of specifications for the BVR process and launching of the tender for the BVR Kits and the software. This step led the Government to ponder over allocation of resources for this exercise of national importance and the Government came forward to provide funding of \$ 7.8 million for the purchase of BVR Kits and associated software, while keeping intact the transparent procurement process started by UNDP. This was a major policy shift by the Government and this enabled the project to free up funds that then shifted the focus to another area needing much support, Voter Education! The support provided by the project to develop an innovative and creative campaign for Voter Education has reached new dimensions with the use of creative and targeting messaging, reach out through SMSs, Radio and TV advertisements, printed materials, pocket projectors used by Voter Educators and road shows. It was for the first time that citizens could contact ZEC through Toll Free numbers. The process of transparency, accountability, openness, creativity and innovation that was developed around the voter registration process has transformed the way ZEC has started engaging with the citizens and the stakeholders. All these efforts have resulted in registration of over 5 million citizens. There still are many challenges and issues but this transformation has been made possible by the consistent engagement by the project at the strategic level by the Chairperson of ZEC, UNRC, the Chief Elections Officer, Chief Technical Advisor and the team.

7. Challenges and Lessons Learned

Challenges: Among the key challenges for the project, one was the late pronouncement by the Government to fund the procurement of BVR Kits that raised suspicions among the stakeholders and caused a lot of uncertainty leading to lack of confidence of the process. It was only when ZEC and Government agreed to take the UNDP procurement process forward that the issue was resolved. The other key challenges have been the business processes within ZEC, which are not aligned with the new requirements and pace of work. The decision making associated with the business processes also need to be improved.

Lessons learned:

- The business processes within ZEC need a transformation as they follow a process that is archaic and will require improvement in processes also automation
- Procurement processes within ZEC and related capacities are weak, which lead to long delays in finalization of the procurement. This has serious implications on the entire project and election operational areas
- Project management and planning skills need to be enhanced as currently ZEC has an adhoc planning system, which is more reactive rather than proactive in its approach.
- ZEC departments are working in silos and this reduces the harmony in the implementation of activities and often delays the decision making. A more holistic approach needs to be adopted to ensure harmony in programming and operations.
- With changing requirements of use of technology in the voter registration process, voter education has evolved with innovation and creativity using the project support, but the Government funding is still channeled to the use of voter educators using old ways and techniques. This is a mismatch, which needs to be addressed.

8. Key Partnerships and Inter-Agency Collaboration

Several partnerships were established by the project together with ZEC, these included using the expertise of ZIMSTAT for undertaking the Gender Baseline Survey, working together with ZHRC on addressing issues of politically motivated violence, with Zimbabwe Gender Commission on addressing gender based violations and partnerships with CSOs / FBOs to undertake voter education and advocacy efforts. A very strong partnership has been forged with UN Women to undertake activities related to gender mainstreaming, gender based violence and engendered voter education activities. In relation to the activities of ZHRC, the project has also been collaborating with Office of the United Nations High Commissioner for Human Rights in terms of the technical guidance with regards to monitoring human rights during elections.

9. Project Board Meeting Outcomes and Programmatic Revisions

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. ZIM-ECO is targeted, timely, coordinated, effective, efficient and ensures 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"** have been developed and structured in a way that they ensure consultative decision-making process that is participatory and inclusive in nature. 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 the UN Resident Coordinator has regular consultations and briefings of key partners supporting electoral process to mobilize support and take stock of progress through an Election Support Group (ESG).

The **PB** is responsible for the overall strategic guidance to the project and make policy decisions about 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 project board also includes two other partners IFES and EISA and a joint workplan is developed for all the partners to ensure synergy among the activities and to avoid duplication.

There was a total of 2 PB meetings held during the year, the project board meetings reviewed the progress of the project and decided on key areas of provision of technical expertise. There was a total of 3 TWGs that were also organized, which reviewed the implementation of PB decisions and addressed bottlenecks in the implementation of the process. For the ESG, a total of 3 meetings were organized where synergy among partner programs was discussed.

Prepared By

P.P.

 UNDP Project Manager

13 APRIL 2018

 Date

Approved By

M. Maseje

 UNDP Head of Unit

13/4/2018

 Date

[Signature]

 UNDP Country Director

13/4/18

 Date

[Signature]

 Implementing Partner, ZEC Chief Accountant

_____ Date

ZIMBABWE ELECTORAL COMMISSION
 RECORDS OFFICE
 27 MAR 2018
 BAG 7782, CAUSEWAY
 ZIMBABWE

[Signature]

 Implementing Partner, ZEC CEO

_____ Date



ZIMBABWE ELECTORAL COMMISSION

Annual Progress Report



10. Result and Resources Framework

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS(S)	INDICATIVE ACTIVITIES	ACHIEVEMENTS (2016-17)
<p>Indicators 1.1.a: ZEC Strategic Plan 2016-2020 developed and operationalised.</p> <p>Indicators 1.1.b: ZEC Monitoring and Evaluation Framework for 2016-2020 developed and functional</p> <p>Indicators 1.1.c: reporting system and # of progress reports</p> <p>Baseline: ZEC Strategic Plan 2010-15, but no M&E System and Data Management Systems.</p>	<p>1.1.a: (2016) Development of ZEC Strategic Plan.</p> <p>1.1.b: (2016) Monitoring & Evaluation Framework & annual workplans developed.</p> <p>1.1 c: (2016-20) Data Management and Reporting System in place within the first year of the project.</p>	<p>Activity 1.1: Development of the ZEC Five Year Strategic Plan 2016-2020</p> <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 throughout all departments; Developing paper on the cost of elections and inputs for sustainable election practices for ZEC; 	<p>1.1.a: ZEC Strategic Plan 2016-2020 developed, approved by Commission and Operationalized</p> <p>1.1.b: Monitoring and Evaluation System developed and Integrated Annual Work Plans approved</p> <p>1.1.c: Workshop reports, monitoring reports and assessment reports for the project</p> <p>Paper on cost of elections developed and based on the paper recommendations allowances rates reduced</p> <p>Suggestions submitted for change in legal framework for voter registration and 5 major changes adopted</p> <p>Suggestions submitted for change in legal framework for elections and these are in consideration in Parliament</p>

<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 (EMBs)</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 EMBs</p> <p>1.2 c: (2017): One tailor made training for the Commissioners on the identified areas per implementation year.</p>	<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>1.2.a. Need assessment report completed and a key area identified for corporate governance</p> <p>1.2.b. Exchange visits organized to 3 countries to study the BVR systems and improved processes for conduct of elections, the lessons learnt were applied in the BVR roll out</p> <p>1.2.c. Corporate Governance workshop organized for the Commission and Senior Management of Secretariat and it clarified the roles and responsibilities of Commission and Secretariat</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>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>(2016): 10 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>	<p>1.3. a, c, d: Donor funds were not available for supporting these activities; however, with the support from Government funds 35 vehicles were purchased</p> <p>1.3. b: 10 computers were procured for supporting the work of ICT department and • Equipment for the upgradation of datacenter and setting up of disaster recovery to undertake data consolidation, AFIS processing and final production of Voters Roll. The key equipment purchased included 2 DL 360 servers for de-duplication, one DL 580 for consolidation and two servers (DL 580 and DL 360) for disaster recovery and also storage of 50 Terabyte</p> <p>1.3 e. One training for the logistics officers was organized and key officials from ZEC were trained on the CIPS procurement course</p>

<p>Indicators 1.3.d: # of office equipment provided for ZEC</p>	<p>(2017): 10 staff trained</p>	<p>1.3.f (2016). Undertaking Capacity Assessment of ZEC.</p>	<p>1.3.f : Capacity and Training Needs assessment of ZEC was completed and implementation was undertaken on its recommendations</p>
<p><u>Baseline: IT and number of office equipment available with ZEC</u></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.</p>	<p>1.3.g : 60 ZEC staff were trained in voter education and voter registration BRIDGE trainings</p>	<p>1.3.g : 60 ZEC staff were trained in voter education and voter registration BRIDGE trainings</p>
<p>Indicators 1.3.e: Enterprise Resource Planning (ERP) system established</p>	<p>(2016): 20%age of staff trained (2017): 20%age of staff trained</p>	<p>1.3.h : _____ exchange visits were conducted</p>	<p>1.3.h : _____ exchange visits were conducted</p>
<p><u>Baseline: ERP purchased and staff trained</u></p>	<p>(2019): 30%age of staff trained (2020): 30%age of staff trained</p>	<p>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>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>Indicators 1.3.f: Capacity assessment report Indicators 1.3.g: At least 70% of the staff members report enhanced skills and competencies in relation to their job requirements.</p>	<p>1.3.f : _____ exchange visits were conducted</p>	<p>1.3.f : _____ exchange visits were conducted</p>	<p>1.3.f : _____ exchange visits were conducted</p>

<p># of ZEC staff trained</p> <p>% satisfaction / dissatisfaction with professional development program</p> <p># of exchange visits to Election Management Bodies (EMBs)</p> <p>Indicators 1.3.i: # of focal points on thematic issues</p> <p>Baseline: N/A</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</p> <p>Baseline: Pilot project on Voter Registration for Marondera Constituency resulted in a Manual Registration process</p> <p>2013 Voters Roll, Census</p>	<p>2.1.a: (2016) Option for Voter Registration selected after consultation with Government, political parties, CSOs and other electoral actors.</p> <p>2.1.b: (2016): The Voters Roll has integrity because of no duplicates and dead persons on the list</p> <p>2.1.c: (2016) Voters roll is provided in hard and soft form to political parties and other stakeholders and put up for inspection</p> <p>2.1.d: (2016) Procurement of appx 3,000 voter registration kits, the number might change based on the VR Operational Plan</p> <p>2.1.e: (2016) Training undertaken for around 20,000 VR staff</p> <p>2.1.f: (2016) At least a timeframe of 2 weeks for enabling eligible voters for registration at VR Centres</p>	<p>Activity 2.1: Technical and operational support for identification and roll out of a sustainable, credible and inclusive Voter Registration</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 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.; 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; 	<p>2.1.a: BVR was selected as an option of voter registration based on the feedback of stakeholders</p> <p>2.1.b: The BVR process resulted in capturing 5.3 million voters and after de-duplication of voters roll in March 2018, inspection process will be conducted to determine the credibility of VR</p> <p>2.1.c: The voters roll will be available in 2018 and shared with stakeholders</p> <p>2.1.d: 3,000 BVR Kits were procured from Government funds and used for registration at 10,000 BVR centres</p> <p>2.1.e: Training of 8,500 BVR operators was completed effectively, the number was reduced considering the change in methodology of roll out where the same team was used during the 4 phases</p> <p>2.1.f: Voters were given 16 days for registration and in addition a mop up exercise was conducted</p>

<p>Indicators 2.1.d: # of VR Kits purchased and delivered</p> <p>Indicators 2.1.e: # of VR staff trained</p> <p><u>Baseline: No Kits and staff trained</u></p> <p>Indicators 2.1.f: Sufficient time provided for registration of eligible voters</p> <p><u>Baseline: Erratic and inconsistent voter registration done in the past</u></p> <p>Indicators 2.1.g: VR software trial, tested and in place</p> <p><u>Baseline: No VR Plan</u></p> <p>Indicators 2.1.h: System integration between ZEC and Registrar General databases by 2020.</p> <p>Indicators 2.1.i: # of voter registered</p> <p><u>Baseline: N/A</u></p> <p>Indicators 2.1.j: Continuous VR system including updating of VR data</p> <p><u>Baseline: No system of updating of existing voters roll</u></p> <p>Indicators 2.1.k: Polling station based voter registration and also polling station assessment report</p>	<p>2.1.g: (2016) Purchase of software, its installation and testing for recording the data of the registered voters</p> <p>2.1.h: (2018) Development of software for integration between RG and ZEC .and its testing and roll out</p> <p>2.1.i: (2018) Registration of at least 50% of eligible voters</p> <p>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.</p> <p>2.1.k: (2016) Undertaking polling station assessment to determine the polling centre location and developing of polling station based voters roll.</p>	<ul style="list-style-type: none"> • 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>2.1 g: Consolidation software was purchased through government funds as part of the BVR Kit and the process for AFIS software was ongoing to completed in 2018</p> <p>2.1 h: Integration with the RG has been delayed considering the political sensitivities and will be undertaken after elections</p> <p>2.1 i: Registration of around 70% of eligible citizens has been achieved and it will increase in coming months</p> <p>2.1 j: Continuous voter registration process is already set up at the District level</p> <p>2.1 k: Polling station assessment was completed and that has been used for registration of people at the registration centres</p>
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<p>Baseline: No polling station based voters roll</p>	<p>2.2.a: (2016) Undertaking the needs assessment of the ICT department, its HR requirements, IT infrastructure requirements and IT equipment requirements.</p> <p>2.2.b. (2016-17): Training of the IT staff in areas of Database Network Administration, and key areas of IT.</p> <p>(2016): 10 staff trained</p> <p>(2017): 10 staff trained</p> <p>2.2.c: (2016) Expansion of the data centre to house the VR data.</p> <p>2.2.d: (2017) Establishment of the Disaster Recovery Site to ensure full back up of the VR data in case of any accident.</p> <p>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.</p> <p>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</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; • Establishing of GIS unit within the ICT department; • Strengthening of website services and its expansion for provision of new services. 	<p>2.2 a: Needs assessment was completed in partnership with IFES that identified the needs for the ICT Department</p> <p>2.2 b: Training was conducted in partnership with IFES in network administration and database administration for 05 ICT persons</p> <p>2.2 c: Data centre was upgraded with the requisite equipment details mentioned in 1.3 b.</p> <p>2.2 d: Disaster recovery equipment was also set as per details given in 1.3 b.</p> <p>2.2. e: GIS Unit was established at ZEC with provision of equipment, software and 10 ZEC staff were trained that developed the polling station mapping which was used for voter registration</p> <p>2.2 f: The process of connectivity was started in December 2017 and is expected to be completed by March 2018</p>
<p>Indicators: 2.2.a: ICT needs assessment undertaken and documented.</p> <p>Indicators: 2.2.b: # of IT staff trained</p> <p>Indicators: 2.2.c: 1 Data centre with VR capacity established</p> <p>Indicators: 2.2.d DRS plan and DRS site established</p> <p>Indicators: 2.2.e: Establishment of a functional GIS Unit</p> <p>Baseline: ICT infrastructure without VR capacity</p>	<p>Indicators: 2.2.f: 100% of districts connected via internet to HQ</p>		
<p>Indicators: 2.2.g: Full network integration between HQ provinces and district</p>			

<p>Baseline: 10 provincial and 10 district offices connected to HQ</p> <p>Indicators: 2.3.a: Needs assessment report</p> <p>Indicators: 2.3.b; VR Department / Unit established</p> <p>Indicators: 2.3.c: # of staff hired for VR department / unit</p> <p>Baseline: VR Task Force in ZEC</p>	<p>connectivity and transmission of data</p>		
<p>Baseline: 10 provincial and 10 district offices connected to HQ</p> <p>Indicators: 2.3.a: Needs assessment report</p> <p>Indicators: 2.3.b; VR Department / Unit established</p> <p>Indicators: 2.3.c: # of staff hired for VR department / unit</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.</p> <p>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>2.3 a: Need assessment was completed as part of the Capacity and Training Needs assessment that identified requirement for a new VR department including TORs for key positions</p> <p>2.3 b: The VR department has been set up and staffed with the requisite staff who have been trained</p>
<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</p> <p>Indicators: 3.1.b: Collaboration strategy between CSOs - ZEC</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.</p> <p>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>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 	<p>3.1 a: A Voter Education was developed together with EISA and in partnership with CSOs</p>

<p># of collaborations established</p> <p># of CSO members trained in voter education</p> <p># of Voter Education and public outreach monitoring reports</p> <p>Baseline: No existing collaboration strategy, monitoring reports</p> <p>Indicators: 3.2.a: # of radio programs developed and aired</p> <p>Indicators: 3.2.b: # of printed materials</p> <p>Indicators: 3.2.c: # of voter educators trained</p> <p>Indicators: 3.2.d: # of road shows and public events</p> <p>Indicators: 3.2.e: # of consultative meetings</p> <p>Indicators: 3.2.f: Digital media used for outreach</p> <p>Indicators: 3.2.g: # of persons reached</p>	<ul style="list-style-type: none"> 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>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 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>3.1 b: An effective collaboration strategy was developed for ZEC - CSO collaboration and it was successfully implemented during the BVR Campaign</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.</p> <p>(2016): 80%</p> <p>(2017): 20%</p> <p>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.</p> <p>(2016): 80%</p> <p>(2017): 20%</p> <p>3.2.c. (2016-17). Training of 3,197 voter educators, youth ambassadors, women activists etc. to disseminate messages on VE & VR.</p>	<p>3.2 a: Implemented multiple tools of voter education for voter education, including production of 12 radio and TV advertisements and programs and airing of 5487 radio advertisements,</p> <p>3.2. b: 458,250 printed material including posters, leaflets, flyers were printed for voter education activities</p> <p>3.2. c: A total of 8,000 voter educators were trained for carrying out voter education activities</p> <p>3.3 d: A total of 63 road shows were conducted to reaching out to the voters for mobilization</p> <p>3.3 e: Ward level VE activities could not be implemented because of lack of resources</p>	<p>3.1 b: An effective collaboration strategy was developed for ZEC - CSO collaboration and it was successfully implemented during the BVR Campaign</p>

<p># %age of eligible voters knowing about the new voter registration process <u>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</u></p>	<p>2016): 80% (2017): 20%</p> <p>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>		<p>3.3 f. Social media though was used but not very effectively because of the lack of capacity within ZEC 3.3 g. The outreach from the VE activities was 16 million and this is by using multiple sources</p>
<p>Indicators: 3.3.a: Stakeholder engagement plan Indicators: 3.3.b: Establishment of Electoral Support Group (ESG) Indicators: 3.3.c: # of ESC meetings Indicators: 3.3.d: # of ESC meetings at provincial and district level</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; 	<p>3.3 a: Stakeholder engagement plan was developed together with EISA 3.3 b: ZEC organized a total of 5 political parties, 3 CSOs, 3 FBOs and 4 Media consultations were organized 3.3 c: Communication plan still needs to be developed</p>



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FINANCIAL REPORT AS AT DECEMBER 31, 2017

PROJECT TITLE: Zimbabwe Electoral Commission Capacity Building Project (ZIM-ECO)

UNDP PROJECT REF: Award # '00092693, Project # '00097292

Sl. # / Description	Activity	Budget per Project Document		Expenditure			Expenditure by Donor					
		2016-2020		2017		Total	UNDP	EU	France	Japan	USD	USD
		Amount in USD		USD	USD							
Budget heading 1 / Output 1: Strengthened institutional and electoral capacity of ZEC to meet its Constitutional mandate												
1.1	Strategic Plan	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.2	Capacity building of Commission	90,000	9,034.58	28,080.95	37,115.53	12,983.24	24,132.29	0.00	0.00	0.00	0.00	0.00
	Exchange visits, workshops and trainings, assessments, monitoring, equipment, technical assistance											
	Technical assistance, trainings, workshops, exchange visits, purchase of vehicles, ZEC infrastructure support, equipment, monitoring, systems development, service improvement	2,758,416	201,301.35	316,051.52	517,352.87	354,477.67	162,875.20	0.00	0.00	0.00	0.00	0.00
1.3	Institutional strengthening	2,848,416	210,335.93	344,132.47	554,468.40	367,460.91	187,007.49	0.00	0.00	0.00	0.00	0.00
Sub-Total												
Budget heading 2 / Output 2: Sustainable Voter Registration System for 2018 Elections that is credible and inclusive												
	Registration equipment, software, registration materials, trainings, technical assistance, technical support, monitoring, connectivity, ICT services, procurement expertise by UNDP PSO office	6,698,029	0.00	48,488.38	48,488.38	5,480.74	43,007.64	0.00	0.00	0.00	0.00	0.00
2.1	and materials											
2.2	Data center development and expansion	2,419,694	0.00	514,922.53	514,922.53	-	514,922.53	0.00	0.00	0.00	0.00	0.00
	Technical assistance, ICT equipment, connectivity, software, monitoring											
2.3	Training of registration staff & Technical Support	1,430,133	0.00	927,361.07	927,361.07	-	921,805.51	5,555.56	0.00	0.00	0.00	0.00
	Training, workshops, seminars, assessments, exchange visits											
Sub-Total		10,547,855	0.00	1,490,771.98	1,490,771.98	5,480.74	1,479,735.68	5,555.56	0.00	0.00	0.00	0.00
Budget heading 3 / Output 3: Enhanced and effective ZEC's engagement and outreach with electoral stakeholders including the eligible voters												
3.1	Training workshops	510,637	0.00	4,347.03	4,347.03	0.00	4,347.03	0.00	0.00	0.00	0.00	0.00
	Training workshops											
3.2	and activities	1,802,250	0.00	960,025.70	960,025.70	0.00	960,025.70	0.00	0.00	0.00	0.00	0.00
	Voter education programs, materials, activities											
3.3	Public outreach events	541,000	0.00	10,555.60	10,555.60	84.21	5,486.26	0.00	0.00	0.00	0.00	4,985.13
	Seminars, stakeholder engagements, workshops											
3.4	Gender mainstreaming	300,000	0.00	28,388.08	28,388.08	0.00	28,388.08	0.00	0.00	0.00	0.00	0.00
	Technical assistance, baselines, workshops											
Sub-Total		3,153,887	0.00	1,003,316.41	1,003,316.41	84.21	998,247.07	0.00	0.00	0.00	0.00	4,985.13

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