



## UN Development Programme

### Suriname - Cty Pgmm

**Project:** 00118451  
**Project Title:** Suriname Elections 2020

**Start Year:** 2019  
**End Year:** 2021

**Implementing Partner:** UNDP

**Responsible Parties:** UNDP

Budget (US\$) as of 20-March-2019		
Donor	Fund	Amount
UNDP	02301 GLOC - Management	435,000.00
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	65,000.00
<b>Total Budget (2019 and beyond)</b>		1,015,000.00
<b>Total Utilization (2018 and Prior)</b>		0.00
<b>Project Total</b>		1,015,000.00
<b>Unprogrammed/Unfunded</b>		453,141.03

#### Project Description:

The project aims to provide assistance and support to the Republic of Suriname ahead of, during, and after its 2020 National Assembly and sub-national elections. The project will focus on capacity building for relevant institutions, technical support in the administration and conduct of elections, including the preparation of ballot papers and voter cards, encouraging the participation of women, the indigenous population and persons with disabilities, developing party financing regulations and a political party code of conduct, media training, and a voter outreach education campaign.

The project will aim to develop sustainable capacity building for relevant institutions in order to ensure that elections are carried out in a coordinated manner, with increased standards of transparency. The project will also aim to educate Surinamese voters, especially first-time voters, about the process in order to ensure greater awareness. Special attention will be given to the participation of women and in providing access to persons with disabilities. The project will focus on supporting the development of a political party finance framework as well as on an electoral code of conduct.

The desired strategic outcome is to create the conditions conducive to holding credible elections in 2020.

**Agreed by:** UNDP Suriname

**Agreed by:** The Ministry of Home Affairs

*M. F. Noersalih*

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# Annual Work Plan

Suriname - Cty Pgmm

**Project:** 00118451

**Project Title:** Suriname Elections 2020

**Year:** 2019

**Report Date:** 20/3/2019

Output	Key Activities	Timeframe		Responsible Party	Planned Budget							
		Start	End		Fund	Donor	Budget Descr	Amount US\$				
00115274 Suriname 2020 Elections	Civic Education	25/3/2019	31/12/2021	UNDP	02301	UNDP	74200	Audio Visual&Print Prod Costs	40,000.00			
				UNDP	02301	UNDP	63400	Learning Costs	100,000.00			
				UNDP	02301	UNDP	71300	Local Consultants	125,000.00			
				UNDP	02301	UNDP	72300	Materials & Goods	100,000.00			
				UNDP	04000	UNDP	74200	Audio Visual&Print Prod Costs	30,000.00			
				UNDP	02301	UNDP	75700	Training, Workshops and Confer	50,000.00			
				UNDP	02301	UNDP	72100	Contractual Services-Companies	125,000.00			
				UNDP		UNDP			30,000.00			
				UNDP	02301	UNDP	71600	Travel	10,000.00			
				UNDP	02301	UNDP	71300	Local Consultants	10,000.00			
				UNDP	02301	UNDP	72100	Contractual Services-Companies	10,000.00			
				UNDP	02301	UNDP	71300	Local Consultants	60,000.00			
				UNDP	02301	UNDP	71600	Travel	30,000.00			
Institutional Capacities	Political party financing	25/3/2019	31/12/2021	UNDP	02301	UNDP	72100	Contractual Services-Companies	60,000.00			
				UNDP	02301	UNDP	72200	Equipment and Furniture	110,000.00			
				UNDP	02301	UNDP	75700	Training, Workshops and Confer	20,000.00			
				UNDP	02301	UNDP	63400	Learning Costs	10,000.00			
				UNDP	04000	UNDP	75700	Training, Workshops and Confer	30,000.00			
				UNDP	02301	UNDP	75700	Training, Workshops and Confer	30,000.00			
				UNDP		UNDP			30,000.00			
				UNDP	04000	UNDP	72100	Contractual Services-Companies	5,000.00			
				<b>TOTAL</b>								
				<b>1,015,000.00</b>								
				<b>GRAND TOTAL</b>								
				<b>1,015,000.00</b>								

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**PROJECT DOCUMENT**  
**SURINAME**



Empowered lives.  
Resilient nations.

**Project Title:** Technical support in the administration and conduct of the 2020 General Elections in Suriname  
**Project Number:** 00118451  
**Implementing Partner:** Ministry of Home Affairs of Suriname

**Start Date:** March 1, 2019  
**End Date:** December 31, 2021  
**LPAC Meeting date:** February 21, 2019

**Brief Description**

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The desired strategic outcome is to create the conditions conducive to holding credible elections in 2020.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD: Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation

SDG Goal 16: Promote peaceful and inclusive societies for sustainable development: 16.6: Develop effective, accountable and transparent institutions at all levels  
 SDG Goal 5: Achieve gender equality and empower all women and girls

Indicative Output(s) with gender marker: GEN2

<b>Total resources required:</b>	<b>1.015,000</b>	
<b>Total resources allocated:</b>	<b>UNDP:</b>	<b>500,000</b>
	<b>Donor:</b>	
	<b>Government:</b>	
	<b>In-Kind:</b>	<b>61,858.97</b>
<b>Unfunded:</b>	<b>453,141.03</b>	



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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Suriname is a constitutional democracy, with a unicameral 51-member National Assembly. Representatives to the National Assembly are elected to five-year terms using a system of proportional representation. Once the National Assembly is constituted, it proceeds to elect the President by a two-thirds majority. If such a majority cannot be reached after two rounds of voting, a United People's Assembly, consisting of over 800 lawmakers from the National Assembly, the District and Local Councils convene to choose the President by a simple majority. The President also serves a five-year term once elected.

Voting is not compulsory and citizens who are 18 years old and above are eligible to vote. Proxy voting is only possible on behalf of security and polling officials, for members of Independent Electoral Council (OKB) and Central Main Polling Station (CHS) and on behalf of military and police personnel. Out of country voting / voting abroad is not possible. National Assembly candidates have to be nominated by their parties and independent candidates are not eligible to contest under the current electoral legal framework.

Suriname has a complex system for organizing, administering and supervising elections. In effect, the responsibility for the conduct of elections is held by the Ministry of Home Affairs, under the direction of the President. A separate semi-independent permanent body, the OKB, is responsible for "observing" both pre-election activities (such as voter registration and distribution of voter cards), and "validation," or "approval" of results. In particular, MoHA which is responsible for the overall administration and conduct of the electoral process is one of the key institutions. The MoHA hosts a number of sub-commissions, permanent secretaries and working level structures that set policy and administer and coordinate the elections. The Ministry has a clear organizational structure and defined mandate and it is respected across the political spectrum; however, one challenge during this electoral phase is that they have a number of new staff members who are less experienced.

The Central Bureau for Civil Registry (CBB) is a department within the MoHA which carries out its official responsibilities (including those in relation to the election organization) based on the Official Gazette of 1991 no. 58, applicable text Official Gazette 2010 no. 174, as last amended by Official Gazette 2017 no. 21, article 7 which contains the official job / task description of the MoHA. The CBB is responsible for generating the voters list from a computerised civil registry and keeps it regularly updated. The lists are exhibited for public scrutiny and voters are able to check its accuracy. The CBB faces major challenges in updating the voters list due to the difficulties in removing deceased citizens from it. Birth and deaths are hand written, which makes them prone to mistakes and inconsistencies. Adding to that, in many cases, they are not reported at all.

In recent times, the CBB took measures to remedy these challenges as follows:

- updating the Civil Registry Administration by carrying out a survey on unsolicited voter cards and
- the execution of missions to the hinterland using the Law on Special Rules for the Supplementation of the Registers of the Civil Registry 2013 as the basis.

However, the MoHA is faced with the issue of the lack of finance to make further progress in their effort to maximize voter registration. Currently, they conduct low / zero budget activities in this respect.

The OKB is responsible for observing both pre-election activities (such as voter registration, exhibition of the voters list and distribution of voter cards) and the validation of election results. The OKB must assess the integrity of the voters list, monitor the distribution of voter cards and observe election day activities and the tabulation of results. Given the fact that there is no domestic election observation by CSOs and that not all political parties are able to fully cover the process (due to limited access or resources), the role of the OKB in ensuring credible elections becomes even more important. The OKB is made up of 11 members (seven regular members plus four substitutes) who are nominated by political parties and appointed by the President to a six-year term. The current Chair of the OKB, Ms. Jennifer Van Dijk - Silos, preformed the duty in the



past and returns to the post after a stint as the Minister of Justice and Police in the current Government.

Votes are tabulated and the results are announced at the CHS, which is located in Paramaribo. CHS also administers the registration of political parties and candidates for the elections. It has a separate budget and reports directly to the President. Main Polling Stations are set up per every ten electoral districts which correspond to Suriname's ten administrative districts. All local polling<sup>1</sup> stations report to their respective Main Polling Stations. Each Main Polling Station is headed by a District Commissioner who is appointed by the President. The District Commissioner and the Main Polling Station, apart from administering local election day activities, also help distribute the voter cards. On the basis of article 25 in the country's elections legislation, the MoHA recruits, appoints and discharges the polling officials.

The electoral law does prescribe a clear complaints procedure. The appeals process is based on the articles 38 – 84 in the country's elections legislation.

The President has wide executive powers as both the Head of State and the Head of Government. The National Assembly is the highest organ of the State, vested with powers that include the approval of government policy.

The majority of parliamentary political parties reflect the ethnic diversity of Suriname's population, which stands at approximately 541,638 people. The major ethnic groups are East Indian (27.4%), Maroon (21.7%), Creole (15.7%), Javanese (13.7%) and Mixed (13.4%). There are also approximately 4.5% Amerindians, which mostly live in the hinterland. Up to 90% of the population lives in Paramaribo or along the coast. Those living in the hinterland often suffer from unequal access to resources such as education and healthcare even though the country's interior is the focus of most major economic activity, both formal and informal, which centres around natural resources.

In the 2015 elections, the National Democratic Party (NDP) became the first ever party to win a majority on its own, an unprecedented event given the prevalence of coalitions in the country's history.

The seat distribution in parliament following the 2015 election is as follows:

<b>Party</b>	<b>Seats</b>
National Democratic Party (NDP)	26
V7	18
A Combination	5
Democracy and Development in Unity (DOE)	1
Progressive Workers' and Farmers' Union	1
<i>Total</i>	<i>51</i>

The NDP majority would allow to make legislative amendments. Nevertheless, at different times since the last election, the party engaged opposition parties and formed coalitions with them. Government shuffles are common and are presented as a way for the President to get the best people into government, regardless of party affiliation. New political parties are being formed but lack resources and networks to get their message across. The media landscape is also heavily tilted towards the government although the opposition parties, particularly the newer, smaller ones, are making extensive use of social media. Similarly, while the ruling party has access to the entire country, other political parties are limited in their reach – the bigger one's reach across several, mostly coastal regions while the smaller one's focus almost exclusively on Paramaribo. The saturation of new political parties around Paramaribo effectively means that they are competing more against each other than against the ruling party as they focus on the same constituency. Under Suriname's proportional system, this means that split votes effectively lead to more seats for the NDP rather than their opponents for whom they were cast.

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<sup>1</sup> During the elections of 2015 there were a total of 623 local polling stations



In the same vein, reforming political party financing would go a long way towards levelling the playing field as it would curb non-transparent external funding. A robust set of compliance criteria needs to be developed so that the OKB can perform effective audits of party accounts.

The challenge in this context is to ensure an inclusive election, with all electoral components working smoothly, to have an educated and engaged population which will increase the participation of women, youth, people with disabilities, and indigenous and tribal peoples in electoral processes with the aim of minimizing the number of invalid ballots and create an environment in which all political parties feel that the process is accountable and transparent.

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## II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

### *Theory of Change:*

The theory of change is that an increase in institutional capacity, voter awareness, media and civil society engagement, and civic and voter education will create conditions conducive to holding an efficient, transparent, free and fair election process with increased participation from historically disadvantaged groups, a better-informed public and a more engaged media and civil society. Throughout the project, UNDP closely works with the MoHA, OKB, media, and CSOs in order to strengthen their institutional capacity as well as promote consultation among electoral stakeholders. This will strengthen Suriname's democratic resilience, lead to processes which are accepted across the political spectrum and equip the country for dealing with its socio-economic challenges as it seeks to reach the 2030 Sustainable Development Goals.

The strategy largely relies on UNDP's successful implementation of several electoral support projects in the past. At the same time, UNDP enjoys a strong relationship with the MoHA and it is respected as an honest and fair broker by all the other institutional and political stakeholders identified in the project. Finally, UNDP also has a strong relationship thanks to several capacity building projects with both the media and civil society, which will undoubtedly have a positive impact on implementation of the project. Particular attention will be paid to promote inclusiveness, above all in the sense of participation of women, people with disabilities and the population living in the interior.

With the electoral-cycle approach, there will be sufficient time to support capacity building of relevant electoral institutions which include coordination for new staff, coordinated outreach, and education for first-time voters. It would also allow the project to engage with political stakeholders in order to build the consensus necessary for a code of conduct that will guarantee faith in the process and acceptance of results. Finally, it will also allow the UN to engage in depth with media and civil society organizations in order to engage them into a discussion how they can effectively and responsibly contribute to the 2020 elections.

A communications strategy will be developed at the outset of the project which will ensure that the project objectives and outcomes, as well as its political neutrality, and the role of UNDP and the project donor, are accurately and consistently communicated to project interlocutors, to government, to the donor(s) and the international community generally, to media and civil society, and thus to Surinamese citizens.

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## III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

### *Expected Results*

- The project will be composed of four outcomes:
  1. **Institutional capacities to conduct and assess electoral processes are enhanced**

The MoHA and OKB want to enhance their capacities as related to the electoral process following retirement of senior staff and given the lack of experience of their replacement in



electoral matters. While the baseline shows the past performance is strong, we need to take into account the above-mentioned influx of less experienced technical level staff who will be working on their first ever election in 2020. Given the sensitive political and economic situation Suriname fits itself in, it is of paramount importance that all those involved in the electoral process perform at their peak and that the elections process is seen by all as being credible and inclusive.

**Expected result:**

***Electoral institutions are better equipped to perform their duties to conduct inclusive and credible electoral processes***

- Output 1.1: Capacity development through Building Resources in Democracy, Governance and Elections (BRIDGE) training for MoHA Electoral staff, District Commissioners, OKB staff and political party leaders.
- Output 1.2: Support the CBB in the development of the voters list through technical and material resources as well as provide training to OKB staff on their mandated functions of checking voter lists.
- Output 1.3: Provide gender training to all staff at MoHA as well as develop mainstreaming strategies related to elections with MoHA's Bureau for Gender Affairs.
- Output 1.4: Capacity strengthening for OKB observers, including the revision of the observer's manual and support for election-day observation.
- Output 1.5: Support to MoHA for the procurement of ballot boxes and other logistical requirements.

**2. Citizens are educated on their rights and electoral procedures and processes before, during and after elections**

**Expected result:**

***Citizens are educated about the electoral process, especially first-time voters. Opportunities are presented for disadvantaged groups to learn about and participate in elections. Citizens are well informed of the process of submitting complaints, if any, to relevant institutions and are aware of each institution's role in the electoral process.***

- Output 2.1: Support is given to civic and voter education programmes with the aim of increasing voter awareness, including citizens in the interior. Special attention should be paid to areas with traditionally high numbers of spoiled or invalid ballots as well as to any changes to the electoral laws ahead of the 2020 elections.
- Output 2.2: Technical assistance to an outreach campaign by MoHA, CBB, OKB, CHS and the machinery of District Commissioners that is aimed to familiarize the public with the various institutions involved in the election as well as who they are supposed to contact should they have any complaints.
- Output 2.3: Education and outreach campaign for youth, specifically young women. The campaign should have a specific focus on first-time voters, highlighting the importance of voter turnout, learning about the electoral process and understanding the electoral ballot.
- Output 2.4: Media training to ensure conflict sensitive, non-inflammatory media coverage of elections, fair representation and gender-sensitive reporting. Support to the development of a media code of conduct.
- Output 2.5: Special programmes for voter education and awareness for people with disabilities.
- Output 2.6: Support activities aimed at increasing the number of female candidates on the ballot.

**3. Political party funding laws are drafted and an electoral code of conduct is developed**





**Expected result:**

***Political parties financing is regulated and parties agree to a code of conduct regarding the elections.***

- Output 3.1: National institutions and political parties are engaged to discuss and draft political party financing regulations which would cover financial resources for campaigning and regulating party donations.
- Output 3.2: A unified political party code of conduct related to the entire electoral period is developed.

**4. Civil society organizations capacity to engage in electoral outreach, education and monitoring is enhanced**

**Expected Result:**

***Civil Society organizations are able to take a more proactive role during the electoral period.***

- Output 4.1: Civil society organizations are trained on electoral procedures, processes and institutions.
- Output 4.2: Civil society organizations carry outreach activities, especially in the hinterland, with the aim of helping people understand the electoral process, identify gaps in the way elections are organized and propose ideas to overcome any identified shortcomings.

**5. Post-electoral evaluation and lessons learned is conducted**

**Expected Result:**

***A wide-ranging analysis and evaluation of the project and the role played by the stakeholders with the aim of producing a lessons learned document for future engagement.***

- Output 5.1: Post-Electoral workshops focusing on knowledge sharing and lessons learned.

***Resources Required to Achieve the Expected Results***

- The project aims to build capacity at the national level through investing in human resource development, technical capabilities, coordination capacity and participation of institutions dealing with elections, the media, civil society organizations and disadvantaged groups while also aiming to provide education and outreach to the wider public on the electoral process. The project will be led by a UNDP national staff member, with support from the Guyana/Suriname Peace and Development Advisor as well as UNDP regional (RHQ Panama) and global (RBLAC and GPN HQ) expertise on an as needed basis, calling upon at key points including the start-up, mid-term review, and evaluation phase. National experts on technical aspects including elections, gender, voter education and participation will be drawn from government, national academic institutions and civil society organizations as needed. The Electoral Assistance Division (EAD) within the Department of Political Affairs in New York will be engaged to support the start-up phase, particularly in identifying best practices and experts for the foreseen trainings and capacity building and in assuring the workplan is realistic. A monitoring and evaluation expert will be engaged within the project to provide continuing support in identifying clear baselines and objectives, monitoring implementation against baselines, identifying areas where project revision may be required, and ensuring building blocks for sustainability. This is particularly important in democratic institution development projects such as this, where measuring impact and progress in institutional strengthening requires tracking of complex institutional indicators.



## ***Partnerships***

- A solid foundation is formed by UNDP's relationship with the institutions outlined above, in particular the MoHA. The project has been requested by the national authorities, ensuring that cooperation and coordination will not be a problem once the projects begins. UNDP's involvement with local civil society organizations as well as the UN's engagement with local media means that non-governmental stakeholders are also likely to productively participate. The UN Needs Assessment Mission met with all stakeholders who voiced their support for the project and their willingness to help.
- Previous UN engagement in supporting elections in Suriname also give the project a degree of continuity and familiarity.
- Partnerships for each of the four output areas will be established in a manner that will enable a cost-effective mobilisation of electoral, gender and youth experts to support development and key stages of identified outputs.

## ***Risks and Assumptions***

- The stakes involved in the 2020 elections could be drastically raised in case of oil discoveries off the shore of Suriname (exploration has been on-going for several years) or a repeat of the 2016 economic crisis. Suriname has seen regular strikes (labour unrest) over the past few years as public institutions struggle to stay financially liquid and civil servants and employees demand regular pay or salary increases. The discovery of oil would be seen as a solution to the country's financial instability and a means for the ruling party to ensure a favourable outcome. Game-changing events will affect inter-party relations and raise suspicions related to the electoral process, making the establishment of a code of conduct between all parties both more difficult and more important. UNDP will support the relevant stakeholders in the process and develop strategies to mitigate the negative effects in a timely manner.
- The Government has proposed an amendment to the existing electoral legislation to prohibit pre-election coalitions, a long-time staple of Surinamese elections which allowed smaller parties a voice inside the National Assembly. If such amendments are adopted, opposition parties will protest and may even lead calls to boycott the elections. It is important that any amendments are done in an inclusive and timely manner, taking into account the views of opposition parties. It is also important that the amendments are made with enough time for institutions and voters to be educated about their impact on the electoral process.
- Logistics present a large challenge given the lack of accessibility to the country's interior. This makes checking and updating the voters list difficult while election day often requires the scattered population to travel long distances in order to cast their vote. High costs and the small size of the hinterland population may make it difficult for the local authorities to implement the necessary measures that would allow for the above-mentioned problems to be addressed.
- Another risk of UNDP involvement in electoral support in any context is the misperception or misunderstanding of the UNDP's role as well as the potential political manipulation of such involvement. This especially comes in the form of unrealistic expectations from opposition parties about the influence the UN has on changing electoral processes and regulations that they identify as problematic. To mitigate this risk, UNDP should adopt a low profile and proactively develop and implement a communications strategy that clearly indicates the nature, scope and responsibility of its involvement in electoral support.
- A further risk to consider is the need to mobilise financial resources to implement the project. UNDP may count on some of its internal core funds (TRAC funds), but additional contributions from external donors and/or from the government are necessary to fully implement the project. This can be mitigated with support from the institutions involved which can provide expertise and resources for different aspects of the project.

## ***Stakeholder Engagement***

- Key stakeholders relevant to this project are national institutions responsible for elections as well as political parties, civil society organizations and the media in Suriname.
  - The direct beneficiaries of this project are the MoHA, CBB in particular and OKB.



- Institutional engagement will include other bodies, such as developing strong partnerships with political parties, civil society, and the media in order to ensure a broad and strong foundation for the achievement of project outcomes.
- Indirect beneficiaries will be citizens of Suriname who would have been educated about the electoral process, with the aim of minimizing the number of invalid ballots, and giving a chance to disadvantaged groups, such as women, the indigenous and tribal population, and persons with disabilities, to fully and competently participate in the elections.

### ***South-South and Triangular Cooperation (SSC/TrC)***

- Potential for engagement with Brazil exists, especially in terms of knowledge sharing on decentralized elections in isolated hinterland areas. The fact that a lot of embassies accredited to Suriname are based in Brazil also make engagement with Suriname's southern neighbour an attractive option in terms of advocacy, support and funding. Similarly, this project could make use of the existing MoU between MoHA and India on electoral support, especially in terms of quickly collating results.

### ***Knowledge***

- Partnerships with relevant institutions, established through the project will generate knowledge exchange, which will be established on the principle of mutual learning rather than a teacher-student relationship. Partnership with civil society will broaden and deepen knowledge in both electoral processes and civil society. Project learning will be documented and shared within and beyond UNDP and EAD.

### ***Sustainability and Scaling Up***

- The project will build broader leadership commitments within institutions outlined above in order to assure sustainability for future elections. Previous engagement in this area can set the basis for and facilitate the professional engagement by local stakeholders. The project will support the development of the management and leadership structures within institutions, civil society organizations, the media, and political parties, allowing them to develop cross-cutting modes of cooperation on future electoral processes. This strategy will contribute to long term institutional culture and sustainability.

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## **IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

### ***Cost Efficiency and Effectiveness***

- The theory of change is built on the premise of capacity strengthening of the national beneficiaries and expertise will be provided externally as a means to capacity enhancement and in no case to replace or duplicate existing work duties. Where possible, technical expertise will be engaged locally and international expertise used only where there is a demonstrated need.
- Within UNDP Suriname the project management role will be held by the democratic governance and civic participation team leader, with the support of the Guyana and Suriname Peace and Development Advisor on an as-needed basis at key project points, including project inception. An M&E officer will be engaged as noted above to ensure the rigorous establishment of baseline indicators, data collection methodologies, to provide formative evaluation of project outputs and implementation strategy revision where needed, as well as ensuring building blocks towards sustainability are being achieved. The project will share support staff resources from other projects within the CO. Monitoring and procurement will be carried out using shared services within UNDP CO.



### ***Project Management***

The project management will be ensured by the UNDP Suriname governance and civic participation team leader. The CO may count on the regional hub for technical support. The project will count on the contribution of the Guyana and Suriname Peace and Development Advisor on an as-needed basis at particularly points of the project (including inception). A national M&E expert will also be engaged to ensure continuing formative M&E work ensuring adherence to project objectives, revision of activities to attain objectives as needed, and a focus on long-term sustainability of the support.

A handwritten signature in blue ink, consisting of a stylized 'P' followed by a vertical line and a horizontal line, with the letters 'AA' written above it.



V. RESULTS FRAMEWORK<sup>2</sup>

**UNITED NATIONS MULTI-COUNTRY SUSTAINABLE DEVELOPMENT FRAMEWORK (UNMSDF) Outcome:** Capacities of public policy and rule of law institutions and civil society organizations strengthened. (A Safe, Cohesive and Just Caribbean)

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**

**Applicable Output(s) from the UNDP Strategic Plan:**

**Related UNDP Strategic Plan outcome:**

2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

**Project title and Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Institutional capacities on electoral conduct and assessment are enhanced	1.1 #of staff of MoHA, District Commissioner's Office and OKB (disaggregated by sex) will receive capacity strengthening training through Building Resources in Democracy, Governance and Elections (BRIDGE)	MoHA, OKB, District Commissioner's Offices	Unknown	2018	70%	30%	100%	Learning/ Training Report

<sup>2</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>3</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



Output 2 Citizens are educated on their rights, procedures and processes leading up to, during and after the elections	1.2 #of sessions to support CBB in the updating process of the voters list	CBB, OKB	0	2018	80%	20%	100%	Learning/ Training Report Final Voters List
	1.3 Existence of a draft Gender Mainstreaming Strategy and Action Plan for Electoral Processes	MoHA's Bureau Gender Affairs	0	2018	50%	50%		
	1.4 Existence of Gender Responsive Observer's Manual and support to OKB for election-day observation.	OKB	0	2018	80%	20%	100%	Learning/ Training Report Final OKB Observers Manual
	1.5 Support to MoHA for the procurement of ballot boxes and other logistical requirements	MoHA	0	2018	50%	50%	100%	Procurement plan Reports from the MoHA
	2.1 # of civic and voter education programmes developed aimed at providing information to women, youth (first-time voters) and people with a disability	MoHA, OKB, Civil Society	0	2018	30%	70%	100%	Client Survey/Evaluation forms

AP



	<p><b>2.2 # of info sessions by MoHA, OKB, CHS and the District Commissioner's Offices held as part of an outreach campaign to familiarize the public with the various institutions involved in the election</b></p>	MoHA, CBB, OKB, CHS	0	2018	50%	50%	100%	Client Survey/Evaluation forms
	<p><b>2.3 # of capacity development sessions with the media to ensure conflict sensitive, non-inflammatory media coverage of elections, fair representation and gender-sensitive reporting</b></p>	Media outlets	0	2018	70%	30%	100%	Learning Reports
	<p><b>2.4 Existence of a media code of conduct</b></p>	Media outlets	0	2018	50%	50%	100%	Final Media Code of Conduct
	<p><b>2.5 Existence of strategy to support activities aimed at increasing the number of female candidates on the ballot</b></p>	Political parties	0	2018	50%	50%	100%	Reports from the meetings with the parties



<p>Output 3: Political party funding laws are developed and implemented, and a code of conduct is agreed by all</p>	<p>3.1 #of roundtable sessions with national institutions and political parties to discuss and draft political party financing regulations which would cover financial resources for campaigning and regulating party donations</p>	<p>Political parties</p>	<p>0</p>	<p>2018</p>	<p>50%</p>	<p>50%</p>	<p>100%</p>	<p>Reports from the meetings with the parties</p>
<p>Output 4: Civil society organizations role during electoral period, especially in terms of outreach, education and monitoring is enhanced</p>	<p>3.2 Existence of a unified political party code of conduct related to the entire electoral period is developed.</p>	<p>Political parties</p>	<p>0</p>	<p>2018</p>	<p>80%</p>	<p>20%</p>	<p>100%</p>	<p>Reports from the meetings with the parties Political Party Code of Conduct Developed</p>
<p>Output 4: Civil society organizations role during electoral period, especially in terms of outreach, education and monitoring is enhanced</p>	<p>4.1 #of capacity strengthening sessions for civil society organizations (including women's organizations) are conducted on electoral procedures, processes and institutions.</p>	<p>Civil Society organizations</p>	<p>0</p>	<p>2018</p>	<p>70%</p>	<p>30%</p>	<p>100%</p>	<p>Learning/ Training Reports</p>

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	<p><b>4.2 #of outreach activities carried out by CSOs, especially in the hinterland, with the aim of helping people understand the electoral process, identify gaps in the way elections are organized and propose ideas to overcome any identified shortcomings</b></p>	Civil Society organizations	0	2018	60%	40%	100%	Reports from the CSOs Feedback from the communities
Output 5: Post-electoral evaluation and lessons learned	<p><b>5.1 # of Post-Electoral workshops held focusing on knowledge sharing and lessons learned</b></p>	UNDP, MoHA, OKB	0	2018	0%	100%	100%	Workshop Report
	<p><b>5.2 # of UNDP gender responsive knowledge products</b></p>	UNDP	0	2018	0%	100%	100%	Final Knowledge Products

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## VI. 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)
<b>Track results progress</b>	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.	UNDP	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	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.	UNDP	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
<b>Review and Make Course Corrections</b>	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.	UNDP	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders,	Annually, and at the end of the		UNDP	

	<p>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.</p>	project (final report)			
<p><b>Project Review (Project Board)</b></p>	<p>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.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	UNDP	

**Evaluation Plan<sup>4</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	UNDP			October 2021		



<sup>4</sup> Optional, if needed



**VII. MULTI-YEAR WORK PLAN** <sup>56</sup>

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3		Funding Source	Amount
Output 1: Institutional capacities on electoral conduct and assessment are enhanced Gender marker: 1	<b>1.1 Activity</b> Capacity development through Building Resources in Democracy, Governance and Elections (BRIDGE) training for MoHA's electoral staff, District Commissioners and OKB staff	X	X		UNDP, MoHA, OKB, District Commissioner's Office		50,000
	<b>1.2 Activity</b> Support CBB in the process of updating the voters list through technical and material resources	X	X		UNDP, MoHA		50,000
	<b>1.3 Activity</b> Support the development of a Gender Mainstreaming Strategy and Action Plan for Electoral Processes	X	X		UNDP, MoHA		20,000

<sup>5</sup> 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

<sup>6</sup> 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.





	<b>2.6 Activity</b> Support implementation of a programme focused on promoting women's participation as candidates	X	X			UNDP, MoHA, CSOs			100,000
	<b>Sub -Total for Output 2</b>								<b>570,000</b>
<b>Output 3:</b> Political party funding laws are developed and implemented, and a code of conduct is agreed by all Gender Marker: 2	<b>3.1 Activity</b> National institutions and political parties are engaged to discuss, develop and adopt conflict and gender sensitive political party financing regulations	X	X			UNDP, Political parties			10,000
	<b>3.2 Activity</b> Support the development of a unified political party code of conduct related to the entire electoral period	X	X			UNDP, Political parties			20,000
									<b>30,000</b>
<b>Output 4:</b> Civil society organizations role during electoral period, especially in terms of outreach, education and monitoring is enhanced Gender marker: 2	<b>4.1 Activity</b> Civil society organizations including women's organizations are trained on electoral procedures, processes and institutions	X	X						10,000
	<b>4.2 Activity</b> Civil society organizations carry outreach activities, especially in the hinterland, with the aim of helping people understand the electoral process	X	X			UNDP, CSOs			50,000

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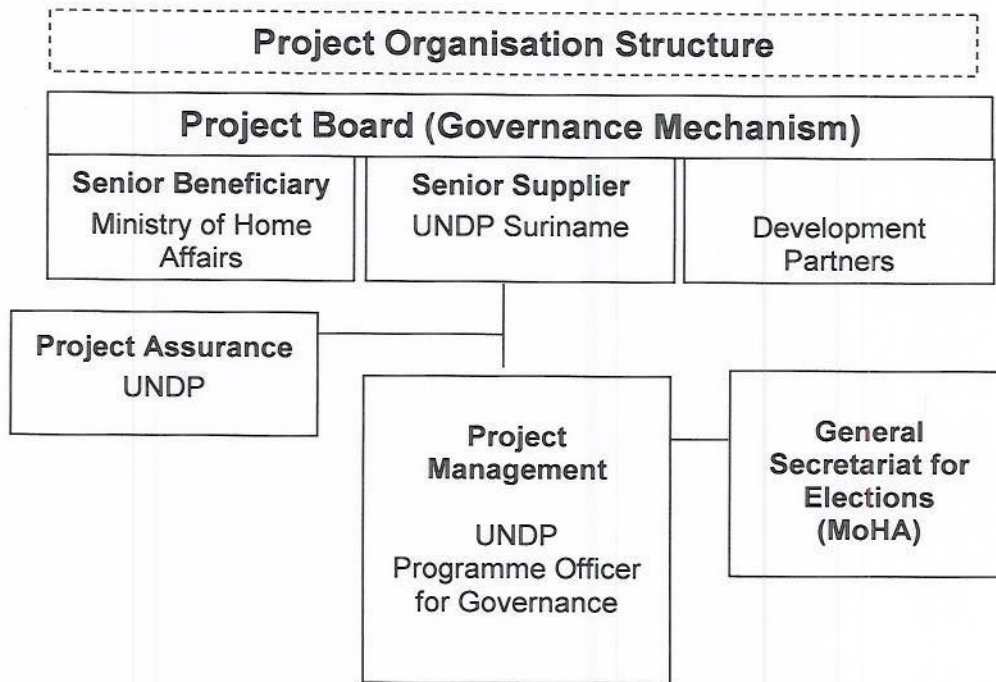
<b>60,000</b>									
<b>Output 5: Post-Electoral Evaluation and Lessons Learned Gender Marker: 2</b>	<b>5.1 Activity</b> Post Electoral Roundtable sessions including one gender specific session	X				UNDP, MoHA, OKB			10,000
	<b>5.2 Activity</b> Development of UNDP gender responsive knowledge products	X				UNDP			25,000
<b>Monitoring</b>		X				UNDP			
<b>Evaluation</b>					X	UNDP			
<b>General Management Support</b>									
<b>TOTAL</b>									<b>1.015,000</b>

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**VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The project will be implemented through DIM modality to facilitate UNDP's implementation and management of internal procurement procedural requirements.



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## IX. LEGAL CONTEXT

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.

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## X. 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]<sup>7</sup> [UNDP funds received pursuant to the Project Document]<sup>8</sup> 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](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:
  - a. 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

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<sup>7</sup> To be used where UNDP is the Implementing Partner

<sup>8</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



UNDP's property in such responsible parties, 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:

- i. 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;
  - ii. assume all risks and liabilities related to such responsible parties, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 parties, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. 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.
  - d. 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](http://www.undp.org).
  - e. 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.
  - f. 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.

- g. 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.



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.

- h. 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.
- i. 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.
- j. 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.

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## XI. ANNEXES

### 1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference**

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ANNEXES  
Risk Analysis



OFFLINE RISK LOG

Project Title: Electoral Support for Suriname			Award ID:		Date:	
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Funding raised is not sufficient to fully implement project activities	November 2018	Financial	Probability: 3 Enter probability on a scale from 1 (low) to 5 (high) P =  Enter impact on a scale from 1 (low) to 5 (high) I =	Early discussions with development partners and the Government to raise funds	UNDP Suriname DRR	POGov	Nov 2018	
2	No firm commitment from Government to partner with UNDP	Nov 2018	Political	Impact: 5 Certain parts of the Prodoc will not be implemented  P = 2 I = 4	Continuous communication between CO and the Government counterparts	POGov	POGov	Nov 2018	
3	Changes within the OKB management structure	Nov 2018	Organizational	Certain parts of the prodoc will not be implemented  P = 2 I = 4	Continuous communication between CO and the OKB	POGov	POGov	Nov. 2018	

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4	Procurement of requested election material	Nov. 2018	Internal/ Procurement	<p>Cumbersome or poorly designed tendering processes are particularly vulnerable to manipulation. They may also delay implementation and procurement and increase costs.</p> <p>P = 2 I = 4</p>	Timely finalization of procurement plan and continuous communication within the CO and between CO and counterparts	POGov	POGov	Nov. 2018
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## Project Board

**Overall responsibilities<sup>9</sup>:** The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards<sup>10</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC<sup>11</sup> meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

### **Specific responsibilities:**

*Defining a project*

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

*Initiating a project*

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;

<sup>9</sup> Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

<sup>10</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

<sup>11</sup> Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)



- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

#### *Running a project*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

#### *Closing a project*

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.