

PROJECT DOCUMENT
The Gambia



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Project Title: Electoral Support to The Gambia 2016 to 2018

Project Number: 00094117

Implementing Partner: UNDP The Gambia

Start Date: May 2016

End Date: May 2018

PAC Meeting date: 8th February 2016

Brief Description

With UNDP technical and operational support, the IEC organised two cycles of elections (2007-2008 and 2011-2012) which were regarded by observers as technically free and sound. To ensure elections are conducted in line with international standards for increased credibility, the project will provide support for improving the legal framework for elections through an inclusive process, whilst enhancing the participation of youth (605 of the population) and women. The project will adopt a partnership approach in supporting an inclusive and broad-based electoral process by engaging the donor community to mobilise additional resources, the National Council for Civic Education for civic education focusing on youths, especially first time voters, Women's Groups for increasing the participation of women, the Independent Electoral Commission for voter education, the Gambia Coalition On elections for monitoring and observation, the Gambia Press Union for fair media coverage and Political parties through the Inter-Party Advisory Committee and the IEC for managing elected-related conflicts.

The outcome of the project will be internationally recognised elections that will be accepted by all major stakeholders, including the governing and opposition parties. The process will have been perceived as expressing the will of the people and further consolidation of the democratic process in the Gambia.

The project will focus on the following four outputs:

- Build capacity in IEC for broad consultations, confidence building and policy dialogue with political parties through the Inter-Party Advisory Committee during and after elections
- Promotion of women's electoral and political participation.
- Enhancing capacities of the Independent Electoral Commission, National Council for Civic Education and CSO-Coalition for increased voter and civic education as well as election monitoring and observation
- Build capacity of Media Houses on elections reporting and media monitoring.

The project is linked to UNDAF Outcome 1.2 (Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes) and related to the UNDP Strategic Plan Outcome 2 on citizen expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Contributing Outcome (UNDAF/CPD): 1.2
Indicative Output(s): 2.1, 2.1.2

Total resources required:		
Total resources allocated:	UNDP TRAC:	350000
	Donor:	
	Government:	0.00
	In-Kind:	
Unfunded:		0.00

Agreed by (signatures)

Ade Mamonyane Lekoetje

UN Resident Coordinator, UNDP
Resident Representative

Date: _____

Aliou Momar Njie,

Chairman, Independent Electoral
Commission

Date: _____

I. DEVELOPMENT CHALLENGE

Constitutional government was re-established in 1997 following the military takeover in 1994. Since then, the country has made progress in consolidating the democratic process. In the area of political governance, The Gambia has held four electoral cycles in 1996/97, 2001/2002, 2006/2007 and 2011/2013, which were judged to be technically free and fair. UN electoral assistance was provided for the 1996/1997, when the IEC held elections for the transition from military to civilian rule. A Needs Assessment Mission was conducted in March 2006 and on the basis of the mission's recommendations, support was provided for the 2006-2008 electoral cycle within the framework of a Joint Donor Basket Funding Mechanism (JDBFM) with contributions from the EC (530,000 Euros), DfID (300,000 Pounds) and UNDP (\$517,000) which served as the main channel for donor funding and coordination.

Project implementation under the JDBFM was guided by a two-pronged strategy (i) strengthening the IEC's institutional development and technical capacity to organise and conduct electoral processes, and (ii) enhancing CSO's contribution to democracy-building to maximise public confidence in the elections. The project focused on four major outputs: (i) implementation structures and systems in place; (ii) skills of the IEC enhanced and services provided to manage and support the electoral process; (iii) public outreach and voter education implemented; and (iv) capacity of the electoral observers and the media enhanced to provide required oversight and equitable media coverage.

The IEC received effective and timely advisory services and operational support to conduct the Presidential (2006), National Assembly (2007) and Local Government (2008) elections. Registration and election materials were procured, whilst the IEC headquarters and its regional offices benefited from office equipments. The project produced recognisable improvements in the IEC capacity to provide electoral services. Training of IEC staff and other relevant stakeholders such as law enforcement agencies was completed and participation of political party agents was secured. There was extensive cooperation between IEC, CSO Coalition on Elections and the National Council for Civic Education (NCCE) in the voter education campaign. This was perceived to be an innovative approach as it was the first ever involvement of the CSOs in the electoral process. Voter information materials were designed, produced and disseminated through mass media and community events.

A series of workshops/seminars were also conducted on domestic election observation and media coverage, whilst a Code of Conduct on media coverage was developed with the participation of media house representatives. Media monitoring exercises were completed and more than 120 domestic observers were effectively trained and equipped to perform election monitoring. Domestic and international observer groups were also provided with substantive briefing packages. Election monitoring by party agents, domestic and international observers, by far the largest one the Gambia had ever experienced, enhanced the credibility of the electoral process. For the first time and with the financial support of the project, party electoral agents also received an incentive for their participation in elections.

Limited support was however provided to the IEC and NCCE during the previous electoral cycle (2011-2013) by the UNDP (\$300,000), based on the recommendations of a Needs Assessment Mission in February 2011 for nationwide voter education by the IEC and civic education by the NCCE. Based on their respective mandates, the project assisted the IEC to provide basic voter information aimed at motivating and preparing qualified citizens to vote,

including the date, time and place of voting; identification necessary to establish eligibility and mechanism for voting. The messages disseminated linked basic human rights and voting rights, the role, responsibilities and the rights of voters, the relationship between elections and democracy and the condition necessary for democratic election, secrecy of the ballot, why each vote is important and its impact on public accountability, and how votes translated into electing the President and Members of the National Assembly.

The NCCE activities supported by the project focused on the broader concepts underpinning a democratic society such as the respective role and responsibilities of citizens, government, political and special interest and the mass media, as well as the significance of periodic and competitive elections. It also emphasized citizen awareness and citizen participation in all aspects of democratic society.

The strategies adopted by both IEC and NCCE took into consideration the need to effectively reach out to the population at large and to the extent possible remove constraints impacting participation in the democratic process. The IEC messages emphasised the confidentiality or the secrecy of the vote and NCCE created awareness about the benefits of keeping each vote is secret and independent in line with Article 21 paragraph 3 of Universal Declaration of Human Rights.

Voter and civic education materials disseminated during the project met with international electoral standards and best practices. However, youth participation in the elections was low in general and for urban male youth in particular. Women and youth were also markedly under represented at both constituency and executive committee levels of most political parties. Holding Presidential and National Assembly elections on the same day as well as conducting continuous and better targeted voter and civic education campaigns through youth, women groups and the IPAC are likely to reverse the increasing trend of low voter participation.

Notwithstanding these positive achievements, a number of outstanding challenges were noted following evaluations of the two past electoral programmes. The current preoccupation with operational aspects of elections is important in order that elections are held on time. There is however a high degree of consensus among stakeholders as highlighted in the July 2015 NAM Report for strengthening the electoral process to make it more broad-based and inclusive. Ahead of the next electoral cycle starting with the December 2016 presidential elections, the Independent Electoral Commission (IEC) has prepared a strategic plan, focusing on legal electoral reforms, constituency boundary delimitation, holding of presidential and parliamentary elections on the same day, supplementary registration of voters, voter education and information. The Electoral Act was amended in September 2015 making provisions for increments in the costs of party registration and deposits for party candidates. These are considered too high and restrictive by opposition parties, given their inability to raise the newly introduced funds to establish parties and contest elections. Opposition parties have also contested the newly created constituency boundaries insisting that they are still largely unequal. Continuous dialogue and interchange of ideas should therefore be institutionalized between the IEC, on the one hand, and Government, political parties through the Inter-Party Committee and other Stakeholders, on the other. This will help reduce tensions, enhance mutual trust, and foster greater public accountability and transparency in the electoral process. Opposition parties boycotted the 2012 National Assembly and 2013 Local Government elections because they thought there was no level political playing field. In this regard, the Inter-Party Advisory Committee (IPAC) will be re-established so that all political parties are

effectively involved in electoral reforms and other processes before October 2016. This will obviate the need for election boycotts and also enhance credibility of the elections.

Despite nationwide voter and civic education in past electoral cycles, there is emerging voter apathy as manifested in recent low voter turn-outs especially during the 2013 Local Government Elections, which was the lowest in Gambian history at fewer than 30%. In contrast, turn out for the previous 2006/2008 Presidential and National Assembly elections were 60% and 41% respectively, and 82% and 62% in the 2011/2012 Presidential and National. A key factor accounting for low voter turnout is voter fatigue due to the protracted electoral cycle with voters having to participate in several elections. Conducting the presidential and parliamentary elections on the same day will not only focus voter attention and reduce costs, it has the great benefit of avoiding the bandwagon effect, that is choices that voters make after a first election are seriously affected by the results of the earlier elections. The IEC has strong experiences in conducting elections and there are adequate regulations and procedures for the electoral process. However it needs to work more closely with other stakeholders like the IPAC, NCCE and CSO Coalition to strengthen voter and civic education, targeting youths and women. Joint efforts by the IEC and others is key to increasing voter turn out and reversing an emerging trend of general voter apathy as evident in the previous electoral cycles.

The issue of gender in the electoral process should remain an item on the electoral reform agenda. Currently, there are only 4 female elected National Assembly members out of a total of 48 MPs and only 14 female councillors out of 115 councillors, with females representing 12.1% of the total number of elected councillors according to a baseline survey on women participation in the village and ward committees revealed significant inequalities contrary to the local government act. There already exist strong institutional, legal and policy frameworks for gender equality and empowerment. coupled with sustained advocacy and social mobilisation on gender equality, but significant inequalities persists requiring renewed efforts to strengthen women participation in the decision making processes at both national and local levels.

Elections also require substantial financial resources and so far the Government has made a contribution of 30 million Dalasis(\$714,000) out a total required of 41 million Dalasis (\$976,000) for the presidential elections. There are no indications that donors would contribute to the costs of the elections, implying concerted efforts need to be taken by both the Government and the IEC, to mobilise financial resources.

II. STRATEGY

In response to an official letter from the Government endorsing the IEC's request for UN support for the 2016-2018 electoral cycle, the UNDP facilitated a Needs Assessment Mission in July 2015. The NAM recommended the formulation of project document based on available resources, but flexible and open enough to absorb additional resources that may be made by other donors. The mission further recommended that support to the electoral process should focus on civic and voter education, training of voter registration personnel, strengthening of the Inter Party Advisory Committee as a forum for dialogue and conflict management, building capacity of women potential candidates for elective office, capacity development for the media on election coverage and CSO observation of elections. The Government was also urged to consider measures that would provide a conducive environment for the conduct of elections, whilst establishing opportunities for dialogue with opposition parties.

In accordance with the NAM's recommendations, the project will employ a strategy aimed at developing the capacities of the key holders in the conduct of the elections, thus contributing to the strengthening and building of a sustainable election management process in The Gambia. It will support the IEC institutionalise a Forum for regular consultations and sharing of information with political parties in order to reduce tensions, manage emerging conflicts, enhance mutual trust and foster greater public accountability and transparency through close collaboration with the IPAC.

By the same token and under the overall guidance of a Project Coordinating/Steering Committee, efforts will be made to build capacities beyond the IEC for an inclusive and process-oriented approach, to ensure other relevant institutions of governance such as the NCCE, GPU, NCCE and CSO-Coalition on Elections can play their roles before, during and after elections.

Furthermore, the project will reflect global standards offered by the Convention on the Elimination of Discrimination Against Women (CEDAW) and the African Charter on Children's and Women's Rights (ACCWR) and work closely with women's rights organisations. In this connection, the project will coordinate with current UNDP activities on increasing women participation in the decision making process and other similar initiatives while seeking the full involvement of the Women's Bureau, the IPAC and relevant Civil Society Organisations.

The project will focus on the following four outputs:

- i) Build capacity in IEC for broad consultations, confidence building and policy dialogue with political parties through the IPAC during and after elections;
- ii) Promotion of women's electoral and political participation
- iii) Enhancing capacities of the IEC, NCCE and CSO-Coalition on Elections for increased civic and voter education
- iv) Build capacity of Media Houses on elections reporting and media monitoring.

Each output constitutes a distinct activity-area with concrete deliverables and performance indicators.

III. RESULTS AND PARTNERSHIPS

Expected Results

An important intervention would be support for review of the mandate of IPAC including the holding of its meetings and dissemination of its reports. This is expected to reduce tensions between the IEC and the opposition parties thus increasing the confidence of all stakeholders in the electoral process. The IEC's engagement with the CSOs, Media and NCCE will be regularised to strengthen voter and civic education and observation. Given the lack of disaggregated data, the project will establish a data base/elections results management system thus ensuring gender inequalities and related gender-differentiated impacts are clearly articulated so as to eliminate and not reinforce gender inequality.

Working closely with the NCCE, the GPU, CSO Coalition on Gambian elections and the IPAC, women's electoral and political participation will be promoted through skills and capacity development for women candidates and raising public awareness on gender equality and women's empowerment. Legal and socio-cultural barriers to women's participation and representation will be identified with a view to formulating a gender-sensitive electoral legal and regulatory framework to be adopted by all political parties.

The NCCE, as the key institutional mechanism for educating the voter will be further strengthened to widen its role beyond elections, whilst measures are put in place to better sensitise the Gambian electorate on the non-technical aspects of voter education and generally raise civic awareness and responsibilities.

Capacities of the Media houses and CSO-Coalition on Elections will be strengthened for professional coverage of elections devoid of sensationalism and to conduct election observation through training, data collection and analyses during elections.

Resources Required to Achieve the Expected Result

The total amount of resources allocated so far is \$350,000. Elections require substantial financial resources and there are no indications yet of the level of budgetary support from the Government to the IEC's financial request of just over \$ US 5million. Also, there are no indications that donors would contribute to the costs of the elections, implying concerted efforts need to be taken by both the Government and the IEC, to mobilise financial resources.

Partnerships

UNDP will support and collaborate with the IEC in mobilising additional resources for the elections focussing on key traditional donors (EC, British and US Embassy) and new emerging donors like Turkey and Qatar. Where necessary, other donors may enter into separate agreements in the form of contribution Agreements. Given the series of pre-

election activities already undertaken, the UNDP will provide an initial contribution of \$350,000 for the project.

To ensure effective participation of relevant stakeholders such as the NCCE, GPU, CSO-Coalition on Elections and Women's Groups, UNDP will sign Memorandum of Understanding outlining roles and responsibilities with regard to voter and civic education, monitoring and observation and media coverage

Risks and Assumptions

The Gambia is seen as a stable and peaceful country with a strong degree of social cohesion and strong community ties. Elections have been peaceful, but there are risks that may hinder the smooth implementation of the electoral process. Forthcoming elections are seen by opposition parties as "a make or break situation" given the opposition's recurrent criticism of the ruling parties use of state resources and lack of a level playing field. The elections are likely to be polarised and campaigns can therefore raise the political temperature, with negative impact on nationwide civic education. Relations between the IEC and the opposition parties have been strained and both sides need to engage, within the framework of the IPAC to discuss and agree on key issues of the electoral process. This would further enhance the credibility of elections in the Gambia, thus obviating the need for an opposition boycott. Other mitigation measures will focus on the role of media and CSOs to diffuse inflammatory speech in the political campaigns and in the media. Electoral hotspots will be identified and capacities in election risk mapping and management will be strengthened through training of security personnel on elections and election laws. This will be complemented with the adoption of a Code of Conduct by all political parties, including the ruling party to be closely monitored by the IEC and the CSO-Coalition on Gambian elections.

Stakeholder Engagement

To assure free and fair elections, it is critical that the requisite institutional mechanisms are in place and in this regard, Section 42 of the 1997 Constitution established an Independent Electoral Commission comprising a Chair person and four other members. The IEC has strong experiences in conducting elections, but it needs to work closely with other stakeholders like the IPAC, NCCE and the CSO Coalition in order to strengthen voter and civic education targeting youths and women. These joint efforts are key to increasing voter turnout and reversing an emerging trend of general voter apathy as evident in the previous electoral cycle.

Knowledge Products

The IEC website will be updated and improved to enhance the public image of the IEC, whilst a data/record management system is established for effective results management including tallying and transmission. A key feature of this system is a gender-disaggregated data on women's participation and representation to be widely distributed. An assessment/analysis report on potential electoral hotspots with recommendations will be prepared to be used as guide for reducing tensions and emerging conflicts. The project will also support the formulation of a Media Monitoring Strategy as the basis for regular monitoring reports during elections.

IV. PROJECT MANAGEMENT

The project shall be implemented within the framework of the current The Gambia Government-UNDP Country Programme Action Plan (CPAP 2012-2016) and its successor CPD (2017-2021) using the DIM modality. The total estimate for the project implementation is: US\$350,000.

The UNDP will anchor the project on its broader governance mandate and guide the implementation. The project will be implemented under the Direct Implementation Modality (DIM) with UNDP. A Project Steering Committee (PSC) will be established to oversee the overall implementation process. It will be co-chaired by the Chairperson of the IEC and the Resident Representative of the UNDP. Membership of the steering committee will consist of representatives from Government, the IEC, Development Partners, the IPAC, the NCCE and CSO Coalition. The PSC will meet on a quarterly basis and provide overall guidance including approval of quarterly and annual work plan, the budget and resource mobilisation. A Technical Committee will also be established to provide technical advice on project implementation.

The project will strictly adhere to the UNDP applicable regulations, rules, policies and procedures. For the day-to-day disbursement of project funds, a financial management system in accordance with the Harmonised Approach to Cash Transfers (HACT) for Implementing Partners will be adopted, where applicable.

Project assurance is the responsibility of each member of the PSC, supported by the Governance and Human Rights Unit of the UNDP Country Office and the Technical Committee which meets monthly comprising of the UNDP, IEC, NCCE, GPU, IPAC, CSO-Coalition. This project assurance role will entail carrying out objective and independent project oversight and monitoring functions as well as ensuring that appropriate project management milestones are managed and completed.

The project is subject to all conditions of project implementation under the DEX modality. The project will be monitored through quarterly meetings of the PSC, which will undertake reviews on implementation progress, based on progress reports prepared by the Governance and Human Rights Unit. The PSC will also undertake monitoring visits to verify implementation progress and hold discussions with beneficiaries to obtain performance feedback. Progress, technical and financial reports will be presented to the PSC for review and the outcome of such meetings will be used to improve on project performance and in strengthening policy and implementation guidelines whenever necessary.

The PSC will receive reports on all activities supported by the project to serve as additional documents to assess and monitor the programme performance and delivery. The reports may include pilot study/project evaluations, consultancy reports or reports from participants who attended trainings, conferences and workshops. An Annual Project Report (APR) will be produced by the Governance and Human Rights Unit in collaboration with the Technical Committee and submitted to the Project Steering Committee meeting.

There will be a terminal evaluation of the project on its completion in 2018. The findings and recommendations will form the basis for further strengthening of the entire election process in The Gambia.

V. RESULTS FRAMEWORK¹

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicators 1.2.1: Governance Index:-Mo Ibrahim Foundation Ratings and CPIA World Bank. Baseline: MOEI: 51.6 (2014), CPIA:3.1 (2015);Target: MOEI: 55;CPIA 3.2 (2021)

Indicator 1.2.3 Voter Turn Out Baseline: 70%. Target: 85%

Indicator:1.2.4 % of women serving in local councils and national assembly; Baseline:9% local Councils, 12% National Assembly; Target: 20% Local Councils and 30% National Assembly.

Applicable Output(s) from the UNDP Strategic Plan: Electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transition

Project title and Atlas Project Number: Electoral Support to The Gambia, Project Number: 00094117

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		FINAL
Output 1 Capacity of IEC strengthened for strategic	1.1 Enhanced public image of the IEC	Reports from CSO Coalition, NCCE and GPU	Low	2011	Medium	High					Surveys by National Council for Civic Education and CSO Coalition on Elections

¹ 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.

² 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.

<p>planning, and policy and operational work to promote credible elections</p>	<p>1.2 Increased capacity of IEC staff on voter register management. Enhanced records and data management system in IEC</p>	<p>IEC 2015 Annual Report and IEC Strategic Plan, 2016-2018</p>	<p>No centralized and effective data and record management system</p>	<p>2011</p>	<p>Data/record management system established and functional</p>	<p>Data/record management system established and functional</p>					<p>Monitoring visits to IEC headquarters and 7 Regional Centres</p>
<p>1.3 Improved stakeholders trust and collaboration as reflected in consensus on legal and policy frameworks</p> <p>Heightened civic and engagement with the electoral process</p>	<p>Monitoring and Observer Reports of past elections and recommendations</p>	<p>Non-existence of Forum for broad stakeholder consultations</p>	<p>2011</p>	<p>Broad-based election forum (IEC, NCCE, IPA, CSO) established. Regular meetings of Forum held, outcomes identified and implemented. Number of voters that participated in civic and voter education campaigns</p>	<p>Broad-based election forum (IEC, NCCE, IPA, CSO) established. Regular meetings of Forum held, outcomes identified and implemented. Number of voters that participated in civic and voter education campaigns</p>					<p>NCCE, IEC and IEC surveys.</p>	

	<p>1.4 Increased confidence of the contesting parties, voters and other stakeholders of the electoral process.</p>	<p>Minutes of IPAC meetings</p>		<p>2011</p>	<p>IPAC re-established, regular meetings held and work plan supported IEC website updated and improved</p>						
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<p>Output 2 Women's electoral and political participation promoted.</p>	<p>2.1 Barriers identified and gender-sensitive electoral legal and regulatory framework enacted by the National Assembly and adopted by political parties.</p>	<p>Annual Reports of the National Assembly, Annual Report Ministry of Justice</p>	<p>National Women's Act, National Policy on Gender Equality</p>	<p>2011</p>	<p>Legal reforms and women's empowerment initiatives promoted to improve women's engagement in politics and elections</p> <p>Sex-disaggregated data on women's participation and representation, collected, analysed and widely disseminated</p>	<p>Yes</p>				<p>Review of relevant Acts and Policies on Gender Equality</p>
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	2.2 Political parties put in place transparent selection processes ensuring women have a fair chance to compete.	2016 Party Annual Congress Reports	Not Available	2011	The pool of women aspirant for elective office					Review of Congress Reports selection processes and Political Party Nominations
	2.3 Number of women selected and trained; Number of women's wings in political parties and establishment of inter-party network of women	Political Party Structures and 2016 Party Congress Reports		2011	CSOs capacity to advocate for affirmative action enhanced					Review of Political Party Structures and National Assembly Select Committees
		IEC elections reports	Not Available (previous electoral data not gender disaggregated)	2011	Capacity of women holding elected public offices enhanced					

<p>Output 3 Capacity of the National Council for Civic Education (NCCE), security forces and Civil Society Organizations (CSOs) enhanced for increased civic and voter education and elections.</p>	<p>3.1 Strategic Plan for NCCE developed and adopted with a view to expanding its role beyond elections; NCCE staff trained on civic education and effective citizen participation; Database maintained of trained staff</p>	<p>NCCE Annual Reports</p>	<p>No Strategic Plan for the NCCE</p>	<p>2011</p>	<p>Effective NCCE engagement in democratic reforms and monitoring</p>						<p>Review NCCE annual Report</p>
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	<p>3.2 Regular and sustained dissemination of messages nationwide.</p> <p>Better informed and more alert public on governance, civic rights and duties.</p> <p>Enhanced collaboration with IEC, the NCCE and CSOs.</p>	<p>Periodic and Annual reports of the NCCE, IEC and CSOs</p>	<p>Not Available</p>	<p>2011</p>	<p>-CSOs capacity in civic engagement, democracy and election monitoring supported. Messages are delivered nationwide and sustained. Education programme effectively targeted</p>				<p>Surveys conducted by NNCE, IEC and CSOs</p>
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<p>Output 4. Capacity of the Media to foster deepening of democracy supported</p>	<p>3.3 Election-related conflicts managed and resolved effectively Assessment/Analysis report on potential electoral hotspots prepared and recommendations implemented Number of security personnel trained on election and campaign laws, and these applied equally to all political parties. Number of IEC staff, journalists, political parties and security agencies trained on election-related conflict</p>	<p>Periodic reports from IEC, CSO Coalition</p>	<p>2011</p>	<p>Capacity in election risk mapping and management including use of conflict analysis strengthened</p>				
	<p>4.1 Number of journalists trained on effective reporting on the election process. . Guidelines on media and code of conduct in elections prepared and adopted</p>	<p>Media Monitoring Reports IEC website</p>	<p>2011</p>	<p>Capacity of media houses to report on elections related issues strengthened Capacity for media monitoring strengthened</p>				<p>Review periodic media monitoring reports</p>

	<p>4.2 Adoption of media monitoring strategy and number of media monitoring reports produced.</p> <p>Public perception about the credibility and capacity of media to engage in effective democracy and election monitoring.</p> <p>Increase in fair and balanced media coverage of elections.</p>																		
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VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Steering Committee Meeting	Undertake reviews on project implementation (narrative and financial reports) and monitor project performance and delivery	Quarterly	.Outcomes of meetings will be used to improve project performance and strengthening policy and implementation guidelines whenever necessary	UNDP and IEC	
Monitoring Visits	To assess progress, report back to PSC and ensure that set targets are being met.	Quarterly	Constraints and delays are identified and corrective measures taken	IEC, NCCE, GPU, CSO-Coalition	US\$1,000
Annual Progress Report	To review and assess whether project has successfully achieved identified outputs and indicative activities	Annual	Lessons learnt in first year of implementation are used to improve project design in second year of implementation		

Evaluation Plan³

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation of project		Electoral institutions enabled to perform core functions for improved accountability, participation	Institutional reforms implemented to ensure rule of law and guarantee the protection of the human rights of	June 2018	IEC, NCCE, GPU CSO-Coalition	US\$10,000; Project budget

³ Optional, if needed

		and representation, including for peaceful transition	all including access to justice, gender equality, access to basic services and democratic participation in decision-making processes			
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VII. ULTI-YEAR WORK PLAN ⁴⁵

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Amount
Output 1 Capacity of IEC strengthened for strategic planning, and policy and operational work to promote credible elections	1.1 Activity Develop and implement operational plan and internal business policies and process	10,000				UNDP		10,000
	1.2 Activity Training of IEC staff on voter registration. Develop and operationalize a transparent, efficient and effective election results management system, including tallying and transmission.	90,000	20,000			UNDP		110,000

⁴ 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

⁵ 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.

Output 2 Women's political participation promoted.	Output 2 electoral and participation	1.3 Activity Facilitate public consultations with National Assembly ad hoc Committee on electoral matters.	5,000	5,000							10,000	
		Support broad citizen participation in the electoral review exercise										
		1.4 Activity Support provided for the improvement and maintenance of the IEC website	20,000	20,000								40,000
		Facilitate, with IEC's approval, the concept and establishment of broad-based Election Group for consultations on electoral processes and related governance issues.										
		MONITORING	500	500							1,000	
		Sub-Total for Output 1									171,000	
		2.1 Activity Support the review of legal and cultural barriers to women's		10,000							10,000	
		2.2 Activity Promote public awareness on gender equality and women's empowerment through community conversation (grass-root efforts) and media outputs and campaigns and outdoor activities (drama, dance and music) as part of voter and civic education		16,000							16,000	

	<p>2.3 Activity Develop a gender strategic plan and facilitate engagement with National Assembly on women political empowerment.</p> <p>Facilitate and promote engagement between key stakeholders and the National Assembly on affirmative action-related electoral law reforms</p>	20,000							20,000
	<p>2.4 Activity Undertake skills and capacity development for women elected to public office, through peer mentoring and coaching facilitated by selected 'role models' and 'change champions'</p>	20,000							20,000
	MONITORING	500	500						1,000
	Sub-Total for Output 2								67,000
<p>Output 3 Capacity of the National Council for Civic Education (NCCE), security forces and Civil Society Organizations (CSOs) enhanced for increased civic and voter education and elections.</p>	<p>3.1 Activity Support the strategic positioning and capacity strengthening of NCCE with a view to expanding its role beyond elections</p>	10,000							10,000
	<p>3.2 Activity Support public advocacy, education and capacity building for CSO groups, public and relevant private institutions and members of the public on elections matters and strengthening democracy.</p>	13,000	17,000						30,000

Output 4 Capacity of the Media to foster deepening of democracy supported	3.3 Activity Enhance CSO collaboration with IEC, NCCE and other actors on civic and voter education including development of materials based on various channels of communication (print, electronic and new media) and targeting a broad spectrum of voters, but more specifically women, persons with disability (PWDs), and first-time voters.	10,000	10,000						20,000
	MONITORING	500	500						1,000
	Sub-Total for Output 3								61,000
	4.1 Activity Support training of Media practitioners, and forums and networks to report on election and democracy issues, such as gender, inclusive participation, legal reform, media freedom, elections-related conflict management and democratic values.	10,000							10,000
	4.2 Activity Support to develop and implement a Media monitoring strategy.	10,000							10,000
	4.3 Activity Analyze and document lessons learnt in media coverage of elections in Nigeria, and specifically undertake a baseline study on the use of social and new media to promote electoral transparency and accountability in the country.		10,000						10,000

	4.4 Activity Train media practitioners on effective and issue based coverage of elections: ethical reporting, election-related violence, the conduct of live interviews, television debates, analysis of political party manifestoes, etc.		10,000						10,000
	MONITORING	500	500						1,000
Evaluation (as relevant)	Sub-Total for Output 4		10,000						41,000
General Management Support									10,000
TOTAL									350,000

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of The Gambia and UNDP, signed on 24 February 1975. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁶ [UNDP funds received pursuant to the Project Document]⁷ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/see>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

⁶ To be used where UNDP is the Implementing Partner

⁷ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

IX. ANNEXES

RISK LOG

Project Title: Electoral Support to The Gambia (2016-2018)		Award ID: 00086971		Date: 8 th April 2016					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<p>Amendments to the Electoral Act (1996), made significant increases in registration of political parties and party candidates for elections.</p> <p>Amendment also made provision for parties to submit audited accounts annually to the Independent Electoral Commission, party executive members to be resident in the country, registered parties to establish offices in all regions and presidential candidates to be resident in the country for a minimum of 5 years.</p>	7 th July 2015	Financial Operational Organizational Political	<p>Opposition felt new registration fees are prohibitive and would restrict rights of parties and individuals to participate in forthcoming elections. This could lead to opposition boycott of the forthcoming electoral cycle (2016-2018). In this case, a key aspect of the project, i.e reconvening of the Inter-Party Advisory Committee (IPAC) would be impossible, leading to stakeholders' lack of confidence in the electoral process.</p> <p>Probability is high = 5</p> <p>Impact on project delivery is =5</p>	<p>Opposition parties have issued joint paper for reform of the electoral laws and ALSO planned to initiate joint legal action to contest the amendments.</p> <p>Management continues to engage IEC, political parties including ruling party, acting as an "honest broker" to facilitate dialogue and resolution of differences. Initial meeting held on 8th April and IEC is expected to convene a second meeting by end April</p>	Resident Representative supported by Deputy Resident Representative and Programme Specialist for Governance & Human Rights.	Opposition political parties.	April 2016	There has been no change as IEC is yet to convene second round of dialogue with parties, hence no indication yet that amendments will be dropped.

2	Election campaigns can raise the political temperature in the country	Period of campaign has been announced by IEC for a period of two weeks.	Political	Elections likely to be polarised with negative consequences on nationwide voter and civic education Probability is high= 5 Impact will be high =5	<p>1. Media and CSO Coalition on Elections play increasing role of diffusing inflammatory speeches in the campaign and media</p> <p>2. A Code of Conduct is adopted by all political parties and closely monitored by IEC and CSO Coalition</p>	Resident Representative supported by Deputy Resident Rep and Programme Specialist on Governance	April 2016	No change
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MANAGEMENT ARRANGEMENTS (ANNEX 1).

Project Steering Committee (PSC)

A Project Steering Committee will be formed on signing of the project document to provide policy and strategic guidance to the project. This high-level oversight body will be guided by the Gambia's commitment to conduct credible, inclusive and transparent elections and will ensure that the project is responsive to the new upcoming requirements and undertakes policy decisions to ensure that the project goals and objectives are met and project progress remains on track.

Responsibilities of the Project Steering Committee (PSC)

The main role of the PSC is to oversee that the project remains on track vis-à-vis the goals, objectives, results defined in the project document, approve the project annual work plans and budgets and to provide strategic guidance to the implementation of the project.

While the Project Board has an important quality assurance and strategic guidance function, it is not aimed at detailed technical oversight of the project activities. A Technical Working Group will be established to perform a quality assurance function delegated by the PSC and to provide advice to the PSC. While having a standalone function, the TWG also serves as de facto sub-committee of the PSC.

The Project Board provides high-level advice, retains overall management control of the project and is accountable for resource mobilization and overall expenditure. The Board will serve as the Project's ultimate review body. Deliberations of the Project Board will be informed by input from the Technical Working Group.

The PSC will therefore be responsible for the following:

- Provide general, high-level, strategic oversight to the project activities including financial oversight and coordinate all electoral activities to avoid duplication of efforts.
- Provide project and policy implementation oversight;
- Approve annual and quarterly work plans and budgets; and based on the approved annual work plans (AWP) authorize any major deviation from the approved work plans and budgets;
- Conduct quarterly meetings to review the Project Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Consider recommendations from the Technical Working Group;
- Approve changes and amendments to the existing project document;
- Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements;

- Provide high-level quality assurance for project results and input and advice to on-going risk analysis;
- Undertake mobilization of funding for the project and consider funding for emerging issues;
- Review regular progress reports submitted by the Technical Working Group
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Appraise the Project Annual Review Report; make recommendations for any changes /improvements;
- Review and approve the Final Project Review Report, including lessons-learned;
- Commission project evaluation by June 2018;

Decision Making

The PSC will make decisions on the basis of consensus and in case of any disagreements only then will issues be put to the members for a decision, which will be governed by majority vote.

Co-Chairs

The Project Board will be co-chaired by the Chairman of the Independent Electoral Commission (IEC) and the United Nations Resident Coordinator/UNDP Resident representative

Membership

The Membership of the PSC includes:

1. Co Chairs, Chairman IEC and UNDP Resident Representative
2. One Commissioner from the IEC
3. Secretary General, Office of the President
4. Permanent Secretary, Ministry of Finance
5. Permanent Secretary, Ministry of Interior
6. Representative IPAC
7. Chair, CSO Coalition on Elections
8. Executive Director, TANGO
9. Chair, National Council on Civic Education (NCCE)
10. Executive Director, Gambia Press Union (GPU)
11. Chief Electoral Officer IEC
12. UNDP Governance and Human Rights Specialist
13. Development Partners (US Embassy, EU Embassy, UK Embassy, Turkish Embassy, Qatar Embassy, ECOWAS Office and AU).

All PSC members will strive for representation in committee meetings at a level appropriate for political guidance and decision-making.

Observers

The PSC may decide to invite key election stakeholders to participate in the meetings as observers

Frequency of Project Steering Meetings

The PSC will convene at least once every three months and on a monthly basis four months before the elections. Should there be an urgent requirement for a Committee decision, it may be convened as and when necessary on an ad hoc basis. The Co-chairs of the PSC may establish sub-committees to deal with specific tasks or needs.

Two-Thirds of the membership shall constitute a quorum

Secretariat function

In close cooperation with the IEC, UNDP will provide secretariat services for the PSC, coordinating meetings, producing documentation and meeting minutes, managing correspondence, information management / dissemination and related tasks.

Minutes and Information Sharing

Minutes of the meetings, invitations and related documents will be circulated by UNDP at least 5 working days before the Project Steering Committee meetings.

Technical Working Group (TWG)

The Technical Working Group is the key review body for the project and electoral support activities. It will be chaired by the Chief Elections Officer, of the Independent Electoral Commission (IEC). The TWG will discuss and make recommendations, when necessary, to the PSC for approval on issues on the basis of consensus.

Membership:

The membership of the TWG will include:

1. Chair, Chief Electoral Officer IEC
2. Three IEC Directors (Communication, Finance/Admin and Operations)
3. Two UNDP (Governance/Human Rights Unit)
4. Secretary of the IPC
5. Representative CSO-Coalition
6. Representative NCCE
7. Representative GPU
8. Representative Women's Bureau
9. Police Elections Liaison Officer (Representing the IGP)

Additional participants may be invited by the Chair after consultation with the members of the group. The Technical Working Group will meet at least once a month (or as often as may be required).

The Technical Working Group will have the following responsibilities:

Overall Technical and Coordination Role

- Provide recommendations and technical expertise on general matters related to electoral operations such as institutional development, capacity building, logistics, civic and Voter Education, data management, stakeholder engagement.;
- Facilitate and provide in devising, conducting, and monitoring training events and workshops for electoral stakeholders, including women's groups, political parties, civil society organizations, observer groups, and media;
- Ensure coordination among the key partners including to ensure that their inputs and activities are coherent and synergetic, thereby avoiding duplication.
- Provide project technical oversight and quality assurance advice. In particular, the TWG will review progress updates and provide technical feedback.
- Based on overall consensus, may identify and escalate any strategic or other issues for guidance, deliberation or decision by PSC.
- Will review the overall project work plans and give substantive guidance to achieve project results as well as monitor the achievement of results.
- Will consider emerging issues and needs, and provide advice and feedback to the PSC.

- Based on overall consensus, may identify and escalate any strategic or other issues for guidance, deliberation or decision by PSC.

The Technical Working Group will be supported by the IEC relevant department(s) and UNDP Gov&HR Unit who will arrange meetings, produce background documents and meeting reports, manage correspondence and other related tasks as required.

Minutes from TWG meetings will also be shared with the PSC. In order to enable sufficient consultation among represented partners before meetings, documentation will be submitted at least five days before a scheduled meeting.