

**PROJECT DOCUMENT**

**Project Title**: Promoting Elections for the People of Libya (PEPOL)

**Project Number:**

**Start Date:** 1 December 2017 **End Date:** 1 December 2020 **PAC Meeting date:**

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|  **Brief Description** |
| With an overall goal of developing High National Elections Commission (HNEC) capacity to preparefor and administer inclusive and credible balloting events, UNDP proposes a three year electoral assistance project implemented through the UNSMIL integrated electoral support team. The project is designed in the spirit of cooperation, national interest and ownership, and is to be implemented with HNEC as the co-chair of the project board which approves all project workplans. The project seeks to achieve four key outputs, to be implemented over a three year period:* **Output 1:** Support HNEC in the planning, preparation and conduct of national and local elections and out of country voting.
* **Output 2:** Develop HNEC institutional and staff capacities and raise awareness on the requirements of electoral processes that are transparent, credible and promote inclusive participation.
* **Output 3:** Promote public participation in electoral processes, targeting vulnerable groups with activities that enable them to exercise their right to vote.
* **Output 4**: Raising the electoral awareness of local partners, enabling them to perform their role effectively in the electoral process and contribute to a peaceful electoral environment.
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| Implementing partner | UNDP (integrated within UNSMIL) |
| Main beneficiary  | HNEC as the highest electoral authority in Libya  |
| Donor partners |  |
| Project duration | Three years, with possibility to extend per agreement of all parties including the United Nations Department of Political Affairs, Electoral Assistance Division (EAD)  |
| Estimated Required Resources  |  | $23,848,627 |
| Allocated resources | UNDP **TRAC**: |  |
|  | Donors: |  |
|  | HNEC: | 5,000.000 |
|  | **In-Kind**: | UNSMIL advisors |

Agreed by (signatures)

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| --- | --- |
| HNEC | UNDP |
| Print Name: | Print Name: |
| Date:  | Date:  |

# Development Challenge

**Overall political context**

Following the country’s first free elections on 7 July 2012 for the General National Congress (GNC), two subsequent electoral events were expected: a constitutional referendum and general parliamentarian and presidential elections, in accordance with the provisions in the interim Constitutional Declaration issued on August 03rd, 2011. Instead, amidst public protests, the GNC extended its own mandate and voted to directly elect a constitutional drafting body. The Constitutional Drafting Assembly election took place on February 20th, 2014 amidst violence and boycott by some minority groups on the basis of unfair representation. Thereafter, in March 2014, the GNC approved the seventh amendment to the constitutional declaration for the election of a new legislative body, the House of Representatives (HoR). The parliamentary election took place on July 25th, 2014 with 42% turnout. While the international community welcomed the elections results, the Supreme Court, in November 2014, ruled that the seventh amendment is unconstitutional and that the HoR was an invalid body and as a result the GNC claimed to remain in office. At the same time, the CDA did not complete the draft constitution. In effect, there are two governments, each with its own armed militia groups: one is the UN-backed Tripoli Government of National Accord, and the second in the east with backing of the military (LNA).

While most Libyans express disappointment with previous elections, they still have a general sense of confidence in the HNEC. According to the latest survey conducted by IFES, about 62% of the public have positive views towards the HNEC; moreover, the electoral Needs Assessment Mission, through its consultations with various stakeholders, received similar positive messages with interlocutors expressing that HNEC has remained a neutral body in a highly politicized environment and despite the several financial difficulties it faces. With the support of UN electoral team, and having carried out three electoral processes, HNEC has acquired considerable knowledge and skills in electoral management. But it has not yet fully established itself as an independent and professional body capable of planning and managing inclusive and credible elections. In its request for electoral assistance to the United Nations, HNEC emphasized the building of institutional capacity as a key objective in addition to needing direct support for the upcoming electoral events. As one of the few institutions in Libya that still enjoys the confidence of the people, continued support to HNEC is essential for its consolidation as a key institution in the country.

**SDGs and the Inclusive Political Agenda**

The aspirations of Libyans for a more inclusive political agenda is in line with the new Sustainable Development Goals (SDGs) adopted by UN Member States under the theme ‘Transforming Our World: the 2030 Agenda for Sustainable Development’. SDG Goal 16, which calls on Member States to “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels”, is particularly relevant in the context of Libya where political, social and economic insecurity are at the core of the ongoing conflict. In addition to Goal 16, the project’s focus on promoting inclusion of disadvantaged groups including women falls within SDG Goal 5, which aims to achieve gender equality and empower all women and girls.

**High National Election Commission of Libya (HNEC):** The current electoral legal framework is based on the constitutional declaration issued in 2011 and its amendments, as well as some relevant laws, most important of which is Law No. (8), 2013, which defines the structure and functions of the existing electoral management body, the HNEC. According to the law, HNEC is the highest electoral authority in the country and is responsible for elections management during the current transitional period, and thereafter HNEC and its role is expected to be enshrined in the new constitution.

Currently, the organizational structure of HNEC consists of the Board which has seven members, the General Administration and 22 (previously 17) electoral offices; the Board consists of the Chairman and six members, in accordance with article no. 5 of its establishment Law. Currently, the HNEC Board consists of 4 members including the Chairman, and the institution’s General Administration is run by the General Manager. The HNEC has a total of 266 staff members and 677 posts are currently vacant. Since conducting the first elections in 2012 with considerable UN support, HNEC has acquired the basic electoral knowledge and has built up significant capacity to manage electoral events. It has continued to work in a highly polarized political environment and maintain public perceptions of neutrality. It is also worth mentioning that HNEC has gained the confidence and support of many civil society organizations, including local organizations interested in election observation, as well as organizations promoting the rights of people with special needs.

While acknowledging these achievements, the HNEC and others recognize the need for continued United Nations electoral assistance to further strengthen HNEC's capacity as an institution as well as the capacities of its staff to be able to conduct future electoral events that ensure inclusiveness, transparency and credibility.

Based on HNEC’s request on May 7th, 2017 to United Nations electoral assistance, an electoral Needs Assessment Mission was sent in September 2017 to assess the need for continued United Nations technical assistance. HNEC request included assistance in the following areas: (1) voters registration, (2) civic and voter education, (3) communication and public outreach, (4) supporting civil society organizations, particularly those interested in election observation; (5) training HNEC staff to manage electoral processes; (6) procurement of electoral materials; (7) supporting electoral field offices; (8) promoting the participation of women, youth and persons with disabilities and (9) supporting the use of technology in all electoral phases. The HNEC has also requested the United Nations to play a more active leadership role in the coordination of electoral assistance, in accordance with the United Nations mission, and in close coordination with the HNEC.

Based on the recommendations of the NAM, this UNDP electoral support project has been drafted in close consultation with HNEC to respond to the current needs of HNEC and other electoral stakeholders. The project is designed around the following outputs:

**Output 1: Support HNEC in the planning, preparation and conduct of national and local elections and out of country voting.**

**Output 2: Develop HNEC institutional and staff capacities and raise awareness on the requirements of electoral processes that are transparent, credible and promote inclusive participation.**

**Output 3: Promote public participation in electoral processes, targeting vulnerable groups with activities that enable them to exercise their right to vote.**

**Output 4: Raising the electoral awareness of local partners, enabling them to perform their role effectively in the electoral process.**

#  Project Objectives and Strategies

**Project Objectives**

The overall **goal** of the project is to support HNEC to become an electoral management body capable of managing electoral processes that are in accordance with internationally recognized best practices and principles, and that works to enhance the inclusiveness of the process and increase the participation of all stakeholders. The project’s interventions will focus on the following **primary objectives**:

1. To build the HNEC’s institutional and staff capacities
2. To provide direct support to electoral events
3. To enhance the electoral awareness of stakeholders

To achieve these goals and objectives, the project outputs and their respective activities will be implemented in accordance with the below strategies. The details of the outputs and activities are detailed further in the document. To enhance the inclusiveness of the process, the project will ensure relevant and targeted local partners are engaged in the electoral process through the provision of small grants to support their interventions that promote the principle of sustainability and building networks. These will aim at targeted interventions and groups such as supporting and empowering women, supporting persons with disabilities, promoting and raising awareness the of youth associations and unions, engaging with professional and work unions, building electoral knowledge among political parties and political entities, developing the professional capacity of organizations interested in supporting democracy.

**Guiding Principles**

The project is guided by the following principles that support the effective achievement of goals and objectives. These principles represent the general framework within which the project will operate, and by which the partners shall abide:

1. **National interest and priorities:** The project is based on national interest and priorities, and on the needs as expressed by HNEC and other electoral stakeholders that were consulted during the NAM and the project formulation process, including civil society organizations representing minority groups. Furthermore, this project document has benefited from extensive HNEC input as well as the feedback and comments of development partners, to ensure the project activities and resources are dedicated to the national interest of Libya. Furthermore, national interest is also promoted in the project board where HNEC serves as co-chair, where the project’s workplans are approved and where partners can ensure all project resources go towards national priorities that fall within the parameters of this project document.
2. **Partnership:** The success of the project will depend on effective partnership and the active participation of all parties involved, ensuring that the project is implemented and its resources utilized for the national interest of Libya. The Project Board, which consists of all involved partners, represents an important mechanism to ensuring the principle of partnership. This document defines the functions and responsibilities of the Board members and the role it must play in achieving the objectives of the project.
3. **Sustainability:** The project will adopt sustainable strategies in the design and implementation of project activities, aimed at long-term impact, enhancement of national capacities, and with the goal of HNEC being fully capable of carrying out the activities without the need for continued future support. Strengthening the capacities of local partners on electoral processes and supporting their efforts so they can play a more active role and fulfil future need for electoral support will also contribute to sustainability and increase the impact of the project.
4. **Flexibility, appropriateness and coordination:** The project seeks to respond to the specific requirements of the Libyan environment, the Libyan society and be able to cope with the rapid developments in the country. The partners shall work in a coordinated manner to address all obstacles and restrictions that may undermine the electoral support provided; this will require access to accurate data and information from all sides. Through the principle of flexibility, the project will exhaust all means and alternatives available to ensure that projects interventions are successfully implemented, and are sustainable.
5. **Principle of transparency:** the project will be implemented in line with UN principles of transparency which includes making available all project reports including as it relates to project management to the Project Board. Furthermore, the project workplan which includes all project activities and the use of project resources will be approved in advance by the Board.
6. **Efficiency and effectiveness:** This principle confirms the project will direct its resources towards supporting electoral processes in Libya, and utilize it in the implementation of the agreed upon activities.

**Conflict Sensitive Approach**

With the conflict in Libya ongoing, conflict sensitive programming is critical to ensuring the project does not unintentionally cause, or exacerbate, tensions and at the same time capitalizes on opportunities to contribute to sustaining peace outcomes. Leveraging on the expertise of the UNSMIL political unit and the analyses conducted through UNDP’s Strengthening Local Capacities for Resilience and Recovery program, the current project has access to the necessary information and data to remain alert and flexible in its programming approach. Furthermore, the built-in flexibility in project implementation allows for revising programming objectives to ensure they remain appropriate to the situation and are realistic and feasible given the prevailing conditions. Additionally, the security of all those involved including partners, beneficiaries, and staff will be factored into all decisions of planning, designing and implementation of activities. Some of the specific ways the project will promote conflict-sensitive programming include:

* Promoting conflict sensitive approach as a cross-cutting issue to be considered in all project activities
* Designing and developing project activities that are responsive and adaptable to the peculiarities of the diverse regions of the country.
* Advocating for and facilitating the inclusion of informal actors (i.e. tribal leaders, wise men, religious leaders) in voter and civic education programs. Including these actors will not only strengthen the outreach initiatives but it will also help ensure they do not act as spoilers.
* Advocating for electoral policies and procedures that prevent the marginalization of women and youth and social exclusion of minorities.
* Sensitizing media and civil society organizations on their rights, roles and responsibilities in the electoral process
* Providing platforms for interactions between and among civil society groups working in the field of elections
* Put in place a conflict sensitive selection criteria for the project’s engagement with civil society groups

Additionally, UNDP will develop and update a conflict sensitive implementation plan and risk management framework, include reporting on conflict-sensitivity in its regular reporting, ensure its staff is strained on conflict sensitivity, and appoint a conflict sensitivity focal point within the implementation team.

**Electoral Cycle Approach**

The electoral cycle approach looks at the electoral process over time and seeks to engage with different actors and entry points throughout the cycle, rather than channelling substantial resources and technical support uniquely towards the delivery of a given electoral event, at intermittent and disconnected points in time. The adoption of the electoral cycle helps implement electoral assistance within the broader framework of democratic governance with a pro-active and strategic approach. The electoral cycle is divided into three broad phases – pre-electoral, electoral and post-electoral.

The electoral cycle approach is essential in ensuring nascent institutions like the HNEC are enabled to establish the necessary processes and systems – for the different phases of the electoral cycle - needed to transition the country towards a stable democracy through the holding of period elections by universal and equal suffrage. In line with this approach, the project adopts a long-term view to consolidating the achievements made by HNEC since 2011 and supporting the commission in its preparations for and conduct of planned balloting events. The project is designed with the assumption that within the three year life of the project, at least four national balloting events will take place. Given the short period of time in which HNEC must prepare for and conduct these elections, the project’s interventions are focused on the critical aspects of each of the electoral phases, from the drafting of the electoral legal framework to the post-election lessons learning exercises.

**Further Considerations in the Design of the PEPOL Project**

The document, structure and outputs of the project have been designed taking into consideration the following:

* The experience the HNEC has gained through its implementation of three electoral processes, and focusing on its strengths and weaknesses in order to improve the electoral process in Libya.
* The strategic use of small grants to support civil society organizations and their programs promoting the electoral process in Libya.
* The recommendations of the previous UNDP assistance project LEAP, as detailed in the 3 March 2017 Report of the Independent Project Evaluation Team, (LEAP) covering the period 2012-2016.
* The recommendations of the recently conducted Needs Assessment Mission, which consulted a wide range of stakeholders, including the HNEC, a representative of the Libyan Government and representatives of civil society organizations, including women, youth and persons with disabilities as well as academia.
* Further clarity on the role and responsibilities of the UNSMIL and the United Nations Development Program (UNDP) as part of the Integrated Team, while ensuring support is provided in Libya, both in Tripoli and in other cities.
* UNDP and UNSMIL re-invigorate its dialogue with the HNEC on urgent needs, particularly with regard to the upcoming elections.
* UNSMIL and UNDP to ensure the availability of its team of experts and advisers, per the needs and requirements of HNEC and the project.
* UNSMIL commits to closer collaboration with the electoral assistance team and the Political Affairs Section, the Women's Empowerment Unit and the Security Affairs Section.
* Strengthening the coordination of electoral assistance received from various partners and international organizations, including the development and updating of a comprehensive electoral assistance coordination mechanism and structure, under the direction and guidance of HNEC.
* Promote the idea of ​​establishing comprehensive and diverse networks of civil society organizations, including local observer organizations, women’s organizations, youth groups and other organizations engaged in the field of democracy and elections in Libya.

# Partners and Partnerships

The High National Elections Commission of Libya is the main partner and beneficiary of the project; the project will work with HNEC centrally and its field offices across the country.

The project will also benefit from the national and international partnerships already established through the United Nations Field Support Team and will establish new formal and informal partnerships to achieve its strategic outputs. At present, the United Nations team is working closely with other international agencies providing electoral assistance, including the International Foundation for Electoral Systems (IFES), the National Democratic Institute (NDI), the International Foundation for Democracy and Electoral Assistance (IDEA), and Creative Associates Organization (CA). With numerous IFES activities planned for 2017/2018 in different areas of expertise the project will closely collaborate ensuring complementarity, mutually building upon achieved results, when working in the same thematic area of assistance to maximise efforts and avoid duplication.

As an integral part of the United Nations Integrated Electoral Support Team, led by UNSMIL, the project will work with other UNSMIL pillars, in particular with the Political Affairs Section, the Women's Empowerment Unit and the Security Affairs Section. As part of the coordination and leading of the electoral assistance, the project will work with international organizations involved in supporting electoral processes in Libya to conduct mapping exercises and planning sessions to identify synergies and areas of partnership and cooperation. Further, through its support to increasing public participation, the project will expand its network of civil society organizations and establish regular mechanism of engagement with CSOs including those advocating for the inclusion of women, youth and other minorities. The project will also leverage partnerships with:

* Regional organizations such as the Organization of Arab Electoral Management Bodies (ArabEMBs) to enable peer-to-peer knowledge sharing, professional exchanges and other regional learning opportunities. These partnerships will be based on the principles of transparency, openness, mutual accountability and in the national interest of Libya.
* Global and regional advisory services of the Global Project for Electoral Cycle Support II (GPECSII), particularly the Arab States component of GPECSII which implements regional interventions aimed at supporting electoral stakeholders and initiatives in the Arab States, including those that benefit Libya.
* Electoral experts serving in the European Commission (EC)-UNDP Joint Task Force on Electoral Assistance (JTF) who will provide regular assistance to the project, both remotely and through periodic in-country missions, based upon needs and requests. In line with the EC-UNDP Guidelines on Electoral Assistance (signed by UNDP Administrator and EC Commissioner and available here: <https://www.ec-undp-electoralassistance.org/wp-content/uploads/2017/02/Electoral-Assistance-Guidelines-EC-UNDP-2016-2nd-Review.pdf>)

# Project Results

**National priority**: Prepare for elections and provide support for civil society organizations

**CPD outcome 1:** The active participation of citizens in the democratic transition of their nation is facilitated

**Project goal**: HNEC capacity to prepare for and administer inclusive and credible elections events further developed

The project is expected to result in further strengthening the HNEC as a professional electoral body able to prepare for and administer inclusive and credible balloting events. In order to achieve the project’s objectives, UNDP will implement interventions around the following four outputs:

1. **Support HNEC in the planning, preparation and conduct of key balloting events**

Libya is expected to see a number of balloting events over the coming three years; this requires that HNEC be fully prepared and operational to deliver up to six balloting events in a very short time span. Through this output, the project will support HNEC in its planning, organization and administration of balloting events with a focus on ensuring the consolidation of the institutional support provided through output 2. With the core knowledge and capacity already built within HNEC, the support under this activity is reduced in scale and scope relative to previous assistance. The focus is primarily on providing advisory assistance to key electoral departments and electoral activities including voter registration, the conduct of electoral events, and boosting HNEC capacity in areas of procurement and logistics, and in field operations.

1. **Develop HNEC institutional and staff capacities and raise awareness on the requirements of electoral processes that are transparent, credible and promote inclusive participation.**

With a view towards sustainable institution building, the project will facilitate the development of HNEC’s strategic plan and work to strengthen its systems, processes and procedures for conducting credible balloting events that promote inclusive participation. Working at both the individual and institutional levels, the project will impart knowledge and expertise across all the phases of the electoral cycle i build efficiency through the integration of ICT, and promote learning through regional and international cooperation.

1. **Promote increasing public participation, focusing on vulnerable groups, in electoral processes, through interventions that enable them to exercise their right to vote.**

UNDP will pursue a two-pronged approach to increasing public participation in elections. Working with HNEC on the one hand to develop and implement a voter and civic education strategy that promotes inclusive participation, and on the other work with civil society organizations to increase their knowledge and awareness of the electoral process and their role as key electoral stakeholders. The project will facilitate exchanges between HNEC and civil society organizations, promoting cooperation and collaboration in developing and disseminating effective voter education and awareness campaigns and materials. To ensure effective targeting of groups, the project will generate data and analysis through surveys and mapping exercises including of IDPs and out of country voters. Prioritizing the participation of women and other minorities, this output will also focus on support of the newly established gender unit.

1. **Raising the electoral awareness of relevant local partners and institutions, enabling them to perform their roles effectively in the electoral process and contribute to a peaceful electoral environment.**

The project will support interventions that raise the awareness of electoral stakeholders such as civil society organizations, non-governmental organizations, institutions and others to enable them to know, understand and perform their roles effectively. Through this output the project will also work with directly related partners including the legislative, executive and judiciary authorities, in developing laws, procedures and practices that consider the political, social and security situation in the country. In order to create a more inclusive political environment and contribute to conflict prevention, the project will support interventions that target these stakeholders and promote inclusive and credible elections taking into account the prevailing environment. Furthermore, the project will review the electoral dispute resolution mechanism, the results management systems as opportunities to enhance credible and trust in the process, and ensure partners are aware and informed of these processes, and their respective role. The project will seek to benefit from the potential capabilities of groups like women, youth and local society leaders in achieving these goals and in supporting HNEC to conduct inclusive and credible elections.

Based on the above outputs, the project will be implemented around the following activities:

**Output 1: Support HNEC in the planning, preparation and conduct of national, local elections and OCV**

Significant efforts are required to deliver multiple elections in limited time spans; it requires increased concentration of human and material resources, including mobilization of security at all levels. This output is designed to support HNEC in its planning, organization and administration of balloting events with a focus on ensuring the consolidation of the institutional support provided through this first output. With the core knowledge and capacity already built within HNEC, the support under this activity is reduced in scale and scope relative to previous assistance. The focus is primarily on providing advisory assistance to key electoral departments and electoral activities including voter registration, the conduct of electoral events, and boosting HNEC capacity in areas of procurement and logistics, and in field operations. This output will be achieved through the following activities:

**Activity 1.1: Support to the establishment of a permanent voter register through technical advisory assistance**

* Supporting HNEC in developing a permanent voter register taking into account the requirements and the available resources.
* Supporting the implementation of a permanent voter register at both the national and field levels.
* Facilitating the development and integration of the needed ICT infrastructure to operate and maintain the permanent vote registers

**Activity 1.2: Provide technical assistance in election operations planning and implementation**

* Support the development of an election work plan that considers the political and security developments, and promotes inclusion at all levels.
* Support the implementation of the operational plan including the required trainings on implementation of the plan
* Support the training of temporary national election personnel including the development of training plans, quality control measures, production of material and evaluation and monitoring systems.
* Expert assistance towards HNEC’s electronic record keeping and financial recording system, for the management of large numbers of additional temporary staff.
* Support with out-of-country voting as may be required by HNEC

**Activity 1.3: Facilitate the procurement of sensitive and non-sensitive election material**

With only a short history of election operations, HNEC has also requested assistance to procure voter registration and electoral materials (data collection kits for voter registration, ballot boxes, ballots, civic and voter education materials, etc.). In addition to such procurement, this activity also focuses on building HNEC’s procurement capacity to carry out these activities independently in the future.

* Counterpart assistance with identifying election procurement needs for the different elections, developing a procurement plan including timelines
* Supporting the procurement of sensitive and non-sensitive election material, per the needs of HNEC
* Facilitating capacity building to enable HNEC to independently carry out all election procurement activities in the future

**Activity 1.4: Enhance HNEC’s field presence through the deployment of a field election advisory team consisting of national and international experts supporting the field offices**

* Support HNEC in the implementation of the election operational plan at the field level
* Supporting the self- control and monitoring procedures at all levels and stages of electoral processes.
* Provide technical advice to HNEC field staff on effective engagement with electoral stakeholders in the pre-during-post election periods
* Counterpart assistance with monitoring compliance with laws, regulations and judicial decisions.
* Conducting visits to HNEC field offices in each of the covered regions, providing data and analysis on HNEC preparedness.

**Activity 1.5: Enhance HNEC capacities in electoral security, and in facilitating coordination between HNEC and relevant security agencies engaged in supporting electoral security at all levels**

* Advocate for effective coordination between HNEC and the security apparatus
* Coordinate with UNSMIL and UNDP available expertise to maximise available resources in the area of security
* Help facilitate regular coordination meetings among security agencies at the center and field levels
* Support the establishment of a security operations room with the necessary expertise to enable effective monitoring and response mechanisms

In collaboration with UNSMIL and UNDP units engaged on rule of law and security, raise the awareness and knowledge of relevant security agencies on elections, the electoral process and their role in the pre, during and post-election phases. **Output 2: Develop HNEC’s institutional and staff capacities and raise awareness on the requirements of electoral processes that are transparent, credible and promote inclusive participation.**

**Activity result 2.1: Increase the level of HNEC external communication by supporting its communications and external relations initiatives**

In the context of Libya, democracy and elections are very new concepts, therefore it is essential that the public knows and understands the role and mandates of key institutions of democracy. While the HNEC has maintained a positive public image since its establishment in 2012, a majority of Libyans still do not know what HNEC is or what it does. It is therefore critical that the project support HNEC in promoting knowledge and awareness on the institution, its functions and the interplay between HNEC and key electoral stakeholders. As well as, focusing on developing system and processes for effective internal communication. Through the following specific interventions, the overall goal of this activity is to increase public knowledge and enhance public perceptions of HNEC:

* Advocate for and support the strengthening of an integrated department of communications that combines all communication skills and expertise into one unit.
* Support the development of a communication and external relations strategy that will guide HNEC to plan, prepare and implement public relations and communication programs aimed at making the EMB better known so as to promote, establish and maintain its credibility and good reputation. The strategy is expected to cover both internal and external communication.
* Provide equipment, training and staff mentoring at all levels of the communication department to enable HNEC to deal professionally and consistently with the media and external stakeholders, and produce wide range of materials for media distribution.
* Enhance capacity of individual who is nominated spokesperson of the HNEC to deal and speak directly with the media that will ensure consistent messages and relationships with the media sector.
* Support the production of a range of material archiving to showcase the activities of HNEC across the country and encourage understanding and support for its work both international and nationally.
* Assist HNEC in establishing an inclusive system for participation in regional and global activities by different levels of HNEC staff by knowledge transfer and mentoring. This could include peer-to-peer relationship building and knowledge transfer among the ArabEMBs, as well as study tours, election management observation visits to observe elections in peer countries.

**Activity 2.2: Facilitate the development of a multi-year strategic plan and action plan**

The HNEC is a new institution that is undergoing expansion with the addition of five new field offices, and with the possibility of the added responsibility of conducting local elections. It therefore requires enhanced capacities to manage institution building, institutional change and decentralization. Through this activity, the project will equip HNEC with a strategic plan that facilitates modernized internal administration practices, comprehensive electoral planning and improved efficiency at central and field level, and innovation in its public outreach and communication, through the following channels:

* Support stakeholder discussions on HNEC development with a view towards establishing a strategic plan for the organization
* Facilitate a participatory strategic planning process with internal and external input, and the development of an action plan for its implementation

**Activity 2.3 Supporting learning interventions including training courses on thematic and general office functions**

As identified through HNEC’s own internal assessment, there is need for developing the capacities of HNEC staff on all aspects of the electoral cycle, as well as in the general management and administration. Through more focused needs assessments and the development of system for monitoring an evaluation, the project will support a series of capacity building interventions, including:

* Supporting the establishment of a system of personnel to track training needs, and the measurement in standards of performance and service
* Provide training and mentoring on general management and electoral administration, as well as on electoral thematic topics such as voter registration, voter education, campaign and finance, candidate nomination, etc.
* Advocate for mentoring opportunities both internally and externally for staff at the central and field level
* Learning opportunities including exchanges with peer EMBs, exposing staff to the practices of other electoral management bodies

**Activity 2.4: Integrate ICT in the administrative and operational functions of HNEC including in candidate nomination, results management and OCV**

This activity will focus on developing HNEC’s ICT capacities and the skills and knowledge of the ICT department to seamlessly integrate technology for more effective and transparent administration of elections. Through a study and research of the current technology use across the different departments, and the goals and objectives of the organization, the activity will focus on HNEC’s ICT human resource capacity and ICT management systems. Through this support the HNEC staff will be able to investigates, evaluates and pilot new technologies for effective elections management, and for making the electoral process more inclusive of women, youth, and of minorities, IDPs, disabled, among others.

* Facilitate an assessment of current computer proficiency of all HNEC staff; a skills gap analysis and training needs analysis to inform the scope and scale of ICT training delivery required. This is to also feed into the strategic planning process
* Technical assistance to counterpart the HNEC ICT wing in the pre-electoral phase, focusing on database management, data warehouse, voter registration system architecture and development and incident response.
* Develop capacity of HNEC’s ICT unit to support the technology needs of field offices during electoral and non-electoral periods including troubleshooting
* Support ICT trainings that are cost-effective including through remote learning and mentoring.

**Activity 2.5:** **Learning and experience sharing of regional and international electoral experiences**

Recognizing the benefits of regional and international cooperation, this activity will support and facilitate regional experience sharing forums, mentoring opportunities and networking among EMBs in the regional project. As a former president and current board member of the Organization of Arab Electoral Management Bodies, HNEC has an active peer-to-peer network with fellow EMBs, as well as with other international electoral networking bodies. These provide effective platforms for promoting learning, knowledge transfer, through the following channels:

* Support HNEC’s participation in regional learning events with a view towards expanding the participation pool to include staff at all levels, including staff from the field
* Facilitate the participation of relevant staff in study tours as means to expose HNEC to innovative practices in election management
* Advocate for an inclusive selection process in the identification of staff to take part in regional and global events and activities
* Support the development of a system that encourages the sharing of individual learning among all HNEC staff

**Activity 2.6: Promote sustainability through effective coordination of electoral assistance**

As requested by HNEC and as mandated through the subsequent Security Council resolutions, the UN project team will ensure that electoral assistance provided to Libya is effectively coordinated to increase efficiency and ensure sustainability. Effective coordination will help avoiding duplication of activities, will allow for more targeted interventions, and help directing activities to thematic or geographic areas, which are not or not sufficiently covered. The electoral coordination group and sub-groups should be, to the extent possible, co-chaired by HNEC, which shall become an integral part of the coordination effort. All relevant international assistance providers, UN agencies and UNSMIL’s substantial sections implementing activities within wider electoral context, and other relevant international partners are targeted to participate in the coordination structure, under the umbrella of the international support for electoral processes in Libya, through the following activities:

* Organise regular electoral coordination groups with the participation of international assistance providers,
* Thematic sub-groups will be established to adequately respond to the need for substantial technical discussions and allow better information sharing and more informed fine-tuning of assistance (discuss approach and methodologies, timeliness of assistance, geographic coverage, etc.). Sub-groups to be established should among others cover the following subjects: Outreach activities targeting voters ensuring inclusion; specific activities in the context of conflict prevention around electoral processes;
* Ad-hoc sub-groups may be established to cover for instance the legislative framework or other specific thematic areas as for instance voter registration or the use of IT in electoral administration, which can be created upon need for a limited period of time;
* Depending on the thematic area, other national stakeholders, as for instance relevant government institutions or national NGOs could be invited discussions related to supporting electoral processes.
* Advocate for and promote coordination of election observation, particularly domestic election observation.

**Output 3: Promote public participation in electoral processes through interventions that target and enable vulnerable groups to exercise their right to vote.**

Electoral civic education plays an important role in creating new values, new ideas and new goals, and it provides an opportunity for a new social contract for peace and reconciliation. In the context of Libya, there is a widely recognized need for electoral civic education to improve relationships between electoral stakeholders as well as between different parties to the conflict. Through civic and voter education programming, this activity will contribute to strengthening democratic values, inform about the role of elected institutions and what can be expected from the legislature and the executive in the course of one mandate, explain the important role of a constitution; raise awareness on topics such as human-rights, political rights and candidacy and voting rights; educate voters on their role, rights and responsibilities of voters, and on the nature and powers of elected institutions as well as what a voter can realistically expect from them during one mandate. A particular focus of the activity will be to promote inclusiveness in all aspects of civic and voter education, including in targeting of women, youth, and minorities, ensuring the information is accessible to the disabled groups, through the following activities:

**Activity 3.1 Support the implementation of HNEC’s voter and civic education strategy through increased engagement with key stakeholders including representatives of vulnerable groups**

* Support forums on role of civic education in Libya and civic education with respect to women and youth
* Advocate for the formulation of a national civic education programme
* Facilitate the updating of HNEC’s civic and voter education strategy through a participatory and inclusive process, including a wide array of civil society organizations
* Support civil society interventions that promote inclusive electoral processes, through small grant mechanism established through UNDP’s Support to Civic Engagement in Libya’s Transition (S.C.E.L.T).
* Advocating for international support to civil society organizations working on democracy and elections observations, in addition to developing a mechanism that can enable the project to provide support to them.
* Provide training and expertise to HNEC staff on the main elements of an effective voter and civic education programme, and guide HNEC on conflict sensitive approach to implementing voter education
* Training and expertise in support of a voter education design and strategy programme to develop and produce voter education material to improve voter awareness of electoral procedures. Training, mentoring and resources will be made available to staff to ensure necessary skills are available.

**Activity 3.2 Support the design, development and implementation of inclusive civic and voter education and awareness campaigns and materials**

Through this activity, the project will support the development of electoral civic education messaging, materials and awareness campaigns that highlight the values and norms of a democratic system, the links between elections and democracy, and the role of voters in strengthening social cohesion in society. Through broad based engagement, this activity will ensure all materials and messaging developed reach all segments of society, and target women, youth and minorities in particular, through the following activities:

* Technical advisory support to HNEC’s voter and civic education team in developing materials and resources that are audience specific
* Production and dissemination of voter education campaigns and materials on the voter registration process, voting process and the overall electoral process
* Production and dissemination of national campaigns on the importance of voting and turnout
* Production of television and radio spots on voter and civic education messaging

**Activity 3.3 Generate data and analysis to enhance the electoral process including data on IDPs and out of country voters**

Informed decision-making requires the availability of accurate, reliable and timely data and analysis. Through this intervention, the project will support HNEC in conducting various exercises with the goal of developing plans and implementation strategies based on data and analysis, through the following activities:

* Mapping exercises to know the scale and scope of existing voter and civic education programs carried out by civil society organizations and others; with the aim of ensuring complementarity and collaboration for greater impact
* Develop and implement opinion surveys to better understand voter needs and on the effectiveness of civic and voter education programs
* Collect data and analysis on the number and locations of internally displaced persons (IDPs) in an effort to ensure their participation in the electoral process
* Conduct surveys and analysis on out of country voters, and surveys on the most effective ways of reaching out to them on voter registration and election day

**Activity 3.4 Support and advocate for the strengthening of both the newly established women empowerment unit and supporting peoples with disability unit.**

HNEC’s has a newly approved women empowerment unit and peoples with disability unit. This activity will promote the institutionalization of the two units with the necessary human and financial resources to ensure it can effectively carry out the planned gender and disabled peoples activities, according the approved plans. It is also focused on increasing the knowledge and awareness of HNEC staff, both at centre and field level, on the importance of women’s participation in public life.

* Advocate for HNEC staffing to the gender and disability unit, and budgetary provisions
* Facilitate the holding of workshops and seminars on political rights of women and disabled and their right to participate in electoral processes as voters, candidates and election administrators; in addition to raising the awareness on the right of disabled people in elections.
* Support peer-to-peer exchanges with gender and disability units of other EMBs and possibly other institutions
* Provide training and mentoring on gender and disabled people based planning and budgeting
* Raise awareness among HNEC on role of women in elections and the requirements of persons with disabilities in electoral processes, technically and administratively.
* Conduct surveys to gauge the level of knowledge and awareness on the barriers women and disabled persons face in public life generally and in political life in particular.

**Output 4: Raising the electoral awareness of local partners and institutions, enabling them to perform their roles effectively in the electoral process and contribute to a peaceful electoral environment.**

It is well known that the implementation of electoral processes is not limited to the EMB, but rather it depends on a broad process involving non-government and government authorities and institutions. The electoral law or the referendum is issued by the legislator, financial support is provided by the executive authority represented by the government and its ministries and related institutions, and electoral dispute resolution involves the various departments and courts of the judiciary. Therefore, the project, through its various and diverse activities will target these groups to raise their awareness on the technical details of the electoral process, their roles and responsibilities in all the stages of the process, and what they can do to prevent conflict and ensure that the elections are acceptable to all parties. The project will work to achieve this through the following activities:

**Activity 4.1: supporting HNEC’s Board and legal department to develop regulations and procedures that can facilitate conducting elections in accordance with international standards and principles.**

* Providing technical and legal assistance by providing advice concerning drafting of various electoral legal legislations, which takes into consideration the existing political and social environment.
* Enhancing communication with the relevant authorities that issue electoral legislations, those that enforce and monitor them; namely, the HoR and the judiciary; and facilitating the appropriate mechanism through which HNEC can present the technical details of electoral laws.
* Ensure collaboration with relevant UNSMIL units and other partners working with parliament and other entities involved in drafting legislation

**Activity 4.2: Support development of codes of conduct for key electoral stakeholders**

* Facilitate consultations on the need for and development of codes of conduct among key electoral stakeholders
* Provide technical assistance in the development of codes of conduct for candidates, media, political parties, and other stakeholders
* Promote adherence to codes of conduct through public awareness campaigns as well as through design of binding regulations

**Activity 4.3: Generate information, data and analysis, and the integration of relevant tools for the prevention of electoral violence**

* Support HNEC in its use of various tools for the prevention and mitigation of electoral violence
* Support the generation of data and analysis aimed at identifying electoral hot spots and strategies for mitigating electoral related violence
* Enhancing knowledge and awareness on electoral related violence and the role of different stakeholders in preventing the violence
* Raising awareness among security agencies on electoral violence, and their role in preventing and mitigating it

**Activity 4.4: Facilitate communication, planning and coordination between HNEC and authorities directly related to the electoral process.**

* Facilitating workshops and awareness meeting among government institutions to raise their awareness on the electoral process and HNEC’s mandate and mission.
* Facilitating workshops between HNEC and different government institutions on planning and coordination of election operations and logistical support.
* Developing the necessary strategies on effective engagement with state institutions, to further the mission and objectives of HNEC.

**Activity 4.5: Facilitate communication, planning and coordination between HNEC and civil society organizations involved in the electoral process.**

* Facilitating workshops and awareness meeting between HNEC and CSOs on the electoral process, the role of CSOs during the different phases of the process.
* Facilitate workshops that seek the input of civil society organizations in election planning to ensure HNEC adopts rules and procedures that promote inclusive participation.
* Promote civil society interventions that support the efforts of HNEC to increase access to and participation in the electoral process including in the voter registration, voter education, campaigning, and other stages of the process.
* Developing the necessary strategies on effective engagement with civil society organizations and other partners, to further the mission and objectives of HNEC.

# Governance, Management and Implementation Arrangements

1. **Project Board**

The Project Board is an oversight and advisory authority, representing the highest body for coordination, strategic guidance, oversight and quality assurance; it shall makes decisions by-consensus. The body will facilitate collaboration between UNDP, HNEC, donors, and other stakeholders for the implementation of the Project. The Project Board will review and endorse the Annual Work Plans (AWPs), will provide strategic direction and oversight, will review implementation progress, and will review narrative and financial progress reports. In order to ensure UNDP’s ultimate accountability, the Project Board decisions shall ensure best value to money, fairness, integrity, transparency and effective international competition. The Project Board will be convened by UNDP and meet every 4 months, or as necessary when raised by a member of the Board or the Project Manager. The date and location of meetings will be determined by the board in advance.

The Project Board will be co-chaired by the UNDP Country Director and Chairman of the HNEC and includes UNSMIL and donor representatives.

**The responsibilities of the Project Board include:**

* Ensure that the project is achieving its goals and objectives in line with the strategies and policies set out in this document.
* Adopt policies that serve the project’s goals, objectives, and strategies, ensure its implementation and consistency with project objectives.
* Follow-up efforts to coordinate international support for electoral processes, guiding them towards the goals of electoral assistance in Libya.
* Approve the annual workplan for the implementation of the project activities.
* Review the reports presented by the Technical Committee, and comment on it.
* Conduct annual review of the project document and ensure consistency with political developments and the electoral process.
* Identify solutions to address difficulties and obstacles facing the implementation of project activities.
* Ensuring the availability of the minimum funds to activate project activities.
* Assess and decide on project changes through revisions
* UNDP to follow its rules and procedures for the closure of the project including decision on transferring assets to the ownership of the main beneficiary, HNEC.

**PROJECT BOARD**

**Project Board (Governance Mechanism)**

**Senior Beneficiary**

**HNEC**

**Co-chair**

**Partners**

**(Donors; UNSMIL)**

**Executive**

**UNDP**

**Chair**

**UNSMIL**

**Chief Electoral Advisor**

**Project Assurance**

(UNDP)

**UNDP Project Manager/Deputy Chief Electoral Advisor**

**Technical Team of Advisors/Consultants**

**Project Support Unit of Operational and Administrative Staff**

**Technical Committee**

**[UNDP – HNEC – UNSMIL]**

1. **Technical Committee:** is the technical committee consisting of the UNDP Deputy Chief Electoral Advisor as co-chair with HNEC’s Head of Administration, UNSMIL Chief Electoral Advisor, and other persons as may be delegated by the co-chairs. The Technical Committee holds monthly meetings (and more frequently as needed) to perform the following duties:

* Develop annual workplans for approval of project board
* Facilitate implementation of annual workplan after its approval by the board
* Take decisions and provide advice on policy, technical and logistical needs of implementation of project activities.
* Review progress against annual and quarterly workplans and give substantive guidance to achieve project results.
* Based on overall consensus, identify and escalate any strategic or other issues requiring guidance, deliberation or decision by the Project Board. Prepare regular technical, administrative and financial reports, present them to the Project Board, and respond to any questions from the Board.
* Communicate with various key partners of the electoral process, and explore views on the appropriateness of support provided for electoral processes in Libya.
1. **Technical Team of Advisors/Consultants:** the project activities will be implemented through a team of national and international technical advisors and specialists, both UNDP and UNSMIL, and consultants with the necessary skills and expertise in the respective fields.
2. **Project Support Unit:** this unit represents the operational and logistical team of the project. It consists of national and international project staff, and includes both UNDP and UNMSIL electoral personnel working towards the goals and objectives of the project. The team performs the following functions:
* Day to day implementation of activities as defined in approved workplans
* Follow-up on decisions issued by the technical committee and Project Manager
* Provide timely and efficient operational support to the implementation of activities.

Ensure financial accountability through monitoring of project expenditure as per the workplans and project budget.

1. **Key elements of project implementation arrangements:**

**Project Location:**  For effective implementation, the project and its management will be based in Tripoli. While the project aims to implement all project activities inside Libya, due to security and other considerations, some activities may need to be implemented outside Libya. The decision of which activities need to be implemented outside Libya will be taken by the project technical committee, taking into consideration among others issues of security, availability of human and other resources, and the objectives of the activity.

**Project management**: The project will be managed by the Deputy Chief Electoral Advisor/Project Manager who will have dual reporting, to the UNDP Country Director and the UNSMIL Chief Electoral Advisor. The Deputy Chief Electoral Advisor/Project Manager will be based in Tripoli, with missions to targeted locations. With the UNSMIL CEA providing the overall strategic direction of the project, the Deputy CEA/Project Manager will have the overall responsibility for day-to-day management of the project, including timely and efficient delivery of the project’s technical, operational, financial and administrative outputs and substantive project inputs specifically; regular outreach and coordination with the project beneficiaries, coordination and quality assurance of expert inputs and products, and regular coordination among project partners to ensure coherence and complementarity.. The project manager will be supported by the technical committee and project support team consisting of technical and administrative experts. The Deputy CEA/Project Manager will serve as a member of the technical committee and ensure that decisions of the technical committee and project board are implemented.

* **Quality assurance**: UNDP Country Office will serve the quality assurance role, supported by the project’s monitoring and evaluation structure. The project will also benefit from shared operations support from the UNDP Country Office that includes access to support on human resources, recruitment, procurement, IT assistance, financial management, communications, and security, overseen by the Country Director, Programme Coordinator, and others. The project will collaborate with other UN activities on related matters, including those implemented under the Democratic Governance Portfolio and those engaged on political and constitutional matters, civil society engagement, women’s political participation, etc.
* **Access:** As a capacity building project, it is essential that project personnel communicate with HNEC staff both at the national and field level. As a contingency, due to constraints on movements and communications created by the conflict, UNDP may contract key national and international electoral experts through third-party arrangements, in close coordination with the UN Single Electoral Roster) to allow the experts to work inside Libya , in order to achieve greater operational flexibility. They will be hired by a third-party company but will report within the determined reporting lines of the integrated project team. The third party is expected to comply with security precautions and assume all responsibility for the safety and security of the staff they hire (The third party arrangement for the deployment of national and international experts inside Libya is already established by UNDP Libya and is operational).
* **Speed**: The project activities aim to be implemented within 36 months. With at least four balloting events expected within this limited timeframe, there is a need for rapid procurement of relevant election materials. UNDP will manage an Operations team specifically dedicated to delivering the activities, and benefits from the fast track modality, and long-term agreements with specific companies to ensure that procurement of works and goods will take place fast. Upon agreement, the Global UNDP Procurement Support Office (PSO) in Copenhagen could be used for procurement of electoral materials as considered appropriate.
* **Monitoring and Follow up:** The monitoring of the activities of the project will be undertaken by project staff and through dedicated experts, contracted for this purpose. All monitoring reports are to be submitted to the Project Board. During the delivery of the assistance, UNDP PEPOL will also engage with support and coordination from the UN Electoral Affairs Division (EAD) of the Department of Political Affairs. This will include sharing project reports to the EAD Focal Point, who will also be kept informed of any contemplated project revisions or extensions in order to determine whether a further needs assessment is required or whether the revision or extension can proceed without such an assessment. EAD may also conduct a mission to review progress of the programme, assess the political situation, or to offer support to the programme.
* **Risk-informed Decision-making**: To ensure a risk-informed and conflict sensitive project implementation, the project technical committee and project board will continually assess the situation in the country and relate it to the actual project implementation. The project will look at following critical risks: (1) political context and possible political leverage; (2) the security situation; (3) the project risks (i.e. conflict sensitivity); and (4) the operational risks.
* **Basket fund**: UNDP will manage the basket fund which will also be used to fund materials and services for the integrated team and all project activities; Reports on the flow and expenditure of funds to the basket will be provided to the Project Board.
* **Coordination of International Support**: The project will work closely with other UN agencies and international partners supporting the electoral process, to ensure complementarity and greater impact of project results. In this context, the project will support the HNEC to establish an umbrella coordination mechanism that brings together all international organizations providing electoral support to Libya in order to ensure information sharing, cooperation and collaboration, clarity on the distribution of efforts, and to address gaps in support and avoid duplication. Through these coordination efforts, the project will also work with international partners to advocate for the coordination of and support to election observation, particularly domestic election observation. The project will develop the terms of reference for the coordination mechanism for review by the technical committee.
* **Integrated Structure**: For UN assistance providers, all electoral assistance is integrated in accordance with the Secretary General’s Decision No.2011/23 endorsing a leadership role of the UN focal point on all electoral assistance matters and Decision No. 2010/23 noting that “All electoral assistance…will be delivered in a fully integrated manner from the outset, whether or not the mission is structurally integrated.” The relationship between the UNDP and UNSMIL electoral support staff will be one of an integrated team, under unified command of UNSMIL SRSG, co-located with dual reporting lines for UNDP staff due to their fiduciary responsibilities related to both the project and fund management. The integrated structure is led by the Chief Electoral Advisor, reporting to the Special Representative of the Secretary General (SRSG). The UNDP Resident Representative is also SRSG’s Deputy and a part of the integrated structure. The UNDP Chief Deputy Electoral Advisor and head of the Project will serve as the officer in charge in the absence of the Chief Electoral Advisor, also ensuring de facto integration of the UNDP and UNSMIL electoral teams.

While UNSMIL and UNDP staff will work together as an integrated team to achieve the project objectives, the UNSMIL team will lead the activities in the following broad areas:

* Contribute to the development of regulations and operational procedures related to electoral laws.
* Develop operational concepts, times and budgets - including possible field structures.
* Provide operational support at the central and field levels.
* Support the development of the voters register and monitor the accuracy of the polling day procedures.
* Propose the appropriate electoral mechanisms for the needs of vulnerable groups such as women, youth and disabled persons, etc.
* Public outreach and communications
* Coordination of electoral assistance
* **Engagement with Civil Society Organizations:** Within the framework of the project strategy aimed at enhancing HNEC’s engagement with civil society organizations and towards enhancing participation and inclusiveness of the electoral process, the project will support civil society organizations in playing an active role in electoral processes. Through the provision of small grants to support their role in the electoral process.

Support provided will ensure geographical coverage in the East, West, Centre and South.

* To leverage the already established and tested grant facility, the project will utilize S.C.E.L.T’s innovative Civil Society Grant Fund Facility instead of developing its own funding mechanism to award the small grants. This will not only enable the project to take advantage of the experience and lessons learnt of the S.C.E.L.T facility but also limit the potential of risks in awarding grants through a sensitive electoral assistance project.

# Results Framework[[1]](#footnote-2)

|  |
| --- |
| **Country Programme Document (CPD) Outcome:** The active participation of citizens in the democratic transition of their nation is facilitated |
|
| **Project title and Atlas Project Number:** Promoting Elections for the People of Libya (PEPOL) |
| **EXPECTED OUTPUTS**  | [OUTPUT INDICATORS[1]](file:///C%3A/Users/dell1/Desktop/Arab%20States/Libya/Multiyear%20workplan_November%2021.xlsx#RANGE!_ftn1) | **DATA SOURCE** | **BASELINE** | **TARGETS (by frequency of data collection)** | **DATA COLLECTION METHODS & RISKS** |
| **Value** | **Year** | **Year** | **Year** | **Year** | **Year** | **Year** | **FINAL** |
| **1** | **2** | **3** | **4** | **…** |
| **Output 1: Support HNEC in the planning, preparation and conduct of key balloting events**  | 1.1 Permanent voter registration established | *HNEC*  |  |  |  |  |  |  |  |  |  |
| 1.2 Election operation plan developed and successfully implemented  | *Qualitative assessments found in election observer reports* |  |  |  |  |  |  |  |  |  |
| 1.3 Quality and timeliness of procurement support for electoral events  | UNDP |   |   |  |  |  |  |  |  |  |
| 1.4 # of field offices supported during electoral events | *HNEC/UNDP* |   |   |  |   |   |   |  |  |  |
| 1.5 # of coordination meetings held between HNEC and security agencies | *HNEC/HNEC/Security Agency updates* |  |  |  |  |  |  |  |  |  |
| **Output 2: Develop HNEC's institutional and staff capacities**  | 2.1 Number of communication and outreach materials on role of HNEC disseminated to stakeholders | *HNEC/UNDP reports* |  |  |  |  |  |  |  |  |  |
| 2.2: Launch of HNEC's first multiyear strategic plan and action plan | *HNEC* |  |  |  |  |  |  |  |  |  |
| 2.3 # of trainings held for HNEC staff  | *PEPOL/NIEC* |  |  |  |  |  |  |  |  |  |
| 2.4: # of electoral functions utilizing ICT | *HNEC* |   |   |  |  |  |  |  |  |  |
| 2.5 # of regional/international initiatives supported | *UNDP* |   |   |  |   |   |   |  |  |  |
| 2.6 # of coordination meetings held | *UNDP/HNEC* |  |  |  |  |  |  |  |  |  |
| **Output 3: Promote increased public participation, targeting vulnerable groups** | 3.1 # of minority and vulnerable groups HNEC reaches out to | *HNEC/UNDP/CSOs* |  |  |  |  |  |  |  |  |  |
| 3.2 # of C/VE campaigns and materials promoting inclusion  | *HNEC/UNDP* |  |  |  |  |  |  |  |  |  |
| 3.3 Availability of up-to-date data on IDPs and OCV | *HNEC/UNDP/IOM* |   |   |  |   |   |   |  |  |  |
| 3.4 # of small grants issued to CSOs |  |   |   |  |   |   |   |  |  |  |
| 3.5 HNEC's allocation of human and financial resources to gender and disability unit | *HNEC's*  |  |  |  |  |  |  |  |  |  |
| **Output 4: Raising the electoral awareness of local partners, enabling them to perform their role effectively in the electoral process**  | 4.1 # of electoral laws HNEC contributes to | *HNEC/UNDP/UNSMIL* |  |  |  |  |  |  |  |  |  |
| 4.2 # of codes of conduct developed | *UNSMIL/UNDP* |   |   |  |   |   |   |  |  |  |
| 4.3 # of tools HNEC adopts and utilizes for prevention of electoral violence | *HNEC* |  |  |  |  |  |  |  |  |  |
| 4.4 # of conflict sensitive measures adopted  | *HNEC/UNDP/UNSMIL reports* |  |  |  |  |  |  |  |  |  |
| 4.5 # of CSOs the HNEC engages with  | *CSOs/HNEC* |   |   |  |   |   |   |  |  |  |

# Monitoring And Evaluation

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

**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 RRF 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. |  |  |
| **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. 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 UNDP. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. |  |  |
| **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. |  |  |
| **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. |  |  |
| **Review and Make Course Corrections** | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. |  |  |
| **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 long with mitigation measures, and any evaluation or review reports prepared over the period.  | Annually, and at the end of the project (final report) |  |  |  |
| **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. | Specify frequency (i.e., at least annually) | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.  |  |  |

**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-UNSMIL |  |  | Dec 2018 |  | Project |
| Final Evaluation  | UNDP - UNSMIL |  |  | Jan 2020 |  | Project |

# Indicative Multi-Year Work Plan [[2]](#footnote-3)[[3]](#footnote-4)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Output**  | **Activities** | **Implementation Timeline** | **Budget Description**  | **Planned Budget By Year** | **Total** |
|  |  | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |  | **Y1** | **Y2** | **Y3** |  |
| **Output 1: Support the planning, preparation for and conduct of balloting events and OCV** | **Activity 1.1: Support to the establishment of a permanent voter register through technical advisory assistance** |  **$ 36,000**  |  **$ 16,000**  |  **$ 6,000**  |  **$ 58,000**  |
| 1.1.1 Support HNEC in finalizing and adopted recommendations on VR | x | x | x | x | x | x | x | x | x | x |   |   | Workshops, seminars, travel and DSA |  $ 10,000  |  $ -  |  $ -  |  $ 10,000  |
| 1.1.2 Support HNEC in implementing recommendations | x | x | x | x | x | x | x | x | x | x |   |   | Trainings, capacity building, software, hardware |  $ 20,000  |  $ 10,000  |  $ -  |  $ 30,000  |
| 1.1.3 Facilitate HNEC field support on VR | x | x | x | x | x | x | x | x | x | x |   |   | Seminars/Conferences/Workshops |  $ 6,000  |  $ 6,000  |  $ 6,000  |  $ 18,000  |
| **Activity 1.2: Provide technical assistance in election operations planning and implementation**  |  **$ 125,000**  |  **$ 20,000**  |  **$ 10,000**  |  **$ 155,000**  |
| 1.2.1 Support the development of an election operation plan  | x | x | x | x | x | x | x | x | x | x |   |   | Trainings, workshops, travel and DSA |  $ 50,000  |  $ -  |  $ -  |  $ 50,000  |
| 1.2.2 Implementation of operational plan including trainings on implementation of plan | x | x | x | x | x | x | x | x | x | x |   |   | Travel (DSA, Air fare) / 3 main events |  $ 30,000  |  $ 10,000  |  $ -  |  $ 40,000  |
| 1.2.3 Training of temporary national personnel including the development of training plans | x | x | x | x | x | x | x | x | x | x |   |   | Trainings, material development |  $ 20,000  |  $ 5,000  |  $ 5,000  |  $ 30,000  |
| 1.2.4 Assistance towards HNEC’s electronic record keeping and financial recording system | x | x | x | x | x | x | x | x | x | x |   |   | Training, Travel |  $ 5,000  |  $ 5,000  |  $ 5,000  |  $ 15,000  |
| 1.2.5 Support with out-of-country voting as may be required by HNEC | x | x | x | x | x | x | x | x | x | x |   |   | training, workshops, travel, DSA |  $ 20,000  |  $ -  |  $ -  |  $ 20,000  |
| **Activity 1.3: Facilitate the procurement of sensitive and non-sensitive election material**  |  **$ 5,135,000**  |  **$ 110,000**  |  **$ 15,000**  |  **$ 5,260,000**  |
| 1.3.1 Assistance with election procurement needs and procurement plan w/ timelines | x | x | x | x | x | x | x | x | x | x |   |   | Trainings, workshops, travel and DSA |  $ 25,000  |  $ -  |  $ -  |  $ 25,000  |
| 1.3.2 Supporting the procurement of election material  | x | x | x | x | x | x | x | x | x | x |   |   | Procurement of sensitive and non-sensitive election material |  $ 5,000,000  |  $ -  |  $ -  |  $ 5,000,000  |
| 1.3.3 Facilitating capacity building to enable HNEC to independently carry out all election procurement activities in the future  | x | x | x | x | x | x | x | x | x | x |   |   | Travel (DSA, Air fare); trainings, seminars/workshops |  $ 10,000  |  $ 10,000  |  $ 10,000  |  $ 30,000  |
| 1.3.4 Support to other emergency procurement needs as may be required by HNEC | x | x | x | x | x | x | x | x | x | x |   |   | Procurement |  $ 100,000  |  $ 100,000  |  $ 5,000  |  $ 205,000  |
| **Activity 1.4: Deploying field presence in select HNEC field offices** |  **$ 60,000**  |  **$ 25,000**  |  **$ -**  |  **$ 85,000**  |
| 1.4.1 Support HNEC in the implementation of the election operational plan at the field level  | x | x | x | x | x | x | x | x | x | x |   |   | Workshops, travel and DSA |  $ 25,000  |  $ -  |  $ -  |  $ 25,000  |
| 1.4.2 Support field staff on engagement with stakeholders in the pre-during-post election periods | x | x | x | x | x | x | x | x | x | x |   |   | Workshops, trainings, travel and DSA |  $ 15,000  |  $ 10,000  |  $ -  |  $ 25,000  |
| 1.4.3 Counterpart assistance with monitoring compliance with laws, regulations and judicial decisions.  | x | x | x | x | x | x | x | x | x | x |   |   | trainings, Equipment (software and hardware, 3 field offices) |  $ 10,000  |  $ 5,000  |  $ -  |  $ 15,000  |
| 1.4.4 Visits to field offices, providing data and analysis on HNEC and public preparedness  | x | x | x | x | x | x | x | x | x | x |   |   | Travel, DSA and transport |  $ 10,000  |  $ 10,000  |  $ -  |  $ 20,000  |
| **Activity 1.5: Enhance HNEC capacities in electoral security, and in facilitating coordination between HNEC and relevant security agencies engaged in supporting electoral security at all levels**  |  **$ 280,000**  |  **$ 280,000**  |  **$ 50,000**  |  **$ 610,000**  |
| 1.5.1 Advocate for effective coordination between HNEC and the security apparatus  | x | x | x | x | x | x | x | x | x | x | x |   | workshops, travel, DSA |  $ 50,000  |  $ 50,000  |  $ -  |  $ 100,000  |
| 1.5.2 Facilitate regular coordination meetings among security agencies at center and field  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Travel and DSA |  $ 100,000  |  $ 100,000  |  $ -  |  $ 200,000  |
| 1.5.3 Support the establishment of an security operations room  | x | x | x | x | x | x | x | x | x | x | x |   | Equipment (software and hardware); furniture  |  $ 30,000  |  $ 30,000  |  $ -  |  $ 60,000  |
| Raise the awareness and knowledge of relevant security agencies on elections, the electoral process and their role  | x | x | x | x | x | x | x | x | x | x |   |   | Seminars, Workshops, Travel, DSA, Training, Procurement |  $ 100,000  |  $ 100,000  |  $ 50,000  |  $ 250,000  |
| **Technical Advisory Support** |  **$ 2,496,672**  |  **$ 2,496,672**  |  **$ 430,452**  |  **$ 5,423,796**  |
| **Technical Advisory Support** | x | x | x | x |   |   |   |   |   |   |   |   | International Procurement and Logistics Specialist (P3) |  $ 257,652  |  $ 257,652  |  $ 257,652  |  $ 772,956  |
| x | x | x | x |   |   |   |   |   |   |   |   | 10 Field Operation Experts  |  $ 1,821,600  |  $ 1,821,600  |   |  $ 3,643,200  |
| x | x | x | x |   |   |   |   |   |   |   |   | National field election officers |  $ 172,800  |  $ 172,800  |  $ 172,800  |  $ 518,400  |
| x | x | x | x |   |   |   |   |   |   |   |   | National field election assistants |  $ 108,000  |  $ 108,000  |  $ -  |  $ 216,000  |
| x | x | x | x |   |   |   |   |   |   |   |   | VR expert (consultant) |  $ 45,540  |  $ 45,540  |  $ -  |  $ 91,080  |
| x | x | x | x |   |   |   |   |   |   |   |   | OCV expert (consultant) |  $ 45,540  |  $ 45,540  |  $ -  |  $ 91,080  |
| x | x | x | x |   |   |   |   |   |   |   |   | International security liaison consultant (consultant) |  $ 45,540  |  $ 45,540  |  $ -  |  $ 91,080  |
|  | **Project support costs** | x | x | x | x | x | x | x | x | x | x | x |  | For services of procurement/HR/finance/operations/security/program |  $ 124,998  |  $ 124,998  |  $ 124,998  |  $ 374,994  |
|  | **Output 1 Subtotal** |   |   |   |   |   |   |   |   |   |   |   |   |   |  **$ 8,257,670**  |  **$ 3,072,670**  |  **$ 636,450**  |  **$ 11,966,790**  |
| **Output 2: Develop HNEC institutional and staff capacities and raise awareness on the requirements of electoral processes that are transparent, credible and promote inclusive participation** | **Activity result 2.1: Increase level of HNEC external communications by supporting its communications and external relations initiatives**  |  **$ 110,000**  |  **$ 100,000**  |  **$ 60,000**  |  **$ 270,000**  |
| 2.1.1 Advocate for and support the establishment of an integrated department of communications  |   |   | x | x | x | x |   |   |   |   |   |   | Workshop and seminars; Travel and DSA |  $ 15,000  |  $ 15,000  |   |  $ 30,000  |
| 2.1.2 Support the development of a communication and external relations strategy |   | x | x | x |   |   |   |   |   |   |   |   | Contractual services agreement (individual and companies); workshops; travel and DSA |  $ 25,000  |  $ -  |   |  $ 25,000  |
|  | 2.1.3 Provide equipment, training and staff mentoring at all levels of the communication department including selected spokesperson |   | x | x | x | x | x | x | x | x |   |   |   | Travel (DSA, Air fare) |  $ 5,000  |  $ 30,000  |  $ 30,000  |  $ 65,000  |
|  | 2.1.4 Support the production of a range of material archiving to showcase the activities of HNEC |   |   | x | x | x | x | x | x | x | x |   |   | Printing and production, transport, travel |  $ 40,000  |  $ 30,000  |  $ 10,000  |  $ 80,000  |
|  | 2.1.5 Assist HNEC in establishing an inclusive system for participation in regional and global activities  |   |   |   |   | x | x | x | x | x |   |   |   | Workshops, conferences, study trips, peer-to-peer exchanges, travel  |  $ 5,000  |  $ 5,000  |   |  $ 10,000  |
|  | 2.1.6 Outreach to stakeholders to increase knowledge and awareness of HNEC | x | x | x | x | x | x | x | x | x | x | x | x | Workshops, conferences, travel |  $ 20,000  |  $ 20,000  |  $ 20,000  |  $ 60,000  |
|  | **Activity 2.2: Facilitate the development of a multi-year strategic plan and action plan**  |  **$ -**  |  **$ 95,000**  |  **$ -**  |  **$ 95,000**  |
|  | 2.2.1 Support stakeholder discussions on strategic planning |   |   |   |   |   |   |   | x | x | x |   |  | Workshops; seminars; travel and DSA |  $ -  |  $ 25,000  |  $ -  |  $ 25,000  |
|  | 2.2.2 Facilitate a participatory strategic planning process  |   |   |   |   |   |   |   | x | x |   |   |   | Contractual services agreement (individual and companies); workshops; travel and DSA |  $ -  |  $ 30,000  |  $ -  |  $ 30,000  |
|  | 2.2.3 Support to the production and dissemination of strategic plan  |   |   |   |   |   |   |   |   | x | x | x | x | Printing and production, transport, travel |  $ -  |  $ 40,000  |  $ -  |  $ 40,000  |
|  | **Activity 2.3: Trainings and workshops on thematic and general office functions** |  **$ 30,000**  |  **$ 75,000**  |  **$ 70,000**  |  **$ 175,000**  |
|  | 2.3.1 Establishment of a system of tracking personnel training needs | X | X | X | X |   |   |   |   |   |   |   |   | Training; contractual services agreement (individual and companies) |  $ 10,000  |   |   |  $ 10,000  |
|  | 2.3.2 Provide training and mentoring on general office and administration |   |   |   | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies) |  $ 5,000  |  $ 40,000  |  $ 30,000  |  $ 75,000  |
|  | 2.3.3 Support trainings and exposure on thematic electoral topics  |   | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops |  $ 10,000  |  $ 20,000  |  $ 20,000  |  $ 50,000  |
|  | 2.3.4 Facilitate learning opportunities with peer EMBs, and regional bodies (i.e. ArabEMBs) |   |   |   | x | x | x | x | x | x | x | x |   | Seminars/Workshops/Travel, DSA |  $ 5,000  |  $ 15,000  |  $ 20,000  |  $ 40,000  |
|  | **Activity 2.4: Integrate ICT in the administrative and operational functions of the institution including in candidate nomination, results management and OCV** |   |  **$ 35,000**  |  **$ 70,000**  |  **$ 30,000**  |  **$ 135,000**  |
|  | 2.4.1 Facilitate an assessment of current computer proficiency of all HNEC staff | x | x | x | x | x | x |   |   |   |   |   |   | Contractual services agreement (individual and companies)  |  $ 20,000  |  $ 20,000  |  $ -  |  $ 40,000  |
|  | 2.4.2 Technical assistance to counterpart the HNEC ICT wing  | x | x | x | x | x | x | x | x | x | x |   |   | Equipment (software and hardware) |  $ 10,000  |  $ 30,000  |  $ 10,000  |  $ 50,000  |
|  | 2.4.3 Support ICT trainings and technology projects | x | x | x | x | x | x | x | x | x | x |   |   | Workshops, trainings including online, Travel (DSA, Air fare) |  $ 5,000  |  $ 20,000  |  $ 20,000  |  $ 45,000  |
|  | **Activity 2.5: Learning, exposure and experience sharing through regional and south-south electoral experiences.**  |  **$ 14,000**  |  **$ 38,000**  |  **$ 15,000**  |  **$ 67,000**  |
|  | 2.5.1 Support HNEC’s participation in regional learning events, hosting of regional events and online trainings |   |   |   | x | x | x | x | x | x | x |   |   | Trainings, Seminars/Workshops, Study Trips; travel and DSA |  $ 10,000  |  $ 30,000  |  $ 10,000  |  $ 50,000  |
|  | 2.5.3 Advocate for an inclusive selection process for events and activities  |   |   |   | x | x | x | x | x | x | x |   |   | Advisory services |  $ 2,000  |  $ 5,000  |  $ 5,000  |  $ 12,000  |
|  | 2.5.4 Support the development of a system of sharing learning within HNEC  |   |   |   | x | x | x | x | x | x | x |   |   | Advisory services |  $ 2,000  |  $ 3,000  |  $ -  |  $ 5,000  |
|  | **Activity 2.6: Promote sustainability through effective coordination of electoral assistance**  |  **$ 5,500**  |  **$ 5,500**  |  **$ 500**  |  **$ 11,500**  |
|  | 2.6.1 Facilitate regular coordination meetings | x | x | x | x | x | x | x | x | x | x | x | x | meetings, travel  |  $ 500  |  $ 500  |  $ 500  |  $ 1,500  |
|  | 2.6.2 Facilitate mapping exercises  | x | x | x | x | x | x | x | x | x | x | x | x | short-term consultancy |  $ 5,000  |  $ 5,000  |  $ -  |  $ 10,000  |
|  | **Technical Advisory Support** |  |  |  |  |  |  |  |  |  |  |  |  |  |  **$ 501,300**  |  **$ 546,840**  |  **$ 165,600**  |  **$ 1,213,740**  |
|  | **Technical Advisory Support** | x | x | x | x | x | x | x | x | x | x | x | x | Institutional Capacity Development Specialist (P4) |  $ 216,000  |  $ 216,000  |  $ 108,000  |  $ 540,000  |
|  | x | x | x | x | x | x | x | x | x | x |   |   | National training officer |  $ 57,600  |  $ 57,600  |  $ 57,600  |  $ 172,800  |
|  | x | x | x | x | x | x | x | x | x | x |   |   | Database Developer (P3) |  $ 182,160  |  $ 182,160  |  $ -  |  $ 364,320  |
|  |   |   |   | x | x | x | x | x | x |   |   |   | Human resources expert (consultant) |  $ -  |  $ 45,540  |  $ -  |  $ 45,540  |
|  | x | x | x | x | x |   |   |   |   |   |   |   | Information management advisor (consultant) |  $ 45,540  |  $ 45,540  |  $ -  |  $ 91,080  |
|  | **Project support costs** |   |   |   |   |   |   |   |   |   |   |   |   | For services of procurement/HR/finance/operations/security/program |  $ 124,998  |  $ 124,998  |  $ 124,998  |  $ 374,994  |
|  | ***Total Output 2*** |   |   |   |   |   |   |   |   |   |   |   |   |  |  ***$ 820,798***  |  ***$ 1,055,338***  |  ***$ 466,098***  |  ***$ 2,342,234***  |
| **Output 3: Promote public participation in electoral processes through interventions that target and enable vulnerable groups to exercise their right to vote** | **Activity 3.1: Support the implementation of HNEC’s voter and civic education strategy through increased engagement with key stakeholders including representatives of vulnerable groups** |  **$ 170,000**  |  **$ 140,000**  |  **$ 100,000**  |  **$ 410,000**  |
| 3.1.1 Support forums on role of civic education in Libya and civic education with respect to women and youth | x | x | x | x | x | x | x | x | x | x | x |   | Workshops, seminars, travel and DSA |  $ 50,000  |  $ 50,000  |  $ 50,000  |  $ 150,000  |
| 3.1.2 Advocate for the formulation of a national civic education programme   | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 5,000  |  $ -  |  $ -  |  $ 5,000  |
| 3.1.3 Facilitate the updating of HNEC’s civic and voter education strategy  | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies) |  $ 25,000  |  $ -  |  $ -  |  $ 25,000  |
| 3.1.4 Support civil society interventions aimed at promoting inclusive electoral processes  | x | x | x | x | x | x | x | x | x | x | x |   | Small grants through UNDP S.C.E.L.T |  $ 80,000  |  $ 80,000  |  $ 40,000  |  $ 200,000  |
| 3.1.5 Provide training and expertise to HNEC staff on voter and civic education, and conflict sensitive approach  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, workshops, travel |  $ 10,000  |  $ 10,000  |  $ 10,000  |  $ 30,000  |
| **Activity 3.2: Support the design, development and implementation of inclusive civic and voter education and awareness campaigns and materials**  |  **$ 700,000**  |  **$ 170,000**  |  **$ 140,000**  |  **$ 1,010,000**  |
| 3.2.1 Production and dissemination of voter education campaigns and materials, including audience specific materials | x | x | x | x | x | x | x | x | x | x | x |   | Printing C/VE materials in house, contractual services (companies) |  $ 200,000  |  $ 80,000  |  $ 50,000  |  $ 330,000  |
| 3.2.2 Production and dissemination of national campaigns on voting and turnout  | x | x | x | x | x | x | x | x | x | x | x |   | Printing C/VE materials- outsourcing |  $ 200,000  |  $ 20,000  |  $ 20,000  |  $ 240,000  |
| 3.2.3 Production of television and radio spots on voter and civic education  | x | x | x | x | x | x | x | x | x | x | x |   | Production of Audio-visual materials |  $ 300,000  |  $ 70,000  |  $ 70,000  |  $ 440,000  |
| **Activity 3.3: Generate data and analysis through surveys and mapping exercises, including of IDPs and out of country voters** |  **$ 80,000**  |  **$ 20,000**  |  **$ 65,000**  |  **$ 165,000**  |
| 3.3.1 Mapping exercises to know the scale and scope of existing voter and civic education of CSOs  | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies) - surveys |  $ 5,000  |  $ 5,000  |  $ 5,000  |  $ 15,000  |
| 3.3.2 Develop and implement opinion surveys to better understand voter info needs  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 60,000  |  $ -  |  $ 60,000  |  $ 120,000  |
| 3.3.3 Collect data and analysis on the number and locations of internally displaced persons (IDPs)  | x | x | x | x | x | x | x | x | x | x | x |   | Travel (DSA, Air fare) |  $ 5,000  |  $ 5,000  |  $ -  |  $ 10,000  |
| 3.3.4 Conduct surveys and analysis on out of country voters, and effective ways to reach them | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies) - surveys |  $ 10,000  |  $ 10,000  |  $ -  |  $ 20,000  |
| **Activity 3.4: Support and advocate for the strengthening of the newly established gender and disability unit** |  **$ 100,000**  |  **$ 90,000**  |  **$ 55,000**  |  **$ 245,000**  |
| 3.4.1 Advocate for HNEC staffing to the gender and disability unit, and budgetary provisions  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 5,000  |  $ 5,000  |  $ 5,000  |  $ 15,000  |
| 3.4.2 Workshops and seminars on the role of women and disabled persons as voters, candidates and election administrators | x | x | x | x | x | x | x | x | x | x | x |   | workshops, conferences, Travel (DSA, Air fare) |  $ 30,000  |  $ 30,000  |  $ 30,000  |  $ 90,000  |
| 3.4.3 Support peer-to-peer exchanges with gender and disability units of other EMBs  | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies) - surveys |  $ 5,000  |  $ 10,000  |  $ 10,000  |  $ 25,000  |
| 3.4.4 Training and mentoring on gender based planning and budgeting  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ -  |  $ 20,000  |   |  $ 20,000  |
| 3.4.5 Raise awareness on role of women and persons with disabilities in elections, gender mainstreaming | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 40,000  |  $ 5,000  |  $ 5,000  |  $ 50,000  |
| 3.4.6 Conduct surveys on knowledge and awareness of HNEC on the barriers women and the disabled face in public life  | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies) - surveys |  $ 20,000  |  $ 20,000  |  $ 5,000  |  $ 45,000  |
| **Technical Advisory Support** |  **$ 378,840**  |  **$ 378,840**  |  **$ 172,680**  |  **$ 930,360**  |
| **Technical Advisory Support** | x | x | x | x | x | x | x | x | x | x |  |  | Inclusion advisor  |  $ 91,080  |  $ 91,080  |  $ -  |  $ 182,160  |
| x | x | x | x | x | x | x | x | x | x |  |  | National Inclusion Officer  |  $ 57,600  |  $ 57,600  |  $ 57,600  |  $ 172,800  |
| x | x | x | x | x | x | x | x | x | x |  |  | Graphics Designer (UNV) |  $ 48,000  |  $ 48,000  |  $ 24,000  |  $ 120,000  |
| x | x | x | x | x | x | x | x |   |   |  |  | Civic and voter education specialist P3 |  $ 182,160  |  $ 182,160  |  $ 91,080  |  $ 455,400  |
| **Project support costs** |   |   |   |   |   |   |   |   |   |   |   |   | For services of procurement/HR/finance/operations/security/program |  $ 124,998  |  $ 124,998  |  $ 124,998  |  $ 374,994  |
| ***Total Output 3*** |   |   |   |   |   |   |   |   |   |   |   |   |  |  ***$ 1,553,838***  |  ***$ 923,838***  |  ***$ 657,678***  |  ***$ 3,135,354***  |
| **Output 4: Raising the electoral awareness of local partners and institutions, enabling them to perform their roles effectively in the process** | **Activity 4.1: Strengthen HNEC’s legal department to contribute to legislation, draft regulations and procedures** |  **$ 10,500**  |  **$ 10,500**  |  **$ 10,500**  |  **$ 31,500**  |
| 4.1.1 Support HNEC's input to and drafting of laws, procedures and regulations | x | x | x | x | x | x | x | x | x | x | x |   | meetings, travel, DSA |  $ 5,000  |  $ 5,000  |  $ 5,000  |  $ 15,000  |
| 4.1.2 Facilitate communication with legislative authorities | x | x | x | x | x | x | x | x | x | x | x |   | Trainings and seminars |  $ 5,000  |  $ 5,000  |  $ 5,000  |  $ 15,000  |
| 4.1.3 Collaborate with UNSMIL and other partners engaged in drafting legislation | x | x | x | x | x | x | x | x | x | x | x |   | Meetings, travel, DSA |  $ 500  |  $ 500  |  $ 500  |  $ 1,500  |
| **Activity 4.2: Develop codes of conduct for key electoral stakeholders** |  **$ 60,000**  |  **$ 60,000**  |  **$ -**  |  **$ 120,000**  |
| 4.2.1 Facilitate consultations on codes of conduct  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 20,000  |  $ 20,000  |  $ -  |  $ 40,000  |
| 4.2.2 Provide technical assistance in the development of codes of conduct  | x | x | x | x | x | x | x | x | x | x | x |   | Travel (DSA, Air fare) |  $ 20,000  |  $ 20,000  |  $ -  |  $ 40,000  |
| 4.2.3 Promote adherence to codes of conduct through public awareness campaigns  | x | x | x | x | x | x | x | x | x | x | x |   | Advisory services |  $ 20,000  |  $ 20,000  |  $ -  |  $ 40,000  |
| **Activity 4.3: Generate information, data and analysis, and the integration of relevant tools for the prevention of electoral violence and electoral fraud** |  **$ 60,000**  |  **$ 55,000**  |  **$ -**  |  **$ 115,000**  |
| 4.3.1 Support use tools for the prevention of electoral violence | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 10,000  |  $ 5,000  |  $ -  |  $ 15,000  |
| 3.3.2 Generate data and analysis on hot spots and strategies for mitigating violence  | x | x | x | x | x | x | x | x | x | x | x |   | Travel (DSA, Air fare) |  $ 10,000  |  $ 10,000  |  $ -  |  $ 20,000  |
| 4.3.3 Knowledge and awareness on electoral violence and role of stakeholders  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 30,000  |  $ 30,000  |  $ -  |  $ 60,000  |
| 4.3.4 Raising awareness among security agencies on electoral violence, and their role  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops |  $ 10,000  |  $ 10,000  |  $ -  |  $ 20,000  |
| **Activity 4.4: Facilitate communication, planning and coordination between HNEC and authorities directly related to the electoral process** |  **$ 55,000**  |  **$ 15,000**  |  **$ 35,000**  |  **$ 105,000**  |
| 4.4.1 Facilitating workshops between HNEC and relevant government institutions  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 5,000  |  $ 5,000  |  $ 5,000  |  $ 15,000  |
| 4.4.2 Facilitating workshops between HNEC and relevant institutions on operational planning | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services (individual and companies); trainings and workshops |  $ 30,000  |  $ -  |  $ 30,000  |  $ 60,000  |
| 4.4.3 Develop strategies for engagement with relevant stakeholders to contribute to HNEC's vision and mission | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services (individual and companies); trainings and workshops |  $ 20,000  |  $ 10,000  |  $ -  |  $ 30,000  |
| **Activity 4.5: Facilitate communication, planning and coordination between HNEC and CSOs** |  **$ 130,000**  |  **$ 100,000**  |  **$ 95,000**  |  **$ 325,000**  |
| 4.5.1 Facilitate workshops and forums on role of CSOs  | x | x | x | x | x | x | x | x | x | x | x |   | Trainings, Seminars/Workshops, Study Trips |  $ 15,000  |  $ 15,000  |  $ 15,000  |  $ 45,000  |
| 4.5.2 Support engagement with CSOs on their input to operational and planning processes | x | x | x | x | x | x | x | x | x | x | x |   | Travel (DSA, Air fare) |  $ 15,000  |  $ 15,000  |  $ 15,000  |  $ 45,000  |
| 4.5.3 Support CSO interventions that promote inclusive electoral processes |   |   | x | x | x | x | x | x | x | x | x |   | Small grants through UNDP S.C.E.L.T |  $ 50,000  |  $ 50,000  |  $ 50,000  |  $ 150,000  |
| 4.5.4 Develop strategies for engagement with relevant stakeholders to contribute to HNEC's vision and mission | x | x | x | x | x | x | x | x | x | x | x |   | Contractual services agreement (individual and companies)  |  $ 50,000  |  $ 20,000  |  $ 15,000  |  $ 85,000  |
| **Technical Advisory Support** |  **$ 148,680**  |  **$ 148,680**  |  **$ 57,600**  |  **$ 354,960**  |
| **Technical Advisory Support** | x | x | x | x | x | x | x | x | x | x | x |   | Conflict prevention advisor |  $ 45,540  |  $ 45,540  |   |  $ 91,080  |
| x | x | x | x | x | x | x | x |   |   |   |  | Legal and procedural advisor  |  $ 45,540  |  $ 45,540  |   |  $ 91,080  |
| x | x | x | x | x | x | x | x | x | x | x |  | National legal advisor |  $ 57,600  |  $ 57,600  |  $ 57,600  |  $ 172,800  |
| **Project support costs** | x | x | x | x | x | x | x | x | x | x | x |  | For services of procurement/HR/finance/operations/security/program |  $ 124,998  |  $ 124,998  |  $ 124,998  |  $ 374,994  |
| ***Total Output 4*** |   |   |   |   |   |   |   |   |   |   |   |   |  |  ***$ 589,178***  |  ***$ 514,178***  |  ***$ 323,098***  |  ***$ 1,426,454***  |
|   | **Project Management** | **$1,400,410** | **$905,410** | **$905,410** | **$3,211,230** |
|   | Project management and support team | x | x | x | x | x | x | x | x | x | x | x | x | Chief Technical Advisor (CTA) /Project Manager |  $ 299,610  |  $ 299,610  |  $ 299,610  | $898,830 |
| x | x | x | x | x | x | x | x | x | x | x | x | Monitoring and Reporting Specialist | $48,000 | $48,000 | $48,000 | $144,000 |
| x | x | x | x | x | x | x | x | x | x | x | x | National Project Officer | $57,600 | $57,600 | $57,600 | $172,800 |
| x | x | x | x | x | x | x | x | x | x | x | x | Administrative and Finance Officer  | $36,000 | $36,000 | $36,000 | $108,000 |
| x | x | x | x | x | x | x | x | x | x | x | x | Administrative Assistant | $33,600 | $33,600 | $33,600 | $100,800 |
| x | x | x | x | x | x | x | x | x | x | x | x | Driver | $96,000 | $96,000 | $96,000 | $288,000 |
| Translation/interpretation unit | x | x | x | x | x | x | x | x | x | x | x | x | International Translator | $57,600 | $57,600 | $57,600 | $172,800 |
| x | x | x | x | x | x | x | x | x | x | x | x | National translator | $36,000 | $36,000 | $36,000 | $108,000 |
| x | x | x | x | x | x | x | x | x | x | x | x | National translator | $36,000 | $36,000 | $36,000 | $108,000 |
| Vehicle operating costs including vehicles, maintenance, fuel | x | x | x | x | x | x | x | x | x | x | x | x | Purchase of 2 AVS; fuel repair and maintenance, driver | $520,000 | $5,000 | $5,000 | $530,000 |
| Office running costs | x | x | x | x | x | x | x | x | x | x | x | x | Rent | $66,667 | $66,667 | $66,667 | $200,000 |
| x | x | x | x | x | x | x | x | x | x | x | x | Security | $60,000 | $60,000 | $60,000 | $180,000 |
| x | x | x | x | x | x | x | x | x | x | x | x | other costs | $16,667 | $16,667 | $16,667 | $50,000 |
| Unforeseen costs for effective project implementation  | x | x | x | x | x | x | x | x | x | x | x | x | procurement, recruitment, as needed | $16,667 | $16,667 | $16,667 | $50,000 |
| Monitoring and evaluation  | x | x | x | x | x | x | x | x | x | x | x | x | Joint-Task Force support | $10,000 | $10,000 | $10,000 | $30,000 |
| x | x | x | x | x | x | x | x | x | x | x | x | Regular monitoring missions, Mid/Final Evaluation | $10,000 | $30,000 | $30,000 | $70,000 |
|   |  **PROGRAMMATIC SUBTOTAL** |  $ 12,621,894  |  $ 6,471,434  |  $ 2,988,734  |  $ 22,082,062  |
| **General Management Support (8%)** |  $ 1,009,751.52  |  $ 517,714.72  |  $ 239,098.72  |  $ 1,766,564.96  |
| **TOTAL OVERALL BUDGET** |  **$ 13,631,646**  |  **$ 6,989,149**  |  **$ 3,227,833**  |  **$ 23,848,627**  |

# Legal Context

**Option a. Where the country has signed the** [**Standard Basic Assistance Agreement (SBAA)**](http://intra.undp.org/bdp/archive-programming-manual/docs/reference-centre/chapter6/sbaa.pdf)

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

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

# Risk Management

**UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][[4]](#footnote-5) [UNDP funds received pursuant to the Project Document][[5]](#footnote-6) 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. 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. UNDP as the Implementing Partner will: (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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
	1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
		1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
		2. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
	2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
	3. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
	4. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
	5. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
	6. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

* 1. *Choose one of the three following options:*

*Option 1:*UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party’s, subcontractor’s or sub-recipient’s obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

* 1. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
	2. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
	3. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

# ANNEXES

## Annex 1: Possible scenarios of balloting events

While the current project assumes the holding of four national balloting events within its three-year timeframe, the timeline and sequence of these balloting events remain, to a certain extent, unsecure with a complex set of political issues still pending resolution. There is a common appreciation of the immense number of tasks and obstacles that need to be resolved before any balloting can take place, although we see a considerable development towards the realisation of electoral processes, following the September 20 comprehensive roadmap for Libya as announced by the SG / SRSG, and the dynamics in the wake of the first negotiations among Libyan stakeholder including the House of Representatives, the State Council as well as the Presidential Council. Bearing the challenges in mind, three main scenarios are within the range of options in the current political context (November 2017), although, scenario 1 and scenario 2 could optimistically be seen the more likely way forward:

1. A Constitutional referendum followed by simultaneous Presidential and Shura Council elections (Senate and House of Representatives) along the lines of an accepted new Libyan Constitution;
2. A change in sequence through the organisation of Presidential and Legislative elections (possibly House of Representative only) followed by a Constitutional Referendum;
3. A continuation of the status quo without any of the above mentioned milestones to conclude a transition process or a power sharing agreement within an amended Libyan Political Agreement (LPA), which will still include electoral processes at a later stage.

This uncertainty over how scenario (1) or (2) may play out, combined with the volatile security situation, makes long-term planning and budgeting difficult. Although the project is designed to encompass four balloting events, the timing and budgets of some of the activities are expected to be modified in line with the evolving political, security and funding realities. In the event that a new Constitution is approved by the Libyan People in a Referendum, HNEC will be assigned to conduct local/municipal elections in 100 locations adding to the complexity of its tasks on the national level. The Project Board provides the built-in flexibility needed to review and modify project plans and implementation strategies.

## Annex II - Risk log

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **Type of Risk** | **Risk Probability (P) & Impact (I)** | **Countermeasures/Management Response** |
| **Lack of broad agreement on legal framework for elections** | **Political** | **Credibility of the electoral process may be undermined.** **P: High I: High** | **Continuous analysis of developments and support to advocacy measures through UNSMIL’s political unit.** |
| **Lack of broad agreement on election timeline** | **Political** | **Credibility of the electoral process may be undermined. Pressure on project planning and delivery may intensify with changing electoral timeline.****P: High I: High** | **Continuous analysis of developments and support to advocacy measures through UNSMIL’s political unit.** **Project’s capacity building and other non-election event specific interventions can continue.**  |
| **Deteriorating security situation** | **Political and Security** | **Effectiveness of project implementation may be affected.****P: Medium I: High** | **Continuous analysis of developments.** **Project planning in place for different security scenarios. Project coordinates closely with UNSMIL security and UNDSS.** |
| **Main project beneficiary demonstrates lack of engagement in project implementation** | **Project management** | **Effectiveness of project implementation may be affected.** | **Project design and implementation mechanisms based on close engagement with beneficiary.**  |
| **Lack of coordination/collaboration between UNSMIL’s electoral and political units** | **Project management** | **Quality and effectiveness of electoral assistance may be affected.** **P: Low I: Medium** | **Project design includes mechanisms for close engagement between the two units.** |
| **Lack of/delay in state funding for core HNEC costs including salaries and running costs** | **Political and Financial** | **Sustainability and Credibility of HNEC as key institution may be affected.****P: High I:High** | **Support advocacy measures for an adequate budget to HNEC’s running costs, as well as election budget. Project planning is in place to respond to additional requests for assistance.** |
| **Limited availability of donor funding** | **Financial** | **P: Low I:High** | **Project design to be adjusted to available funding scenarios.**  |

**Annex III – Draft Terms of Reference for Deputy Chief Electoral Advisor/Project Manager**

|  |
| --- |
| **Position Information** |
| Job Code Title: Deputy Chief Electoral Advisor/Project Manager Position Status: One year with possibility of extension | Category: Governance and PeacebuildingCurrent Grade: P5Type of Contract: FTA International |
| Duties and Responsibilities |
| The incumbent will provide strategic policy input as well as manage electoral assistance to the EMB, with the following as a summary of his/her key functions: 1. **Electoral support and strategic input**
2. **Project management, including donor coordination and resource mobilization**
3. **Reporting and communication**
4. **Institutional capacity building**
 |
| 1. **Electoral Support and Strategic Input to the EMB**
* Provide technical advice to the Libyan authorities and electoral stakeholders on relevant electoral issues
* Facilitate the design, planning and the implementation of electoral activities under UNDP responsibility;
* Provide electoral advisory support to UNDP staff; as well as guidance and day to day management to UNSMIL advisors in charge of supporting the national EMB in the areas as defined by the integrated organigram;
* Support the coordination of the international community’s efforts on electoral assistance to Libya;
* Ensure in all circumstances that the Project does not compromise the credibility of the UN System, the country’s interests and partners implicated in the process; Liaise and foster strategic cooperation with other partners to reinforce the dialogue between the stakeholders of the process.
 |
| 1. **Project management, including donor coordination and resource mobilization**
* Ensure the professional, effective and efficient day-to-day management and implementation of the PEPOL project, including all aspects of its planning, co-ordination, consultations, deliverables, results, monitoring, reporting, and accountability for all resources, personnel and finances;
* Supervise project personnel and relevant UNSMIL technical advisers as per the agreed organigram of the integrated electoral support team;
* Host regular technical committee and project board meetings and ensure timely and effective follow-up to decisions.
* Accountable for proper application of UNDP rules and regulations in the management and oversight of project resources;
* Support donor coordination and resource mobilization for the electoral process;
* Communicate and coordinate the project’s work with the other projects and programs within UNDP, UNSMIL and other UN actors providing electoral support;
 |
| **3. Reporting and communication** * Ensure submission of project reporting, including periodic narrative reports on the progress of the project to the Project Board members;
* Ensure transparent and accountable project management through the preparation and submission of accurate administrative and financial reporting to the technical committee and project board;
* Serve as UNDP’s main focal point on elections, ensuring effective coordination and communicating with key stakeholders including development partners;
* Facilitate information sharing and coordination on electoral support with development partners, national and international stakeholders and other electoral assistance providers;
* Coordinate all his/her work with the GPECS Arab States Advisor.
 |
| 1. **Institutional Capacity Building** to ensure effectiveness and sustainability of electoral assistance

 * Foster the creation of a strong, professional and independent HNEC and enhance the independence and credibility of the commission.
* Ensure technical assistance is focused on building a sustainable institutional capacity to organize democratic elections that are genuine and periodic; and have the full confidence of electoral stakeholders.
* Ensure the implementation of project activities that promote the development of HNEC capacity to plan, organize and conduct elections and manage different Electoral Cycles in a professional, independent and sustainable manner over time.
* Promote and build on the knowledge and capacity that is already present in the HNEC; making more effective use of locally available resources; and introducing new knowledge in a way that is sustainable.
* Prepare and monitoring capacity building and training plans that promote national ownership and sustainability.
 |
| **Recruitment Qualifications** |
| Education: | Advanced university degree (Masters or equivalent) in international relations, political science, law, development, or any other related field. |
| Experience: | * 10 years of relevant work experience in programme/project formulation, in which at least 7 include implementation and policy advice in the areas of electoral assistance and governance.
* Significant experience in senior-level programme management and coordination amongst national and international partners in sensitive political environments.
* Prior work experience advising an election commission on electoral policy, planning and implementation issues.
* Prior work experience focusing on institutional capacity building
* Political analysis skills and reporting is an asset;
* Previous working experience for UN or the UNDP is an asset.
* Work experience in similar post-conflict environment is highly desirable.
 |
| Language requirements: | Strong written and spoken EnglishWorking knowledge of Arabic is an asset |
| Other:  | Experience in the usage of computers and office software packages |

## Annex IV: UN Integrated Electoral Support Team Structure

1. To be finalized with baseline and targets within three months of project implementation. [↑](#footnote-ref-2)
2. 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 [↑](#footnote-ref-3)
3. 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. [↑](#footnote-ref-4)
4. To be used where UNDP is the Implementing Partner [↑](#footnote-ref-5)
5. To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner [↑](#footnote-ref-6)