

**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) COUNTRY OFFICE**  
**IN GUINEA BISSAU**  
**AND**  
**THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) OFFICE IN**  
**BELGIUM**

**ON**

*The Support of the Joint European Commission (EC) and UNDP Task Force on Electoral Assistance/UNDP Brussels Office to the Project "Support to the Electoral Cycles 2010-2012 in the PALOP and Timor Leste" (Pro PALOP-TL)*

This Memorandum of Understanding ("MOU") is entered into by the United Nations Development Programme ("UNDP") Country Office in Guinea Bissau represented by the UNDP Resident Representative in Bissau, and the United Nations Development Programme ("UNDP") Office in Belgium, represented by the UN/UNDP Director in Brussels. Both are hereinafter jointly referred to as the "Parties".

**Whereas** the EC-UNDP Partnership proved to be helpful to comprehend and better handle the complex set of interactions among EC and UNDP services, Electoral Management Bodies, other electoral assistance providers and stakeholders, and that this corporative approach and partnership between UNDP and EC in electoral assistance is the backstage for a new cooperation framework with the European Commission in support of the ACP Portuguese Speaking Countries electoral cycles;

**Whereas** on the 21<sup>st</sup> April 2006, the EC and UNDP signed the EC/UNDP Operational Guidelines for the Implementation of Electoral Assistance Programs and Projects that were revised on December 2008 to outline the Terms of Reference of the Joint EC-UNDP Task Force on Electoral Assistance and identify practical measures for the strengthening and the facilitation of the already established cooperation between the EC and the UNDP in the domain of electoral assistance (in full respect of the provisions laid out in the existing Financial and Administrative Framework Agreement (FAFA) between the EC and the UN);

**Whereas** the Parties recognize that the Joint EC-UNDP Task Force is supported by the UNDP Brussels Office to operationalize the above referred partnership and provide support to the implementation of UNDP Electoral Assistance Programmes, Projects and Operations with EC contribution, capitalizing up on the lessons learnt and proposes tools and methodologies for capacity development in this area;

**Whereas** the Pro PALOP-TL is a stand-alone initiative with a dedicated EC funding source and the support of the Joint EC-UNDP Task Force on Electoral Assistance/UNDP Brussels Office to help implement its activities in close collaboration with other initiatives in UNDP's democratic governance portfolio and with other programmes being implemented in these countries;

**Whereas** it is recognized that the Pro PALOP-TL strategy is based in a structured approach that addresses common needs of six beneficiary countries (Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé e Príncipe and Timor Leste) but considers specificities of each one of them regarding political context, legal and institutional framework, as well as their specific needs within the different project's entry points;

**Whereas** is considered that this complex and innovative strategy poses challenges to the project implementation modality (DEX/DIM) and sustainability, more specifically regarding results based

management and a cost efficient activities' implementation and that these challenges are essentially posed to project assurance and support to be provided UNDP Country Offices in Guinea Bissau (Project Unit) and in other PALOP and Timor Leste to monitor project implementation and respond effectively to emerging issues and eventual shortcomings;

**Whereas** the Parties agreed that coordination among these actors should therefore be at all moments promoted and that carefully designed annual work plans must reflect the project's approach and respond to the above mentioned challenges, among others, through the support of Joint EC-UNDP Task Force/UNDP Brussels Office to project management to ensure liaison among these actors, harmonise annual work plans and activities to be implemented, provide guidance in terms of EC-UNDP procedures and guidelines, reporting and visibility matters;

**Now, therefore,** the Parties agree to cooperate as follows:

#### **Article I: Purpose**

1. The purpose of this MoU is to provide a framework of cooperation and facilitate collaboration between the Parties, on a non-exclusive basis, in areas described in the Annex 1 (Description of Activities) to the present MoU.
2. The overarching goals of the Parties' support are to assist the Pro PALOP-TL implementation in:
  - a) Delivering Technical Assistance and advice through the Joint EC-UNDP Task Force/UNDP Brussels Office to different phases of the PALOP and Timor Leste 2009-2011 electoral cycles, building on the lessons learnt and experiences shared among the PALOP, Timor Leste, Portugal and Brazil in line with the Pro PALOP strategy, purposes and activities; and
  - b) Supporting the implementation and monitoring of activities aiming at the consolidation of Lusophone EMBs within the ACE Electoral Knowledge Network and the dissemination of tools and methodologies on electoral management, in Portuguese, adapted to the needs and specificities of PALOP and Timor Leste.
3. The Parties have decided to establish this assistance and coordination mechanism to support the overarching goals as described above in recognition of the key role the Joint EC-UNDP Task Force/UNDP Brussels Office played in the project formulation phase, but also in the coordination of the different project's stakeholders within the six beneficiary countries and in the implementation of all electoral training and knowledge dissemination activities, as acknowledged in the EC UNDP Operational Guidelines on the implementation of electoral assistance programmes and projects (December 2008);

#### **Article II: Areas of Cooperation**

1. More specifically, the Parties agree to cooperate in the following areas of activity (described more in detail in Annex 1):
  - a) In close collaboration with the Pro PALOP-TL Chief Technical Advisor, provide technical assistance and advice to UNDP Country Offices in Guinea Bissau, the other PALOP and Timor Leste for the Pro PALOP-TL start-up, implementation and monitoring;
  - b) Translate Tools and methodologies on electoral assistance and management in Portuguese adapted to the needs and specificities of PALOP and Timor Leste, namely:
    - i. Translation and delivery of the BRIDGE training module in electoral administration in Portuguese Language; and
    - ii. Production of face-to-face and e-learning Training Modules on Electoral Administration in Portuguese Language, and translation to Portuguese of existing literature on electoral assistance and electoral administration;
  - c) Provide technical assistance, advice and follow-up the consolidation of the Lusophone electoral management bodies in association with the ACE Electoral Knowledge Network, namely:
    - i. Translation of the ACE Encyclopaedia in Portuguese ([www.aceproject.org](http://www.aceproject.org)).

### Article III: Implementing Arrangements

1. All activities under this MoU will be carried out on the basis of the Pro PALOP-TL in accordance with UNDP regulations, rules and directives. The respective project document was signed between UNDP Country Office in Bissau and the Government of Guinea Bissau.
2. For contributing to project, the European Commission concluded a closed trust fund agreement<sup>1</sup> with UNDP Country Office in Bissau in accordance with UNDP regulations and rules.
3. The parties agree that the support of the Joint EC-UNDP Task Force to the Pro PALOP-TL, as stated in the Project Document, will be coordinated and supervised by the Senior Electoral Advisor of UNDP Brussels Office, also coordinator of the Joint EC-UNDP Task Force, together with the an Electoral Assistance Specialist to be recruited.
4. The Parties agree that before the completion of the recruitment process of the dedicated Programme Management Unit (PMU) and other staff foreseen in the project document, in addition to the Electoral Assistance Specialist to be recruited by the Joint EC-UNDP Task Force/UNDP Brussels Office on the basis of a Fixed Term Appointment (FTA), UNDP Guinea Bissau will recruit an Electoral Assistance Expert on a temporary basis for a period of six months to carry out the activities in line with the Terms of Reference outlined in Annex 2 ("Terms of Reference – Electoral Assistance Expert") to this MoU.
5. In line with the Article 3.1.3. of the revised EC-UNDP Operational Guidelines on the Implementation of Electoral Assistance Programmes and Projects, this expert will be recruited on the basis of CV provided by the Joint EC-UNDP Task Force from its pool of part-time external experts, familiar with the procedures and strategy of EC and UNDP regarding electoral assistance.
6. Considering the high expectations from the European Commission at HQ and concerned country level, and in particular from PALOP and Timor-Leste States via their respective Electoral Management Bodies, the Electoral Assistance Expert will be immediately recruited by UNDP Guinea Bissau to support the Country Office, together with Senior Electoral Assistance Advisor/Joint EC-UNDP Task Force Coordinator. It is expected that the Electoral Assistance Expert (to be hired by UNDP Bissau) in collaboration with the Senior Electoral Assistance Advisor/Joint EC-UNDP Task Force Coordinator will carry out the following activities:
  - a. Initiate project in Atlas in line with the project document results and resources framework and management structure;
  - b. Prepare all country specific annual work plans carrying out specific missions in each one of the beneficiary countries within September 2010;
  - c. Prepare the first project steering committee;
  - d. Support the UNDP Bissau, the dedicated Project Management Unit and UNDP Brussels to prepare and implement the activities that will be covered by the specific the annual work plan under the present MoU described in the Annex 1.

### Article IV. Financial arrangements

1. The estimated total activity budget to be implemented by UNDP Brussels Office amounts to Euros 1,469,371 for three years, as detailed in Annex 1 of the present Memorandum. For each activity, UNDP Bissau will provide sufficiently in advance the Chart of Accounts (COA) required by UNDP Brussels to make the payments, following regular inter-office procedures. The responsibility of certifying the proper delivery of goods and services prior to payment will remain with the UNDP Brussels Office. All bank charges and other transaction costs will be covered by project funds.

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<sup>1</sup> This applies to contributions from the European Commission. Closed TF arrangements need to undergo the standard TF clearance procedure.

2. If, for unforeseen reasons, the cost of certain activities was expected to significantly exceed the estimated original activity budget, UNDP Brussels Office will inform in advance UNDP Bissau in order to reach a common agreement on the adjustments to be made.

3. Regarding management fees, UNDP Bissau will pay to UNDP Brussels a GMS fee amounting to 0,67 % of total expenditure incurred by UNDP Brussels. GMS will be paid at the beginning of every year, based on expenditure incurred during the previous year, in accordance with the financial report submitted to UNDP Bissau.

#### **Article V: Reporting and Evaluation**

1. The administrative, monitoring and reporting requirements of the project are articulated in the UNDP project document and the closed trust fund agreement.
2. Notwithstanding these requirements, the Joint EC-UNDP Task Force/UNDP Brussels Office will provide substantive/technical and narrative reports, financial reports of the activities described in Annex 1; as well as provide assistance to the monitoring and reporting of results against outcome indicators as may be articulated in the project document.
3. The contributions to the project shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

#### **Article VI: Amendment of the MOU**

1. Consultations with a view to amending this MOU may be held at the request of at least one the Parties. The proposed amendment will be discussed between the Parties and a decision taken by consensus. Decisions on amendments will come into effect upon signing by all Parties. Amendments will be binding upon all Parties to this MOU. The amendments will form an integral part of the MOU as addenda to it.

#### **Article VII: Termination**

1. This MOU expires with the end of the project or by request of one the parties.

#### **Article VIII: Entry into Force**

1. This MOU enters into force upon signature of all Parties.

#### **Article 13: Addresses**

Any written communications between the Parties pursuant to this MOU may be sent to the addresses specified below:

##### **United Nations Development Programme in Guinea Bissau**

United Nations Building

B.P. 179, Bissau, Guinea Bissau

Tel.: +245 20 1348/1368/1071/1098

Fax: +245 201753

Email: [registry.gw@undp.org](mailto:registry.gw@undp.org)

##### **UN/United Nations Development Programme- Brussels Office**

Rue Montoyer 14 - Brussels, 1000 Belgium

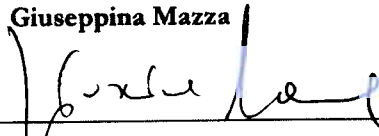
Tel: +32 2 505 46 20 -

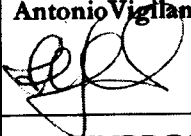
FAX: +32 2 503 47 29

Email:

**Signed in duplicate in the English language,**

this \_\_\_\_ day of \_\_\_\_\_, in the year \_\_\_\_\_.

|              |   |
|--------------|---|
| Signature:   | Giuseppina Mazza<br> |
| Designation: | UNDP Resident Representative /UN Coordinator in Bissau  |
| Date:        | 8/06/2010   |

|              |  |
|--------------|--|
| Signature:   | Antonio Vigilante<br> |
| Designation: | UN/UNDP Director in Brussels   |
| Date:        | 08/06/10   |



## ANNEX 1

### DESCRIPTION OF THE ACTIVITIES TO BE CARRIED OUT BY THE JOINT EC-UNDP TASK FORCE ON ELECTORAL ASSISTANCE/UNDP BRUSSELS OFFICE

#### **BACKGROUND**

The PALOP countries and Timor Leste share an historical background, linguistic and cultural familiarities. Nevertheless, we can hardly say that the PALOP-TL constitute a geographical homogenous block. Besides the geographical discontinuity, while some of these countries are among the least developing countries, others are within middle income countries; some are among the biggest countries in the African continent while others are among the smallest in the world. In fact, they are quite dissimilar in population size, geographical dimension and location, GDP and HDI.

Regardless of this fact, as a "regional" space, the PALOP and Timor Leste have huge potential and represent a total area of 2,104,451sq km, with a total population of 37,776,300 growing at an average rate of 1.93%. More than 62% of PALOP and Timor Leste inhabitants having more than 15 years old are

capable of read and write and average real GDP growth is 6.52%, while average GDP per capita is US\$ 2,967. HDI average of the PALOP and Timor Leste is 0.505.

The ACP Portuguese Speaking Countries (PALOP and Timor Leste) although dissimilar among themselves on geographical and demographical terms, share a strong identity based on history, culture and also on a common institutional heritage. As a consequence and notwithstanding the fact that independence of all the PALOP dates now of more than 30 years, similar characteristics and patterns of performance can be found among them. The common factors regard at least the following relevant aspects of political and societal nature: structure and organizational culture of central public Administration, legal system and Justice Administration, careers and qualifications of Civil Servants, management practices of public finances.

Portuguese-speaking African countries (PALOP) and Timor-Leste signed a Memorandum of Understanding (MoU) with the EC on the continuation of their long-standing cooperation. Timor-Leste will be part of this cooperation for the first time. The focus of future activities will be on democratic governance as a key determinant for poverty reduction, including, in particular, political governance, government effectiveness, economic governance and social governance. These activities are being integrated into a multi-country approach, the "Governance Initiative", which will make it possible to identify common solutions to common problems, to exchange know-how and experience and to disseminate best practices. The "Governance Initiative" funds a set of projects throughout contributions of each PALOP and Timor Leste National Indicative Programmes within the 10<sup>th</sup> EDF (33.1 million Euros, around 4% of each PALOP and Timor Leste PIN).

It was against this background, and rich with the experience of the specific missions carried out in the last two years in Mozambique, Angola, Guinea Bissau and Cape Verde, that the EC-UNDP Task Force was requested to support both UNDP and the EC to formulate the project to support the 2010-2012 electoral cycles in the PALOP and Timor Leste to be financed under the 10<sup>th</sup> EDF<sup>2</sup> in the field of electoral assistance and in the broader area of democratic governance.

Between December 2008 and June 2009, five formulation missions were carried out in Guinea Bissau, Cape Verde, Mozambique and Timor Leste by the Joint EC-UNDP Task Force on Electoral Assistance/UNDP Brussels Office. Angolan representatives (National Director for Elections and two MPs – presidents of parliamentary commissions for HR and Ethics) encounter the EC-UNDP JTF in Brussels to discuss the project activities.

The key stakeholders of the project include a wide variety of governance institutions (e.g. EMBs, Parliaments, Judiciary) and civil society organizations (e.g. domestic observation groups, women's groups, media) directly concerned and involved in the project. The final beneficiaries of the project include all citizens of the PALOP/TL who benefit from enhanced democratic governance and accountability, and from opportunities of civic engagement in the electoral process.

Institutional capacities of the stakeholders are dissimilar among the different PALOP and Timor Leste, but also and more important, they may vary considerably within each one of these countries: cleavages can be found between rural and urban contexts. Gender unbalance trends can also be registered at different degrees in all of these countries, namely in terms of institutional capacity: human resources are almost exclusively centred in the capitals and main urban centres with low representation of women at all levels.

The ability to manage funds and procure goods and services (almost every procurement activities are carried out at a central level), accounting systems (week accounting systems specially at local level), accountability and corporate governance (board and other institutional governing structures of public institutions in general don't reflect gender balance and are not in line with international standards in terms of accountability towards stakeholders) are some of the sectors where more weaknesses can be found.

Rather than being an obstacle or risk to the project implementation, this background presents an opportunity to the project's strategy based essentially in exchange of experiences among PALOP and Timor Leste as the main asset to achieve the expected results.

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<sup>2</sup> A total budget of 6.1 million Euros, representing 18.4% of the budget allocated to the "Governance Initiative", financed through contributions of each PALOP and Timor Leste PIN – more specifically Angola (21.1%, corresponding to 1.290.030 Euros), Cape Verde (3.3%, corresponding to 202.719 Euros), Guinea Bissau (9.1%, corresponding to 552.870,1 Euros), Mozambique (57.4%, corresponding to 3.501.510,6 Euros), São Tomé e Príncipe (1.5%, corresponding to 92.145 Euros) and Timor Leste (7.6%, corresponding to 460.725.1 Euros).

## STRATEGY

PALOP/TL, the EC and the UNDP share the view that free elections, held according to internationally agreed standards, are a necessary but not sufficient condition for democracy to operate. More than the act of periodically casting a vote, democracy relates to the entire process of participation and representation of citizens in the decision-making process. The participation of non-state actors and civil society (including the representation of women and minorities), the capacity of parliaments to exercise effectively their powers, the access to and freedom of the media, are all vital elements for the functioning of democracy and that must be seen in connection to the electoral process.

The project will be a stand-alone initiative with a dedicated funding source and the support of the Joint EC UNDP Task Force on Electoral Assistance/UNDP Brussels Office to help implement its activities. However, the project will work in close collaboration, both substantively and practically, with other initiatives in UNDP's democratic governance portfolio and with other programmes being implemented in these countries. The project implementation will benefit in great extent with ongoing complementary democratization and electoral assistance projects mainly financed by the EC and managed UNDP COs in the PALOP-TL. Whenever and wherever necessary, it will be aligned with the electoral support provided by the wider UN family, including the UN Departments of Political Affairs (DPA) and Peacekeeping (DPKO) which have election-related mandates.

The project in support of the 2010-2012 electoral cycles in the PALOP and Timor Leste takes as departure baseline the assumption that these countries' electoral institutions and frameworks share problems and constraints among them that are essentially related with similarities among their institutional and legal electoral frameworks. These shortcomings could be better addressed through a common approach that would be able to maximize and promote synergies between the beneficiaries.

This approach implies that the project should address common needs of the beneficiary countries through the electoral cycle approach, considering the specificities of each one of them regarding political context, legal and institutional framework, as well as their specific needs within the different project's entry points.

To enhance and develop the electoral cycle approach in the fields of electoral assistance and management, the Joint EC-UNDP Task Force and IDEA have been organizing and facilitating training workshops on effective electoral assistance for EMB staff, International Organizations' officials and desk officers, EC and UNDP staff and desk officers both at Headquarters and country levels. Six face-to-face training workshops were already organized since 2005 in Europe and Africa allowing exchange and comparative experiences between UNDP, EC field staff, Electoral Management Bodies (EMBs) and practitioners on policy and strategy framework that governs both EU and UN involvement in elections and get them familiar with the electoral cycle approach in order to build capacity for formulation and implementation of future electoral assistance projects. The 7<sup>th</sup> workshop was organized in Accra, Ghana, in June 2009 and future workshops will articulate closely with the project activities and direct beneficiaries.

The longstanding collaboration between Portuguese, Brazilian, PALOP and Timor Leste EMBs; their sustainable and systematic presence in the EC-UNDP-IDEA effective electoral trainings to exchange experiences and facilitate training sessions/present case studies represent a window of opportunities for the PALOP and Timor Leste and, of course, a clear example of complementarity. Partially, as result of these relationships and exchanges of experiences between the Portuguese, the Brazilian and ACP Portuguese Speaking Countries, the project's beneficiaries will benefit from a very solid body of electoral knowledge and experiences throughout the access of relevant PALOP and Timor Leste practitioners and EMB officials to the Brazilian National Electoral Administration School as well as the continuing traditional capacity development activities provided by Portuguese EMBs.

The project implementation will benefit in great extent with ongoing complementary democratization and electoral assistance projects mainly financed by the EC and managed UNDP COs in the PALOP-TL. The focus of future activities will be on democratic governance as a key determinant for poverty reduction, including, in particular, political governance, government effectiveness, economic governance and social governance. These activities are being integrated into a multi-country approach, which will make it possible to identify common solutions to common problems, to exchange know-how and experience and to disseminate best practices.

This complex and innovative strategy poses challenges to the project implementation and sustainability, more specifically regarding results based management and a cost efficient activities' implementation. Considering the project's implementation modality, these challenges are essentially posed to project assurance and support (UNDP Country Offices in Guinea Bissau and in other PALOP and Timor Leste) and project's country oversight structures (country coordination committees) that should be able to monitor project implementation and respond effectively to emerging issues and eventual shortcomings.

Project assurance<sup>3</sup> should ensure all essential activities to project's implementation in the six beneficiary countries (compliance with UNDP rules and procedures, project set-up and general implementation) and Project support<sup>4</sup> should contribute to the implementation of activities and facilitate as much as possible the country coordination committees in the six countries.

Coordination among these actors should therefore be at all moments promoted and carefully designed annual work plans (to be developed within the start-up project's phase) should reflect the project's approach and respond to the above mentioned challenges. The role of the Joint EC-UNDP Task Force/UNDP Brussels Office is expected to be crucial in supporting project management to ensure liaison among these actors, harmonise annual work plans and activities to be implemented, provide guidance in terms of EC-UNDP procedures and guidelines, reporting and visibility matters.

The activities described here are limited to the support to be provided by the Joint EC-UNDP Task Force/UNDP Brussels Office under component two of the Project Document.

### **DESCRIPTION OF THE ACTIVITIES**

The project aims to address the electoral processes as ongoing and cyclical activities rather than being event driven at designated points in time, and will seek entry points for activities in the different phases of the electoral cycle and within the wider democratic governance perspective. The production of tools, materials and operating procedures will also remain even when individuals change. The sustainability and ownership of the proposed actions is addressed by making the participatory approach ranging from identification to the evaluation phase and ensuring that Project activities are coherent with the existing strategic frameworks and that all activities have a long-term institutional capacity focus.

For structural and analytical purposes, the activities could be grouped in two essential categories: one group of activities transversal to all beneficiary countries, addressing common needs; another group of activities coming in response to the specificities of each PALOP and Timor Leste. The first set of activities is built on the synergies to be developed through the exchange of experiences, the translation and delivery of existing electoral knowledge in Portuguese and adapted to the PALOP and Timor Leste contexts. The implementation of these activities will be directly supported by the Joint EC-UNDP Task Force through UNDP Brussels Office, in close coordination with UNDP Country Office in Guinea Bissau and the PMU, which shall recruit temporary short term consultants in line with the Project Document.

The second set of activities comes in response to the specific needs identified and to be identified in the PALOP and Timor Leste in an effort to provide demand driven support to these countries, aligned with their own electoral events through the electoral cycle soft support approach. These activities will be implemented with the support in expertise and advice of the Joint EC-UNDP Task Force/UNDP Brussels Office, in close coordination with UNDP CO in Guinea Bissau and PMU.

The expertise and advice provided by the Joint EC-UNDP Task Force/UNDP Brussels Office to UNDP Country Offices in the PALOP and Timor Leste, as well as to the beneficiary EMBs and project's stakeholders is done through the Senior Electoral Assistance Advisor (SEAA) in UNDP Brussels<sup>5</sup> Office with the support of the Electoral Assistance Specialist (EAS) of the Joint EC-UNDP Task Force/UNDP Brussels Office. Temporary short term consultants may be recruited to carry out specific tasks in line with the project results and resources framework, budget and Annual Work Plan.

<sup>3</sup> Provided by UNDP Country Office in Guinea Bissau (leading country).

<sup>4</sup> Provided by the Joint EC-UNDP Task Force on Electoral Assistance and UNDP country offices Operations' units/staff in the six beneficiary countries.

<sup>5</sup> Coordinator of the Joint EC-UNDP Task Force on Effective Electoral Assistance.



**Project Component 2: Consolidate lusophone EMBs within the ACE Electoral Knowledge Network and disseminate tools and methodologies on electoral management and parliamentary development, in Portuguese**

Aiming at the consolidation of lusophone EMBs within the ACE Electoral Knowledge Network and to disseminate tools and methodologies on electoral management, in Portuguese, adapted to the needs and specificities of PALOP and Timor Leste (Project specific objective 2), it is expected that:

- *“Tools and methodologies on electoral management are translated in Portuguese and adapted to the needs and specificities of PALOP and Timor Leste” (Project expected Result 3); and that*
- *“Technical and financial support contributes to the consolidation of the lusophone electoral management bodies in association with the ACE Electoral Knowledge Network” (Project expected Result 4).*

To consolidate the enhancement of experiences and knowledge sharing among PALOP and Timor Leste (electoral management tools and methodologies) within the PALOP and Timor Leste (Result 3), the proposed activities are:

- Translation and delivery of the BRIDGE training module in electoral administration in Portuguese Language; and
- Production of face-to-face and e-learning Training Modules on Electoral Administration in Portuguese Language, and translation to Portuguese of existing literature on electoral assistance and electoral administration.

Aiming the consolidation of the lusophone electoral management bodies in association with the ACE Electoral Knowledge Network (Result 4), in an effort to ensure sustainability for the project expected results, the activities proposed are:

- Translation of the ACE Encyclopaedia in Portuguese ([www.aceproject.org](http://www.aceproject.org)).

Through these activities and expected results, the project aims to consolidate mainly PALOP and Timor Leste EMBs within the global network for electoral knowledge, provide and contribute to increase access to electoral knowledge and tools to PALOP and Timor Leste officials, experts and practitioners in general (Component 2). Also, through these set of activities, the project tries to reinforce its own sustainability by supporting the establishment of a roster of experts and an electoral unit within the framework of the Forum of the Portuguese Speaking EMBs.

## RESULTS AND RESOURCES FRAMEWORK

| Project title and ID (ATLAS Award ID): "Project in support of 2010-2012 electoral cycles in the PALOP and Timor-Leste"   |   |    |    |    |  |   | Indicative Budget |
|--|---|----|----|----|--|---|-------------------|
| Expected results   | Key Activities  | Y1 | Y2 | Y3 | Responsible parties                    | Indicative Inputs   |                   |
| <b>Component 1: Joint EC-UNDP Task Force/UNDP BO technical support</b>   |   |    |    |    |  |   |                   |
| 2.1 Project management and EMBs benefit from JTF expertise contributing to enhance electoral management practices and to the establishment of a platform of specialized electoral knowledge, comparative experience and donor resources.                         | 2.1.1 Support in advice and expertise for the project start-up, implementation and monitoring                           | X  | X  | X  | Joint EC-UNDP Task Force (JTF)/UNDP BO | 1 EA specialist EC UNDP JTF: € 407,160 (€ 135,720 x 3 yrs)/EC UNDP JTF programme & support services: € 14,703 (€ 4,901 x 3 yrs)/Int. Travel: € 190,008 (€ 63,336 x 3 yrs = 24 travel per year) – to be shared with the PMU and UNDP GBS | € 611,871         |
| Indicators: EA specialist recruited, project start-up ensured with the support of the JTF, project implementation and monitoring issues are solved and benefit from the advice and support of the JTF SEAA and EAS   |   |    |    |    |  |   | € 611,871         |
| <b>Component 2: Consolidate <i>Insophote</i> EMBs within the ACE Electoral Knowledge Network and disseminate tools and methodologies in Portuguese</b>   |   |    |    |    |  |   |                   |
| 2.1 Tools and methodologies on electoral management and parliamentary development are translated in Portuguese and adapted to the needs and specificities of PALOP-TL  | 2.1.1 Translation and delivery of BRIDGE module on electoral administration and Key parliamentary development handbooks | X  | X  | X  | JTF                                    | Translation costs (Serv. Cont. Company): € 70,000 (3 yrs)/Int. Travel: € 15,834 (€ 2,639 x 6)/Training & education (Serv. Cont. Company): € 284,166 (3 yrs)   | € 370,000.00      |
| Indicators: BRIDGE modules translated and training in BRIDGE ensured in Portuguese; electoral literature translate; face-to-face and e-learning modules produced in Portuguese; Key parliamentary development handbooks are translated, printed and disseminated | 2.1.2 Production /Delivery of training modules (eLearning & face-to-face) in Portuguese                                 | X  | X  | X  | JTF                                    | Programme & Support services (JTF training workshop on effective electoral assistance & e-learning on electoral assistance): € 250,000 (3 yrs)/ Translation costs (Serv. Cont. Company): € 20,000 (3 yrs)                               | € 250,000.00      |
|  | 2.2.2 Translation of ACE Encyclopedia in Portuguese and divulgation among PALOP-TL                                      | X  | X  | X  | JTF                                    | Translation costs (contractual services company): € 87,500 (3 yrs)/Audio & print costs: € 150,000 (3 yrs)   | € 237,500.00      |
| <b>Component Total</b>   |   |    |    |    |  |   | € 611,871         |
| <b>Component Total</b>   |   |    |    |    |  |   | € 887,500         |
| <b>UNDP BO GMS</b>   |   |    |    |    |  |   | € 38,196.26       |
| <b>Components 1 &amp; 2 Total</b>  |   |    |    |    |  |   | € 1,507,567       |

**BUDGEI**

| Indicative Activities   | Inputs               | Budget in Euros |              |              |
|---|----------------------|-----------------|--------------|--------------|
|   |                      | 2010            | 2011         | 2012         |
| <b>Specific Objective 1: JTF support to improve electoral management capacities of EMB in the PALOP-TL</b>  |                      |                 |              |              |
| Activity 1: Support to Project management   |                      |                 |              |              |
| 1.1. Initial project  |                      |                 |              |              |
| 1.2. Project TOR and deliverables prepared to place the project management capacity and to be provided to the project management  |                      |                 |              |              |
| 1.3. Exchange visits among the project staff  |                      |                 |              |              |
| 1.4. JTF Project Country Examination Committee members and PALOP-TL staff   |                      |                 |              |              |
| 1.5. Project management workshop  |                      |                 |              |              |
| REGENDER JTF STAFF  |                      |                 |              |              |
| ELECTORAL ASSISTANCE EXPERTS  | 1/12 MONTHS/3 YRS    | € 135,720.00    | € 135,720.00 | € 135,720.00 |
| PROGRAMME & SUPPORT SERVICES (OFFICE SPACE & MATERIALS)   | LUMP SUM             | € 224,000.00    | € 224,000.00 | € 224,000.00 |
| TRAVEL  |                      |                 |              |              |
| INTERNATIONAL AIR TICKETS & DAILY SUBSISTANCE ALLOWANCE (DSA)   | 24/12 MONTHS/3 YEARS | € 61,336.00     | € 61,336.00  | € 61,336.00  |
| Subtotal  | € 611,871            | € 203,957       | € 203,957    | € 203,957    |
| <b>Specific Objective 2: JTF support to consolidate Lusophone EMB within the ACE Electoral Knowledge Network and disseminate tools and methodologies on electoral management, in Portuguese</b> |                      |                 |              |              |
| Activity 1: Translation and delivery of BRIDGE module on electoral administration   |                      |                 |              |              |
| 1.1. Station of BRIDGE module in version of translated digital tool, and a copy of manual, updating on original PALOP & TL experience   |                      |                 |              |              |
| Translation Co. n. - Service Contract Committee   | LUMP SUM             | € 70,000.00     |              |              |
| 1.2. Allowance BRIDGE training through exchange of experiences among PALOP & TL   |                      |                 |              |              |
| International travel  |                      |                 |              |              |
| Construction services - Computer, Training & Education  |                      |                 |              |              |
| Subtotal  | € 370,000.00         | € 31,000.00     | € 184,160.00 | € 100,000.00 |
| Subtotal  | € 800.00             | € 203,957       | € 203,957    | € 100,000.00 |
| * amount to be reviewed / estimated cost = 80000 euro per year  |                      |                 |              |              |

|  |  |                   |  |                    |                    |
|--|--|-------------------|--|--------------------|--------------------|
| Activity 2: Production/Delivery of training modules (E-learning face-to-face) in Portuguese  |  |                   |  |                    |                    |
| <i>Libraries (training on E-learning) - Electronic resources - digitalisation for Global Learning Database</i>   |  |                   |  |                    |                    |
| Programme and Support Services   |  | 50,000.00         |  |                    |                    |
| LUMP SUM   |  |                   |  |                    |                    |
| <i>Production/delivery of e-learning modules - learning content development - content development - translation - technical platform and integration into Portuguese</i> |  |                   |  |                    |                    |
| Translation Costs - Service Contracts Components   |  |                   |  |                    |                    |
| Programme and Support Services   |  |                   |  |                    |                    |
| Subtotal   |  | 50,000.00         |  |                    |                    |
| <i>Activity 3.1: Translation of ACE Encyclopaedia in Portuguese and English</i>  |  |                   |  |                    |                    |
| EU OLP-III   |  |                   |  |                    |                    |
| 3.2.1 Translation of the ACE Encyclopaedia   |  |                   |  |                    |                    |
| Component Services - component   |  |                   |  |                    |                    |
| 3.2.2 Distribution of the ACE Encyclopaedia amongst the EU OLP-III EMB and core electoral stakeholders   |  |                   |  |                    |                    |
| Administrative and printing production costs   |  |                   |  |                    |                    |
| Subtotal   |  | 67,500.00         |  |                    |                    |
| <b>Total Activities Budget</b>   |  | <b>€ 391,457</b>  |  | <b>€ 603,957</b>   | <b>€ 473,957</b>   |
| <b>UNDP GMS *</b>  |  | <b>€ 7,773.79</b> |  | <b>€ 18,224.36</b> | <b>€ 12,198.11</b> |
| <b>Total Project Budget</b>  |  | <b>€ 399,231</b>  |  | <b>€ 622,181</b>   | <b>€ 486,155</b>   |

**BUDGET OVERVIEW PER CATEGORY**

| Budget category | US\$       |            |            | TOTALS       |
|-----------------|------------|------------|------------|--------------|
|                 | 2010       | 2011       | 2012       |              |
|                 | \$ 180,000 | \$ 180,000 | \$ 180,000 | \$ 540,000   |
| ad/Condit.      | \$ 182,361 | \$ 403,403 | \$ 225,464 |              |
| em Contracts    | \$ 72,813  | \$ 112,601 | \$ 139,126 |              |
| Equip Services  | \$ 105,000 | \$ 84,000  | \$ 84,000  |              |
| Travel          | \$ 10,934  | \$ 25,632  | \$ 17,156  |              |
| <b>TOTALS</b>   | \$ 551,107 | \$ 805,636 | \$ 645,746 | \$ 2,002,499 |

Exchange rate used for GMS: 1\$ = 0.711 €

Exchange rate used for Budget Categories: 1\$ = 0.754 €

## **MANAGEMENT ARRANGEMENTS**

The overall frame for the management arrangements is set in the PRODOC. The **United Nations Development Programme (UNDP)** will guarantee the financial management and coordination throughout a Direct Execution (DEX) modality and the project implementation will follow UNDP implementation modalities for hybrid projects and EC-UNDP Operational Guidelines on the Implementation of Electoral Assistance Projects and Programmes, but also with the practices within the UN family that are targeting coherence and consistency<sup>6</sup> in countries (Guinea Bissau and East Timor) where electoral assistance is subjected to a formal mandate from the UN – UN Security Council or the Peace Building Commission mandate. More specifically, the Agreement between the EC and UNDP will follow the FAFA with UN - the legal basis for Contribution Agreements signed with UN agencies and the above mentioned “Operational Guidelines on the Implementation of Electoral Assistance Projects and Programmes”.

More in particular, the activities described above will be implemented with the support of the Joint EC-UNDP Task Force/UNDP Brussels Office within the lines and scope outlined in the PRODOC and the Contribution Agreement signed with the European Commission.

An Electoral Assistance Specialist will be recruited by the Joint EC-UNDP Task Force/UNDP Brussels Office in accordance with the ToR annexed to the PRODOC. In addition to the Electoral Assistance Specialist to be recruited by the Joint EC-UNDP Task Force/UNDP Brussels Office, UNDP Guinea Bissau will recruit an Electoral Assistance Expert on a temporary basis for a period of six months to carry out the activities outlined in the Terms of Reference in Annex 2 (“Terms of Reference”). In line with the Article 3.1.3. of the revised EC-UNDP Operational Guidelines on the Implementation of Electoral Assistance Programmes and Projects, this expert will be recruited on the basis of CV provided by the Joint EC-UNDP Task Force from its pool of part-time external experts, familiar with the procedures and strategy of EC and UNDP regarding electoral assistance.

The level of expertise and fees of the recruited expert is the same and not above that the level established in the ToR for the specialist in the PRODOC (P3/L3 level).

## **MONITORING**

Monitoring will be in line with the Project’s monitoring and evaluation provisions that are subject to UNDP’s current monitoring and evaluation procedures within the framework of the FAFA and the General Conditions constituting Annex 2 of the SCA.

The Joint EC-UNDP Task Force will submit to UNDP Brussels Office and UNDP Country Office in Guinea Bissau narrative and financial reports on the results, activities and indicators as established in the results and resources framework and the budget.

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<sup>6</sup> EAD/UNDP Note of Guidance and the recent UN General Assembly resolution on electoral assistance - [http://www.undp.org/governance/docs/Elections\\_Guides\\_Notes%20of%20guidance.pdf](http://www.undp.org/governance/docs/Elections_Guides_Notes%20of%20guidance.pdf)

ANNEX 2 to the MoU  
TERMS OF REFERENCE



**I. Position Information**

**Job Code Title:** Electoral Assistance Expert (EAE)  
**Department:** UNDP CO GBS  
**Reports to:** Joint EC UNDP Task Force, Coordinator/UNDP GBS, Resident Representative  
**Position Status:** SSA  
**Location:** UNDP CO GBS/UNDP Brussels Office  
**Duration :** 6 Months

**Current Grade:** N/A  
**Approved Grade:** N/A  
**Position Classified by:** N/A  
**Classification Approved by:** N/A

**II. Organizational Context**

The PALOP countries and Timor Leste share an historical background, linguistic and cultural familiarities. Nevertheless, we can hardly say that the PALOP-TL constitute a geographical homogenous block. Besides the geographical discontinuity, while some of these countries are among the least developing countries, others are within middle income countries; some are among the biggest countries in the African continent while others are among the smallest in the world. In fact, they are quite dissimilar in population size, geographical dimension and location, GDP and HDI.

Regardless of this fact, as a "regional" space, the PALOP and Timor Leste have huge potential and represent a total area of 2,104,451sq km, with a total population of 37,776,300 growing at an average rate of 1.93%. More than 62% of PALOP and Timor Leste inhabitants having more than 15 years old are capable of read and write and average real GDP growth is 6.52%, while average GDP per capita is US\$ 2,967. HDI average of the PALOP and Timor Leste is 0.505.

The ACP Portuguese Speaking Countries (PALOP and Timor Leste) although dissimilar among themselves on geographical and demographical terms, share a strong identity based on history, culture and also on a common institutional heritage. As a consequence and notwithstanding the fact that independence of all the PALOP dates now of more than 30 years, similar characteristics and patterns of performance can be found among them. The common factors regard at least the following relevant aspects of political and societal nature: structure and organizational culture of central public Administration, legal system and Justice Administration, careers and qualifications of Civil Servants, management practices of public finances.

Portuguese-speaking African countries (PALOP) and Timor-Leste signed a Memorandum of Understanding (MoU) with the EC on the continuation of their long-standing cooperation. Timor-Leste will be part of this cooperation for the first time. The focus of future activities will be on democratic governance as a key determinant for poverty reduction, including, in particular, political governance, government effectiveness, economic governance and social governance. These activities are being integrated into a multi-country approach, the "Governance Initiative", which will make it possible to identify common solutions to common problems, to exchange know-how and experience and to disseminate best practices. The "Governance Initiative" funds a set of projects throughout contributions of each PALOP and Timor Leste National Indicative Programmes within the 10<sup>th</sup> EDF (33.1 million Euros, around 4% of each PALOP and Timor Leste PIN).

It was against this background, and rich with the experience of the specific missions carried out in the last two years in Mozambique, Angola, Guinea Bissau and Cape Verde, that the EC-UNDP Task Force was requested to support both UNDP and the EC to formulate the project to support the 2010-2012 electoral cycles in the PALOP and Timor Leste to be financed under the 10<sup>th</sup> EDF<sup>7</sup> in the field of electoral assistance and in the broader area of democratic governance.

Between December 2008 and June 2009, five formulation missions were carried out in Guinea Bissau, Cape Verde, Mozambique and Timor Leste by the Joint EC-UNDP Task Force on Electoral Assistance/UNDP Brussels Office. Angolan representatives (National Director for Elections and two MPs – presidents of parliamentarian commissions for

<sup>7</sup> A total budget of 6.1 million Euros, representing 18.4% of the budget allocated to the "Governance Initiative", financed through contributions of each PALOP and Timor Leste PIN – more specifically Angola (21.1%, corresponding to 1.290.030 Euros), Cape Verde (3.3%, corresponding to 202.719 Euros), Guinea Bissau (9.1%, corresponding to 552.870,1 Euro), Mozambique (57.4%, corresponding to 3.501.510,6 Euros), São Tomé e Príncipe (1.5%, corresponding to 92.145 Euros) and Timor Leste (7.6%, corresponding to 460.725.1 Euros).

HR and Ethics) encounter the EC-UNDP JTF in Brussels to discuss the project activities.

The key stakeholders of the project include a wide variety of governance institutions (e.g. Electoral Management Bodies -EMBs, Parliaments, Judiciary) and civil society organizations (e.g. domestic observation groups, women's groups, media) directly concerned and involved in the project. The final beneficiaries of the project include all citizens of the PALOP/TL who benefit from enhanced democratic governance and accountability, and from opportunities of civic engagement in the electoral process.

The project will be a stand-alone initiative with a dedicated funding source and the support of the Joint EC UNDP Task Force on Electoral Assistance/UNDP Brussels Office to help implement its activities. However, the project will work in close collaboration, both substantively and practically, with other initiatives in UNDP's democratic governance portfolio and with other programmes being implemented in these countries. The project implementation will benefit in great extent with ongoing complementary democratization and electoral assistance projects mainly financed by the EC and managed UNDP COs in the PALOP-TL. Whenever and wherever necessary, it will be aligned with the electoral support provided by the wider UN family, including the UN Departments of Political Affairs (DPA) and Peacekeeping (DPKO) which have election-related mandates.

Funded up to 6.1 million Euros for a three years' budget, the **Project in Support of the 2010-2012 Electoral Cycles in the PALOP and Timor Leste** has a regional scope and is financed by the EC as sole donor. The project implementation will be ensured by UNDP Guinea Bissau through direct execution modality (DEX). Building on past and ongoing support in the electoral domain to the PALOP and Timor Leste, the strategy follows a project based approach, compatible with the nature of a multi country initiative. The project is a good example of coordination and harmonisation and is in line with the principles of the Paris and Accra Declarations on Aid Effectiveness in the sense that a) it is clearly demand-driven and is being designed as a result of extensive consultation among the relevant actors, b) it involves a strong coordination among its stakeholders and resources for the implementation of the project will be applied to finance regional harmonized activities, in line with the project's multi country strategy, c) aims to support the capacity building of national institutions and to provide support based on partner countries' national strategies, institutions and procedures; d) should complement and strengthen existing efforts in the different sectors and avoid duplication of efforts and rationalise activities.

The project will target the promotion of a deeper consolidation of the democratic culture and institutions by providing an electoral assistance as an ongoing and cyclical activity rather than being event driven at designated points in time. The activities to be implemented would focus the support on:

- *The Strategic and operational plans*
- *The Cost assessment and budgeting exercises*
- *The Civil registry/ voter registration issues*
- *The Procurement Plans*
- *The Long Term Civic and Voter Education*
- *The Support to Elected Parliamentarians and Parliaments*
- *The Support to Media*
- *The Support for the improvement of transmission and verification of results*
- *The Support for electoral dispute resolutions;*
- *The Support to the recently established Forum of the Lusophone EMBs*

The project's outputs and outcomes should be pursued through a coordinated and coherent approach, putting in place activities that will respond as much as possible to shared needs and shortcomings but, simultaneously, resulting from the six beneficiary countries' specificities regarding legal context and institutional framework, human and technical resources. This complex and innovative strategy poses challenges to the project implementation and sustainability, more specifically regarding results based management and a cost efficient activities' implementation. Considering the project's implementation modality, these challenges are essentially posed to project assurance and support (UNDP Country Offices in Guinea Bissau and in other PALOP and Timor Leste) and project's country oversight structures (country coordination committees) that should be able to monitor project implementation and respond effectively to emerging issues and eventual shortcomings.

This approach implies that the project should address common needs of the beneficiary countries through the electoral cycle approach, considering the specificities of each one of them regarding political context, legal and institutional framework, as well as their specific needs within the different project's entry points.

This complex and innovative strategy poses challenges to the project implementation and sustainability, more specifically regarding results based management and a cost efficient activities' implementation. Considering the project's implementation modality, these challenges are essentially posed to project assurance and support (UNDP Country Offices in Guinea Bissau and in other PALOP and Timor Leste) and project's country oversight structures (country coordination committees) that should be able to monitor project implementation and respond effectively to emerging issues and eventual shortcomings.



Project assurance<sup>8</sup> should ensure all essential activities to project's implementation in the six beneficiary countries (compliance with UNDP rules and procedures, project set-up and general implementation) and Project support<sup>9</sup> should contribute to the implementation of activities and facilitate as much as possible the country coordination committees in the six countries. Coordination among these actors should therefore be at all moments promoted and carefully designed annual work plans (to be developed within the start-up project's phase) should reflect the project's approach and respond to the above mentioned challenges. The role of the Joint EC-UNDP Task Force/UNDP Brussels Office is expected to be crucial in supporting project management to ensure liaison among these actors, harmonise annual work plans and activities to be implemented, provide guidance in terms of EC-UNDP procedures and guidelines, reporting and visibility matters.

In addition to the Electoral Assistance Specialist to be recruited by the Joint EC-UNDP Task Force/UNDP Brussels Office on the basis of a Fixed Term Appointment (FTA), UNDP Guinea Bissau will recruit an Electoral Assistance Expert on a temporary basis for a period of six months to carry out the activities outlined above in line with the Terms of Reference outlined in Annex 2 ("Terms of Reference") to this MoU. In line with the Article 3.1.3. of the revised EC-UNDP Operational Guidelines on the Implementation of Electoral Assistance Programmes and Projects, this expert will be recruited on the basis of CV provided by the Joint EC-UNDP Task Force from its pool of part-time external experts, familiar with the procedures and strategy of EC and UNDP regarding electoral assistance.

The level of expertise and fees of the expert to be recruited is the same and not above the level established in the ToR for the specialist in the PRODOC (P3/L3 level).

Under the overall guidance of the the Resident Representative of UNDP in Guinea Bissau, and the supervision of the Senior Electoral Assistance Advisor, SEAA, also and Coordinator of the JTF, the Electoral Assistance Expert will support the UNDP CO in Guinea Bissau and the Task Force to initiate the project in Atlas, prepare all annual work plans, organize the first project steering committee and implement the activities to carried out with the support of the Joint EC-UNDP Task Force.

The incumbent will be based in Bissau and provide 60% of working time to UNDP Guinea Bissau CO. For purposes of coordination and support to the PALOP and Timor Leste (a community of six countries geographically discontinue and with its members scattered through different African regions and the Pacific) he/she will be also based in Brussels and dedicate 40% of his/her working time to support the JTF global electoral activities. This arrangement will facilitate and enhance the project support to all stakeholders and, simultaneously, respond to eventual coordination and technical support challenges faced by the Guinea Bissau CO.

He/she will also support UNDP and the EC in the field of training and dissemination of knowledge activities focusing in the African Region and especially in the Portuguese and French Speaking countries. These activities will mainly consist in providing assistance to the JTF Coordinator to promote knowledge sharing and expert advice to UNDP country offices, EC delegations and electoral management bodies (EMBs) in post-conflict countries and transitional democracies with particular reference to the African region, where most projects/programmes have hitherto been implemented by the JTF through the EC-UNDP Partnership on Electoral Assistance.

### III. Functions / Key Results Expected

#### Support to UNDP Country Office in Bissau (39 days):

- Provide advice and support to UNDP Guinea Bissau to initiate the project and carry out all necessary activities to project start-up, namely:
  - setting-up UNDP accountability framework for the project
  - ATLAS budgeting
- Prepare ToR for the personnel to be recruited under the PMU and short term consultants to be hired
- Prepare the project overall Annual Work Plan (AWP) on the basis of 6 country specific AWP and carry out formulation missions to all PALOP and Timor Leste, in collaboration with the Joint EC-UNDP Task Force Coordinator
- Prepare the project visibility plan in line with the EC-UNDP Joint guidelines on visibility and with the project's budget
- In consultation with UNDP PSO Copenhagen, prepare the project overall Procurement Plan in accordance

<sup>8</sup> Provided mainly by UNDP Country Office in Guinea Bissau (leading country), supported by Country Offices in the other PALOP and Timor Leste.

<sup>9</sup> Provided by UNDP Brussels personnel of the Joint EC-UNDP Task Force on Electoral Assistance and UNDP country offices Operations' units/staff in the six beneficiary countries.

with the project AWP

- Prepare guidelines/Notes to the File with deadlines for an adequate reporting to the European Commission and for all documents needed to ensure disbursements of payments (Riders, Prodoc revisions, reports, etc.)
- Prepare and organize the project's first steering committee
- Establish a formal network of focal points among UNDP Country Offices, EU Delegations and Electoral Management Bodies in the PALOP and Timor Leste

Support to UNDP Brussels Office/Joint EC-UNDP Task Force (52 days)

- Prepare the annual work plan for the activities to be carried out with the direct support of the Joint EC-UNDP task Force/UNDP Brussels Office
- Carry out, in collaboration with with the Joint EC-UNDP Task Force Coordinator, the necessary missions to the PALOP and Timor Leste to implement these activities (organize and roll-out BRIDGE training in particular)
- Prepare project's guidelines on reporting and visibility mainstreaming the EC-UNDP Operational Guidelines and enhancing harmonization between EC and UNDP
- Produce quarterly Briefs and Notes to disseminate and advocate for the implementation the EC-UNDP Operational Guidelines in the PALOP and Timor Leste UNDP Country Offices and EU Delegations
- In collaboration with the Joint EC-UNDP task Force personnel, plan and organize one Joint EC-UNDP Training on Effective Electoral Assistance in one of the PALOP and Timor Leste countries
- Identify experts for recruitment to carry out the project's activities, in collaboration with the relevant UN, UNDP and EC services
- Develop and launch a website dedicated to the project within the dedicated web site on the EC-UNDP Partnership on Electoral Assistance
- Identify and catalogue titles and documents to develop paper and digital libraries for EC-UNDP electoral assistance projects documentation, including operational tools to support staff, in particular related to the PALOP-TL project
- Based on the context of the PALOP and Timor Leste, provide a paper that that will assist the Joint EC-UNDP Task Force/UNDP Brussels Office to provide major input to studies on i) the between voter registration and civil registration linked to the use of ICTs ii) electoral assistance in difficult partnerships and fragile states, in particular the PALOP and Timor Leste; iii) the participation of vulnerable groups and marginalized segments in the electoral process, in particular in the PALOP and Timor Leste
- Identify and catalogue necessary information (institutions, field of expertise, academic curricula, human resources, etc) to build a database towards the creation of an academic network for the dissemination of knowledge in electoral assistance issues

Support to other PALOP and Timor Leste (40 days)

- Prepare the project 6 country specific Annual Work Plans (AWP) for each PALOP (Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé e Príncipe and Timor Leste) in close collaboration with UNDP Cos, EMBs and other relevant stakeholders in the PALOP and Timor Leste
- Prepare the country specific activities' visibility plan in each PALOP and Timor Leste in line with the EC-UNDP Joint guidelines on visibility and with the project's budget
- In collaboration with UNDP PSO Copenhagen, prepare country specific Procurement Plans in accordance with the respective AWP
- Support the Senior Electoral Assistance Advisor for to plan and delivery one Joint EC-UNDP Training on Effective Electoral Assistance in Portuguese and adapted to the PALOP and Timor Leste in one of these countries

The incumbent will work a total of 131 days for a period not superior to six months. Under the supervision of the Joint EC-UNDP Task Force Coordinator, he/she will prepare and submit on a quarterly basis a plan of field missions to be cleared by the UNDP Resident Representative in Bissau.

**IV. Impact of Results**

The overarching purpose of this position is to provide a specific support to UNDP Guinea Bissau and to the Joint EC UNDP Task Force/UNDP Brussels Office to initiate the project aiming at the further strengthening of the already established cooperation between the EC and UNDP in the electoral assistance field, through the successful implementation of the project in support of the 2010-2012 electoral cycles in the PALOP and Timor Leste.

The position will allow UNDP Guinea Bissau and UN/UNDP Brussels office to further promote knowledge sharing and expert advice to UNDP Country Offices, EC Delegations and Electoral Management Bodies in post conflict countries and transitional democracies, in particular to the ACP Portuguese Speaking Countries.

The lessons learned here will then feed into implementation of electoral assistance projects in other countries or regions and also to the planned joint EC-UNDP training exercise on Effective Electoral Assistance and to the ACE Electoral Practitioners' Network.

## V. Competencies

### CORE COMPETENCIES:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of the UN system;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

### FUNCTIONAL COMPETENCIES:

- Good communication and interpersonal skills, ability to foster networks and partnerships, and good working knowledge of information and computer technology. Knowledge of i) UN rules, regulations, policies, procedures and best practices in the electoral assistance field; ii) the EC electoral assistance process, including EC rules and regulations on project cycle management, aid delivery methods, operations cycle and financing modalities; iii) electoral management issues, including the different steps of the electoral cycle; BRIDGE workshop facilitator accreditation;
- Displays analytical judgment and demonstrated ability to handle confidential and politically sensitive issues in a responsible and mature manner;
- Builds solid client relationships with strong networking and advocacy skills; focuses on impact and results.
- Good negotiation skills at senior level (with international organizations and/or diplomatic missions);
- Good operational capacity in providing and coordinating advisory services to stakeholders in electoral processes, specifically to EMBs and civil society organizations;
- Good knowledge of political context and electoral systems in the PALOP and Timor Leste.

### PERFORMANCE MANAGEMENT:

- Demonstrated ability to multitask under pressure and to meet strict deadlines often under hardship conditions;
- Excellent organizational skills and ability to work effectively in teams, delivering through and with others;
- Self-management, including conflict management/negotiating skills.

## VI. Recruitment Qualifications

|             |  |
|-------------|--|
| Education:  | University Degree (Bachelors) in Political Sciences, Law, International Relations or related field; Post graduations, Specific study and publications in governance and electoral matters are an asset.  |
| Experience: | <ul style="list-style-type: none"> <li>• 5 years relevant work experience, at least 3 of which involve programming, formulation, management and advice on electoral assistance activities</li> <li>• Experience in planning and formulating election observation missions and/or electoral assistance projects for international organizations an asset;</li> <li>• Experience in donor coordination, donor government relations and managing a multi-donor basket fund an asset;</li> <li>• Experience in working with transnational and emerging democracies and post-conflict environments an asset;</li> </ul> |

|                        |   |
|------------------------|---|
|                        | <ul style="list-style-type: none"> <li>• Computer proficiency, including working knowledge of MS Office products (Word, Excel, PowerPoint), Front Page, Adobe In-Design; web-based management systems.</li> <li>• Experience in UNDP electoral assistance</li> <li>• Knowledge of donor coordination, donor-government relations and formulating and managing a multi-donor basket fund an asset;</li> <li>• BRIDGE workshop facilitator accreditation</li> </ul> |
| Language Requirements: | Fluency in Portuguese, English and French.  |
| Other Requirements:    | Under similar conditions, preference will be given to nationals from the PALOP and Timor Leste  |

|   |   |
|---|---|
|  | <b>UNITED NATIONS DEVELOPMENT PROGRAMME</b><br><b>JOB DESCRIPTION</b> |
|---|---|

**I. Position Information**

**Job Code Title:** Electoral Assistance Specialist (EAS)  
**Department:** UNDP CO GBS/UNDP Brussels Office  
**Reports to:** UNDP GBS, Resident Representative/Joint EC UNDP Task Force, Coordinator  
**Position Status:** Non-rotational (*Rotational/ non-Rotational*)  
**Location:** Brussels, UN UNDP Brussels Office/UNDP CO GBS

**Current Grade:** FTA/P3 (level proposed)  
**Approved Grade:**  
**Position Classified by:**  
**Classification Approved by:**

Duration : 3 Years

## II. Organizational Context

UNDP's democratic governance practice focuses on fostering inclusive participation, strengthening responsive governing institutions, and promoting democratic principles. *Inclusive participation* expands equal opportunities for engagement by the poor, women, youth, indigenous people, and other marginalized groups who are excluded from power. Efforts in this area aim to strengthen opportunities for civic engagement in the core channels linking people and the state, at the national, regional and local levels. Work on governing institutions has traditionally emphasized the design and functions of the core pillars of the state, including the legislative, executive and judicial branches, at national, regional and local levels.

Strengthening responsive governing institutions entails promoting the core channels of representation and accountability in the state at the national, regional and local levels. *Responsive institutions* mean that the state reflects and serves the needs, priorities, and interests of all people, including women, the poor, youth, and minorities. *Supporting national partners to strengthen democratic practices grounded in human rights, anti-corruption and gender equality* require UNDP leadership in promoting integration, coordination and information-sharing of policies, practices, and strategies strengthening democratic governance within and outside of the UN family.

UNDP has established a partnership on electoral assistance with the European Commission and EU member states. The European Commission (EC)-UNDP Partnership on Electoral Assistance mobilized more than 450 million EURO since 2004 for financial and technical support to transitional democracies and post conflict countries in order to promote and contribute to the organization of genuine and sustainable electoral processes. For this an EC-UNDP Joint Task Force (JTF) on Electoral Assistance composed of the EC, UNDP BDP and PSO was established to further strengthen and facilitate the already existing EC-UNDP partnership in the field of electoral assistance and improve the overall efficiency and adherence of the projects to the common EC-UNDP strategic approach.

The JTF monitors and supports the partnership at global level, from the early formulation missions to the end of the contractual obligations; influences policy development in electoral assistance, including advocating adherence to UN and multilateral norms and standards; better positions UNDP with the EC in the domain of electoral assistance and related areas; encourages the professional development of EC and UNDP staff and improves knowledge of the institutional aspects of electoral assistance projects. Particular focus is placed on the Training and Dissemination of Knowledge activities throughout the African region.

Against this background, and rich with the experience of the specific missions carried out in the last two years in Mozambique, Angola, Guinea Bissau and Cape Verde, that the EC-UNDP Task Force was requested to submit a concept paper for a potential project under the 10<sup>th</sup> EDF in the field of electoral assistance and in the broader area of democratic governance for the PALOP/TL. This proposal was accepted by the PALOP and Timor Leste and EC services during the 6<sup>th</sup> Meeting between the National Authorizing Officers (NAOs) of the PALOP and Timor Leste and the EC services of 6 May 2008 in Luanda and decision was made to finance the project throughout the "Governance Initiative" to be financed by the National Indicative Programme of PALOP/TL within the 10<sup>th</sup> EDF. It was agreed that the EC-UNDP Task Force would have carried out the necessary identification and formulation activities leading to the signature of a Contribution Agreement between the EC Delegation and UNDP Country Office in Bissau to be cleared as usual by UNDP Brussels. These activities were properly completed by the JTF allowing decision to finance and launch the project in the last quarter of 2009 to be made by PALOP and Timor Leste' NAOs and EC services.

Funded up to 6.1 million Euros for a three years' budget, the **Project in Support of the 2009-2011 Electoral Cycles in the PALOP and Timor Leste** has a regional scoop and is financed by the EC as sole donor. The project implementation will be ensured by UNDP Guinea Bissau through direct execution modality (DEX). Building on past and ongoing support in the electoral domain to the PALOP and Timor Leste, the strategy follows a project based approach, compatible with the nature of a multi country initiative. The project is a good example of coordination and harmonisation and is in line with the principles of the Paris and Accra Declarations on Aid Effectiveness in the sense that a) it is clearly demand-driven and is being designed as a result of extensive consultation among the relevant actors, b) it involves a strong coordination among its stakeholders and resources for the implementation of the project will be applied to finance regional harmonized activities, in line with the project's multi country strategy, c) aims to support the capacity building of national institutions and to provide support based on partner countries' national strategies, institutions and procedures; d) should complement and strengthen existing efforts in the different sectors and avoid duplication of efforts and rationalise activities.

The project will target the promotion of a deeper consolidation of the democratic culture and institutions by providing an electoral assistance as an ongoing and cyclical activity rather than being event driven at designated points in time. The activities to be implemented would focus the support on:

- *The Strategic and operational plans*
- *The Cost assessment and budgeting exercises*
- *The Civil registry/ voter registration issues*
- *The Procurement Plans*
- *The Long Term Civic and Voter Education*
- *The Support to Elected Parliamentarians and Parliaments*
- *The Support to Media*
- *The Support for the improvement of transmission and verification of results*
- *The Support for electoral dispute resolutions;*
- *The Support to the recently established Forum of the Lusophone EMBs*

The project's outputs and outcomes should be pursued through a coordinated and coherent approach, putting in place activities that will respond as much as possible to shared needs and shortcomings but, simultaneously, resulting from the six beneficiary countries' specificities regarding legal context and institutional framework, human and technical resources. This complex and innovative strategy poses challenges to the project implementation and sustainability, more specifically regarding results based management and a cost efficient activities' implementation. Considering the project's implementation modality, these challenges are essentially posed to project assurance and support (UNDP Country Offices in Guinea Bissau and in other PALOP and Timor Leste) and project's country oversight structures (country coordination committees) that should be able to monitor project implementation and respond effectively to emerging issues and eventual shortcomings.

Project assurance<sup>10</sup> should ensure all essential activities to project's implementation in the six beneficiary countries (compliance with UNDP rules and procedures, project set-up and general implementation) and Project support<sup>11</sup> should contribute to the implementation of activities and facilitate as much as possible the country coordination committees in the six countries. Coordination among these actors should therefore be at all moments promoted and carefully designed annual work plans (to be developed within the start-up project's phase) should reflect the project's approach and respond to the above mentioned challenges. The role of the Joint EC UNDP Task Force is expected to be crucial in supporting project management to ensure liaison among these actors, harmonise annual work plans and activities to be implemented, provide guidance in terms of EC-UNDP procedures and guidelines, reporting and visibility matters.

Under the overall guidance of the Deputy Director of the UN UNDP Brussels Office and the Resident Representative of UNDP in Guinea Bissau, and the supervision of the Senior Electoral Assistance Advisor, SEEA, also and Coordinator of the JTF, the Electoral Assistance Specialist will support the UNDP CO in Guinea Bissau and the Task Force, to further strengthen and facilitate cooperation between the project's stakeholders. The incumbent will provide to UNDP CO in Guinea Bissau and the Joint Task Force project supporting activities focusing on the long term support to the capacity development of Electoral Management Bodies (EMB) and to the needs of the Civil Society. S/He will be based in Brussels for purposes of coordination and support to the PALOP and Timor Leste (a community of six countries geographically discontinuous and with its members scattered through different African regions and the Pacific) and provide 60% of working time to UNDP Guinea Bissau CO – while 40% will be dedicated to support the JTF global electoral activities. This arrangement will facilitate and enhance the project support to all stakeholders and, simultaneously, respond to eventual coordination and technical support challenges faced by the Guinea Bissau CO.

The incumbent will also support UNDP and the EC in the field of training and dissemination of knowledge activities focusing in the African Region and especially in the Portuguese and French Speaking countries. These activities will mainly consist in providing assistance to the JTF coordinator to promote knowledge sharing and expert advice to UNDP country offices, EC delegations and electoral management bodies (EMBs) in post-conflict countries and transitional democracies with particular reference to the African region, where most projects/programmes have hitherto been implemented by the JTF. S/He will support the SEEA to advise senior management on managerial, political and operational issues relating to electoral assistance projects which have always high political impact. As the success or failure of operations in any electoral assistance project and EC – UNDP the partnership could affect the relationship between the EC, the EU member states and UNDP, it is crucial to ensure that mutual expectations are met and a good understanding for the future of this partnership well set out.

### **III. Functions / Key Results Expected**

<sup>10</sup> Provided mainly by UNDP Country Office in Guinea Bissau (leading country), supported by Country Offices in the other PALOP and Timor Leste.

<sup>11</sup> Provided by the Joint EC-UNDP Task Force on Electoral Assistance and UNDP country offices Operations' units/staff in the six beneficiary countries.

- Provide support to UNDP Guinea Bissau to launch the project ensuring technical assistance to carry out all necessary activities to project start-up
- Mainstream the EC-UNDP Operational Guidelines in all documents to be produced enhancing harmonization between EC and UNDP mainly with regard to project reporting and visibility
- Ensure support UNDP Guinea Bissau to provide timely an adequate report to the EC and to prepare all documents needed to ensure disbursement (Riders, Prodoc revisions, etc)
- Provide support to disseminate and advocate for the implementation the EC-UNDP Operational Guidelines;
- In-promotion and delivery of the joint EC-UNDP Training on Effective Electoral Assistance and for the establishment of the Global Training Platform on Electoral Assistance within the Joint Competence Development Network, also known as Train 4 DEV;
- Support the Senior Electoral Assistance Advisor for the promotion and delivery of the joint EC-UNDP Training on Effective Electoral Assistance and for the establishment of the Global Training Platform on Electoral Assistance within the Joint Competence Development Network, also known as Train 4 DEV;
- Support the Senior Electoral Assistance Advisor to prepare and manage HQ and regional sessions of the joint EC-UNDP-IDEA Training on Effective Electoral Assistance for EC and UNDP staff; for regional associations of EMBs, EMBs, regional resource centres (in the context of i) ACE and ii) within Masters programmes of EU Member States' universities);
- Contribute to develop e-learning curriculums on effective electoral assistance and electoral administration in collaboration with the EC services and International IDEA .
- Contribute to identify and train experts for recruitment to electoral assistance projects in collaboration with the relevant UN, UNDP and EC services;
- Contribute to maintain the dedicated web site on the EC-UNDP Partnership on Electoral Assistance;
- Support the Senior Electoral Assistance Advisor to liaise with the NEEDS project dealing with EU and domestic election observation and delivery of effective electoral assistance training sessions for EU Electoral Observation Core Team and Long/Short -term observers missions;
- Assist to develop paper and digital libraries for EC-UNDP electoral assistance projects documentation, including operational tools to support staff;
- Assist the Senior Electoral Assistance Advisor to liaise with UNDP-BDP, Regional Centres and relevant EC services in the development of information and the dissemination of products on electoral assistance;
- Assist to provide major input to studies on i) the between voter registration and civil registration linked to the use of ICTs ii) electoral assistance in difficult partnerships and fragile states; iii) the participation of vulnerable groups and marginalized segments in the electoral process;
- Assist towards the creation of an academic network for the dissemination of knowledge in electoral assistance issues.

#### **IV. Impact of Results**

The overarching purpose of this post is to provide a specific support to UNDP Guinea Bissau and to the Joint EC UNDP Task Force to further strengthen and facilitate the already established cooperation between the EC and UNDP in the electoral assistance field and to implement with success the project in support of the 2009-2011 electoral cycles in the PALOP and Timor Leste – a project totally funded by EC and implemented directly by UNDP.

The post will contribute the UNDP Guinea Bissau and UN/UNDP Brussels offices to promote knowledge sharing and expert advice to UNDP Country Offices, EC Delegations and Electoral Management Bodies in post conflict countries and transitional democracies, in particular to the ACP Portuguese Speaking Countries. The Electoral Assistance Specialist's tasks will entail support to UNDP Guinea Bissau and to the JTF to formulation, implementation issues, evaluations and lessons learned exercises, elements which are urgently needed within operations of unprecedented magnitude and complexities.

The lessons learned here will then feed into implementation of electoral assistance projects in other countries or regions and also to the planned joint EC-UNDP training exercise on Effective Electoral Assistance and to the ACE Electoral Practitioners' Network.

#### **V. Competencies**

**CORE COMPETENCIES:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of the UN system;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

**FUNCTIONAL COMPETENCIES:**

- Good communication and interpersonal skills, ability to foster networks and partnerships, and good working knowledge of information and computer technology. While representing UNDP views, the candidate should also be able to provide coordination among the UN family of agencies.
- Knowledge of i) UN rules, regulations, policies, procedures and best practices in the electoral assistance field; ii) the EC electoral assistance process, including EC rules and regulations on project cycle management, aid delivery methods, operations cycle and financing modalities; iii) electoral management issues, including the different steps of the electoral cycle; BRIDGE workshop facilitator accreditation;
- Displays analytical judgment and demonstrated ability to handle confidential and politically sensitive issues in a responsible and mature manner;
- Builds solid client relationships with strong networking and advocacy skills; focuses on impact and results.
- Good negotiation and representational skills, at senior level (with international organizations and/or diplomatic missions);
- Good operational capacity in providing and coordinating advisory services to stakeholders in electoral processes, specifically to EMBs and civil society organizations;
- Good knowledge of political context and electoral systems in the PALOP and Timor Leste.

**PERFORMANCE MANAGEMENT:**

- Demonstrated ability to multitask under pressure and to meet strict deadlines often under hardship conditions;
- Excellent organizational skills and ability to work effectively in teams, delivering through and with others;
- Self-management, including conflict management/negotiating skills.

**VI. Recruitment Qualifications**

|                        |   |
|------------------------|---|
| Education:             | University Degree (Bachelors) in Political Sciences, Law, International Relations or related field; Post graduations, Specific study and publications in governance and electoral matters are an asset.   |
| Experience:            | <ul style="list-style-type: none"> <li>• 5 years relevant work experience, at least 3 of which involve programming, formulation, management and advice on electoral assistance activities</li> <li>• Experience in planning and formulating election observation missions and/or electoral assistance projects for international organizations an asset;</li> <li>• Experience in donor coordination, donor government relations and managing a multi-donor basket fund an asset;</li> <li>• Experience in working with transnational and emerging democracies and post-conflict environments an asset;</li> <li>• Computer proficiency, including working knowledge of MS Office products (Word, Excel, PowerPoint), Front Page, Adobe In-Design; web-based management systems.</li> <li>• Experience in UNDP electoral assistance</li> <li>• Knowledge of donor coordination, donor-government relations and formulating and managing a multi-donor basket fund an asset;</li> <li>• BRIDGE workshop facilitator accreditation</li> </ul> |
| Language Requirements: | Fluency in Portuguese, English and French.  |
| Other Requirements:    | Under similar conditions, preference will be given to nationals from the PALOP and Timor Leste  |



**VII. Signatures- Post Description Certification**

Incumbent *(if applicable)*  
Name

Signature

Date

Supervisor

Name / Title

Signature

Date

Chief Division/Section

Name / Title

Signature

Date