



Empowered lives.
Resilient nations.

PROJECT DOCUMENT**Malawi****Project Title:** Malawi Electoral Cycle Support: 2017-2019**Project Number:** 00103966**Implementing Partner:** UNDP**Start Date:** 01/07/2017**End Date:** 31/12/2019**LPAC Meeting date:** 31st May, 2017**Brief Description**

The Project contributes directly to the SDG 16 goal of ensuring responsive, inclusive, participatory and representative decision-making at all levels. The primary goal of the Project is to assist in Malawi's consensual development of procedural certainty among key electoral stakeholders. This goal arises against the backdrop of a unique opportunity for transformation that has arisen from electoral and political reform processes. The Project is structured around four outputs: (1) The MEC is trusted by the public and political parties as an impartial entity possessing the capacity to administer and manage elections in accordance with regional and international obligations; (2) Women's political empowerment throughout the electoral cycle is strengthened; (3) Enhanced ability of key stakeholders, including political parties, to contribute to orderly and inclusive elections; and (4) Effective and efficient management, partnership formation and monitoring and evaluation of the Project.

In contrast to past efforts, the scope of the Project's outputs emphasizes a broader conceptual approach toward engaging key actors in fostering democratic development in Malawi. This methodological shift reflects an appreciation for the anticipated challenges likely to arise for the elections in 2019 and draws from the experience of past processes and, among others, is aimed at strengthening the capacity of MEC to address the multi-dimensional challenges of election administration. As such, in addition to the support to the MEC, the Project will support identified key stakeholders whose work directly impacts on the conditions conducive for credible and genuine elections. In substance, this multifaceted approach will seek to enhance the engagement of the MEC in managing the electoral process by engendering higher levels of capacity, engagement and ownership among influential stakeholders in the electoral process, and thereby, furthering the acceptance of outcomes. Equally, the coordination of these efforts through a single Project will ensure strengthened horizontal dialogue among stakeholders and commensurately improve the coherency, efficiency and cost-effectiveness of national and international efforts to support Malawi's electoral process and democratic development.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
UNDAF Outcome: National institutions effectively support transparency, accountability, participatory democracy and human rights

Indicative Output(s):
Output 1: The MEC is trusted as an impartial entity with the capacity to credibly administer and manage elections in accordance with its national and international obligations.
Output 2: Women's political empowerment throughout the electoral cycle is strengthened.
Output 3: Support CMD in its efforts to improve the ability of political parties to contribute to orderly elections.
Output 4: Effective and efficient management, partnership formation, and monitoring and evaluation of the project.

Total resources required:	USD 7,598,880.00	
Total resources allocated:	United States Dollars	
	UNDP:	1,500,000.00
	UN Women:	100,000.00
	EU (Pledge)	2,714,440.00
	Other(s)	
	Government:	
	In-Kind:	
Unfunded:	USD 3,384,440.00	

Agreed by (signatures):


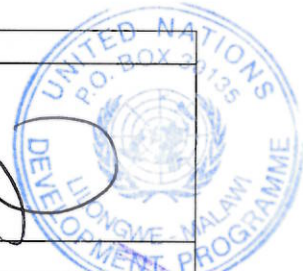






			
Government of Malawi  Name: Hon. Goodall Gondwe Date:		UNDP  Name: Mia Seppo Date: 16/8/17	
Responsible Party (MEC) Malawi Electoral Commission Regional Elections Officer  2017-08-16 Private Bag A 134 Lilongwe Name: Dr. Jane Ansah SC. Date: 16/08/2017	Responsible Party (UN Women)  Name: Clara Anyangwe Date:	Responsible Party (CMD)   Name: Kizito Tentani Date: 17/08/2017	

TABLE OF CONTENTS

Table of Contents.....	3
I. List of Acronyms	4
II. Development Challenge.....	5
II-1 Background.....	5
II-2 Situation Analysis.....	6
II-2 Core Development Challenge	8
III. Strategy.....	9
III-1. Overview of Strategic Approach.....	9
III-2 Implementation Profile and Guidelines	10
IV. Results and Partnerships.....	13
IV-1 Expected Project Results	13
IV-2 Resources Required to Achieve the Expected Results.....	22
IV-3 Partnerships.....	23
IV-4 Risks and Assumptions.....	24
IV-5 Stakeholder Engagement.....	25
IV-6 South-South and Triangular Cooperation (SSC/TrC).....	26
IV-7 Knowledge.....	26
III-8. Sustainability and Scaling	26
V. Project Management	27
V-1 Cost Efficiency and Effectiveness	27
V-2 Project Management.....	27
VI. Results Framework.....	29
TARGETS	29
(by frequency of data collection).....	29
Data Collection Method	29
FINAL.....	29
VII. Monitoring And Evaluation.....	32
VIII. Multi-Year Work Plan	34
IX. Governance and Management Arrangements	37
IX-1 Government of Malawi	37
IX-2 Malawi Electoral Commission	38
IX-3 Center for Multiparty Democracy.....	38
IX-4 United Nations Development Program	38
IX-4-a Project Technical Team.....	38
IX-4-b Project Assurance	39
IX-4-cProject Management Unit.....	39
IX-5 UN Women	39
IX-6 Steering Committee	39
IX-7 Technical Committee	40
X. Legal Context and Risk Management	41
IX-1 Legal Context Standard Clauses.....	41
IX-2 Risk Management Standard Clauses	41
XI. ANNEXES	42
1. Steering Committee Terms of Reference	42
2. Technical Committee Terms of Reference	44
3. Chief Technical Advisor Terms of Reference	45

List of Acronyms

CMD	Center for Multiparty Democracy
CSOs	Civil Society Organizations
CTA	Chief Technical Advisor
DIM	Direct Implementation Modality
DPCs	District Peace Committees
EAD	Electoral Assistance Division
EMB	Elections Management Body
EU EOM	European Union Election Observation Mission
GBV	Gender Based Violence
ICT	Information Communication Technology
IEC	Information Education Communication
JTF	EC-UNDP Joint Task Force on Electoral Assistance
M&E	Monitoring and Evaluation
MEC	Malawi Electoral Commission
MoF	Ministry of Finance and Economic Planning
MPLCs	Multiparty Liaison Committees
MPs	Members of Parliament
NECOF	National Elections Consultative Forum
NGO-GCN	Non-governmental Organization Gender Coordination Network
NICE	National Initiative for Civic Education
NRB	National Registration Bureau
PDA	Peace and Development Advisor
PMU	Project Management Unit
QPR	Quarterly Progress Report
SADC	Southern Africa Development Community
SDD	Sex Disaggregated Data
SLC	Special Law Commission
SSC/Trc	South-south and Triangular Cooperation
ToC	Theory of Change
UN	United Nations
UN Women	United Nations entity for Gender Equality and Empowerment of Women
UNDP	United Nations Development Programme
VAWP	Violence and Intimidation of Women in Politics
WPP	Women Political Participation

II. DEVELOPMENT CHALLENGE

II-1 Background

The inaugural 2014 Tripartite elections in Malawi re-introduced¹ the election of local councillors, elected concurrently with the President and 193-seat National Assembly. The 2014 elections were also unique in several other aspects: pivotally, it was the first occasion in Malawi's post-1994 democratic history that witnessed the transfer of power away from an incumbent President and ruling party through the ballot box. However, the previously untested mandate of the MEC to conduct a recount became the subject of numerous court injunctions and counter-injunctions until the legal period in which it could declare the winner was on the cusp of expiry²; serious tensions were evident during the results announcement stalemate. The backdrop of these events is dramatic – in another country, any one of these events may have triggered civil upheaval – but it underpins the reality that disputed elections can engender a significant political risk to stability in Malawi despite its peaceful history.

In electoral trend analysis, the 2014 elections consolidated several noteworthy patterns:

- a. The winning margin between first and second place, among MP candidates, has steadily declined³ and narrowed over successive elections. This trend underpins the increasing fragmentation of the vote among growing numbers of candidates, but critically, highlights the necessity for a timely, effective and highly credible means by which to pre-emptively defuse where possible, and where necessary, resolve election disputes.
- b. The number of incumbent MPs that did not win re-election in each successive election of 2004, 2009 and 2014 has exceeded 70%⁴ of the incumbents. While reflecting the will of the electorate, such a broad dissatisfaction with incumbents, and rapid turnover in parliamentary representation, contributes to instability of representation and lack of familiarity with parliamentary processes. Furthermore, it poses a recurrent challenge for legislative progress and inter-parliamentary consistency in good governance.
- c. The number of women elected to the National Assembly reversed⁵ its steady progress over past election cycles. In large part, this is attributed to persistent systemic financial and cultural barriers; but equally, and intrinsically linked to these barriers, is a lack of affirmative action within political parties to encourage, support and position female candidates to effectively contest in elections.
- d. Finally, from a handful of winning independent MPs in 1999, after the 2014 elections, independent candidates now represent the largest bloc⁶ of MPs in the National Assembly. This trend is largely seen to be the result of party candidate selection practices favouring party loyalists over popular candidates, but it may arguably also underpin a growing disaffection with political parties as a credible and effective channel of representation.

In sum, the electoral and political trends, and the management of elections, in Malawi is fragile. The absence of electoral and political reform has entrenched practices and processes that have not allowed the electoral process to align with the country's changing social, economic and political

¹ The election of Malawi's 35 Councils was only previously conducted in 2000, despite a constitutional requirement that they be held a year after Presidential and Parliamentary elections. The Constitution was amended in November, 2012 to make these local elections concurrent with national elections.

² The decision of the Court found that the MEC had the authority to conduct a recount, but only within the timeframe allowed it under the law to declare the results. The recount decision arrived a few hours prior to the expiration of that deadline.

³ Based on MEC electoral data the average percentage of votes won by the runner up in MP elections has been 25%. In contrast, the average winner's vote share has steadily declined: 1999 (67.6%), 2004 (50%), 2009 (47.4%) and 2014 (43.6%). The narrowest winning margin in 2014 was 7 votes (Likoma Island).

⁴ MEC electoral data: posted via SNDP accessible at <http://www.sndp.org.mw>

⁵ MEC electoral data: 1999 (16 or 8.3%); 2004 (27 or 14.0%); 2009 (41 (21.2%); 2014 (32 or 16.6%)

⁶ MEC electoral data: Independent MPs hold 26.9% of the seats post 2014, while having only held only 2.1% of seats in 1999.

conditions in Malawi. The national and international community have technically and financially invested heavily in supporting the processes of election and political reform through the prior UNDP project to foster a prospect of constructive transformation. The outcome of those efforts is expected shortly, and emphasis in this electoral cycle will now pivot around the ability of Malawi's stakeholders to adopt and implement these reforms. Intrinsic to these efforts is to ensure that realignments, progress and development offer stability and certainty to the electorate and stakeholders: that the rules of the game be known and accepted, and the playing field level.

II-2 Situation Analysis

Ahead of constitutionally scheduled polls in 2019, several developments are expected to influence Malawi's next electoral cycle. Malawi has faced a recurring dilemma in successfully addressing election reform, where a lack of coordination and cooperation among multiple election reform initiatives have repeatedly led to the fragmentation and the exhaustion of momentum behind such initiatives. A similar circumstance began to arise in the post-2014 election period with several election reform or review initiatives being instigated by a variety of actors. Largely reflecting and mirroring past post-election observations, individually, the range of reviews: lacked a comprehensive and inclusive perspective of the electoral process; thus failed to engage the participation of government as a key stakeholder; and were also undermined by lingering political suspicion and mistrust emanating around various actors' roles in the charged 2014 election.

To address and mitigate these concerns UNDP with the support of the Malawi Electoral Cycle Support (MECS), project stakeholders drew the various initiatives into a multi-institutional National Taskforce in October 2014, and financially and technically supported its operation. The National Taskforce was co-chaired by Malawi Electoral Commission and Malawi Electoral Support Network (MESN). As an *ad hoc* entity, after its work, the National Taskforce transferred a comprehensive and widely consulted package of electoral reforms to the Malawi Law Commission (LC) in January 2016. The work of the LC, financed through the MECS Project, established a dedicated Special Law Commission (SLC) for the exercise. The SLC has finalized and published its recommendations on constitutional, legislative and administrative election reform, and is now pending review by the Ministry of Justice and Constitutional Affairs and subsequently Cabinet, prior to their submission to Parliament. The Minister of Justice presented a progress report on the SLC recommendation to Parliament in May, 2017 before Cabinet meets. Meanwhile, the MEC has been clear that for legal reforms to be reliably implemented ahead of 2019 elections, they must be passed within a reasonable timeframe to allow for them to be sufficiently publicised, understood, and put into practice in a predictable and uniform manner. In the absence of prior successful electoral reform efforts in Malawi, the legal framework continues to suffer from internal contradictions and inconsistencies⁷ and outdated provisions, which perpetuate a legal uncertainty and vulnerability for the process.

Similarly, championed by the Center for Multiparty Democracy (CMD)⁸, a revision of the political party law⁹ has been proposed and is pending before Parliament to reform several key aspects of regulating Malawi's political parties, including, registration and deregistration criteria, party membership and political party financing. The rising trend of independent candidates highlights growing concern for the stability and effectiveness of political parties, as well as their internal democratic practices. Malawi's political parties remain characterised by regionalised strongholds and an excessive deference to leadership. Moreover, the formation of youth party wings (that has a negative history in Malawi associated with intimidation) is also a source of concern.

⁷ Illustratively, the Constitution calls for voting age to be determined at the time of registration, while the laws align the age requirement with the date of polling (in line with international best practice); the definition of an invalid ballot is aligned with the 1994 "tear off" ballot design and makes no sense for the ballots now used; and, the candidate nomination process does not provide legal certainty on the point at which nomination disputes are resolved, potentially not allowing the MEC to finalize the ballot designs ahead of polls.

⁸ CMD is a multiparty platform focused on intra and inter party dialogue

⁹ Political Party Regulation and Registration Act

The outcome of these electoral and political reforms is not yet known, however, it is cautionary to note common challenges that arise: the relevant authorities must be able to assess, re-engineer and integrate reforms into the electoral process; the electorate and stakeholders in the process must be informed and educated on these changes; and finally, the reforms must offer a coherent framework, which can be difficult, if reforms are selective rather than a complete and logical package.

The introduction of a mandatory National Identity system¹⁰ to issue all Malawians 16 years of age and older with a biometrically secure identity card will transform the means and motivations for voters to register for elections. With regards to the former, this is anticipated to significantly lower the cost of elections, but for the MEC will introduce new technology challenges and necessitate re-engineering of the operational process¹¹, while also balancing the political implications of the core identity for voters' being derived from a line ministry source. With regards to the latter, Malawi has traditionally enjoyed an extremely high level¹² of eligible-voter registration (which is partially attributed to the fact that voter identity card is the only free official photograph identity card issued in the country and is necessary for social programs¹³ and banking¹⁴). As the national identity card, will supersede the voter identity card, the presumption of high voter registration and turnout will need to be carefully reconsidered. Arguably, voter education to inform eligible voters and to motivate them to register for elections, will be a significantly greater challenge than in past processes.

A concerning trend reflected in the background analysis above shows a deterioration in the number of women elected as MPs. An analysis of the 2014 50/50 campaign efforts to support and promote the election of women found that challenges existed with the timing and depth of funding available. Further, however, the exceptionally competitive circumstances that surrounded the 2014 elections and the electoral system¹⁵ in Malawi, were also found to have a bearing on political behaviour. A related constraint of the 50/50 campaign model was the need to await the nomination process, to be able to focus limited resources toward competing candidates. This model inadvertently weights itself toward incumbents or women already established within political parties (albeit with some exceptions of independent female candidates) and fails to encourage aspiring women into the political arena, thereby also limiting the availability of female candidates to compete. Accordingly, an emphasis toward increasing the pool of aspiring female candidates, identified and trained well ahead of elections to compete in local and national elections, holds a potentially positive impact on the representation of women. These efforts will strengthen the impact of any future 50/50 campaign or similar initiative undertaken.

The management and administration of the MEC has suffered considerable damage to its institutional reputation. In the post 2014 election period the MEC was subject to a Special Investigative Audit initiated by the Ministry of Finance Economic Planning and Development (MoFEPD), reflecting concerns over financial probity and the performance of the Secretariat's senior management, as well as the supervision exerted by its then Board of Commissioners. (This reflects a pattern not dissimilar to the post-2009 elections, where the MEC was suspended for a forensic audit in late 2010.) In this instance, however, a new Board of Commissioners (BoC) has been appointed since June 2016, and is being supported in a reformist agenda by a wide range of national actors (many involved in the election reform process) and the international community, to address institutional weaknesses that have continued to undermine its management, operational capacity and political impartiality. The development of a comprehensive institutional reform assessment has been produced under the prior Project, the Bekko Report, to inform critical steps.

¹⁰ Refer to UNDP Project, National Registration and Identification System

¹¹ The National ID is mandatory while voter registration is voluntary. As such, the MEC will still need to conduct a voter registration exercise to capture voluntary registrants, but will no longer have to produce a voters' ID.

¹² Per MEC reports, 92% of the estimated eligible voters were registered for the 2014 polls.

¹³ For example, the Farm Input Subsidy Program (FISP)

¹⁴ The voter ID certificate is used for opening and operating bank accounts

¹⁵ Simple majoritarian

Broadly, the MEC and other actors (including, the judiciary, political parties, sister government institutions and civil society) must contend with a scarcity of both national and international funding to support the electoral process. In part, these financial constraints stem from pressing humanitarian crises and disasters, but it is also attributable to the suspension of Direct Budget Support among donors following a public financial management corruption scandal in late 2013. These constraints underpin that this electoral process cannot afford to pursue a traditional largesse in its attitude toward delivering on credible and genuine elections. Funding towards this election cycle must be characterized by maximising a return on investment and value for money in delivering on the administration and execution of the elections as well as the reshaping of essential relationships and contributions from key stakeholders that underscore Malawi's political competition.

II-2 Core Development Challenge

In general terms, credible and genuine elections are by their nature an institutionalized process of uncertainty that depend upon procedural certainty and reliability to achieve legitimacy¹⁶. In this sense, "procedural" refers not to a narrow definition of election procedures but to the broad practices and norms of the technical, political and legal processes that define an election. These should be broadly known and accepted, and produce a predictable and uniform electoral environment. The role of the MEC as the exclusive authority to administer elections in Malawi is essential, but alone, it is insufficient to realise the goal of "free and fair" elections under this definition. The environment in which the MEC must administer the procedures of credible and genuine elections must enable and assist it to do so, engaging the ownership and exercise of other key mandates from stakeholders across several arenas. The core development challenge that this Project therefore seeks to address is to assist national efforts in increasing the legitimacy of Malawi's electoral outcomes by promoting and assisting in the consensual development of procedural certainty among key stakeholders across the electoral process.

The challenge is framed by five inter-related and overlapping sub-components: a) shortcomings and inconsistencies in the legal and policy framework for elections; b) the need to enhance public confidence in the impartiality, effectiveness and credibility of the MEC; c) political processes characterized by democratic deficits and low levels of meaningful inclusion among vulnerable groups (such as, the youth and women); d) the need to develop local capacities to mitigate election-related violence and promote a peaceful political environment; and e) the need to increase levels of civic literacy around the electoral process (particularly around the National ID linked voter registration exercise). Across all of these sub-components is also the need to address the demographic reality of the youth bulge in Malawi. A significant portion of voters in each election cycle are youth, turning 18 years of age, and requiring focused efforts to ensure that as they become eligible to participate, they are actively informed of the electoral process, their rights and obligations. As such, within the three programmatic outputs, the role and attention toward youth's education and participation is an essential theme.

Against a backdrop of limited financial resources, maximizing the impact of available funding to address these five sub-components, necessitates careful sequencing and prioritization, which requires both national and international input. Each aspect, however, has a bearing on enabling the 2019 elections to mark a significant milestone in the evolution of a more inclusive, participatory and institutionalized multiparty democracy in Malawi.

¹⁶ Refer to Lyons, T. (2007) "Post-conflict elections and the process of demilitarizing politics: the role of electoral administration".

III. STRATEGY

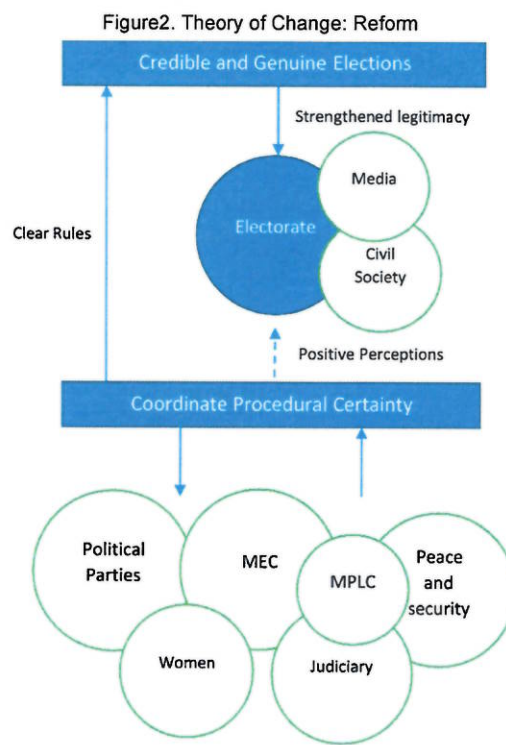
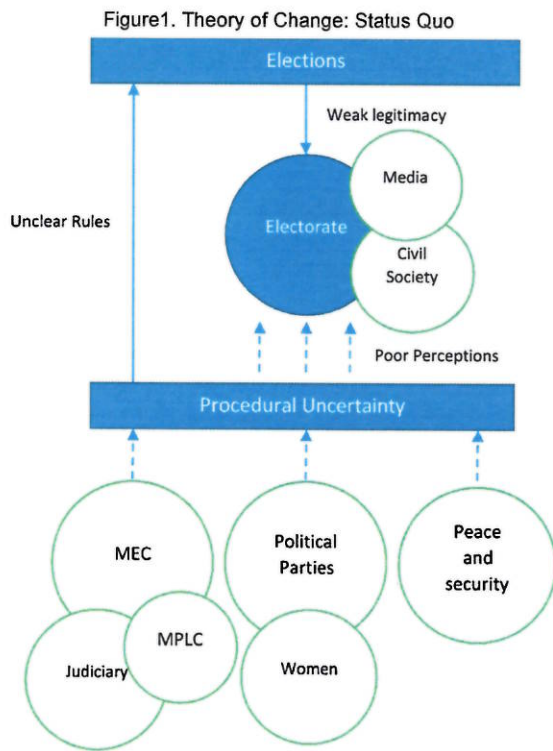
III-1. Overview of Strategic Approach

The strategic approach of the Project recognizes several entities that represent key stakeholders in Malawi's electoral process (MEC, CMD, MPLCs, Peace Architecture, Women's Empowerment, Media and Civil Society). While many of these entities have been the recipient of support (technical and/or financial) in past electoral cycles, these initiatives have been separated across several Projects and actors. While productive efforts have been made to coordinate, and interlink these initiatives in the past, the recent platform of electoral and political reform is a unique opportunity to build on new collaborative relationships to optimise the consolidation and synchronization of efforts under one Project umbrella. Illustratively, support to CMD aligned and coordinated with the support to the MEC through the Project committees will enhance the efficiency and horizontal sharing of information between the MEC and CMD that is crucial taking into consideration the evolving political and electoral reform processes. Equally, leveraging the Project's governance structures as a neutral and transparent forum for collective (national and international) resource mobilisation, decision-making and prioritisation is an essential intervention designed to avoid past challenges that have arisen in the form of fragmented resource competitions.

The strategy of a multifaceted Project offers a unique opportunity to ensure unprecedented coherency and coordination among electoral actors, affording improved cost efficiency and impact, but critically (as reflected in the Theory of Change (ToC) figures elaborated below), will constructively address the root problem of procedural uncertainty that can raise challenges for the legitimacy of Malawi's electoral process. As illustrated in Figure 1 below, the disassociation among key actors in the electoral process contributes to procedural uncertainty, where entities contend with each other in the public sphere over the election processes leading to unclear "rules of the game". The resulting mixed perceptions lead to suspicion among the electorate and civil society, which is also exacerbated by a speculative media environment. Ultimately, these suspicions and competing views of the process have the potential to undermine the legitimacy (and therefore acceptance) of the electoral outcomes.

The Theory of Change presented below seeks to shift the paradigm of procedural determination from disparate consultations towards a multi-stakeholder consensus over the outcomes. The goal of these efforts is to facilitate a unified perception and clear rules of the game for the electorate and other actors. This will foster and reinforce the legitimacy of the overall process. As reflected in the background above, the importance of this shift is a timely and vital transition, considerate of the heightened uncertainties involved in the evolving electoral and political reforms. Vitality, for the MEC, it also offers a broader degree of ownership over the electoral process.

The Project strategy relies upon the engagement and discussion of key entities in the governance structure of the Project, giving emphasis to the electoral referee (MEC), the electoral competitors (political parties, with a special emphasis toward empowering women) and a conducive environment (informed electorate, professional media, dispute resolution and management). For practical purposes, the breadth of actors involved demands that representative entities are employed in some cases. Illustratively, CMD may act as a single point of representation for the major political parties that make up its membership. Contention over any rules of the game will therefore be shifted from the public arena, into a transparent and neutral forum, where a unified position can be agreed (or at least broadly understood) before being communicated into the public domain.



III-2 Implementation Profile and Guidelines

III-2.1 Profile

The implementation of the strategic approach is structured around four outputs that will operate throughout the three main stages of the electoral cycle from April 2017 to April 2019 (pre-electoral), May 2019 (electoral,) and June to December 2019 (post-electoral). The four outputs are: (1) The MEC is trusted by the public and political parties as an impartial entity possessing the capacity to administer and manage elections in accordance with regional and international obligations; (2) Women's political empowerment throughout the electoral cycle is strengthened; (3) Enhanced ability of key stakeholders, in particular political parties, to contribute to orderly and inclusive elections; and (4) Effective and efficient management, partnership formation and monitoring and evaluation of the Project.

III-2.2 Guidelines

The fluidity of the circumstances and initial financial constraints highlight several guidelines for the implementation of the Project, including: a focus on technical assistance and policy development; institutional sustainability, within the MEC and CMD especially; flexibility; pilot testing of innovations for impact; and, ensuring close cooperation on decision-making, prioritisation and sequencing, and collaborative resource mobilization.

III-2.2.1 Technical Assistance and Policy Support

Achieving the results expected under each output will require a judicious blend of technical expertise that covers specific needs across all three substantive outputs. The technical experts will work with national counterparts on policy development and implementation, provide technical advice and assistance on institutional capacity development, and ensure that the expert knowledge and technical skills provided is effectively imparted and transferred to national counterparts to optimize the sustainability of interventions. Illustratively, technical advisers will support the implementation of administrative and management reforms at the MEC, bolster the

technical capacity of Secretariat staff and build 'in-house capacity' to conduct trainings for permanent and temporary staff.

Under the component which focuses on women's political empowerment, technical advice and policy support will be provided to support the MEC in implementing its gender mainstreaming strategy, develop the capacity of civil society to influence social norms around women's political participation, and assist CMD in its efforts to increase the role of women in decision-making processes within political parties. Under Output Three, technical expertise will be provided to support the work of CMD, as the platform organization working with political parties, particularly with regards to enhancing internal mechanisms of democratic governance. A detailed breakdown of the specific technical expertise that will be required for planned programme interventions is provided in the next section under 'Resources Required to Achieve the Expected Results.'

III-2.2.2 Sustainability

The challenges posed by the lack of clarity on the timeframe for electoral and political party reforms notwithstanding, these do not pose a barrier for the MEC and CMD to move forward expeditiously with administrative and management reforms. Even if no legislative reforms are introduced before the next elections, the MEC needs to leverage the time available before the next elections to ensure it has the structural capacity and processes in place to avoid a repetition of the challenges it encountered in 2014. Similarly, for CMD, the value-added and viability of its sustained existence depends upon transitioning away from a dependency on international funding towards either a mixed approach or full local funding.

III-2.2.3 Flexibility

The flexibility component of the strategic approach refers to the need to recalibrate programming in the event of assumptions changing or developments arising that require the reprioritization of planned interventions. Similarly, a performance based approach is adopted, where specific results anticipated by a programme intervention must be achieved within a prescribed timeframe for funding to be continued to the relevant actor. Furthermore, flexibility must be evident to sequence activities based on available funds and accompanying dynamics, and priorities set to optimize the impact of the Project within available resources. To ensure planning assumptions are regularly updated, a scenario mapping exercise will be regularly undertaken in accordance with developments in the political and operational environment, and appropriate programming responses developed.

At present, several scenarios present themselves, but foremost are the uncertainties that surround election reform and their commensurate schedule for implementation. Illustratively, to prepare for this possibility UNDP will assist the MEC with developing a suitable communications response to ensure that it is prepared for the emergence of this scenario and assist the MEC to develop a draft operational plan for implementing the reforms based on varying timelines. Equally, funding for the empowerment of women often faces early funding challenges while other activities are perceived to hold greater priority. A balanced approach with broad consensus will necessitate a judicious investment and ongoing flexibility to scale activities accordingly.

III-2.2.4 Innovation

The Project will need to be innovative in its efforts across all three programmatic outputs. Fostering procedural certainty in the context of Malawi will inevitably necessitate revised approaches to established practices. As such, pilot-testing will be employed where possible and the Project has accordingly planned for two preliminary initiatives in its first year:

1. District Level Early Warning System

In collaboration with UNDP's Peace and Development Adviser (PDA) the project will coordinate with District Peace Committees (DPCs) (that are being piloted under the National Peace Architecture (NPA) Programme) and Multi-Party Liaison Committees (MPLCs) in three target districts. The pilot will assess the efficiency of these arrangements

to provide a collaborative early warning system and alternative dispute resolution (ADR) mechanism for election-related tensions, and several related metrics. It is important to note that UNDP is currently supporting a comprehensive analysis and assessment of the MPLCs as an alternative dispute resolution mechanism and their interlinkage with the recently created National Peace Architecture, upon which the piloting will develop.

2. *Training of Aspiring Women Candidates*

One district from each of Malawi's three regions will be selected to pilot test initiatives for the non-partisan training of aspiring women candidates. Levels of interest will be gauged, as well as the success of criteria for ensuring the recruitment methodology results in both multi-party representation as well as attendance by those who are not party affiliated. (The activity will ensure that no specific political agenda, candidate or political party benefits unequally from the support.)

III-2.2.5 Cooperation and Collaboration

The United Nations holds elections to be a sovereign¹⁷ exercise, which advocates for ensuring localised ownership and prioritisation in the development and implementation of electoral support activities. There is an inevitable tension, however, when the recipient country lacks the financial means to autonomously financially support its decisions and depends upon international financial aid to conduct elections. This tension is further exacerbated when systemic corruption has played a role in the scarcity of those financial resources and must also compete with dire humanitarian needs.

Achieving a balance between available resources and national-international consensual decision-making for electoral assistance is a recognized challenge. The guidelines for this Project seeks to accommodate these sensitivities through its governance structures, by providing a neutral and transparent forum for the actors involved to find workable solutions and agreed priorities. The Project's committees are therefore substantively central to provide a forum and opportunity for common ground on decision-making, prioritisation and sequencing of activities, and the collaborative assignment and mobilisation of resources toward the outputs.

¹⁷ Refer to UN General Assembly resolution: A/RES/45/151, (1990) "Respect for the principles of national sovereignty and non-interference in the internal affairs of States in their electoral processes".

IV. RESULTS AND PARTNERSHIPS

IV-1 Expected Project Results

The expected result of the Project is that the 2019 Tripartite Elections be assessed by local, regional and international commentators as a significant milestone in the evolution of Malawi's electoral process that demonstrates heightened legitimacy and institutionalization of the multiparty system.

Output One

The MEC is trusted as an impartial entity with the capacity to credibly administer and manage elections in accordance with its national and international obligations.

Programme interventions planned under this Output are sequenced in accordance with the electoral cycle. Year One of the Project will focus on the immediate task of assisting the new Commissioners with implementing the raft of administrative and management reforms that are vital to re-framing its public image, implementing electoral reforms (if, and when they are passed) and building on the capacity development progress achieved during the prior Project. In Year Two the programming emphasis will shift to strengthening the operational electoral and administrative processes ahead of the elections, and providing technical expertise to support nationwide voter registration and other key operations in preparation for the conduct of the elections. In the post-election period, activities under this Output will focus on supporting the MEC to conduct a 'lessons learned exercise on the 2019 elections' which will inform the development of any new reforms and planning to further strengthen electoral administration in Malawi.

Activity 1.1 Anticipated Results

The MEC successfully introduces administrative and management reforms, and implements feasible electoral reforms prior to the 2019 elections.

The initial programming emphasis will be on supporting the MEC to successfully initiate and implement administrative, financial and management reforms contained in the Bekko Report and considering relevant aspects of the Auditor General's report. This activity also captures subsequent actions to be taken in respect of proposed election reforms, as and when they are enacted by Parliament. It is anticipated that the institutional reforms will be prioritized and periodic engagement of a consultant specialised in institutional development will assist in monitoring and advising on progress, while the legal electoral reforms will depend upon the progress of the reform package in parliament. The activity includes support to the development of a Strategic Plan for the MEC considering these developments and to provide a steering document for institutional priorities and actions. This activity indicatively includes the following actions:

- a) **Functional Review:** Support the Commission to conduct a functional review of its various Directorates as per the commitment given by the Chair to the Ministry of Finance. Provide periodic engagement of a consultant specialised in institutional development to monitor progress and assist in advising the MEC on structural and functional reforms.
- b) **Digitize Administrative Processes:** The previous project supported the MEC with the procurement of IT based accounting, logistics and asset management systems. Building on this, the Project will provide support for the installation and training of staff, and the implementation of the system to effectively track and monitor financial accounting, logistics and asset management processes.
- c) **Operational Plan for Electoral Reforms:** pending the progress and outcome of the election reforms through Parliament, the MEC will need to implement feasible reforms prior to the 2019 elections. This will require detailed analysis, revised planning and budgeting and clear operational scenarios for implementation. The Project will technically assist the MEC

in these steps, as well as provide policy advice on any revised supervisory and managerial arrangements.

Activity 1.2 Anticipated Results

Public perceptions of the MEC are transformed through more effective communications and stakeholder outreach.

Institutional reforms that are successfully introduced to improve operational and governance standards need to be widely communicated to build public trust in the MEC and enhance the transparency of its operations. At the same time, the quality and professionalism of media reporting on election-related issues by journalists requires further strengthening. Equally, stakeholder engagement mechanisms also need to be expanded and improved. Under the previous project, support was provided to MEC's Public Outreach and Communication activities. This project will build on the work that has already been conducted in this sphere by reviewing and updating the MEC's Communication Strategy, improving the dissemination of information to political parties, civil society, women's groups, and the media, and exploring how the MEC can take advantage of new media platforms (i.e. social media) to enhance its ability to communicate with key target audiences including women and youth. Indicative actions to achieve the result include:

- a) Improve Internal and External Communications. The project will continue to provide technical assistance to the MEC to strengthen and enhance its Media and Public Relations Directorate. Expected results will include, a revised Strategic Communications Plan, policy guidelines that would make MEC's Media Public Relations Directorate a more proactive communications unit with the ability to positively project MEC's image, improving the content management of the MEC website, and developing a social media policy.
- b) Improve Existing Mechanisms for Stakeholder Engagement: The project will continue to provide technical support to improve and enhance existing mechanisms for stakeholder engagements and dialogues around key electoral issues and decisions. Project support will include, assistance to MEC to maximise the National Elections Consultative Forum (NECOF) as a strategic platform for consulting stakeholders on decisions and plans of the MEC; and explore the use other channels for targeted engagements and communication with specific stakeholders like the CMD platform.
- c) Trainings courses for journalists on electoral processes: Project support in this area will consist of technical support to MEC to organise training workshops and dialogues with national media on the relevant electoral legal provisions, procedures, rules and regulations governing elections and the role of the media. This, UNDP believes, will contribute significantly to a more informed, balanced and conflict and gender sensitive approach to media coverage of the electoral processes.

Activity 1.3 Anticipated Results

Enhance the professional knowledge and technical skills of the Commissioners and Secretariat Staff at all levels, and build 'in house' training capacity

Substantial capacity building support has been provided to MEC under the previous project, including the EMB Placement Programme and targeted trainings. The EMB placement programme has been identified as an effective capacity building tool, and so this project will continue the placement programme. The project will also support MEC to develop an in-house pool of trainers for MEC trainings to improve sustainability. Indicative actions to achieve the result include:

- a) Capacity Support to MEC through EMB placements. The Project will support further EMB placements for management and technical staff based on identified needs and problems such placements are expected to help resolve. This will however, be based on the outcome of the MEC peer review and internal evaluations of previous placements.

- b) Develop an 'in-house' pool of Master Trainers. As part of its capacity drive for the MEC, the Project will provide technical assistance to the Commission to develop Master Trainers who would form the core of MEC trainers for deployment to the districts to train poll workers, presiding officers and returning officers on the electoral process and operations. This will strengthen uniform and standard training to MEC field staff and temporary staff.

Activity 1.4 Anticipated Results

Strengthen the efficiency, transparency and integrity of electoral processes for the 2019 Tripartite Elections

The project will provide policy advice to the MEC to position it to take advantage of and maximise the National Registration exercise, not only to substantially reduce the cost of voter registration, but to develop a credible and reliable voter's register. Addressing the integrity of the voter register will not only reinforce the credibility of the entire electoral process, but will also increase the MEC's efficiency and accuracy of turnout data. Other activities of the project within this result area will include providing technical assistance and guidance to the MEC in developing effective operational and logistics planning for the various phases of the electoral cycle, especially with regards to critical operational areas like the distribution and retrieval of materials. Indicative actions to achieve the result include:

- a) Linking Voter Registration to the NRIS Process. The NRIS aims to register up to nine million Malawians 16 years of age and older by the end of 2017. The system provides a unique opportunity for MEC to achieve a cost effective but credible and reliable voter's register and remove the need to produce a separate voter identity card. The primary focus of the project is therefore to assist MEC to develop and implement inter-operability protocols and linkages between its systems and the NRB. In this regard, the project will support the MEC in formalizing an inter-institutional agreement (e.g. MoU) with the NRB, identify IT equipment needs and requirements to ensure there is a fully-fledged interface between MEC and the NRB, and support the required data management functions to utilize the data effectively for the voters' register.
- b) Develop an Electoral Calendar, Budget and Operational/Logistics Planning for the 2019 Elections. A major setback experienced during the 2014 Tripartite Elections was the management of the operational and logistical execution, and the dependable supply of transportation assets by other government institutions. The Project will provide technical assistance and guidance to the MEC on developing and implementing effective operations/logistics plans incorporating effective monitoring and tracking mechanisms for the delivery and retrieval of materials. Assistance will also assist the MEC in exploring other means by which to address or guarantee sufficient transportation assets.

Activity 1.5 Anticipated Results

Strengthen electoral dispute resolution processes and mechanisms.

Efforts are needed to ensure that timely and effective dispute and conflict resolution mechanisms (electoral complaints and petitions) are strengthened and accessible to be able to effectively address formally lodged disputes in the electoral process. Equally, the introduction of District Peace Committees (DPC) under the National Peace Architecture (NPA) needs to be considered against the scope of the mandate and operation of the Multiparty Liaison Committees (MPLCs, which are only mandated via guidelines issued by the MEC in 2005 for the purpose of localised electoral dispute management)¹⁶ These mechanisms represent an important channel for alternative dispute resolution, early warning and conflict prevention, but necessitate a clear demarcation of roles, responsibilities and arrangements that are pragmatic, efficient and cost effective. Indicative actions to achieve the result include:

¹⁶ The performance and scope of MPLCs has been problematic as they have also been used to settle non-electoral disputes, arguably representing a legal liability for the MEC under whose mandate they operate.

- a) Strengthen the MEC Legal Department. The project will continue to develop the capacity of the Legal Department that was established under the previous project. It will assist it to develop rules, guidelines, and procedures for improving the handling of complaints (through training and peer-to-peer learning from other EMBs), and will assist the Department to lead the implementation of legal reforms once/if they are passed into law.
- b) Establish a formal inter-institutional partnership with the Judiciary. The project will review the methods, systems and institutional arrangements that are currently in place for electoral justice delivery, integrating lessons learned from the 2014 Elections. The project will support the organisation of consultations and dialogue sessions for judges to interact and discuss with stakeholders on how the delivery of electoral justice could be improved, and to assist in compliance with the Practice Order for accelerated rulings on electoral petitions.
- c) Review and coordinate MPLC-DPC arrangements. The Project will build on analytical work conducted under the past Project based on a report that is due at the end of June 2017, to assess and recommend arrangements for the collaboration between MPLCs and DPCs to provide an ADR mechanism for election related disputes and early warning measures. As noted above, this will involve a pilot testing phase in select Districts to define associated metrics and optimal arrangements.

Activity 1.6 Anticipated Results

Strengthen the capacity of the MEC to coordinate and conduct effective, nationwide, voter education campaigns prior to the 2019 Tripartite Elections

Voter education is a key element of disseminating information to all eligible voters, and is a key function of the MEC to inform the electorate on the rights and responsibilities of eligible voters. Ongoing efforts in this area of activity are essential, especially in view of changes in the electoral process, such as, the National ID. MEC was supported during the 2014 tripartite elections to undertake its own voter education, including the recruitment and deployment of voter education coordinators. Of note, the number of invalid ballots dropped significantly from over 4% to under 2% for the first time. To complement this approach, the MEC will need to develop and expand its policy guidelines for voter education initiatives via third parties to standardize voter education messages and materials, and to regulate the role of accredited CSOs, as well as giving special emphasis towards the youth as new voters. Indicative actions to achieve the result include:

- a) Develop Policy Guidelines for Voter Education initiatives and Partnerships with CSOs. The Project will build on draft regulations developed under the past Project to accredit CSOs to review and standardize voter education materials, and to develop and implement a comprehensive voter education plan. As part of its quality assurance role, the Project will support MEC to develop monitoring mechanisms, including the development of a 4W tool (Who does What, Where, and When) to help track and monitor performance of CSOs to ensure nationwide reach and compliance with agreed policies and standards.

Activity 1.7 Anticipated Results

Gender mainstreaming and gender equality enhanced within the MEC and MEC's internal processes and practices are gender sensitive.

The Project will promote the development and implementation of gender responsive administrative arrangements and operating procedures through technical support and capacity building of the MEC to promote inclusivity. Drawing from the Gender Audit and analysis conducted in parallel with the past Project, a gender perspective will be mainstreamed through the MEC's activities, including via voter education materials, training programmes and operations, from voter registration and candidate nomination, to voting and security. Indicative actions to achieve the result include:

- a) Develop standardised procedures to ensure electoral operations and administrative processes are gender sensitive. The Project will support the updating and implementation of the gender action plan, and ensure that electoral operations are responsive to needs of women. This includes the inclusion of a gender equality perspective in voter outreach strategy, messaging and delivery methods, enhancing gender equality capacities through the development of gender awareness training, and gender aware safety protocols in the electoral process.
- b) Develop procedures to collect and report sex-disaggregated data (SDD): the project will support the MEC in developing systems for the disaggregation of data by sex (and age or other cohorts as needed), including staffing levels (management, operational level and temporary polling staff), attendance in trainings and workshops, voter registration, candidate registration, voter turnout, proportion of women and men elected at each level.

Activity 1.8 Anticipated Results

Critical procurement support

Subject to funding availability and the assessment, recommendations and decisions of the Project governance committees, the Project will procure materials, equipment and services in support of the election operation. Indicative actions to achieve the result include:

- a) Develop a standardised procedure to receive and review submissions by the MEC for procurement support actions to be shared with the Technical Committee. Procurement requirements to be based on MEC approved procurement plan for electoral materials to ensure transparency in the procurement process. The submission to the TC will consider the impact and critical nature of the procurement (MEC), an explanation as to why the activity is unable to be funded by GoM (MEC/GoM), the expected cost (MEC/UNDP), its priority against other Project funded MEC activities (MEC), and the impact on the implementation of other activities if funds are proposed to be reallocated from other Outputs (UNDP/All). A consolidated recommendation from the TC to the Steering Committee will be made based on these considerations for a decision.

Output Two

Women's political empowerment throughout the electoral cycle is strengthened.

Programme interventions planned under this Output take place across the entire electoral cycle, and especially seeks to avoid a late stage push a few months before elections - which has been a detrimental aspect of past support. Effective investment in women's political participation requires a longer time horizon, with early and ongoing support to women leaders and aspirants, and a broad engagement of stakeholders. This is a key lesson learnt from UN Women's years of experience supporting women's political participation, and has informed the development of UN Women's Flagship Programme on Women's Political Empowerment, around which, this Output is designed.

The key drivers to increase women's political representation include an enabling electoral system and electoral arrangements, inclusive political parties and gender-sensitive institutions, sustained technical support and capacity-building for women leaders and aspirants, support to CSOs, and positive media images of women leaders. The programming emphasis will be on increasing civic understanding of gender equality and women's leadership and ensuring women leaders have sufficient capacity and training, including training to facilitate their resource mobilization efforts and mount effective electoral campaigns. An additional area of intervention, which is gaining more prominence globally, is to mitigate incidents of violence against women in politics and elections.

Activity 2.1 Anticipated Results

Increased community and civic understanding of gender equality and women's right to political participation

The Project will seek to promote a change in gender norms so that women are recognized as capable and legitimate political leaders. Promoting this transition will include advocacy campaigns and community dialogues that sensitize the electorate on the need for women in public life, as well as promoting positive perspectives on women leaders via the media. Targeted advocacy with political and community leaders to publicly promote gender equality and women's leadership through public statements and community outreach is also planned (in partnership with civil society organizations and government ministries), and will complement where appropriate key voter education messages developed by the MEC. Importantly, the reintroduction of elected Councilors offers an additional tier of opportunity for women to enter politics locally, and offers the prospect of a viable political career. Indicative actions to achieve the results include:

- a) Improve grassroots community awareness on women's political empowerment in partnership with NICE and other partners. This will include convening community dialogues with local leaders and enhancing the collaboration and support to CSOs conducting civic education initiatives on gender equality, such as NGO-GCN. This will also include the development of common messages around women's political empowerment to bolster the 50/50 campaign messaging around temporary special measures.

Activity 2.2 Anticipated Results

Women's capacity to conduct competitive, well-resourced and innovative campaigns is enhanced.

Within the scope of the Project, UN Women will contribute expertise and experience to support increased women's political participation by building the capacity of women to participate in the election cycle, encouraging incumbent female leaders to remain in politics and nurturing aspirant women, helping to promote a common "women's agenda" that benefits a broader constituency in Malawi. Preparing well in advance of the 2019 election offers an important opportunity to address the low levels of women in politics, including through: initiating programmes that boost women's confidence and capacity to lead; enhancing their campaign strategies and fundraising techniques; and promoting linkages with supportive CSOs. Both incumbents and a new generation of female leaders will be encouraged through role modeling and peer-to-peer exchange with current women leaders (women's caucus) and former candidates. Indicative actions to achieve the results include:

- a) Capacity building initiatives to enhance women's confidence and enhance their campaign strategies and techniques. This activity will aim to increase the technical capacity of women to engage in leadership contests and mobilize resources to run competitive and innovative campaigns, including targeting youth and rural women. It aims to facilitate networking and mentoring opportunities for current and aspiring women candidates, bringing together current women MPs (women's caucus), former candidates and potential women leaders with supportive CSOs (NGO-GCN).
- b) Training of Aspiring Women Candidates. As noted above, a pilot-testing will be conducted in one district from each of Malawi's three regions for the training of aspiring women candidates. Levels of interest will be gauged, as well as the success of criteria for ensuring the recruitment methodology results in both multiparty representation, as well as attendance by those who are not party affiliated. The results of the pilot will be a basis to determine the impact of broadening the training program to other Districts during the Project.

Activity 2.3 Anticipated Results

Establish measures to monitor and mitigate incidents of political harassment and violence against women in politics and electoral processes.

In general, the prevalence of violence and intimidation against women in politics and public life deters many women from considering a political career. In many countries, such as Malawi, "political violence" is not an easily defined statistic and does not easily fall into such categorization, especially within a gender framework. It is, however, salient in the electoral process when cultural and social stereotypes of women impose barriers for vertical movement into leadership roles. A woman's ambition to enter politics may be deterred by socio-cultural pressure occasioning violence, harassment and intimidation, because it represents a threat to the gender stereotype. Such circumstances offer a nuanced picture of the type of harassment and potential violence to which women may be exposed, which is not statistically captured, but demands proactive measures to mitigate against. A multi-stakeholder effort to discuss the forms of violence in both formal and informal institutions, and develop mitigation measures with a focus on harassment and stereotyping of women in politics will be undertaken. In addition, efforts will be made to ensure that community dispute resolution efforts, and rapid response mechanisms, include consideration of these specific forms of gender based violence, to ensure peaceful elections in Malawi. Indicative actions to achieve the results include:

- a) Convene national dialogue. A dialogue with relevant partners (e.g. CSOs, political parties, DPCs, MPLCs, Malawi Police Service) to discuss specific forms of violence and harassment against women in politics will be held to identify a common monitoring framework. The project will contribute to monitoring efforts by establishing a civic platform to raise awareness among key partners and to monitor women's participation during the entire electoral cycle. The Project will aim to establish a code of conduct for political parties that commits to promoting women political leaders, and renounces sexist stereotyping of women.

Output Three

Support CMD in its efforts to improve the ability of political parties to contribute to orderly elections.

Programme interventions that will take place under this output will focus on developing the institutional capacity of CMD and supporting its efforts to a) promote inter- and intra-party dialogue (as part of broad conflict prevention and conflict mitigation efforts), and b) improve democratic governance standards within parties, especially in view of the political reforms being considered under the proposed Political Parties Bill. The support under this output will focus on strengthening the institutional capacity of CMD and its self-sustainability to support political parties, as the UN does not engage in direct support to political parties. Building on a prior comprehensive capacity assessment of CMD in 2013, a rapid capacity assessment of CMD will be conducted in June 2017 to inform priorities, as well as a micro-assessment, to evaluate CMD's financial management capacity to inform the most suitable modality for delivering support.

Activity 3.1 Anticipated Results

Strengthen the capacity of the CMD as the primary forum for inter- and intra-party dialogue, and foster its long-term sustainability

CMD has established itself as a credible and trusted platform for mobilising and engaging political parties on key electoral and governance issues. The Project aims to build on the progress that has already been achieved to further enhance the role of CMD both as an effective forum for dialogue, and the lead organization to nurture the development of political parties as internally democratic institutions. Indicative actions to achieve these results include:

- a) Develop CMD's technical, administrative and operational capacity through the implementation of its Strategic Plan. The Project will build on previous support to strengthen and improve the technical and administrative capacity of the CMD Secretariat so that it can effectively implement its four-year Strategic Plan (2016 – 2020) which was developed with the support of the previous project and validated by stakeholders. This will enhance the technical capacity and support CMD provides to its political party membership, and to draw on and coordinate with a variety of stakeholders and relationships (e.g. Tilitonse fund) to diversify its support and sustainability.

Activity 3.2 Anticipated Results

Strengthen existing political party development initiatives to promote the evolution of issue-based platforms.

Through the previous project, CMD assisted parties to develop issue-based political party policies, programmes and activities. This project will continue to assist CMD to build on the existing work in this area, and help political parties to strengthen their internal capacity to conduct policy research and development. These efforts will strengthen the capacity of parties to engage with the MEC and other stakeholders in constructively contributing to the development of procedures. Indicative actions to achieve these results include:

- a) Strengthen the institutional capacity of CMD in working with political parties to enhance policy analysis and policy formulation processes to institutionalize issue based campaigns. The project will support CMD to provide technical and policy advice and platforms to political parties to strengthen their capacity for policy analysis and formulation during campaigns. This, coupled with support for building an internal democratic culture, will move parties closer toward policy oriented campaigns. Pending the enactment of reforms to the political party law, the Project will support CMD to develop an implementation plan to assist parties with the reforms that will be required to ensure compliance with the provisions contained in the new Act. Indicatively, support will include assisting CMD to guide parties in the preparation and submission of audited party accounts to the registrar; the revision of party constitutions; the development of party fundraising/financing strategies; strengthening political party Secretariats to enhance party effectiveness as the administrative arm of the party, and depository of party policy and institutional memory; and, the development of inclusive and participatory internal party structures, including special measures for women. Further support will be given to CMD to raise awareness about the provisions in the Act through public forums at the sub-national level.
- b) Strengthen inter-party dialogue on key electoral issues and to present one unified position on key electoral issues that affect political parties. The Project will provide technical support to CMD to enhance and broaden the scope of dialogue processes between parties down to the district and community level, to ensure that agreements reached at the national level are replicated at sub-national levels. The Project will also provide support to strengthen CMD's convening power with political parties at the party-president level to enhance CMD's ability to facilitate high-level dialogue, and agreements between parties and MEC on key electoral issues and decisions.

Activity 3.3 Anticipated Results

Promote political party policies and procedures to improve inclusion of women.

The Project will support the CMD to work with political parties to promote gender responsive reforms to constitutions and party statutes, including provisions to promote gender balance in party committees and candidate nomination processes. Political parties, as the main gateway to political office will be encouraged to maximize the opportunities for women to compete effectively, and assist with campaign-related skillsets for resource mobilization. Targeted advocacy and outreach

to political party leadership will also be conducted to encourage them to take measures to support women's political participation. Support to aspiring women leaders in political parties will also be provided, to attract, promote and retain women leaders, and highlight the constructive contribution they make to decision-making. Indicative actions to achieve these results include:

- a) Assist CMD to encourage political party leaders to strengthen women's leadership within party structures. This will include the provision of technical and policy advice to political parties on intra-party reforms to increase the role of women in decision-making processes, and creating platforms to increase the role of women in policy debates within political parties.
- b) Targeted advocacy of political party leaders to support women's political participation. Increase awareness of political leaders to support publicly gender equality and women's leadership, such as through UN Women's "HeforShe" campaign and seek to achieve a minimum of 25% female and youth representation in the National Executive Committees of parties.

Activity 3.4 Anticipated Results

Promote political party policies and procedures to improve inclusion of youth.

Opportunities for youth to participate, influence and shape political party programmes and policies is an important initiative to constructively channel younger voters into the political arena and the broader democratic process. The Project will therefore seek to provide support to CMD to support political parties to create forums of engagement that promote and enhance youth participation as a voice within their internal democratic processes. Indicative actions to achieve these results include:

- a) Encourage political parties to strengthen youth leadership within parties to promote conflict prevention/resolution, policy formulation and issue-based politics. The Project will assist CMD to work with political parties to develop and implement youth development and empowerment programmes to give a strong voice to youth within political parties. This will be done through capacity building trainings for youth on policy analysis, policy formulation and the organisation of cross-party policy debates and dialogues on youth issues. The Project will also support the creation of platforms for youth within parties to articulate their grievances and have their voices heard. Further support will be provided to CMD to mobilize parties to develop youth-friendly constitutions, manifestos and cross-party agreement on the role and conduct of Youth Wings during elections.

Output Four

Effective and efficient management, partnership formation, and monitoring and evaluation of the project.

The Project will mobilize and fund its activities through a Basket Fund dedicated to the Project. Under Output Four, these funds will be prioritised and sequenced in accordance with the decisions of the Project Steering Committee, informed by the deliberations of the Technical Committee. Procurement and administration of Project assets will be conducted through the CO or specialised units of UNDP (e.g. the Procurement Support Office, PSO). The cost of Project evaluations and audits will also be funded through this Output. As noted above, to ensure a balance between national ownership and international funding, funding received into the Basket Fund will be non-earmarked. Informed by the CTA, the prioritisation of use of the available funds will be subject to the recommendations of the Technical Committee and decisions of the Steering Committee. Indicative actions to achieve these results include:

- a) Monthly Technical Committee meetings are held to discuss and formulate recommendations, while quarterly Steering Committee meetings are conducted, in accordance with the terms of reference of the committees.

IV-2 Resources Required to Achieve the Expected Results

The following staffing component is envisaged for the Project. The financial resources required for the full implementation of the Project are detailed in the Multi-Year Workplan below.

- **Chief Technical Adviser (CTA).** The CTA possessing professional expertise across the areas of electoral assistance, gender and political party development, will lead and manage the Project. She/he will be based at the UNDP Country Office (CO) in Lilongwe and will advise the MEC Board of Commissioners, the MEC Secretariat and the CMD Board on strategic issues, comparative analysis, international experience and best practice on electoral processes and political party development, as well as institutional management systems and reform. The CTA will manage the Technical Advisers Team and the Project Management Unit (PMU).
- **Programme Analyst (PA).** A PA based at the UNDP CO will provide programmatic and operational support across all aspects of the Project. The PA will coordinate all project day to day management, reporting requirements, and ensure systematic monitoring and evaluation of Project activities. The PA supervises and leads programme support staff, coordinates activities of the projects' administrative staff as they relate to her/his portfolio. She/he works in close collaboration with UNDP's other programme staff, the CO operations team, programme staff in other UN Agencies and Government officials. The PA is also responsible for financial administrative duties, liaising with multi-lateral and bi-lateral donors on the Basket Fund to ensure successful UNDP programme implementation. He/she will have matrix reporting lines to the CTA on substantive issues and to the RICE Portfolio Manager on administrative issues.

A team of Technical Advisers will be co-located at the MEC Headquarters in Blantyre at various times during the programme implementation (on short or long term contracts, depending on the specific scope of work) and at CMD offices to address specific technical and capacity gaps.

- **Legal Specialist (National).** The Legal Specialist will provide expert advice and technical assistance to further develop the capacity of the Legal Department that was established at the MEC under the previous Project. She/he will assist the MEC in strengthening existing complaint management systems for electoral activities, and support the MEC's collaboration with the Judiciary to enhance the effectiveness of electoral dispute mechanisms. If an Electoral Reform Act is passed, the Legal Specialist will provide technical advice on the implementation of the laws to ensure compliance. The Legal Specialist is expected to be retained over the duration of the Project.
- **ICT Advisor (International).** The ICT advisor will advise the MEC on integrating ICT solutions across its operations to improve both administrative and operational accountability and oversight. She/he will assist the MEC with developing effective ICT systems to support voter registration and voter verification and provide technical advice on strengthening the results management and complaint management systems ahead of the elections. The ICT Advisor will be hired on a two-year contract which will expire just after the 2019 elections.
- **Strategic Communications Advisor (National).** A Strategic Communications Advisor will assist the MEC to develop and implement a comprehensive communications strategy, assist with the development of policies and procedures for more effective internal and external communications (this will include the development of a social media policy), and develop the technical skills of the Media and PR Directorate. The Strategic Communications Advisor will be recruited on a six-month contract during Year One of the new Project. After six months, it is anticipated that his/her duties can be transferred to MEC staff, with the CTA providing on-going policy and advice to the Commission on strategic communications.
- **Operations and Logistics Advisor (National).** To address concerns raised by international observer missions in their reports on the 2014 Tripartite Election regarding the MEC's

structural capacity to effectively delivery election services across the country, an Operations and Logistics Advisor will be hired 12 months before the 2019 elections to assist with the MEC with developing effective plans and procedures for delivering electoral services in accordance with agreed timelines ahead of the elections.

- **Gender Advisor (International).** A gender advisor will be recruited by UNDP with substantial input from UN Women, to provide dedicated assistance on the implementation of gender activities with a focus on Output Two, and support to gender mainstreaming efforts under the other outputs. The Gender Advisor will be hired during the initial phase of the Project and is expected to be retained throughout the duration of the Project.
- **Capacity Development Advisor (International).** The Capacity Development Advisor will be based at the CMD offices to provide technical advice and policy support to CMD on the implementation of its Strategic Plan, as well as support initiatives to improve democratic governance standards within political parties. If the Political Parties Bill is enacted, the advisor will further assist CMD on advising political parties with the implementation of the new legislation. The person recruited for this position is expected to be retained throughout the duration of the Project.

IV-3 Partnerships

While the MEC has an exclusive mandate in the conduct and organization of electoral events, it depends on the engagement of a range of other institutions and stakeholders to achieve the procedural certainty associated with credible and genuine elections. As reflected in the above elaboration of activities, several critical partnerships are identified in relation to the outputs, whose engagement will need to be secured throughout the Project.

Output One underscores the partnerships will need to be established with the Judiciary (complaint and petition management), the Ministry of Finance (budget analysis and processes), the Office of the President and Cabinet and the DPCs under the National Peace Architecture, the Ministry of Local Government (for coordination of issues with the MPLCs), the media (journalist training) and CSOs (public outreach and voter education). A partnership with the National Registration Bureau will also be required for the foreseen amendments to the voter registration process. Further partnerships with the Ministry of Justice may be necessary if the election reform agenda progresses, and the MEC is required to elaborate regulations for the electoral process.

Output Two emphasizes the partnerships that will need to be forged with the international and national gender machinery in Malawi (such as, UN Women, the Ministry and NGO-GCN). It will also entail engagement with the Malawi Police Service and Judiciary in relation to gender violence, and adds another dimension to the partnership with DPCs and MPLCs as part of the gender violence monitoring framework; as well as involving the media. Implementation of the output will also take into account and seek to coordinate with other complimentary efforts being undertaken to promote the political empowerment of women, such as, the 50/50 campaign support.

Output Three focuses on the key multi-tiered relationship with CMD, as both a partner and recipient of assistance. The work foreseen through the partnership with CMD may also entail direct engagement with political parties, as well as the Registrar's Office, if political reforms are enacted. The activities framed under Output Three also emphasise the partnerships that need to be forged with gender groups (as identified in Output Two) as well as youth groups.

This holistic approach to Project partnerships is designed to enhance the cost-effectiveness of interventions, by multi-layered engagements through the Technical and Steering Committees as framed under Output Four. Whereas past separated Projects have led to separate meetings among these key stakeholders to discuss similar issues, the Project will act to converge these meetings into multi-stakeholder deliberations.

UNDP also maintains a broad network of in-house resources that will allow it to draw from experiences in other countries within the region and globally, as well as dedicated expert knowledge facilities. Strengthening these resources in thematic areas will include the leveraging of expertise and experience of the Peace and Development Advisors network, as well as the regional and global expertise of UN Women.

IV-4 Risks and Assumptions

Inevitably, in the dynamic circumstances that this electoral cycle is occurring, several key assumptions need to inform the initial planning and design, while several key risks also require identification, monitoring and mitigation.

Key Assumptions

The following strategic assumptions are identified for the Project:

1. The MEC Board of Commissioners prioritises and enacts internal administrative and managerial reforms, and Government ensures that the MEC has sufficient funds to cover its operating and operational costs.
2. The NRB/UNDP Project implements nation-wide registration of eligible Malawians in the National ID system, to enable the National ID Card and system to be used for voter registration and identification at polling.
3. An Electoral Laws Reform Bill (even if it does not contain the entire suite of constitutional and legislative proposals put forward by the Special Law Commission on the review of Electoral Laws) is tabled in Parliament and passed within a timely manner to be operationalized before the 2019 elections.
4. The Political Parties Bill submitted to Parliament, is enacted and implemented in full, consequently improving democratic governance standards in political parties.
5. The Center for Multiparty Democracy (CMD), with support from the Project, can influence party leaders and build political will to increase the role of women in decision-making processes, and create a more equal playing field for women to be selected as candidates.
6. Party leaders, through inter-party dialogue, effectively refrain their youth wings from engaging in acts of violence or intimidation, and that issues of tension are resolved peacefully through effective conflict prevention mechanisms.
7. All funding provided to the Basket Fund is non-earmarked to ensure flexibility of funds to meet agreed priorities and sequencing, and progressive resource mobilisation is successful.

Key Risks

The following strategic risks are identified for the Project:

1. The electoral reforms are delayed substantially beyond 2017, but are enacted later prior to the 2019 elections. Such a risk would entail a dilemma that the MEC may not be able to operationally comply with all reforms enacted under the law within the period available.
 - a. If such a scenario emerges the Project would assist the MEC in analysing the reforms with a view to determining their feasibility and a communication plan to be able to negotiate a suitable arrangement for the elections with Parliament and key stakeholders.
 - b. In the case that the election legal reforms do not proceed, the Project will provide technical assistance to the MEC to review electoral regulations to see where

current gaps, contradictions or inconsistencies could be addressed through strengthening the MEC's electoral regulations.

2. The Political Parties Bill does not progress within Parliament to effect reforms to the regulation of political parties. The Project would maintain its emphasis on the development of political parties via CMD, supporting its operations and efforts to seek consensual improvements in the internal democratic processes of its parties.
3. The MEC is unable or unwilling to implement the full package of internal reforms pertaining to its administration and management. The Project would assess the impact and uncertainty created by the lack of progress, and in consultation with the Governance structures reassess and reprioritise its activities accordingly.
4. The MEC faces challenges in adopting the National ID Card as the basis for voter registration and identification at polling. This would be a costly exercise for the MEC to undertake independently, and may engender a degree of political risk given the criticism of past voter registration exercises. Should this scenario emerge, additional external assistance may be required.
5. Insufficient funds are mobilized to implement the entire range of programme activities that this Project foresees. In mitigation of this risk, the Project will adopt a sequenced approach to implementation, focusing available resources on activities judged to have the most impact potential. The prioritisation of these efforts and resources will be determined through the governance structures of the Project.

IV-5 Stakeholder Engagement

Key stakeholders, in terms of project governance, will include the Government of Malawi (OPC, Finance, Justice, Gender, Local Government and Malawi Police Service), the Judiciary, MEC, CMD, CSOs (NICE and NGOGCN) and Development Partners. Other stakeholders may be identified through the progress of the Project, and will allow for the inclusion of other actors as necessary, in accordance with the terms of reference of the Committees. Engagement with these organizations will be through Project Steering and Technical Committees, and bilateral meetings where necessary.

Project Beneficiaries:

- **Malawi Government:** the Project will provide support to relevant entities within the Government of Malawi to be engaged with the electoral process in a constructive channel of dialogue through the governance structures of the Project, as well as in the coordination and implementation of activities that involve specific mandates.
- **Malawian electorate:** The project will facilitate and promote the enjoyment of the right to vote of the people of Malawi through improved voter registration and management of electoral processes, and the right to be elected to any office. Through improved service delivery by institutions involved in the election process and clarity over the processes for elections, increased confidence and legitimacy in election outcomes will be achieved.
- **The Malawi Electoral Commission:** The MEC will be assisted to develop effective management systems and a cadre of staff to effectively and efficiently plan and manage the electoral cycle operations.
- **Center for Multiparty Democracy:** The CMD will be assisted to maintain its operations and staffing and its capacity strengthened to assist its membership with intra and inter-party dialogue, and political party development. The CMD will also be supported to ensure that its services are responsive to any political reform that is enacted.

- **Judiciary:** the project will provide support to the Judiciary to enhance its capacity for improved and more coordinated Electoral Dispute Resolution mechanisms as a “receiver” of some of the disputes that are filed in the courts of law.
- **Women:** The project will seek to promote women’s political empowerment through a broad range of targeted interventions, including influencing social norms around the role of women in society, and advocacy to influence the political calculus of political party leaders with regards to women’s engaging in party decision-making processes.
- **Youth:** Platforms will be development to amplify the voices of youth in national policy debates; and voter education initiatives will be implemented to improve civic literacy standards, especially among youth in rural areas.

IV-6 South-South and Triangular Cooperation (SSC/TrC)

The project will continue with the Election Management Body Placement Programme in collaboration with EMBs, including in the SADC region.

IV-7 Knowledge

The project will field-test pilot initiatives for training aspiring women candidates and district early warning mechanisms. If the pilots are successful and generate results that justify nationwide application, the project will produce ‘Lessons Learned Reports’ that will be shared with the UN Secretariat (EAD), UNDP and UN Women (Headquarters and Regional offices).

III-8. Sustainability and Scaling

The sustainability of the system is integral to the design and goal of the project. In the period of uncertainty and opportunity created by the electoral and political reform processes, assisting in the formulation, consensus-building and implementation of key processes is critical to the delivery of credible and genuine elections. The sustainability of the architecture of the electoral process will depend upon national ownership, responsiveness, inclusiveness and consensus in redefining the technical, legal and political procedures of the electoral process. As such, the Project is invested in engaging national ownership and customising optimal approaches for Malawi’s unique circumstances.

The scaling of the Project is closely tied to the availability of resources to deliver activities. The circumstances demand that prioritisation and decision-making are closely tied to progressive impact and outcomes. The Project management arrangements of the Steering and Technical Committees are therefore empowered as a forum to discuss and gain consensus on these priorities, which will also offer a platform for ongoing resource mobilisation. Additionally, as noted above in the Project Guidelines, pilot activities will be used for innovative approaches to assess impact and to evaluate the value proposition of larger scale implementation. Scalability of the Project will therefore be flexible, and calibrated according to the evolving impact of the Project.

V. PROJECT MANAGEMENT

V-1 Cost Efficiency and Effectiveness

In the design of the Project, the multi-faceted engagement of actors is designed to improve the efficiency and effectiveness of past practices imposed by disparate projects. Illustratively, individual actors as primary beneficiaries of separate projects have held meetings in isolation to discuss issues. Subsequent efforts to gain inter-actor consensus has often failed as actors have been inflexible to consider other perspectives in the reformulation of a joint position. The Project will seek to mitigate this inefficiency and road-block by drawing all relevant actors into joint issue-based discussions from the outset, to ensure broad awareness of varying perspectives in the formulation of initial positions, and to improve consensus-building and decision making.

To ensure cost efficiency and effectiveness across the Project and the range of outputs, financial responsiveness and impact is a critical concern. Accordingly, funds will be collectively pooled via a UNDP administered Basket Fund. Close monitoring and control of the progress of activities will occur within the Technical Committee, and if implementation goals or deadlines are not met, funding behind activities may be terminated and reprioritised to other activities. Impact of activities will also be closely monitored to assess the value for money and cost effectiveness of approaches. Similarly, if activities are not demonstrating the required impact they may be curtailed, amended or terminated based on the recommendation of the Technical Committee and a decision of the Steering Committee.

All activities to be implemented with funds provided through the Project Basket Fund will be required to be executed in compliance with the Government and Development Partners agreed "Harmonized Rates" protocol, for those activities that fall within its jurisdiction. Non-compliance will be subject to reimbursement and potential exclusion from further partnering activities, as determined by the Project Committees.

V-2 Project Management

The Project will be undertaken using UNDP's Direct Implementation Modality (DIM). The DIM modality requires that all activities of the Project be directly implemented by the Project in accordance with UNDP's relevant rules, regulations and procedures. As detailed below under the Governance and Management Arrangements, the Steering Committee will provide strategic guidance and oversight to the Project, with quality assurance, technical discussions and recommended priorities being provided by the Technical Committee. The composition of these committees, including Government, MEC, CMD, Development Partners and other stakeholders as identified, ensures that the Project is aligned and sensitive to national priorities.

The Project will be led by a Chief Technical Advisor (CTA) who will be responsible for the day to day management and decision making for the Project. The CTA will be responsible for implementation of all activities established under the Project and for day-to-day management and decision-making, as well as ensuring that the programme produces the outputs and results specified in the programme document. She/he will report directly to the UNDP Resident Representative, and liaising closely with the Deputy Resident Representatives of Programmes and Operations. Coordination and liaison with interlinking projects within the UN family will be managed through the Resident Coordinator's Office. In specific regard to Output Two of the Project, the CTA will liaise closely with UN Women, who shall hold shared accountability and responsibility for activities under the Output. Project technical staff will be based at a variety of locations including the MEC HQ in Blantyre, CMD offices in Lilongwe and the UNDP CO. Staff will also be deployed for short periods to undertake substantive activities, including monitoring and evaluation. The Project will be supported by a dedicated Project Management Unit (PMU) located at the UNDP Country Office to manage financial and administrative tasks. Specialized assistance

for large scale international procurement may draw on services¹⁹ from UNDP's Procurement Support Office (PSO) based in Copenhagen. Equally, knowledge products and services may be drawn from across the UN system, such as, UNDP's Regional and HQ assets, UN-EAD, UN Women's Regional and HQ assets, and from the UN Peace and Development Advisors network.

The project will also benefit from the knowledge products²⁰ (brochures and eLearnings) developed by the EC-UNDP Joint Task Force on Electoral Assistance (JTF). In case the project receives funding from the European Union, the EC-UNDP Guidelines on Electoral Assistance ("Guidelines") will apply which, *inter alia*, require the JTF to establish and maintain a dedicated project website, organize a joint kick-off training for the UNDP CO and EU Delegation, and support project reporting²¹.

At the UNDP Country Office project level, the CTA will liaise closely with the DRR(P) on coordinating information sharing and cross-over inputs between UNDP projects. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the financial regulations, rules and directives of the United Nations Development Programme. Independent evaluations and audits of the Project will be administered through the DRR(Ops). The costs for the services provided by UNDP are divided into two categories: GMS (General Management Services) and DPC (Direct Project Costs) which are incurred by the project office/unit²². As discussed and decided by the Executive Board of the UNDP the GMS includes the overhead and back-stopping by UNDP offices in Lilongwe and the support of the Headquarters in New York.

UNDP will ensure that communication and visibility are integrated in projects activities. As per the Joint Visibility Guidelines for EC-UN Actions in the Field, a robust communications and visibility plan will be developed and implemented. The plan will detail agreed communication and visibility strategy, objectives and activities including allocated financial resources. UNDP will be reporting on progress of implementation of the communication and visibility plan under its regular reporting requirements. As much as possible, a common logo for marketing and branding will be employed as agreed by contributing partners. Subject to the specific Contribution Agreements, a common logo that emphasizes the role of national actors' identity with less prominent display of the logos of contributing DPs, will be the approach. The purpose of this approach is to seek to emphasize the sovereign ownership and to enhance institutional images, while still recognizing the contributions of DPs. In public statements or press releases from the Project, donors will be recognized and acknowledged as funding the Project.

¹⁹ The services of UNDP's Procurement Support Office are provided at 4.5% of the value of contracts administered through their office.

²⁰ Available at <https://www.ec-undp-electoralassistance.org/>

²¹ For the full text of the Guidelines, signed by the Administrator, please see: <https://www.ec-undp-electoralassistance.org/the-guidelines/>

²² According to UNDP Rules and Regulations, Direct Project Costs (DPC) are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmes and projects (i.e. costs directly related to the delivery of programmes), and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants, (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4) Travel authorizations, visa requests, ticketing, travel arrangements and ICT commons services; and, (5) Shipment, custom clearance, vehicle registration and accreditation.

VI. RESULTS FRAMEWORK²³

UNDAF Outcome 4.1: National institutions foster democratic governance and human rights to promote transparency, accountability, participation and access to justice for all, especially women and children

UNDAF Output 4.1.4: National electoral processes and capacities in Malawi Electoral Commission, Civil Society and different arms of Government strengthened to ensure peaceful, free and credible national and by-elections

Applicable Output(s) from the UNDP Strategic Plan: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Project title and Atlas Project Number: Malawi Electoral Cycle Support 2017-2019

EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			Data Collection Method
			Value	Year	Year 1	Year 2	Year 3	
Output 1 <i>The MEC is trusted as an impartial entity with the capacity to credibly administer and manage elections in accordance with its national and international obligations.</i>	1.1 MEC functional review is conducted and 90% of internal reforms implemented	Official MEC docs	0	2017	40%	40%	10%	90% ²⁵ MEC records: BoC decisions and Secretariat reports
	1.2 Operational plan for election reforms produced and monitored	Official docs	0	2017	Op Plan in place / TC monitor	TC monitor progress	TC monitor progress	Op Plan Monthly monitor MEC Record TC Minutes
	1.3 Number of MEC "Master Trainers" are trained and in place	MEC HR Records	0	2017	0	5	5	MEC HR records Project Progress Report

²³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

²⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

²⁵ In consideration of the operational activities to be conducted in the period as well as the ongoing election reform initiative, 100% completion within the period is not contemplated, but will need to be subject to prioritization.

	1.4 NRIS is effectively adopted for VR	0	2017	0	100%	100%	100%	100%	VR records
	1.5 MPLC-DPC pilot is conducted and assessment provided	0	2017	Pilot	-	-	-	Pilot	Report submitted
	1.6 Number of Judges trained in revised electoral processes	0	2017	0	2 Trainings conducted	0	2	2	Training reports
Output 2 <i>Women's political empowerment throughout the electoral cycle is strengthened</i>	2.1 Number of temporary special measures for women are put in place	2	2017	1 special measure	1 special measure	1 special measure	3	3	MEC BoC decisions TC minutes
	2.2 Pilot for aspiring female candidates conducted and assessed	0	2017	Pilot	-	-	-	Pilot	Report
	2.3 Dialogue on electoral violence specific to women is conducted.	0	2017	2	2	2	6	6	Rapporteur Reports
Output 3 <i>Improve the institutional capacity of CMD in supporting political parties' efforts to contribute to orderly elections</i>	3.1 CMD develops a sustainability strategy that is monitored by TC	0	2017	Strategy Doc /TC monitor	TC monitor	TC monitor	1	1	Strategy document TC minutes
	3.2 Number of political parties that use credible primary processes for candidate selection	0	2017	0	4	-	4	4	CMD/Public reporting
	3.3 Number of females and youth in party executive committee positions	-	2017	-	25%	-	25%	25%	CMD/Party Records
Output 4 <i>Effective and efficient management, partnership formation, and monitoring and evaluation of the project.</i>	4.1 Number of project staff recruited on schedule	0	2017	100%	100%	100%	100%	100%	HR records
	4.2 Number of Technical Committees and Steering Committees held	0	2017	3	4	4	11	11	Minutes of meetings
	4.3 Midterm evaluation conducted	0	2017	-	1	-	1	1	Project records

	4.4 JTF training conducted	Project Records	0	2017	1	-	-	1	Project records
--	----------------------------	-----------------	---	------	---	---	---	---	-----------------

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP/UN Women	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Monthly through Technical Committee	Risks are identified by project management and stakeholders. Actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	All	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP/UN Women	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP/UN Women	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly via Steering Committee	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	All	
Project Duration Review	Review duration of Project against closure schedule of end of 2019, based on progress and post-election period developments.	July, 2019	Performance, funding and progress in post-election period reviewed and a decision made to maintain	All	

					schedule or extend Project beyond end of 2019.	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)				UNDP/UN Women
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annual			Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	All

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP/UN Women	2	4.1/4/1/4	September 2018	DPs, GoM, MEC, CMD	Basket Fund
End of Term Evaluation	UNDP/ UN Women	2	4.1/4/1/4	November 2019	DPs, GoM, MEC, CMD	Basket Fund

VIII. MULTI-YEAR WORK PLAN ²⁶²⁷

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR			PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount US \$
Output 1 <i>The MEC is trusted as an impartial entity with the capacity to credibly administer and manage elections in accordance with its national and international obligations.</i>	1.1 MEC administrative and management reforms, and Strategic Plan development	242,000	483,000	383,000	UNDP	Basket Fund	Technical Assistance/ Trainings/Procurement	1,108,000
	1.2 Communications and stakeholder engagement	55,000	50,000	30,000	UNDP	Basket Fund	Technical Assistance	135,000
	1.3 Technical skills and training of MEC staff	50,000	50,000	30,000	UNDP	Basket Fund	Technical Assistance/ Trainings	130,000
	1.4 Strengthened efficiency of electoral operations and planning	50,000	150,000	50,000	UNDP	Basket Fund	Technical Assistance/Trainings	250,000
	1.5 Strengthen ADR and formal complaint processes	30,000	70,000	70,000	UNDP	Basket Fund	Technical Assistance	170,000
	1.6 Strengthen Voter Education capacity		50,000	30,000	UNDP	Basket Fund	Technical Assistance	80,000
	1.7 Promote Gender Mainstreaming at the MEC	20,000	30,000	30,000	UNDP	Basket Fund	Technical Assistance	80,000

²⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

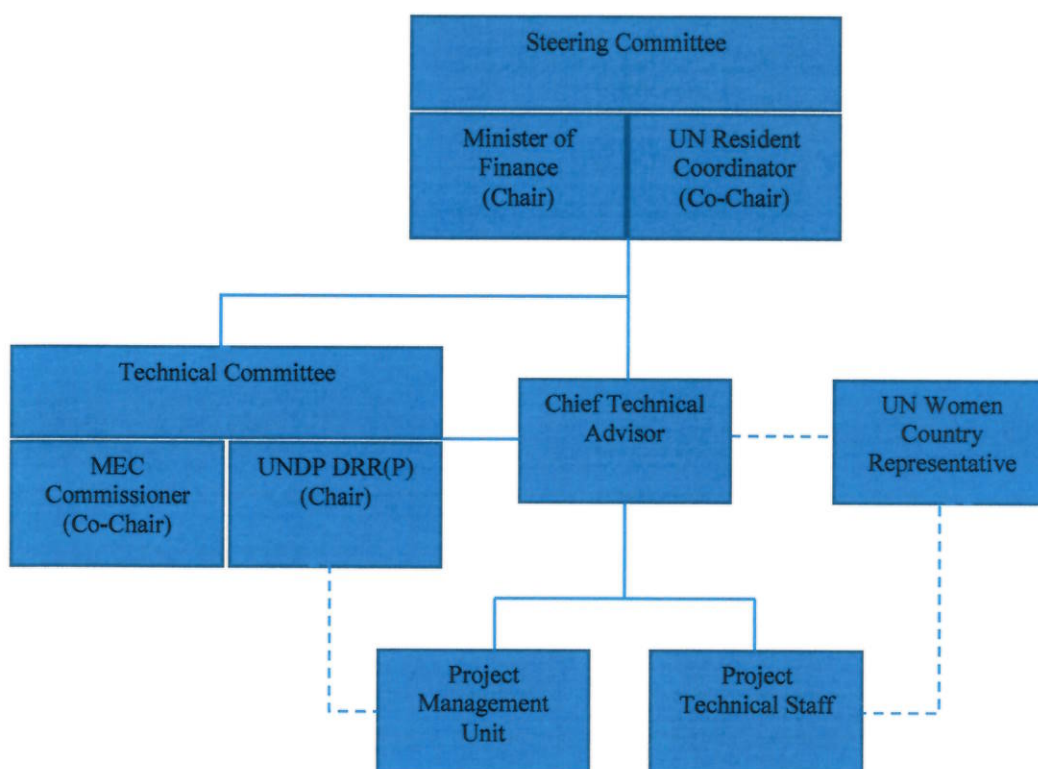
	1.8 Critical procurement support	TBD	TBD	TBD	UNDP	Basket Fund	Technical Assistance/Procurement	TBD
	MONITORING	10,000	20,000	10,000	UNDP	Basket Fund	M&E	40,000
	Sub- Total	457,000	903,000	633,000				1,993,000
Output 2 <i>Women's political empowerment throughout the electoral cycle is strengthened</i>	2.1 Civic Education on Gender and politics	165,200	355,400	255,400	UNDP/UNW	Basket Fund	Dialogue/ TA	776,000
	2.2 Train aspiring female candidates and build campaign capacity	50,000	400,000	100,000	UNDP/UNW	Basket Fund	Technical Assistance	550,000
	2.3 Violence against women in politics	20,000	100,000	50,000	UNDP/UNW	Basket Fund	Dialogue/ TA	170,000
	MONITORING	10,000	20,000	20,000	UNDP/UNW	Basket Fund	M&E	50,000
	Sub- Total	245,200	875,400	425,400				1,546,000
Output 3 <i>Improve the institutional capacity of CMD in supporting the political parties' efforts to contribute to orderly elections</i>	3.1 Develop CMD Capacity and sustainable strategy	200,000	300,000	300,000	CMD/UNDP	Basket Fund	Technical Assistance Institutional Support	800,000
	3.2 Political Party Development and campaign platforms	165,200	330,400	280,400	CMD/UNDP	Basket Fund	Technical Assistance	776,000
	3.3 Promote inclusive party leadership roles	20,000	100,000	30,000	CMD/UNDP	Basket Fund	Technical Assistance	150,000
	MONITORING	10,000	10,000	10,000	UNDP	Basket Fund	M&E	30,000
	Sub-Total	395,200	740,400	620,400				1,756,000
Output 4 <i>Effective and efficient management, partnership formation, and monitoring and evaluation of the project.</i>	4.1 Project Management, staffing, Quality Assurance, Monitoring, Meetings convened	351,000	600,000	605,000	UNDP	Basket Fund	Project staffing, management and M & E	1,556,000
	4.2 Partnerships established, and Communication and visibility plan implemented.	5,000	10,000	10,000	UNDP	Basket Fund	Project management	25,000

	4.3 Goods and Services to support project activities procured	10,000	20,000	30,000	UNDP	Basket Fund	Project management	60,000
	4.4 JTF requirements for website products and joint training is conducted.	40,000	5,000	5,000	UNDP/ JTF	EU basket funds	Project management	50,000
Evaluation	EVALUATION (mid-term and end of term)		25,000	25,000	UNDP	Basket Fund	M&E	50,000
	Sub-Total	406,000	660,000	675,000				1,741,000
General Management Support	<i>Tentative GMS as actuals will be based on funding sources</i>	120,272	254,304	188,304				562,880
	Total by Year	1,623,672	3,433,104	2,542,104				7,598,880
TOTAL								

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented directly by UNDP under its Direct Implementation Modality (DIM) in close collaboration with UN Women, and will formally commence after approval and formal signature by the GoM and UNDP. The principal institutional beneficiaries of the Project are the Malawi Electoral Commission and the Center for Multiparty Democracy, while stakeholders include the Government of Malawi, gender NGOs and Development Partners (DPs). The Project governance and management arrangements are depicted in Figure 3 below. Financial contributions to the Project will be consolidated, coordinated and administered by UNDP in a Basket Fund, which will be the subject of regular financial reporting throughout the duration of the Project. The respective responsibilities of the key players are set out below:

Figure 3. Project Governance Structure



IX-1 Government of Malawi

The Government of Malawi will be represented in the Steering Committee by the Minister of Finance and other ministerial or senior colleagues as required. The GoM is the principal funder of Malawi's electoral process and has a vested interest in the credibility and genuineness of the electoral process and the legitimacy of its outcomes. Where possible, the Government also holds responsibility for expediting the formal process of amendments to the laws (for submission to Parliament) and regulations to ensure the legal framework is amended. The GoM will have continuous engagement throughout the life of the Project through its representatives in the Steering and Technical Committees (terms of reference attached), and will coordinate and implement the decisions of these committees, when tasks or responsibilities emanate from them.

IX-2 Malawi Electoral Commission

As a principal beneficiary of the Project, the MEC will work closely with UNDP throughout the Project. The MEC's involvement will include the following:

- Provide Chairperson and Commissioners representation in the Project Steering Committee;
- Provide quarterly narrative and financial progress reports of preparations for work being directly undertaken by the MEC;
- Produce and implement work plans, as well as budgets to be supported by the Government, in line with the outcomes of internal reform and broader electoral reform;
- Report on progress to the Project Committees and any other meetings called as and when necessary;
- Designate a Commissioner to be the Co-Chair of the Technical Committee (TC);
- Coordinate closely with the CTA on developments and policy advice;
- Develop and prepare submissions to the TC in close liaison with the UNDP Project Team;
- Provide suitable office space, furniture and facilities (e.g. Internet connection, printers and consumables) for technical advisers to be co-located at the MEC.

IX-3 Center for Multiparty Democracy

As a principal beneficiary of the Project, CMD will work closely with UNDP throughout the Project. CMD's involvement will entail the following:

- Provide Executive Director representation in the Project Steering Committee;
- Provide narrative and financial progress reports of preparations for work being directly undertaken by CMD with Project funding;
- Produce and implement work plans, as well as budgets to be supported by the Project, in line with the Project activities and broader agenda of political reform;
- Report on progress to the Project Committees and any other meetings called as and when necessary;
- Provide the Executive Director of CMD to represent it at the Technical Committee (TC);
- Coordinate closely with the CTA on developments and policy advice;
- Develop and prepare submissions to the TC in close liaison with the UNDP Project Team;
- Provide suitable office space, furniture and facilities (e.g. Internet connection, printers and consumables) for technical advisers to be co-located at CMD.

IX-4 United Nations Development Program

UNDP will be the lead implementer for the Project, and the coordinating partner of international and national assistance and support. The United Nations Resident Coordinator will provide senior representation at the Steering Committee and fulfil the role of the Co-Chair. The DRR(P) will Co-Chair the Technical Committee meetings with a MEC Commissioner.

IX-4-a Project Technical Team

A Project Technical Team, comprised of technical advisors under the supervision of the CTA will work in close collaboration with MEC, CMD, UN Women and gender groups and other technical stakeholders in the process. The Project Team responsibilities will include:

- Provide policy advice, guidance and expert technical assistance;
- Develop and deliver technical products and operational tasks as determined;
- Coordination and delivery of international technical assistance;
- Provide capacity building and institutional development;
- Monitor and report on progress and risks;
- Provide contract monitoring and management;

- Implement required actions under the monitoring and evaluation plan;
- Support the harmonization of support through the TC and SC; and
- Coordination among stakeholders, including the preparation and dissemination of regular reports for their information on progress.

IX-4-b Project Assurance

Project Assurance will be provided by the Technical Committee and may draw upon other UN (global, regional or country) technical resources to assist in this function, as necessary. The UNDP DRR (Programmes) will Chair the Project Technical Committee in accordance with its terms of reference and provide quality assurance review to the Project Technical Team, and will also hold responsibility for the administrative functioning of the PMU and PA support.

IX-4-c Project Management Unit

UNDP will put in place a Project Management Unit (PMU) to manage and administer the Basket Fund, as well as other administrative tasks under the supervision of the Chief Technical Advisor (CTA) and in close liaison with the Deputy Resident Representatives. The Project will draw on the existing operational, financial and administrative capacities within the UNDP Country Office, as well as other UNDP and UN system resources, to ensure effective and efficient implementation. The basket fund will also be utilized for project staff costs, office or equipment costs necessary for successful project implementation. The PMU's duties will include:

- Coordination with the Project Technical Team and UN Women on the submission of operational and financial reports;
- Procurement of agreed materials and services through the Basket Fund; and
- Provide timely financial and technical reports as outlined in the respective Contribution Agreements with each stakeholder.

IX-5 UN Women

UN Women will operate in partnership with UNDP through the Project. UN Women will assist in the recruitment of the Gender Advisor and will also provide guidance to the Project on the coordination, advocacy and progress of parallel gender initiatives that have a bearing on the Project deliverables. The CTA will liaise closely with the UN Women Country Representative and draw upon UN Women's regional and global assets on knowledge and services through her good offices, in specific regard to the activities under Output Two, and for support as necessary for gender mainstreaming under Outputs 1 and 3. The implementation of activities under Output 2 will be executed by the Project, UNW and/or other partners, in accordance with discussions and the related decisions of the Project committees, taking into account the available resources and their prioritization.

IX-6 Steering Committee

The Steering Committee (SC) is responsible for the oversight and strategic leadership of the Project. The Steering Committee will enable the Project to have a high-level of strategic consensus on overall direction and provide strategic guidance to the Project and TC on priorities and risks. The Steering Committee shall convene at least once every quarter, or more often, as requirements dictate. The Steering Committee will be chaired by a Government Minister and Co-Chaired by the UN Resident Coordinator. Development Partners will represent the international community in the Steering Committee at the level of Heads of Mission. Any major deviations to the process or the Project Document will be approved through the Steering Committee. Terms of reference for the Steering Committee are attached.

IX-7 Technical Committee

The Technical Committee (TC) will oversee Quality Assurance for the Project based on the strategic direction of the SC, and shall be consulted by the CTA on progress as well as issues of significance to operational and technical issues. Project tolerances (i.e. constraints in terms of time and budget) will be an ongoing area of assessment for the TC throughout the life of the Project, to support the management and priorities of the outputs. The committee will concentrate on the management and technical aspects of the Project such as planning and budgeting, financial and technical reports, and risk management. The TC will also conduct preliminary analysis and lay out options for discussion and adoption during SC meetings, and may propose agenda items for the SC meetings. The TC will be constituted of stakeholders' senior technical representatives and will be Chaired by the UNDP DRR(P) and a MEC Commissioner. The TC shall convene at least monthly during the running of the Project, or more often as necessary.

X. LEGAL CONTEXT AND RISK MANAGEMENT

IX-1 Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Malawi and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

IX-2 Risk Management Standard Clauses

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

XI. ANNEXES

1. STEERING COMMITTEE TERMS OF REFERENCE

Within the UNDP Electoral Cycle Support Project, the Steering Committee will be a high-level oversight and decision-making body that will be guided by the country's commitment to conduct free, fair, and credible elections. The Steering Committee will ensure that the Malawi Electoral Commission (MEC), the Center for Multiparty Democracy (CMD), Gender representatives, Government and Development Partners' strategic efforts are harmonized and prioritized, responsive to the interests of all Malawians in the electoral cycle, as well as to the unfolding political situation.

The Steering Committee will be Chaired by the Minister of Finance and co-chaired by the Resident Coordinator of the United Nations in Malawi. The principal role of the Steering Committee is to oversee the strategic priorities and progress of the Project, ensure the coordination of Project activities and priorities, and to provide a forum for high-level decision-making and oversight.

While the Project Steering Committee has important quality assurance review and strategic guidance functions, it is not aimed at detailed technical oversight or as a mechanism to ensure accountability of the implementing party to the donors. These detailed functions will be undertaken by the Technical Committee that will report to the Steering Committee.

Mandate

The Steering Committee will:

- Promote inclusive, credible and genuine elections in a peaceful electoral environment;
- Provide high-level decision-making and strategic oversight to the Project;
- Monitor the progressive achievement of the Project milestones and objectives;
- Review quarterly and annual narrative and financial reports of the Project;
- Provide high-level quality assurance review for Project results;
- Approve plans and reports submitted by UNDP that have been previously reviewed by the Technical Committee;
- Support the independence of the electoral process and Project;
- Promote the enjoyment of political and civic rights for the Malawian electorate, with a particular focus on vulnerable groups that may be underrepresented in elections;
- Monitor progress and provide guidance on long term sustainability of the Project's achievements;
- Provide high level coordination of support to the electoral process between the beneficiaries, Government and Development Partners, ensuring accountability;
- Review and approve any major revisions to the Project based on consideration of the recommendations from the Technical Committee; and
- Monitor strategic risks and implement risk mitigation measures, if required, and as recommended by the Technical Committee.

Decision Making

The decisions within the Steering Committee will preferably be taken by consensus. However, in the absence of a consensus and as a last resort, there will be a weighted vote – linked to contributions made to the basket fund – the result of which must have UNDP’s positive vote, in order for UNDP to ensure compliance with UNDP’s regulations, rules, policies and procedures and its obligations.

Membership

The standing membership of the Steering Committee will include the following:

- Government Representatives: Minister of Finance (Chairperson), Chief Secretary, Secretary of Treasury, and the Minister of Justice;
- Electoral Commission: Chairperson and other Commissioners of the Malawi Electoral Commission; and
- Development Partners: Heads of Mission from Development Partners that are directly engaged in activities in support of the Project, the Resident Coordinator of the United Nations (co-chair), the UNDP Chief Technical Advisor and the Country Representative of UN Women.
- The Centre for Multi-Party Democracy (CMD) will also be represented by its Executive Director.

The Steering Committee may include other representatives based on a consensus decision among the membership and as required by the agenda.

Steering Committee Meetings

The Steering Committee will meet in Lilongwe at least quarterly, and once every two months in the pre-election period, but may also meet more often as required. A calendar of meetings will be developed and disseminated. The Technical Committee shall be a de facto sub-committee of the Steering Committee to which specific issues may be delegated, and will provide periodic and issue-specific reporting to the Steering Committee, as requested.

Secretariat Function

UNDP will provide secretariat services for the Steering Committee by coordinating meetings, inviting all members, producing documentation and meeting minutes, managing correspondence, information management/ dissemination and related tasks. Documents will be made available to Steering Committee members at least four working days prior to a scheduled meeting. The decisions and proceedings of the Steering Committee will be distributed to the Participants within five working days after the meeting.

Minutes and Information Sharing

Minutes of the Steering Committee meetings will be prepared by the UNDP Project Management Unit.

2. TECHNICAL COMMITTEE TERMS OF REFERENCE

Within the UNDP Electoral Cycle Support Project, the Technical Committee will provide on-going quality assurance and monitoring of implementation progress, risk identification and monitoring, and detailed technical review of the Project. The Technical Committee will also monitor the progress of election preparations and progress. The Technical Committee will review plans and give substantive guidance on achieving Project results and monitor their achievements, ensuring accountability. The Technical Committee will report to the Steering Committee and may identify and escalate any strategic or other high-level issues that may require guidance or deliberation. Technical Committee reports will be provided to the Steering Committee together with other supporting documentation. The Technical Committee will be Chaired by the UNDP Deputy Resident Representative (Programmes) and co-chaired by a Commissioner of the Malawi Electoral Commission (MEC).

Mandate

The Technical Committee will:

- Review and assess operational plans, budgets and other key documentation;
- Provide recommendations on the prioritization and use of Project funds to activities;
- Evaluate and report on the progressive achievement of electoral milestones and objectives, against the electoral calendar;
- Provide quality assurance for Project component results, as well as the overall progress of the election process;
- Review documentation and reports prepared under the Technical Committee for submission to the Steering Committee;
- Monitor and advise on issues that may affect the actual or perceived independence of the electoral process and MEC;
- Monitor and advise CMD on issues that may affect the inclusive and effective participation of political parties in the electoral process;
- Promote the political and civic rights of the Malawian electorate, with a particular focus on groups that may be underrepresented in elections, including gender mainstreaming, as well as youth and women's political participation;
- Monitor progress and provide guidance on long term sustainability of the Project's achievements;
- Identify and formulate any major revisions to the Project for the approval of the Steering Committee;
- Provide on-going risk identification and monitoring, and formulate risk mitigation measures as required; and
- Identify and escalate issues for strategic guidance and/or decision-making by the Steering Committee.

Decision Making

Decisions within the Technical Committee will preferably be taken by consensus. However, in the absence of a consensus and as a last resort, there will be a weighted vote – linked to contributions made to the basket fund – the result of which must have UNDP’s positive vote, in order for UNDP to ensure compliance with UNDP’s regulations, rules, policies and procedures and its obligations.

Membership

The standing membership of the Technical Committee will include the following:

- Government Representatives: Ministry of Finance, Ministry of Justice, and Ministry of Gender;
- Electoral Commission: Two Commissioners of the Malawi Electoral Commission and the Chief Electoral Officer;
- Development Partners: representatives from the contributing donors;
- UNDP Chief Technical Advisor;
- UN Women; and
- Centre for Multi-Party Democracy (CMD).

The Technical Committee may include other representatives based on a consensus decision among the membership and as required by the agenda of the meeting.

Technical Committee Meetings

The Technical Committee will meet in Lilongwe on a monthly schedule, but may also meet more often as required. A calendar of meetings will be developed and disseminated. The Technical Committee shall be a de facto sub-committee of the Steering Committee to which specific issues may be delegated, and will provide periodic and issue-specific reporting to the Steering Committee, as requested.

Secretariat Function

UNDP will provide secretariat services for the Technical Committee by coordinating meetings, inviting members, producing documentation and meeting minutes, managing correspondence, information management/ dissemination and related tasks. Documents will be made available to members at least four working days prior to a scheduled meeting. The decisions and proceedings of the Committee will be distributed to the Participants within five working days after the meeting.

Minutes and Information Sharing

Minutes of the Committee meetings will be prepared by the UNDP Project Management Unit.

3. CHIEF TECHNICAL ADVISOR TERMS OF REFERENCE

The Chief Technical Advisor’s prime responsibility will be to ensure that the Project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Chief Technical Advisor will be responsible for the day-to-day management and decision-making for the Project, within the framework and constraints set out by the Steering and Technical Committees.

The CTA will possess professional expertise across the areas of electoral assistance, gender and political party development. He/she will advise the MEC Board of Commissioners and Secretariat and the Center for Multiparty Democracy (CMD) Board and Secretariat on strategic issues, comparative analysis, international experience and best practice on electoral processes and political party development, as well as institutional management systems and reform.

The CTA will manage a team of Technical Advisers and the Project Management Unit (PMU), and provide technical guidance to facilitate the timely resourcing of activities that meet with agreed priorities. The CTA will report directly to the UNDP Resident Representative, and liaising closely with

the Deputy Resident Representatives of Programmes and Operations. The Project will be implemented in close partnership with UN Women and the CTA will therefore also liaise closely with the UNW Country Representative. In addition, the CTA will:

- Ensure effective administration and technical management of the Project, producing project results as specified in the project document, within the specified constraints of time and cost, including development of annual work plans, timelines for activities and budgets, planning and oversight of project activities and results, and monitoring progress.
 - Offer expert guidance to MEC in the overall management of electoral processes through: advice on policy development and implementation; advice on the ongoing electoral reform process; guidance on the implementation of administrative and management reforms, including technical advice on institutional capacity development; guidance in strategizing and organizing the various activities the MEC will be carrying out in preparation for and implementation of the 2019 tripartite elections.
 - Provide technical and policy support to the MEC to implement its gender mainstreaming strategy, as well as to CMD with regard to gender-related political party issues, to increase the role of women in the electoral and political processes, in close-cooperation and coordination with UN Women.
 - The CTA will cooperate closely with UN Women on the delivery of gender-related aspects of the project, particularly with the support of the project Gender Adviser.
 - Maintain the strategic cooperation with the National Registration Bureau to reinforce the dialogue between the two stakeholders ahead of the voter registration process.
 - Liaise with the District Peace Committees (DPCs), Multi-Party Liaison Committees (MPLCs) and the Judiciary to strengthen the role of dispute resolution in the electoral context.
 - Analyze broader democratic governance and electoral issues and trends in the country and advise the project, the Country Office and the partners accordingly.
 - Provide regular briefings and written reports to UNDP senior management, donors and other stakeholders.
 - Oversight and manage the submission of operational and financial reports, including the project quarterly progress report and the Annual Report.
 - Monitor and report on progress and risks including monitoring and updating the risks and issues log according to Technical Committee discussions and Steering Committee decisions.
 - Continuously review the project status and provide strategic and policy advice to the Steering Committee and Technical Committee on required follow up and/or corrective action.
 - Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, as well as to the mobilization of funds with partners.
 - Ensure the harmonization of support through the monthly Technical and quarterly Steering Committee meetings and the preparation and dissemination of regular reports for their information on progress.
 - Liaise and foster strategic cooperation with other development partners to reinforce dialogue between stakeholders.
 - Ensure effective cooperation and coordination between all the components of the project.
 - Effectively manage and oversight the work and performance of the Project Technical Team members, consultants and any other assigned staff; and
 - The CTA will ensure synergies between the Electoral Cycle Support Project and all relevant UNDP thematic areas, in particular within the Governance portfolio.
-