

**Annex I - Description of Action
ENPI/2015/365-717**

***Enhanced Support to the Independent Electoral Commission and the Judiciary in Jordan
(2016–2017)***

Title of the Action:	Enhanced Support to the Independent Electoral Commission and the Judiciary in Jordan (2016–2017)
Location of the Action:	Jordan
Total duration of the Action:	14 months (16 January 2016 – 15 March 2017)
Amount of requested EU contribution	737,923 Euro
Objectives of the Action	<p><u>Overall Objective:</u> Consolidation of the capacity of electoral structures in Jordan to adapt to new electoral frameworks</p> <p><u>Specific Objectives:</u></p> <ol style="list-style-type: none"> 1. Consolidation of the IEC as a professional and independent institution 2. Enhanced IEC external relations with stakeholders on new electoral frameworks 3. Consolidation of IEC Voter Registration Data Base 4. Enhanced IEC capacities for the implementation of election operations under new electoral frameworks 5. Consolidation of electoral dispute resolution mechanisms under new electoral frameworks 6. Enhanced IEC engagement with political parties on new electoral frameworks 7. Provision of specialised advice on new electoral frameworks and project management
Target group(s)	Election administration; judges with jurisdiction for resolving electoral disputes; political parties; stakeholders engaged on elections, voter education; Jordanian voters and citizens
Final beneficiaries	Independent Election Commission of Jordan; Judges; Civil Society Organisations; Electoral Contestants, including women candidates; women participants in the broader electoral process; Jordanian voters and citizens, including voters with disabilities.
Estimated results	<ul style="list-style-type: none"> • IEC capacities as a professional and independent institution are consolidated • IEC capacities to engage in external relations are enhanced • A credible Voter Registration Data Base is in place • IEC has effective capacities for election operations • Workable and credible electoral dispute resolution mechanisms are in place • IEC has effective engagement with political parties • Specialised electoral advice and effective project management is in place
Main activities	<p>Activity 1: Consolidation of IEC development as a professional and independent institution</p> <ol style="list-style-type: none"> 1.1 Review of IEC strategic capacities under new electoral frameworks 1.2 Enhancing IEC strategies for engagement with women, and other marginalised groups in line with new electoral frameworks 1.3 Developing IEC capacity in professional election administration in the light of new electoral frameworks <p>Activity 2: Enhancing IEC external relations with stakeholders on new electoral frameworks</p> <ol style="list-style-type: none"> 2.1 Consolidating IEC communications capacities 2.2 Enhancing IEC engagement with civil society 2.3 Enhancing IEC public awareness and voter education 2.4 Facilitating IEC engagement with election observers

	<p>Activity 3: Consolidation of the IEC Voter Registration Data Base 3.1 Consolidating IEC voter registration data base capacities for new electoral frameworks 3.2 Enhanced quality assurance of IEC voter registration capacities</p>
	<p>Activity 4: Enhancing IEC capacities for the implementation of election operations under new electoral frameworks 4.1 Consolidation of IEC election operations capacities 4.2 Enhancing IEC recruitment and training of polling staff 4.3 Enhancing IEC data management capacities 4.4 Developing mechanisms for campaign supervision 4.5 Enabling lessons learned mechanisms</p>
	<p>Activity 5: Consolidation of electoral dispute resolution mechanisms under new electoral frameworks 5.1 Enhancing election dispute mechanisms for new electoral frameworks 5.2 Enhancing awareness on electoral disputes resolution processes</p>
	<p>Activity 6: Enhanced IEC engagement with political parties on new electoral frameworks 6.1 Enhancing IEC engagement with political parties 6.2 Developing IEC training of political parties</p>
	<p>Activity 7: Providing specialised advisory services on new electoral frameworks and project management 7.1 Advising on new electoral frameworks 7.2 Advising on project management 7.3 Implementation of EU and UNDP communications and visibility strategies</p>



ACRONYMS

AWP	Annual Work Plan
CD	Country Director (UNDP)
CO	Country Office (UNDP)
CPAP	Country Programme Action Plan (UNDP)
CPD	Country Programme Document (UNDP)
CSO	Civil Society Organization
CTA	Chief Technical Advisor (UNDP)
DIM	Direct Implementation Modality (UNDP)
DPA	Department of Political Affairs (UN)
EAD	Electoral Assistance Division (UN) of DPA
EDR	Electoral Dispute Resolution
EMB	Electoral Management Body
ENP	European Neighbourhood Policy
EU	European Union
FAFA	Financial and Administrative Framework Agreement (EU-UNDP)
FTA	Fixed Term Appointment
GPECS	Global Programme for Electoral Cycle Support (UNDP)
HACT	Harmonized Approach to Cash Transfers (UNDP)
HR	Human Resources
IEC	Independent Election Commission
IFES	International Foundation for Electoral Systems
IT	Information Technology
MOI	Ministry of Interior
MOPIC	Ministry of Planning and International Cooperation
NAM	Needs Assessment Mission (UN)
PMU	Project Management Unit (UNDP)
PPLC	Political Parties Liaison Council
PR	Progress Report
QPR	Quarterly Progress Report
RR	Resident Representative (UNDP)
SBAA	Standard Basic Assistance Agreement (UNDP)
SC	Steering Committee
SEA	Senior Electoral Advisor (UNDP)
SECJ	Support to the Electoral Cycle in Jordan (UNDP Project)
SIEC	Support to the Independent Election Commission (2012-2017 Action under EU/UNDP Contribution Agreement)
SEPJ	Strengthening Electoral Processes in Jordan (UNDP)
SEPP	EU Support to Electoral Processes Programme (EU)
SPRING	Support for Partnership, Reforms, and Inclusive Growth (EU)
TA	Technical Assistance
TAPs	Technical and Administrative Provisions (EU)
TC	Technical Committee
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	US Agency for International Development
USGPA	UN Under Secretary General of Political Affairs / UN Focal Point for Electoral Assistance

1. Relevance of Action

1.1 Background

Since a path towards political reform in Jordan was initiated by the late H.M. King Hussein in 1989, and consolidated by measures taken under H.M. King Abdullah II, a key priority for Jordanian authorities and stakeholders has been the need to build an effective framework for the holding of inclusive, credible and transparent elections.

Jordan has experienced a regular series of multi-party elections, with parliamentary elections taking place in 1989, 1993, 1997, 2003 (after a two-year suspension), 2007, 2010 and 2013, and with municipal elections being held in 1995, 1999, 2003, 2007 and 2013. The conduct of these elections has been marked by a series of challenges related to the electoral policy framework *inter alia* the electoral system in place, the delineation of electoral boundaries, the assignment of seats to electoral districts, the role of governmental institutions in the management of elections, the process of voter registration, and the role of illegal and corrupt practices such as vote-buying in electoral campaigning. One consequence of these controversial electoral policies has been that political parties have tended to achieve limited success in winning elected office, with repeated changes to the electoral system and the legislative framework for elections shortly before elections are conducted.

1.1.1 Current Electoral Systems

The electoral system in place for parliamentary elections between 1993 and 2010 was that of single non-transferrable vote (SNTV, locally referred to as '*qannoun al sawt al wahad/one man one vote*') whereby voters cast ballots for one candidate in multi-member districts. A consequence of this system is that it tends to reduce the opportunities for political parties to have more than one of their candidates compete in a district, limiting the number of parliamentary seats that can be won by parties. A further consequence specific to Jordan is that the seats tend to be won by candidates affiliated to the leading tribes in the district. SNTV also tends to lead to a high number of 'wasted votes' in that many of the votes cast are for unsuccessful candidates. There have also been calls for reform related to the way in which electoral district boundaries are drawn and how seats are assigned to each district; previously, there have been a series of wide discrepancies between the number of voters per seat between different districts, leading to claims of unequal suffrage.

In 2012, in response to a concerted push for changes to be made to the electoral system, Parliament adopted legislation that introduced a new proportional element to way in which parliamentary seats would be elected. Under the new electoral system, 27 out of the 150 seats in the 2013 parliamentary elections were contested through a Closed List Proportional Representation (PR) system in a single national district, whereby voters would vote for a list of candidates, with the 27 seats assigned between lists depending on the proportion of votes they won. The new law retained the SNTV system for the majority of seats, with 108 of the parliamentary seats being assigned in 45 multi-member districts. Despite these changes to the electoral system, there have continued to be calls for further changes to be introduced ahead of the next parliamentary elections.

Notably, elections to the Jordanian Parliament have included special reserved seats in order to ensure representation for specific minority groups (Christians, Circassians, and Chechens). In addition, a quota of reserved parliamentary seats for women was introduced in 2003, enabling the allocation of at least one seat to a woman from each governorate, and a further quota has been introduced for women on municipal councils. The quota system has ensured that women's elected representation has grown steadily, currently to a range of 10%-12% for parliamentary seats and around 25% in municipal councils; however, few women candidates have won seats, outside of the women's quota, and in 2013 just two women won seats in the local districts outside of the quota system. One woman won a seat in the PR list contests, where there is no quota for women. For this reason, activists campaigning for greater opportunities for women to participate in the political process have campaigned both for a higher quota of reserved seats for women, and for other measures that can be taken to enable women to be elected.

For elections to municipal council, the electoral system currently in place is the majoritarian/plurality system known as Block Vote, whereby voters are able to vote for all seats being contested in a multi-member district, with each municipality being divided into different districts. Municipal mayors are elected across the municipality using the majoritarian system known as First Past The Post, whereby the candidate with the most votes wins.

1.1.2 Electoral Management

The six parliamentary elections held between 1989 and 2010 were administered by the Ministry of Interior, while municipal elections from 1995 to 2013 were managed by the Ministry of Municipal Affairs. This role for ministries drew widespread criticism from stakeholders over the potential for political interference in the conduct of elections and a lack of accountability for decisions related to election management. Reform efforts during this time highlighted calls for the establishment of an independent election management body. In response, in 2012, Article 67 of the Jordanian Constitution was amended to enable the establishment of an Independent Election Commission (IEC) with authority to manage the parliamentary election process. This role was further defined by legislation.

The IEC is composed of five members of the Board of Commissioners supported by a full-time secretariat. The current Chairman is H.E. Ryad al-Shaka'ah, a former minister of justice who also served as Deputy Chairman from 2012-2014. The current IEC Board of Commissioners includes two women.

The IEC was established just eight months before the holding of parliamentary elections on 23 January 2013. Substantial efforts were made to ensure that the IEC was operationally ready to implement elections in time, including drawing on significant levels of support from staff seconded from other public institutions (such as the Ministry of Interior and the Ministry of Education) as well as support from national and international actors (including the UNDP and European Union) who played both an advisory role and also offered technical assistance through procurement of equipment, etc. Since 2013, the IEC has focused on its institutional capacity development, including a series of capacity building programmes.

In August 2014, Article 67 of the Constitution was again amended to extend the mandate of the IEC “to conduct parliamentary and municipal elections and any general elections according to the provisions of the law”. The amendment was widely regarded as a demonstration of confidence in the role of the IEC and its successful performance in the conduct of the 2013 parliamentary elections and a subsequent number of by-elections.

1.1.3 Operational improvements to the parliamentary electoral framework

The 2013 parliamentary elections took place under new election legislation that, in addition to providing for the role of the IEC and a new electoral system, also made other significant reforms to the broader electoral framework, including changes to the voter registration framework (including the use of voter cards and assignment of voters to specific polling stations) and the introduction of standardised ballot papers. The 2013 elections were generally assessed positively, with national and international observer groups (including the EU Election Observation Mission) commending the IEC for the management of the elections, especially its implementation of election operations, the adoption of a comprehensive series of procedures, and its attempts to ensure effective outreach with stakeholders and voters. However, observers also noted a series of areas where the legal and political framework for elections could be improved. Particular concern was identified in relation to allegations of corruption and vote buying by some candidates. Turnout for the elections was limited, estimated at around 52% of registered voters (around 31% of all eligible voters). Only 18 women were elected to the 150-seat parliament (12%), with just three women candidates being successful outside of the quota-reserved seats.

1.1.4 Framework for Municipal Elections

Municipal elections last took place in Jordan on 23 August 2013. Given the then restriction on the constitutional mandate of the IEC, these elections were managed by the Ministry of Municipal Affairs, with elections for the Greater Amman Municipality being organised by a special committee under the Ministry of

Interior. The IEC was tasked with a supervisory role and produced a report on the elections that highlighted the numerous inconsistencies between the frameworks for parliamentary and municipal elections. Turnout for these elections was around 28% of eligible voters.

1.1.5 New Electoral Frameworks

In summer 2014, the Jordanian Government announced its preparation of a series of draft laws related to elections that would be proposed to Parliament ahead of the scheduled holding of the next parliamentary and municipal elections, and which would significantly affect the electoral framework, including the role and responsibilities of the IEC. These draft laws are:

- A draft Political Parties Law (published November 2014), which amends the regulatory framework for political parties.
- Draft amendments to the IEC Law (published January 2015) that proposes a new legal basis for the IEC's expanded constitutional mandate to administer parliamentary, municipal and other elections but which may also change the scope of the IEC level of independence in terms of the funding for elections and for recruiting electoral officials.
- A draft Municipalities Law (published March 2015) that proposes a new framework by which municipal and local authorities are elected, including a restructuring of municipal governance to allow for the establishment of directly elected Local Councils and to transform Municipal Councils into indirectly elected bodies. The draft law, which retains a role for directly elected municipal mayors, also proposes the transfer of election management for municipal elections from the Ministry of Municipal Affairs to the IEC.
- A draft Decentralisation Law (published March 2015) that proposes inter alia to establish partially elected Governorate Councils that will be partially directly-elected through elections managed by the IEC.
- A draft Parliamentary Elections Law (published 31 August 2015) that proposes a new framework for parliamentary elections, including changes to the electoral system, a reduction in the number of seats in Parliament, and other key measures some of which relate to the work of the IEC.

It is envisaged that the draft legislation will be considered by the Jordanian Parliament in summer/autumn 2015, and will create a wide range of changes in the way in which elections are conducted in Jordan. In particular, the new electoral frameworks will have a significant impact on the role and responsibilities for the IEC.

1.1.6 Electoral Calendar

It is currently envisaged that parliamentary elections will take place in autumn 2016 or in January 2017, before the end of the four-year mandate of the current Parliament. Municipal elections should be held in August 2017, before the end of the four-year mandate of the current municipal mayors and councils elected in 2013, but may take place earlier if there is a political decision to do so.¹ If the Decentralisation Law is adopted, there is no fixed time by when Governorate Council elections should take place, but they can be expected at or around the same time as municipal elections. Each election will take place under a new legal framework that will require the IEC to develop new regulatory and procedural frameworks, as well as possibly requiring new operational structures, that ensure the elections are implemented in accordance with the new legislation. A further consequence is that it will be important for the IEC to ensure that both its personnel and its stakeholders are informed of the impact of the new electoral frameworks and the changes

¹ Ahead of the last municipal elections in August 2013, the then Minister of Municipal Affairs announced that the mayors and councils to be elected would serve a mandate of three years only, and thus elections were expected in August 2016. In August 2015, the current Minister announced that this decision is rescinded, and that the elected bodies may serve a full four-year mandate.

that are introduced to previous practices, which may require extensive outreach and communication initiatives.

1.2 Added value elements: the role of UNDP and EU support to the IEC

This Action builds on substantial programmes of support to the IEC and to electoral process in Jordan that have been provided by UNDP and EU, including their combined engagement to establish the ‘Support to the Electoral Cycle in Jordan’(SECJ) project which was launched in 2012 specifically to provide support to the IEC in its institutional development and its readiness to conduct elections.

The SECJ project is built on the recommendations of a Needs Assessment Mission (NAM) of the Electoral Assistance Division (EAD) of the UN Department of Political Affairs (DPA) in December 2011. The NAM recommended a wide range of support to the newly established IEC in relation to parliamentary elections for the period 2012-2016. These recommendations were approved by the Under Secretary-General for Political Affairs (USGPA) in the role of UN Focal Point for Electoral Assistance. At the request of the IEC, the mandate for electoral assistance was expanded in December 2014 to provide for support to municipal elections following the amendment to the IEC’s constitutional role. In August 2015, following a request from the Ministry of Planning and International Cooperation of the Government of Jordan, the USGPA approved an extension of the mandated period for the delivery of electoral assistance to March 2017.

Under the SECJ project, UNDP has implemented a series of activities that are covered by the EC-UNDP Contribution Agreement ENPI 2012/298-504 ‘Support to the Electoral Cycle in Jordan: Support to the Independent Election Commission’. It is envisaged that this Action will be extended to March 2017. These activities included: substantial support to the work of the IEC to manage the 2013 parliamentary elections; longer-term engagement on institutional development efforts; and to initiate preparations for the municipal and parliamentary elections expected in 2016-17. Under the extended period of the Action, the SECJ/SIEC will continue these activities and support the implementation of activities during those elections.

This Action (Enhanced Support to the Independent Electoral Commission and the Judiciary in Jordan (2016–2017) will run in parallel with, and provide significant complementarity to, the SECJ/SIEC Action through ensuring that electoral assistance and the work of the IEC and others is tailored to reflect changes in the new electoral frameworks that will be adopted ahead of the elections taking place in 2016-17.

The timeframe for this Action reflects that extensive work will be required to prepare the IEC for the conduct of at least two, possibly three, separate elections under new legislative frameworks. It will be in place to allow for the preparations and implementation of the parliamentary elections by January 2017 and will also allow for the extensive preparatory work that will be undertaken in respect of municipal elections (and possible Governorate Council elections) by mid-2017 but possibly earlier. It is envisaged that this Action will therefore provide extensive support to the sustainability of the IEC’s engagement on municipal elections.

2. The Action/Strategy of Activities

This Action ‘Enhanced Support to the Independent Electoral Commission and the Judiciary in Jordan (2016–2017)’ is conceived as a medium-term project that builds on, complements and expands upon the activities achieved under the SECJ/SIEC Action, which will continue to run concurrently. It is a co-financed Action with contributions from the EU and UNDP. This Action is fully in line with the activities envisaged by the SECJ Project Document signed by UNDP and the IEC in 2012 (as revised).

The Action aims to *consolidate the capacity of electoral structures in Jordan to deliver effective and credible elections under new electoral frameworks*. The Action responds to the changes that are being introduced to the electoral framework by new legislation, especially a series of new election-related laws for parliamentary elections, municipal elections, and possible Governorate Council elections. The Action will engage through key phases of the electoral cycle related to the pre-election period, the election period, and the post-election period for the parliamentary elections that are expected to take place during the period of the Action. In

addition, the Action will engage the IEC in its crucial preparatory activities in relation to municipal elections, and possible Governorate Council elections, which are expected to take place in mid-2017, but may also take place earlier in case there is a political decision to do so; in regards to these elections, the Action will support crucial aspects of the pre-election phase of the electoral cycle and other phases of the electoral cycle if relevant. The Action has a particular focus to ensure that all aspects of EU/UNDP electoral assistance in Jordan are able to respond effectively and comprehensively to changes in the electoral frameworks that are expected by the new legislation that will be adopted in 2015 and how those changes are to be implemented. The Action primarily addresses the capacity of the IEC in terms of how it responds to changes in its role and responsibilities introduced by new legislation and how it will need to develop new regulatory and procedural frameworks or new structures for responding to the operational challenges that are caused by the new frameworks.

Although still a recently established body, the IEC has established an effective and authoritative reputation in the field of electoral management, and is broadly seen as a trusted and reputable agency by Jordanians. It will be crucial for the credibility of the electoral process that the IEC is seen to maintain and deserve this reputation. In this regard, it will be important that the IEC is able to respond effectively to its new role and responsibilities under new electoral frameworks, in particular the new challenges of conducting municipal (and possibly governorate) elections, as well as in relation to any changes to its existing practices and approaches that are caused by new laws on the IEC and on parliamentary elections. While efforts under the SECJ/SIEC project have tended to focus on developing a sustainable institutional capacity for electoral management, this Action provides a complementary role to ensure that the IEC and others have the core capacity and expert analysis to adapt effectively and successfully to the new requirements imposed by new electoral frameworks.

These aims are fully in line with repeated General Assembly resolutions on the goal of UN electoral assistance, and the electoral cycle approach, which is the methodological policy endorsed by both UNDP and the European Union via their respective “Electoral Assistance Implementation Guide” (UNDP, 2007) and “EC Methodological Guide on Electoral Assistance” (European Commission, 2006). The project will continue to coordinate with other international assistance providers’ support to the IEC (such as the envisaged support to be provided by USAID via IFES) as well as other EU funded projects in support of electoral issues so as to optimise the overall impact of international support and the quality of the political dialogue surrounding these processes. Flexibility and the ability to respond to the IEC’s needs will be of critical importance to the success of the project, especially to the longer-term institutional development of the IEC and ensuring its readiness to hold elections whenever they may take place.

The overall objective/output of this Action is “Enhanced Support to the Independent Electoral Commission and the Judiciary in Jordan (2016–2017)” This Action therefore is in line with the intended objective/output of the SECJ project structure which is “Strengthening of the Electoral Cycle in Jordan”.

The seven specific output (main activities) results of this Action are:

1. Consolidation of IEC development as a professional and independent institution
2. Enhanced IEC external relations with stakeholders on new electoral frameworks
3. Consolidation of the IEC Voter Registration Data Base
4. Enhanced IEC capacities for the implementation of election operations under new electoral frameworks
5. Consolidation of electoral dispute resolution mechanisms under new electoral frameworks
6. Enhanced IEC engagement with political parties on new electoral frameworks
7. Providing specialised advisory services on new electoral frameworks and project management.

Output 1: Consolidation of IEC development as a professional and independent institution

The Action will support the consolidation of IEC’s progress towards institution building as a professional and independent institution that is fully capable of implementing its mandate in line with the relevant national legislation, in particular in light of changes to the legislative framework. This will include a focus on enhancing the effectiveness of the IEC at the central and decentralised levels to respond to changes to its role and responsibilities such as where it is required to adopt new structural approaches or to amend existing

practices. In this regard, the Action will complement parallel activities under the related SECJ/SIEC Action in support of strategic and capacity planning, as well as the IEC's professional development and training events/programmes, through comprehensive reviews of the impact on new legislation or regulations and identification of where new approaches to strategic planning or capacity development are required. This will include issues relevant to IEC strategic approaches that seek to promote participation for women, persons with disabilities, and other marginalised groups in the electoral process.

Envisaged results under this output/activity are:

- (i) IEC has capacity to respond strategically to changes in the new electoral frameworks.
- (ii) IEC has effective policies to ensure integration of women and other marginalised groups in line with new election frameworks
- (iii) IEC has capacity to respond to new electoral frameworks in terms of procedural review and staff development

To achieve these results, envisaged sub-activities are:

- 1.1 Review of IEC strategic capacities under new electoral frameworks
- 1.2 Enhancing IEC strategies for engagement with women, and other marginalised groups in line with new electoral frameworks
- 1.3 Developing IEC capacity in professional election administration in the light of new electoral frameworks

Output 2: Enhanced IEC external relations with stakeholders on new electoral frameworks

The Action will support the work of the IEC in enhancing its capacities in external relations, and in particular its liaison with stakeholders, on issues related to the new electoral frameworks. Under this Output, the IEC will be provided with support to ensure that information on the new electoral frameworks is mainstreamed into all communications and outreach initiatives undertaken by the IEC. This will include changes both to the role and responsibilities of the IEC and to the impact of any changes to the way in which elections are conducted. The areas of assistance will include interventions relating to public awareness strategies and frameworks, the production of voter information materials and resources, and the conduct of civil society liaison and observer groups.

Envisaged results under this output/activity are:

- (i) There is increased awareness amongst citizens of the new electoral frameworks through the IEC's use of effective communication tools
- (ii) Civil society is informed of new electoral frameworks through the IEC liaison
- (iii) There is increased awareness amongst citizens of elections of the new electoral frameworks through IEC use of effective voter education and outreach measures
- (iv) Observers are provided with access to information on the new electoral frameworks

To achieve these results, envisaged sub-activities are:

- 2.1 Strengthening IEC communications capacities
- 2.2 Enhancing IEC engagement with civil society
- 2.3 Enhancing IEC public awareness and voter education
- 2.4 Facilitating IEC engagement with election observers

Output 3: Consolidation of the IEC Voter Registration Data Base

The IEC has responsibility to oversee the finalisation of the Jordanian voter register in coordination with the Civil Status and Passports Directorate and to prepare final voter lists for electoral events. To achieve this, and with the support of the SECJ/SIEC Action, the IEC has developed its own Voter Registration Data Base. The role of the IEC in voter registration is likely to be impacted by the adoption of new legislation including the framework for registering voters for municipal and governorate elections. The Action will support the IEC to adapt its voter registration framework as appropriately.

Envisaged results of this output / activity are:

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- (i) IEC establishes a voter registration database that is adapted to new electoral requirements
- (ii) Quality of IEC voter registration is assured

To achieve these results, envisaged sub-activities are:

- 3.1 Developing IEC voter registration data base capacities for new electoral frameworks
- 3.2 Enabling quality assurance of IEC voter registration capacities in line with new electoral frameworks

Output 4: Enhanced IEC capacities for the implementation of election operations

In its successful performance of the 2013 elections, the IEC has established a reputation in its professional capacity to deliver effective and credible elections. This was especially relevant where the IEC succeeded in managing the introduction of new electoral practices – such as standardised ballots or an electoral system that includes proportional representation – that had a major impact on electoral operations. Continued preparations and planning for election operations are envisaged under the parallel SECJ/SIEC Action. However, this Action will ensure that the IEC has a capacity base to adapt its election operational capacities to the new electoral frameworks. This will include areas of new electoral responsibilities (such as preparations for municipal elections) or in case new legislation impacts on existing practices (such as changes introduced by the electoral systems on results management or candidate registration) or in case new legislation introduces new practices. The project will support the IEC in identifying relevant operational planning resources and their impact on the election calendar and on electoral budgets.

Envisaged results under this output/ activity are:

- (i) IEC consolidates its capacity for delivering effective election operations
- (ii) IEC polling staff perform effectively in line with new electoral frameworks
- (iii) Election results and other election data are managed effectively
- (iv) Election campaigns are supervised effectively
- (v) Lessons learned from elections are identified and integrated

To achieve these results, envisaged sub-activities are:

- 4.1 Strengthening IEC election operations capacities in respect of new electoral frameworks
- 4.2 Enhancing IEC recruitment and training of polling staff on new electoral frameworks
- 4.3 Enhancing IEC data management capacities relating to new electoral frameworks
- 4.4 Developing mechanisms for campaign supervision
- 4.5 Enabling lessons learned mechanisms

Output 5: Consolidation of electoral dispute resolution mechanisms under new electoral frameworks

The Action will work with the IEC and judiciary to enhance capacity in the administration and processing of election complaints and appeals under new electoral frameworks. While the election dispute process was widely considered to have performed well for the 2013 elections, it will be important to enable the IEC and the judiciary to have comprehensive awareness of the impact of new legislation on their roles and the impact that it may have on the lessons learned from previous elections. To complement activities under the SECJ/SIEC Action that focuses on the IEC’s internal procedures related to electoral complaints, this Action will focus its support on advising the IEC and the relevant judicial courts on the approaches to be taken in relation to electoral disputes under new legislation. The Action will also support initiatives to provide information to stakeholders of issues relevant to electoral dispute mechanisms that arise under new legislation. In line with the sensitivity of this topic, the Chief Technical Adviser will provide specialised legal advice on electoral dispute frameworks.

Envisaged results under this output / activity are:

- (i) Election disputes under new electoral frameworks are resolved effectively
- (ii) There is increased awareness of election disputes procedures under new electoral frameworks

To achieve these results, envisaged sub-activities are:

- 5.1 Enhancing capacities on election dispute mechanisms under new electoral frameworks
- 5.2 Enhancing awareness on election dispute mechanisms under new electoral frameworks



Output 6: Enhanced IEC engagement with political parties on new electoral frameworks

The IEC Political Party Liaison Committee (PPLC) was established in 2015 with the support of the SECJ/SIEC Action. This Action will support the IEC in its work to engage with political parties on issues arising from the adoption of new electoral frameworks, including the impact on the role of political parties and candidates of any new electoral system, or similar changes to the framework for elections.

Envisaged results under this output / activity are:

- (i) There is effective engagement between the IEC and political parties on issues arising under new electoral frameworks
- (ii) Political parties agents engage appropriately on election day

To achieve these results, envisaged sub-activities are:

- 6.1 Enhancing IEC engagement with political parties
- 6.2 Developing IEC training of political parties

Output 7: Provision of specialised advisory services on new electoral frameworks and project management

Whenever required, the project will provide the IEC and stakeholders with core technical electoral expertise on specialised topics related to the new electoral frameworks. The provision of advice will be led by the Chief Technical Advisor, and will also involve the engagement of other UNDP specialists. It will include detailed research, analyses and presentations on new legislation and of relevant issues relating to international and comparative best practices that arise under the new electoral frameworks. Additionally, the Chief Technical Adviser will coordinate the specialised project management under the Action through engagement with the IEC and donors, including management of meetings of the Steering and Technical Committees, the preparation of detailed narrative and financial reports and production of promotional materials to highlight the role of the project.

The Action will also provide a specialised role to ensuring effective communication and visibility of related activities that ensure acknowledgment of EU funding and UNDP assistance, in line with established processes. This will include the development and implementation of communication and visibility strategies for electoral assistance of the SECJ project and related EU funded actions under the 'EU Support to Electoral Processes Programme' (SEPP), including enabling effective and consistent visibility measures for EU-funded actors and coordination mechanisms.

Envisaged results under this output / activity are:

- (i) Stakeholders benefit from advice on relevant issues under new electoral frameworks.
- (ii) The Action/project is managed effectively
- (iii) There is effective visibility of EU funding of electoral assistance

To achieve these results, envisaged sub-activities are:

- 7.1 Advising on specialised issues regarding new electoral frameworks
- 7.2 Advising on project management
- 7.3 Implementation of EU/UNDP communications and visibility strategies

3. Methodology

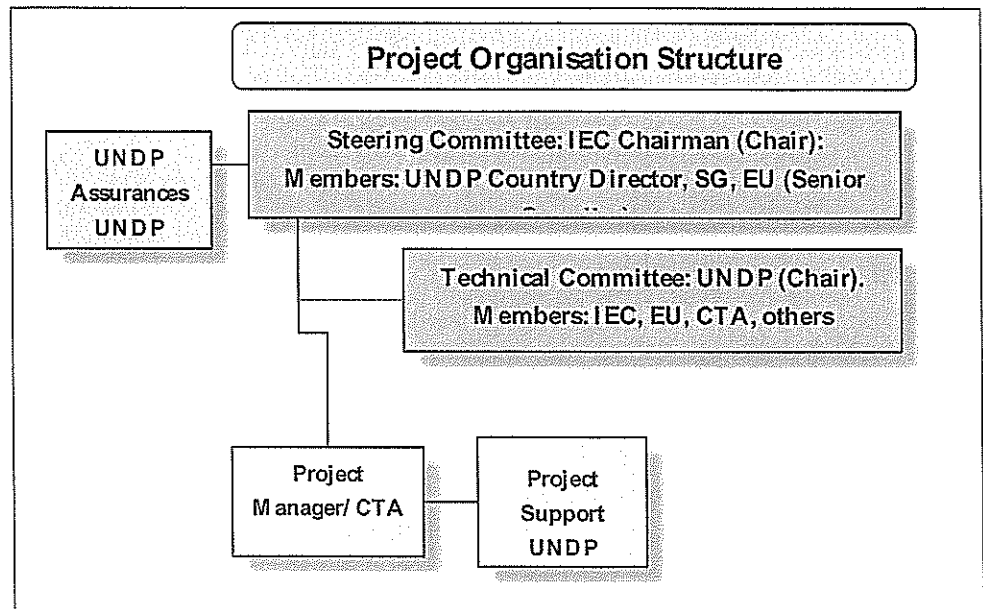
3.1 Management Arrangements

The Action will be managed and implemented by UNDP in line with a standard PAGODA Grant Agreement. It follows the same approach to engaging with the IEC as used in the SECJ/SIEC Action that is implemented under the umbrella of the UNDP SECJ Project Document agreed to between the UNDP and IEC in 2012 (as revised) which was prepared and revised in consultation with the European Union, the scope of which is fully in line with this Action.

In line with that Project Document, the Action will be implemented via the UNDP Direct Implementation Modality (DIM), where the UNDP Country Office in Jordan assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures. Leadership on the management of the project will be provided by the UNDP Country Director.

The UNDP Country Office in Jordan has recruited an international Chief Technical Advisor (CTA) responsible for providing relevant technical advice related to areas of support covered by the UNDP SECI project and by this Action and thus will also ensure that the project produces the results specified in this Description of the Action, to the required standard of quality and within the specified constraints of time and costs. The CTA has overall management of both the project and this Action, and will be supported by a technical, logistics, operations, and finance team. The CTA is responsible for day-to-day management and decision-making, ensuring that deliverables are attained as per the project work plans with the highest standards of quality.

3.1.1 Project Structure



3.1.2 Project Management: Finance, Procurement, Recruitment, and Project Assurance

- **Finance/Procurement:** The purchase of non-expendable equipment and services will be done by UNDP. A Project Officer will undertake all project procurement supported by an Assistant Project Officer and a Project Associate.
- **Recruitment:** The recruitment of various consultants, advisors, and other senior short or long-term consultants shall be done by UNDP according to UNDP standard recruitment rules and procedures. The recruitment process shall ensure, at all times that the process is in fact competitive and transparent, while capitalising on existing rosters.
- **Project Assurance:** The Governance Analyst/Programme Manager of the UNDP Country Office will hold the project assurance role. This role includes ensuring that appropriate project management milestones are managed and completed.

3.1.3 The Steering Committee

- **Role:** The Steering Committee (SC) is responsible for the oversight and strategic leadership of the project of support. It is responsible for general oversight of project activities within the Annual Work Plan (AWP), including financial oversight and approval of funding allocations within the overall budget as recommended by the CTA. The Steering Committee will ensure that the project remains



flexible to allow emerging needs of the IEC to be met in a timely manner. Overall, the SC provides the strategic guidance to the TC.

- Composition: The Steering Committee (SC) shall be chaired by the Chairman of the IEC, and will include the membership of UNDP Country Director and the EU Head of Mission. The Secretary-General of the IEC and the UNDP CTA will serve as advisors to the Steering Committee.
- The SC will take management decisions by consensus when guidance is required by the CTA, including approving recommendations for project revisions as and when new needs are identified or in response to changes in the operating environment. The SC shall also ensure that the TC is yielding the results according to the approved quarterly plans. UNDP shall make available information pertaining to the applicable regulations, rules, policies and procedures. Project reviews by the SC are made on a quarterly or bimonthly basis, or at designated decision points during the running of the project, or as necessary when raised by the SEA for decision when tolerances have been exceeded.
- The SC of the UNDP SECJ Project will oversee the implementation of this Action and the related SECJ/SIEC Action.

3.1.4 *The Technical Committee (TC)*

- Role: A Technical Committee (TC) shall be in charge of the technical and operational oversight of the project based on the strategic direction of the SC.
- Composition: The TC will be chaired by the Secretary General of the IEC, and include membership of UNDP, CTA, EU representative, and IFES. IEC directors may be invited as required when issues related to their area of responsibility are under discussion. The inclusion of new members can, if agreed by all members, be done through a letter of agreement annexed to the project document. The TC shall convene monthly during the running of a project, or as necessary when issues are raised.
- The TC of the UNDP SECJ Project will oversee the implementation of this Action and the related SECJ/SIEC Action.

3.1.5 *Visibility and Branding (See Annex 6)*

In line with Article 6 of the General Conditions, the UNDP shall take all appropriate measures to publicize the fact that an Action has received funding from the European Union. At the beginning of the implementation period of the project, a communication and visibility plan outlining the related communication activities will be discussed and agreed between the IEC, donors and UNDP. The Joint Visibility Guidelines for EC-UN Actions in the Field² provide helpful guidance on the matter for EU support and where other donors may be involved, and could serve as basis for developing the visibility & communication strategy.

3.1.6 *Project Team*

The UNDP Country Office will recruit a project team, which will be headed by the CTA. The project team will be responsible for the administration and management of the SECJ Project and thus also this Action on a day-to-day basis. The project team with specific responsibilities under this Action consists of eight staff with specific responsibilities for ensuring the effective and efficient implementation of the project. These are: a Chief Technical Adviser/Project Manager; an Election Adviser (Procedures); an Election Officer/Adviser (Voter Registration/IT); an Election Officer/Adviser (Operations) a National Project Officer; an Assistant Project Officer; a Project Associate; a Project Translator; and a Driver. The project will also commission the services of national and international consultants, short-term experts and United Nations Volunteers as required by the specific areas of electoral assistance. The project team will operate from office space that is provided gratis at the IEC and, for financial and administration purposes, at a shared office at the UNDP Country Office.

3.1.7 *Duration*

²http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/joint_visibility_guidelines.pdf



The duration of the action will be 14 months, running from the date defined in Art. 2.2 of the Special Conditions of the present PAGODA Grant Agreement. Its timeframe is focused around the expectation that parliamentary elections by January 2017, and that preparations will start for municipal elections (and possibly Governorate Council elections) in August 2017 or their implementation in the case that those elections are held earlier. It envisages supporting issues arising from new electoral frameworks that are expected to be adopted by the end of 2015. As noted, the Action has also been designed to ensure flexibility in responding to changes to the electoral context; however, in case of exceptional changes to circumstances – such as a decision to delay the election date, a decision to hold elections on an earlier date, a delay in deciding on the applicable legal framework, a decision not to adopt changes to the electoral framework, and specific requests from partners and beneficiaries for additional areas of assistance to meet newly identified needs – the Action may be revised by addendum to the PAGODA Agreement between EU and UNDP to enable the application of appropriate measures in terms of the structure and duration of the Action or in relation to the activities and budget covered by the Action to the extent that available financial resources permit.

3.1.8 Workplan

Sub-Activity	Year 1				Year 2	Action
	2016				2017	
	Q1	Q2	Q3	Q4	Q1	
1.1 Review of IEC strategic capacities under new electoral frameworks	x	x	x	x	x	UNDP IEC
1.2 Enhancing IEC strategies for engagement with women, etc.	x	x	x	x		UNDP IEC
1.3 Developing IEC capacity in professional election administration for new electoral frameworks	x	x	x			UNDP IEC
2.1 Consolidating IEC communications capacities	x	x	x	x	x	UNDP IEC
2.2 Enhancing IEC public awareness and voter education	x	x	x	x	x	UNDP IEC
2.3 Facilitating IEC engagement with election observers		x	x	x		UNDP IEC
3.1 Consolidating IEC voter registration data base capacities for new electoral frameworks	x	x	x	x	x	UNDP IEC
3.2 Enhanced quality assurance of IEC voter registration capacities	x	x	x	x		UNDP IEC
4.1 Consolidation of IEC election operations capacities	x	x	x	x		UNDP IEC
4.2 Enhancing IEC recruitment and training of polling staff		x	x	x		UNDP IEC
4.3 Enhancing IEC data management capacities		x	x	x		UNDP IEC
4.4 Developing mechanisms for campaign supervision		x	x	x		UNDP IEC
4.5 Enabling lessons learned mechanisms	x	x	x	x	x	UNDP IEC
5.1 Enhancing election dispute mechanisms for new electoral frameworks	x	x	x	x	x	UNDP IEC
5.2 Enhancing awareness on electoral disputes resolution processes	x	x	x	x	x	UNDP IEC
6.1 Enhancing IEC engagement with political parties	x	x	x	x	x	UNDP IEC
6.2 Developing IEC training of political parties	x	x	x	x		UNDP IEC
7.1 Advising on new electoral frameworks	x	x	x	x	x	UNDP IEC
7.2 Advising on project management	x	x	x	x	x	UNDP IEC
7.3 Implementation of EU and UNDP communications and visibility strategies	x	x	x	x	x	UNDP IEC

3.1.9 Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide and in line with all reporting requirements as agreed between the EU and UNDP, the Action will at a minimum be monitored through the following:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the quality management table below.
- A monitoring schedule plan shall be activated in Atlas and updated to track key management actions/events.
- Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review: Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

3.1.10 Risk Analysis and Management

The following table identifies potential risks associated with the implementation of the project and possible risk management measures that will be taken to minimize the potential negative impact on the project.

Description	Type	Probability & Impact	Countermeasures / Management response	Status (August 2015)
New electoral frameworks are not passed or the laws are not up to international standards	Political	P:3 I:4	UNDP would support IEC and CSO efforts to advocate for changing the law or improving it through regulations If the discrepancies between the law and international standard is massive, UNDP may consider revising some activities	New election-related laws are being considered
Elections may take place earlier than anticipated	Political	P: 5 I: 3	Advocate that early elections may impact on the IEC's capacity to deliver effectively	Elections may be held earlier than scheduled.
IEC will not be perceived to be independent or public objecting to its board composition or other staff	Political	P:2 I: 2	Support the IEC to develop a communication strategy as soon as its established. Ensure the IEC regulations established are decided in a consultative process and carried out in a transparent manner.	IEC is widely considered as an independent body.
Political parties boycotting the IEC	Political	P: 3 I: 4	Support will be given for consultation to try to mediate the animosities.	All parties are liaising with IEC.
Some overlap with other projects and USAID supported activities	Operational	P:3 I:3	UNDP will engage in regular coordination with other agencies and will propose modifications to the Technical and Steering Committees as necessary	Effective coordination in place
Civil unrest or other security concerns	Political, security	P:2 I:5	Necessary precautions will be implemented in consultation with IEC and government	No significant indicators of unrest or instability
Lack of trust by the public in the IEC	Political	P:2 I:4	The focus of the Action is to establish such confidence	Continued high levels of public confidence



8. Logical Framework

This logical framework may be revised prior to the start of the implementation of the Action following a review that, inter alia, will establish relevant baselines.

<i>Overall Objectives</i>	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources and Means of Verification</i>	<i>Assumptions</i>
<p>Electoral structures in Jordan are consolidated in adapting to new electoral frameworks.</p>	<p>IEC capacity is in place to adapt to new electoral frameworks in a credible, transparent and inclusive manner. The IEC capacity is sustainable for future electoral cycles and for all elections within their responsibility. A strengthened IEC capacity to adapt to new frameworks builds confidence in democratic institutions and political processes.</p>	<p>Election observers (national and international) and other independent assessors report on the effectiveness of the IEC's response to new frameworks. Opinion polling on public perception of conduct of electoral processes. Stakeholder responses in independent evaluations and reviews on the conduct of the electoral process.</p>	<p>Electoral processes have a secure and peaceful environment. There are new electoral frameworks in place. There is political will for credible elections and electoral reforms to take place, and in a transparent and inclusive manner. There is political will for the IEC to act without political interference. The electoral cycle follows timeframes established by law. The IEC acts in accordance with its legal mandate.</p>	<p>There is political will for the IEC to act without political interference. The IEC is committed to improving its institutional capacity for the management of elections.</p>
<p>1. IEC consolidates its role as a professional and independent institution</p>	<p>IEC has an effective institutional capacity to respond to new electoral frameworks as a professional and independent body. The IEC's performance of its new responsibilities builds confidence in a credible, transparent and inclusive electoral process.</p>	<p>Independent reports and stakeholder responses during evaluation of the electoral cycle. Opinion polling on public perception on the role of the IEC as an electoral management body.</p>	<p>Independent reports and stakeholder responses during evaluation on the management of the electoral process.</p>	<p>There is political will for the IEC to act without political interference. The IEC is committed to improving its external relations capacity.</p>
<p>2. IEC has effective external relations with stakeholders</p>	<p>IEC has a capacity to engage effectively on external relations on new electoral frameworks Citizen & stakeholders' awareness of the IEC and of elections is increased. A transparent and inclusive IEC builds confidence in a credible electoral process.</p>	<p>Baseline data on civic participation and voter registration in the electoral process. Independent reports and stakeholder responses during evaluation on the management of the electoral process.</p>	<p>There is political will for voter registration to take place without interference or unreasonable restriction. The IEC is committed to establishing an effective and inclusive voter register.</p>	<p>There is political will for the IEC to act without political interference. The IEC is committed to improving its external relations capacity.</p>
<p>3. A credible Voter Registration Data Base is in place</p>	<p>Eligible citizens are able to participate in an inclusive electoral process established by new frameworks IEC has a capacity to establish and manage a relevant VR database.</p>	<p>Independent reports and stakeholder responses during evaluation on the management of the electoral process.</p>	<p>There is political will for the IEC to act without political interference. The IEC is committed to improving its external relations capacity.</p>	<p>There is political will for the IEC to act without political interference. The IEC is committed to improving its external relations capacity.</p>

	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources and Means of Verification</i>	<i>Assumptions</i>
	4. IEC has effective capacities for election operations in line with new electoral frameworks	IEC has capacity to adapt its operational capacity to effectively manage elections under new frameworks Election operations are sustainable for future electoral cycles and all electoral events. Effective operations management builds confidence in the credibility of the electoral process.	Independent reports and stakeholder responses during evaluation on the management of the electoral process.	There is political will for the IEC to act without political interference. The IEC is committed to improving its operational capacity. The IEC is provided with an adequate and timely budget for its electoral operations.
	5. Effective electoral dispute resolution mechanisms are in place	The resolution of electoral disputes under new frameworks is undertaken effectively and contributes to the conduct of a transparent and inclusive electoral process.	Independent reports and stakeholder responses during evaluation on the management of the electoral process.	There is political will for the IEC and judicial bodies to resolve electoral disputes without interference. The IEC and judicial bodies are committed to improving the capacity for electoral dispute resolution.
	6. IEC has effective engagement with political parties on new frameworks	The IEC engages effectively on issues related to new frameworks with all political parties Political parties' knowledge of new electoral issues is enhanced. Engagement by the IEC builds confidence in the credibility of the role of election management and the broader political process.	Independent reports and responses from political parties during evaluation on the role of the IEC.	The IEC and political parties are committed to open and inclusive engagement.
	7. Specialised advisory services on new electoral frameworks and project management are provided	The IEC and other partners are provided with expert advisory services on new frameworks and on project management in line with all required standards. Effective visibility and coordination practices ensure all partners receive acknowledgment for the project activities.	Independent reports and stakeholder responses during evaluation of the role of the project throughout the electoral cycle.	The IEC, UNDP and EU are committed to an effective and coordinated implementation of the project.
<i>Expected Results</i>	1.1. IEC has capacity to adapt strategically to new electoral frameworks	The IEC adapts its strategic and capacity planning structures to respond to new electoral frameworks	Adaptation of IEC planning documents. Independent reports and stakeholder responses during evaluation of IEC's strategic capacities.	IEC engages in strategic review process under new electoral frameworks
	1.2. Issues for participation of women and other marginalised groups under new electoral frameworks are addressed	The IEC adapts its strategies, policy and procedures for its engagement with women, youth, persons with disabilities, and other marginalised groups that ay be affected by new electoral frameworks.	Adaptation of IEC strategies/policies for women, youth, persons with disabilities and other marginalised groups.	IEC engages in developing strategies and policies for identified groups.



	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources and Means of Verification</i>	<i>Assumptions</i>
<p>1.3. IEC adapts its professional election administration under new electoral frameworks in terms of procedural review and staff development</p>	<p>The IEC adapts mechanisms for improving procedural and regulatory framework under new electoral frameworks. The IEC provides a professional development programme for IEC officials on new electoral frameworks.</p>	<p>Adaptation of procedural and regulatory framework to reflect new electoral frameworks</p>	<p>IEC engages in process for improving procedural and regulatory framework. IEC engages in activities to deliver professional development programme for IEC officials. IEC officials are provided with opportunity to participate in activities.</p>	<p>IEC is committed to ensuring access to information on electoral processes.</p>
<p>2.1. There is increased awareness amongst citizens of information on new electoral frameworks by IEC's use of effective communication tools</p>	<p>IEC uses its communication tools for providing effective information to citizens on new electoral frameworks</p>	<p>Data on effectiveness (e.g. level of citizens' use) of communication tools. Independent reports and stakeholder responses during evaluation on the IEC's communication with citizens.</p>	<p>Data on participation of civil society groups in activities.</p>	<p>IEC and agencies implementing voter education agree to coordination and cooperative efforts.</p>
<p>2.2. Liaison with civil society on new electoral frameworks is integrated into election administration activities</p>	<p>IEC adapts its mechanisms for engaging with citizen groups to include new electoral frameworks.</p>	<p>Independent reports and stakeholder responses during evaluation on the management of the electoral process</p>	<p>Opinion polling and baseline data on citizen awareness of electoral issues.</p>	<p>IEC engages on building external relations activities.</p>
<p>2.3. There is increased awareness amongst citizens of new electoral frameworks by IEC use of effective voter education and outreach measures</p>	<p>IEC uses effective measures to enable outreach to citizens and stakeholders on new electoral frameworks</p>	<p>Data on effectiveness (e.g. level of citizens' use) of information supplied</p>	<p>Independent reports on quality of voter registration database. Qualitative and quantitative data on voter participation.</p>	<p>IEC engages with observer groups.</p>
<p>2.4. Observers access information on new electoral frameworks</p>	<p>IEC develops effective measures to inform accredited observers and media on the new electoral frameworks</p>	<p>IEC adapts and updates its voter registration database that can be used for all elections.</p>	<p>Independent reports on quality of voter registration database. IEC is provided with adequate and timely funding for VR database.</p>	<p>IEC is committed to wanting to assess quality of VR database.</p>
<p>3.1 IEC consolidates its voter registration data base in line with new electoral frameworks</p>	<p>IEC utilises tools to ensure transparency and quality control of VR database, including spot checks, surveys, etc.</p>	<p>Independent reports on quality of voter registration database. Qualitative and quantitative data on</p>	<p>IEC is committed to wanting to assess quality of VR database.</p>	<p>IEC is committed to wanting to assess quality of VR database.</p>
<p>3.2. Quality of IEC voter registration under new electoral frameworks is</p>				

	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources and Means of Verification</i>	<i>Assumptions</i>
	<p>assured</p> <p>4.1. IEC delivers effective election operations capacities and practices in line with new electoral frameworks</p>	<p>IEC reviews and adapts for operations management including operational and logistical plans, operational structures, election calendars, budgets, procurement plans, warehousing, etc. under new electoral frameworks</p> <p>IEC provides training on new elections operations to relevant staff.</p>	<p>effectiveness of VR database.</p> <p>Baseline data on electoral operations capacities.</p> <p>Data on procurement and usage of necessary equipment.</p> <p>Independent reports on quality of election operations.</p>	<p>IEC is committed to developing operational planning techniques.</p> <p>IEC is provided with adequate and timely funding for electoral equipment and operational costs.</p>
	<p>4.2. IEC polling staff perform effectively on new electoral frameworks</p>	<p>IEC develops and implements a cascade training framework for polling officials on new electoral frameworks</p>	<p>Materials developed for training of officials.</p> <p>Baseline data on the recruitment and training of polling officials.</p> <p>Independent reports and stakeholder responses during evaluation on the role of polling officials.</p>	<p>IEC is committed to developing recruitment procedures and training framework.</p> <p>IEC is provided with adequate and timely funding for hiring officials and implementing training.</p>
	<p>4.3. Election results and other election data produced in line with new electoral frameworks are managed effectively</p>	<p>IEC reviews and adapts procedures and mechanisms for data management systems (including results management, candidate registration and ballot production).</p>	<p>Materials developed for data management (results processes, etc.).</p> <p>Independent reports and stakeholder responses during evaluation on the data management systems.</p>	<p>IEC is committed to developing improved data management systems for results and related areas.</p>
	<p>4.4. Election campaigns are supervised effectively in line with new electoral frameworks</p>	<p>IEC reviews and adapts mechanisms to regulate and supervise election campaigns (media coverage, campaign finance) in line with new electoral frameworks</p>	<p>Materials developed on new campaign regulations.</p> <p>Independent reports and stakeholder responses during evaluation on election campaigns.</p>	<p>IEC is committed to implementing mechanisms for campaign regulation.</p>
	<p>4.5. Lessons learned from new electoral frameworks are identified and integrated</p>	<p>An effective evaluation process on election management is undertaken.</p> <p>Lessons learned reports identify sustainable areas for development, including possible steps for establishing independent election management body</p>	<p>Production of evaluation reports by IEC and others.</p> <p>Recommendations for improvements for future elections are identified and reviewed.</p>	<p>IEC agree to participate in a full lessons learned process.</p>
	<p>5.1. Election disputes under new electoral frameworks are resolved effectively</p>	<p>IEC and judiciary review and adapt procedures for resolution of electoral disputes under new electoral frameworks</p>	<p>Independent reports and stakeholder responses during evaluation on the management of the election dispute process.</p>	<p>IEC and judiciary engage on election dispute resolution processes</p>
	<p>5.2. There is increased awareness of election</p>	<p>IEC and judiciary develop materials to provide stakeholders with information on new</p>	<p>Data on awareness of electoral disputes is gathered and published.</p>	<p>IEC and judiciary engage on raising awareness of election dispute</p>



	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources and Means of Verification</i>	<i>Assumptions</i>
	disputes procedures under new electoral frameworks	election dispute processes		resolution processes
	6.1. There is effective engagement between the IEC and political parties on new electoral frameworks	IEC develops effective mechanisms for engaging with political parties (e.g. through a PPLC) on new electoral frameworks Political parties have enhanced access to information on new electoral frameworks Political parties are provided with relevant training on new electoral frameworks.	Independent reports and stakeholder responses during evaluation on the role of political parties in the elections.	IEC and political parties agree to coordination and cooperative efforts.
	6.2. Political parties agents engage appropriately on election day	Political parties are provided with detailed advice and analysis on the new electoral framework.	Data on participation of political parties in activities.	IEC and political parties agree to coordination and cooperative efforts.
	7.1 Stakeholders benefit from advice on relevant issues related to new electoral frameworks.	IEC and partners are provided with detailed advice and analysis on the new electoral framework.	Materials and data on advice provided. Independent evaluation on benefit of project expertise.	Project is able to engage in coordination with partners and other agencies.
	7.2 The project is managed effectively	IEC and partners are provided with detailed advice and analysis on project management issues, including budgets, reporting, procurement, recruitment, etc.	Materials and data on advice provided. Independent evaluation on benefit of project expertise.	Project is able to engage in coordination with partners and other agencies.
	7.3 There is effective visibility of EU funding of electoral assistance	EU and partners are provided with detailed advice and analysis on visibility requirements, including procurement/production of relevant materials.	Visibility materials and data on advice provided. Independent evaluation on impact of visibility activities,	Partners agree on visibility framework.

<i>Activities</i>	<i>Results</i>	<i>Indicators of Results</i>	<i>Costs</i>	<i>Sources of Indicators</i>
1.1. Review of IEC strategic capacities under new electoral frameworks	IEC has strategic capacity as an election management body to respond to new electoral frameworks	Strategic/Capacity Plans are adapted and implemented.	See Annex 3 of Action	Documentation on strategic and capacity planning by the IEC
1.2. Enhanced IEC strategies for engagement with women, and other marginalised groups in line with new electoral frameworks	Women and other marginalised groups are integrated into election management responses to new electoral frameworks	Strategic approaches are adapted and implemented.	See Annex 3 of Action	Documentation relating to engagement plans by the IEC Stakeholder reports and responses during evaluation on groups' participation.
1.3. Developing IEC capacity in professional election administration in the light of new electoral frameworks	IEC responds professionally to changes introduced by new electoral frameworks	Procedural/regulatory framework is adapted and implemented. Professional development and training framework is adapted and implemented.	See Annex 3 of Action	Publication of adapted procedural/regulatory framework. Stakeholder reports and responses during evaluation on procedures and performance by IEC officials



<i>Activities</i>	<i>Results</i>	<i>Indicators of Results</i>	<i>Costs</i>	<i>Sources of Indicators</i>
2.1. Consolidating IEC communications capacities	There is increased awareness amongst citizens of new electoral frameworks through IEC using effective communication tools	Communication tools are adapted to refer to new electoral frameworks Evaluation/data identifies improvements in citizen awareness of electoral issues.	See Annex 3 of Action	Data on use and effectiveness of tools. Stakeholder reports and responses during evaluation of electoral processes.
2.2. Enhancing IEC engagement with civil society on new electoral frameworks	Liaison with civil society on new electoral frameworks is integrated into election administration activities	Engagement mechanisms are in place. Evaluation/data identifies improvements in awareness amongst civil society groups of the role of the IEC and of electoral issues.	See Annex 3 of Action	Data on use and effectiveness of the engagement mechanism. Stakeholder reports and responses during evaluation of electoral processes.
2.3. Enhancing IEC public awareness and voter education	There is increased awareness amongst citizens of the new electoral frameworks by IEC use of effective voter education and outreach measures	Public awareness campaigns and voter information activities are adapted to reflect new electoral frameworks.	See Annex 3 of Action	Data on use and effectiveness of campaigns and activities. Stakeholder reports and responses during evaluation of electoral processes.
2.4. Facilitating IEC engagement with election observers	Observers are provided with information on new electoral frameworks	Observers are provided with relevant information and documentation.	See Annex 3 of Action	Data and feedback from observer groups
3.1 Consolidating IEC voter registration data base capacities in line with new electoral frameworks	IEC voter registration database adapts to new electoral frameworks	The VR database can be used for all elections.	See Annex 3 of Action	Reports on the VR database process.
3.2. Enabling quality assurance of IEC voter registration capacities under all electoral frameworks	Quality of IEC voter registration is assured	Evaluation/data identifies accuracy and inclusiveness of VR database is within appropriate standards.	See Annex 3 of Action	Reports/data on the VR quality control exercises.
4.1. Strengthening IEC election operations capacities	IEC delivers effective election operations capacities and practices new electoral frameworks	IEC operations tools (operational plans, budgets) are prepared in line with new electoral frameworks.	See Annex 3 of Action	Independent reports and stakeholder responses on the election process. Data on election operations and electoral equipment.
4.2. Enhancing IEC recruitment and training of polling staff	IEC polling staff perform in line with new electoral frameworks	IEC recruitment and training tools are adapted to new electoral frameworks	See Annex 3 of Action	Independent reports and stakeholder responses on the election process
4.3. Enhancing IEC data management capacities in line with new electoral frameworks	Election results and other election data are managed in line with new electoral frameworks	IEC data management systems are adapted to new electoral frameworks.	See Annex 3 of Action	Data on results, candidates, etc. Reports/data on quality control exercises related to results, etc. Independent reports and stakeholder responses on the election process
4.4. Developing mechanisms for campaign supervision in line with	Election campaigns are supervised effectively in line with new electoral	A campaign supervisory framework is adapted to new electoral frameworks	See Annex 3	Reports on the regulatory and monitoring framework for campaign

<i>Activities</i>	<i>Results</i>	<i>Indicators of Results</i>	<i>Costs of Action</i>	<i>Sources of Indicators</i>
new electoral frameworks	frameworks			Independent reports and stakeholder responses during evaluation on management of the electoral process.
4.5. Enabling lessons learned mechanisms	Lessons learned from elections under new electoral frameworks are identified and integrated	A lessons learned mechanism is developed and implemented.	See Annex 3 of Action	Lessons learned reports. Additional stakeholder responses during evaluation processes.
5.1. Enhancing election dispute mechanisms under new electoral frameworks	Election disputes are resolved effectively in line with lessons learned from previous elections and new electoral frameworks	EDR procedures are adapted and implemented in line with lessons learned from previous elections and new electoral frameworks	See Annex 3 of Action	Lessons learned reports on the EDR process
5.2. Enhancing awareness on electoral disputes resolution processes	There is increased awareness of election disputes procedures under new electoral frameworks	Stakeholders are provided with relevant information on EDR under new electoral frameworks	See Annex 3 of Action	Lessons learned reports on the EDR process
6.1. Enhancing IEC engagement with political parties on new electoral frameworks	There is effective liaison between the IEC and political parties on new electoral frameworks	Engagement mechanisms are in place.	See Annex 3 of Action	Data on use and effectiveness of the engagement mechanism. Stakeholder reports and responses during evaluation of electoral processes.
6.2. Developing IEC training of political parties	Political parties agents engage appropriately on election day in line with new electoral frameworks	IEC training for political parties is provided as appropriate	See Annex 3 of Action	Stakeholder reports and responses during evaluation of electoral processes.
7.1 Advising on new electoral frameworks	Stakeholders benefit from advice on issues relevant to new electoral frameworks.	Evaluation identifies effective role of advisors	See Annex 3 of Action	Data on advice provided. Stakeholder reports and responses during project evaluation.
7.2 Advising on project management	The project is managed effectively	Evaluation identifies effective role of advisors	See Annex 3 of Action	Data on advice provided. Stakeholder reports and responses during project evaluation.
7.3 Implementation of EU and UNDP communications and visibility strategies	There is effective visibility of EU funding of electoral assistance	Visibility procedures are in place and implemented.	See Annex 3 of Action	Data on visibility materials prepared. Stakeholder reports and responses during project evaluation.