United Nations Development Programme
Bureau for Policy and Programme Support
Project Document

Project Title	Global Project for Electoral Cycle Support, Phase II (2015-2017)
Strategic Plan Outcome(s):	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
Strategic Plan Output(s)	Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions
Expected Output(s):	Output 1: **Global level** advocacy, capacity development and knowledge generation strengthened
	Output 2: **Regional level** advocacy, capacity development and knowledge generation enhanced
	Output 3: Targeted **National level** electoral cycle intervention implemented
	Output 4: **Gender** is mainstreamed in Electoral Assistance
Executing Entity:	Bureau for Policy and Programme Support
Implementing Agencies:	Bureau for Policy and Programme Support

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Brief Description

The overall objective of Phase II of the Global Project on Electoral Cycle Support (GPECS) is to build on the successes and achievements of GPECS, and concentrate on additional activities identified through an evaluation of the impact of Phase 1. These areas include: integrating electoral assistance more into democratic governance programming; ensuring that the 'electoral cycle' is properly applied; connecting better UNDP's principles-based electoral framework with Country Office realities; advocating more consistently for cost-effective and sustainable technological solutions, and; improving internal efficiencies. Moreover, targeting areas of activity will be informed by a) the lessons learned of GPECS Phase I, b) the series of independent evaluations recently conducted on UNDP's electoral assistance, c) the new priorities of Outcome 2 of the Strategic Plan, as well as the restructuring changes within UNDP brought about by the creation of the new Bureau for Policy and Programme Support, and d) the audit of GPECS conducted in mid-2014. Delivery of outputs to achieve results will continue to be organised under four different components, which remain: global, regional, national and gender, with, however, the focus of each component strongly aligned with both developing issues in the delivery of UNDP electoral assistance, and the Regional Programmes of the UNDP Regional Bureaux.

Programme Period:	2015-2017	Total resources required US$38,928,444	
Key Result Area (Strategic Plan)	Outcome 2	Total allocated resources: US$ 3,200,000	
Atlas Award ID:	————	• Regular	————
		• Other:	
Start date:	20 March 2015	o SIDA	US$ 3,200,000
End Date	31 Dec 2017	o Donor	————
		o Donor	————
PAC Meeting Date	5 March, 2015	o Government	————
Management Arrangements	DIM	Unfunded budget:	US$35,728,444
		In-kind Contributions	————

Agreed by (UNDP): _____   Date: 20 MARCH 2015

Magdy Martínez-Solimán, Assistant Administrator and Director, Bureau for Policy and Programme Support

The importance of political and social participation rights and inclusiveness into political systems is paramount. Everyone should have the right to have a say in how they are governed, to participate in choosing their government and to be part of their government. Article 21 of the Universal Declaration of Human Rights states that "the will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret ballot or by equivalent free voting procedures." Voting constitutes one of the most critical ways in which individuals can influence governmental decision-making. The role that periodic, credible elections play in ensuring respect for political rights is enshrined in international human rights treaties such as the International Covenant on Civil and Political Rights, and regional electoral commitments such as the OSCE Copenhagen Document, the Charter of the Organization of American States, and the African (Banjul) Charter on Human and Peoples' Rights. Over the last 20 years, significant process has been achieved in implementing these commitments in regard to the preparation and organization of electoral processes. Almost all countries in the world now organize national elections and many organize also local and municipal elections. In some cases, elections have become sustainable sophisticated processes managed by well-developed electoral administrations. However, many countries, including mature democracies, are regularly being challenged on the integrity and credibility of the elections.

Elections constitute a public service of a recurrent nature. As with any other public service, to be seen as legitimate they must provide tangible benefits for citizens. The value of elections and the election administration is more likely to be questioned or doubted if the benefits are not tangible and disengagement takes place between the election administration and the citizens it is to serve.

One of the main objectives of an Electoral Management Body (EMB) is achieving credibility, so that all stakeholders accept the electoral results. For elections to become credible in the long term, they must be professionally organized by an impartial body in a transparent manner. The EMB must ensure that a) the elections are perceived as genuinely democratic, with broad respect for the integrity of results (its **political role**); and b) the electoral process is inclusive of all categories of citizens, and is properly managed (its **administrative role**).

The credibility of electoral authorities depends on whether they are perceived as an 'honest broker' of the electoral contest as well as an efficient provider of services—thus the complementarity of political credibility and professional performance. Non-professional, inefficient electoral administration is as damaging to the credibility of elections as the lack of independence and impartiality.

Attention must be paid to the role of the various actors involved in or excluded from political life, taking into consideration both the importance of formal and informal structures of inclusiveness. Being able to easily cast an educated vote on an understandable ballot paper offering a reasonable choice between a series of political candidates and political parties is certainly part of the democratic health of a country also. EMBs should pay sufficient attention and make the necessary efforts to ensure that as many eligible voters as possible can participate in the voting, that the polling booths are within a reasonable distance from the location of the voters, and that waiting times at polling locations are as short as possible. At the same time, EMBs must attempt to ensure that the public is well informed about the electoral system, how to use the ballot paper, the requirement of secrecy of the ballot, and other aspects that will provide trust and confidence in the electoral system and that will help to reassure the public of the professionalism of the EMB. Raising the awareness of voters about the importance of the elections and providing a minimum of voter education must therefore be an integral part of the tasks of the EMB and must receive as much attention as e.g. the technicalities of the registration, voting and counting.

Inclusiveness goes hand in hand with credibility. For elections to be credible, all eligible voters must be afforded the opportunity to vote, without exclusion, and all citizens who fulfil the requirements must have the right to stand for office. Once these key criteria are achieved, credibility is boosted.

Moreover almost every country in the world that organizes national-level elections is challenged to continually put aside enough financial and human resources to ensure that each set of elections can take place in a universal and fair manner, where all eligible citizens are able, if they so choose, to cast a ballot to determine the make-up of their government.

Significant cost differences exist between routine elections in stable democracies, elections in transitional democracies, and elections that take place in post-conflict countries that are supported by special peacekeeping operations. In countries with longer multi-party democratic experience, elections are consistently less costly than in countries where such elections constitute a relatively new undertaking.

Nevertheless, little research data are available on comparative trends on levels of investment in elections over time. This is a concern: just because a country is able to commit large amounts of resources to one election does not necessarily mean the country will be in a position to maintain these levels of investment over a series of elections. Thus a large investment in *one* electoral cycle, due to the compilation of a new voter registry or adoption of new, expensive result management technologies, for example, may not be *sustainable*.

Sustainability can be described as the ability to maintain support. Specifically in the electoral field, it can be defined as the extent to which a country is repeatedly able to implement elections with similar levels of commitment and resources, which lead to consistently high levels of public confidence in the integrity of the process. By this definition, therefore, sustainability does not relate only to matters of financial cost. Sustainability also relates to broader issues in regards to whether countries are able to commit the optimum levels of support from all democratic and judicial organs of the state over extended electoral cycles to maintain the integrity of their electoral processes. Additional sustainability-related issues are associated with whether countries become reliant on international assistance, or on whether electoral choices those countries make have or will increase financial and political costs that can be hard to meet over extended periods. These concerns are important because stepping back from these costs equates, in the eyes of some stakeholders, to a reduced commitment to credible elections.

Another issue that needs to be addressed is citizens' trust. Trust can be said to be created over time when the same operation has taken place over and over again and the results are convincing to the people. Therefore, trust in election operations is created over time and is optimally achieved at the point when there is no doubt on the election administration properly managing elections. In such instances, citizens assume that the various phases of the electoral process are implemented correctly and that the released results indeed reflect the will of the people. This trust empowers elected representatives to govern, helping them be perceived as legitimate representatives of the people. Transparency is a key issue in creating trust in an EMB and therefore in the electoral process overall.

In addition to election administrators, other stakeholders also have responsibility for the credibility of elections. Indeed, each electoral stakeholder has a share in the credibility of elections and therefore all need to work together to achieve it.

Of the various electoral stakeholders, the most directly engaged are electoral authorities: the entities and structures involved in all aspects of the electoral process, including the body responsible for conducting the elections and those tasked with the resolution of electoral disputes. Next come governmental agencies, political parties and candidates, civil society (as observers but also as providers of civic education programmes) and the media at national and local level.

In order to support credible elections, electoral authorities should strive to comply with a set of principles. These principles include independence (of action, not just institutional autonomy); impartiality; transparency; efficiency (and therefore professionalism); and sustainability (the need for periodic elections, with credibility established and maintained over time). While some of these principles are behavioral, their applicability depends on the legal, political and institutional context in which they take place. These principles can be affected, if at all, only in minor ways by electoral authorities; other stakeholders are the ones who are mainly responsible for the good and sound application of these principles.

Civil society and the media also have essential roles in ensuring credible elections. Civil society may be involved either as observers or civic education providers. In both activities, it is essential that civil society conducts itself in a professional manner, leaving aside the possible ideological sympathies of its members. As observers, CSOs play a key role in increasing the transparency and trust in elections. Before and after elections, civil society can act as representatives, advocating on behalf of citizens, and playing the role of intermediary with legislators and governmental officials with a view to engaging in constructive dialogue. As credible elections are also about voters making informed choices, the engagement of civil society in facilitating information to the voter in a variety of forums can have a positive impact on credibility.

The media sector has a major role to play by informing citizens of issues of relevance and importance to elections and allowing voters to make informed choices. Media coverage of election campaigns can have significant sway on electoral outcomes. However, cases occur when some or many media entities do not uphold the sector's ethical obligations, either due to political pressure, financial gains or simply lack of capacity; in such cases, the credibility of elections can be damaged because voters have less acceptable information to make realistic choices. A level playing field for all contenders is essential for credible elections. Minimum levels of media access should reasonably be allocated to all contenders to allow them to reach citizens and express their views.

In 2009, UNDP launched the **Global Project for Electoral Cycle Support** (hereafter, '**GPECS**').[1] GPECS was designed to respond to the growing demands, and ensure global coherence, in the delivery of UNDP electoral assistance worldwide. It was also designed to focus on assisting member states to manage long-term, sustainable electoral *processes,* rather than to help them simply deliver one-time electoral events. The UN General Assembly, in 2007, recognized the importance of this shift in support, noting that: *"...throughout the time span of the entire electoral cycle, including before and after elections, as appropriate, based on a needs assessment, the United Nations continues to provide technical advice and other assistance to requesting States and electoral institutions in order to help to strengthen their democratic processes."*[2]

The 'electoral cycle approach' was formally adopted as the UNDP best practice programming strategy in the 2007 *'Electoral Assistance Implementation Guide.'* The electoral cycle approach does not neglect the importance of support to election events *per se*; nor does it propose capacity building programmes without clear targets for drawing down assistance as national capacity is built. Rather, the approach ensures that this support is no longer a one-off event but that it is provided within the framework of the overall cycle and integrated into the broader development and democratic governance agendas of the requesting country, with the ultimate purpose being to help Member States and electoral institutions strengthen their democratic process in accordance with their own needs.

In order to reflect the new shift in the approach towards the delivery of UNDP electoral assistance, and in order to sustainably support knowledge development, management and programme support, a new UNDP electoral assistance architecture, under GPECS, was designed and created, which put in place a structure of support that allowed for delivery on its key results in terms of:

- UNDP's work in contributing to the development and implementation of UN electoral policy;[3]
- advisory services that allow for comparative best practices to be integrated in national-level project formulation on matters such as electoral administration, voter registration, civic and voter education, electoral law reform, electoral operations, budgeting and procurement;

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1 Of the initial $49.9 million envisaged for GPECS, the Spanish Government contributed $36 million. An additional contribution ($400,000) was made by the Canadian International Development Agency (CIDA).

2 A/RES/62/150 (2007), http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/62/150.

3 As part of his mandate as the UN electoral assistance Focal Point, the Under-Secretary-General for Political Affairs is charged with the issuance of UN electoral assistance policy. Policy is developed, with UNDP's engagement, in the Inter-Agency Coordination Mechanism on Electoral Assistance, chaired by the Electoral Assistance Division in DPA

- integrating UNDP's global, regional, and country level efforts, and integrating the promotion of gender equality throughout;
- promoting knowledge-sharing and partnerships through global trainings,[4] gatherings of electoral practitioners,[5] as well as online platforms[6] and capacity development tools;[7]
- innovation in new areas of demand, including media and elections, and youth participation.

GPECS allowed UNDP to re-engage Regional Electoral Advisors, serving the countries of the regional bureaux with the greatest demand for electoral support – two for Africa, one for Asia-Pacific, and one for Arab States. GPECS also allowed for sustainable funding of personnel of the EC-UNDP Joint Task Force (JTF) on Electoral Assistance in Brussels.[8]

In order to deliver on the results expected, GPECS was organized around four key components, with outputs to achieve results designed under global, regional, national and gender levels. In October 2013, UNDP produced a summary achievements report of GPECS. It documented the impressive amount of results achieved since the launch of the project.[9] Furthermore, since the commencement of GPECS in 2009, the average number of countries receiving electoral support from UNDP has not only risen from between 30-40, (in 2007), to approximately 60-68 (in 2013), but a majority of those countries are now focusing as much on the inter-election period as on any one election per se.

Furthermore, during the middle of GPECS implementation, five evaluations/lessons learned exercises,[10] converging in both timing and scope in 2012-2013, examined UNDP's electoral assistance portfolio in depth and from different perspectives, and have sought to seek answers as to whether UNDP has improved both its capacity to deliver effective electoral assistance, and its reputation as a trusted and able partner. The 2012 independent thematic evaluation, for example, provides a comprehensive and positive review of UNDP's role and achievements in electoral assistance, and clearly states that:

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4 The Joint EC-UNDP Task Force on Electoral Assistance (see Section 3, Component 1 for more details) provides programming and technical support at country level, develops policy and knowledge, and provides training for election management bodies and other national actors. http://www.ec-undp-electoralassistance.org. Over the course of GPECS Phase I, the JTF organized a series of global trainings targeting EMBs, EU and UNDP personnel, CSOs and other electoral practitioners. These includes trainings on electoral violence (Barcelona, 2011), electoral technology (Mombasa, 2012), electoral sustainability (Maputo, 2013) and electoral credibility (Dead Sea, 2014).

5 One of the most prominent global events for election practitioners in the last decade have been the Global Electoral Organisation (GEO) conferences, which were held in 2013, 2011, 2007, 2005, 2003 and 1999. GEO Conferences aim to facilitate networking and information sharing and bring together election management practitioners and international electoral experts. The 2013 GEO, co-hosted by the Korean National Elections Commission and UNDP, was the largest recorded gathering of electoral practitioners, at over 300 participants.

6 The ACE Electoral Knowledge Network, established in 1998, is the most comprehensive online resource on electoral administration in the world. See more details in Section 3, Component 1. http://aceproject.org.

7 BRIDGE stands for Building Resources in Democracy, Governance and Elections and is the most well-known and practitioner-developed modular professional development programme. See Section 3, Component 1 for more details. http://www.bridge-project.org.

8 The JTF was recognized, de jure, in the 2008 revised Operational Guidelines on the Implementation of Electoral Assistance Projects and Programmes, signed, originally in 2006, between UNDP and the European Commission. The JTF provides an informal mechanism for both UNDP and the European Commission to coordinate, not only on country-level electoral assistance projects (the EC is the largest donor to UNDP-implemented EA projects) but also in the field of knowledge production and training.

9http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/electoral_systemsandprocesses/gpecs_achievements

10 UNDP Evaluation Office, Independent Evaluation of UNDP Contribution to Electoral Systems and Processes; the UK Government's Independent Commission for Aid Impact, Evaluation of DFID's Electoral Support Through UNDP; UNDP BDP-DPA-DPKO, Lessons Learned on Integrated Electoral Assistance in UN Mission Settings; UNDP BDP, Lessons Learned on Longer-Term Impact of UNDP Electoral Assistance; and UNDP BDP, Promoting Gender Equality in Electoral Assistance: Lessons Learned in Comparative Perspective. In addition, the Office of Audit and Investigation has just completed a satisfactory audit of the programme.

- UNDP assistance has been instrumental to the holding of credible elections in complex post-conflict environments and sensitive political transitions;
- UNDP's contribution has resulted in more professional electoral management, more inclusive electoral processes, and more credible elections than would have been the case without it; and
- certain elections would not have happened without the support of UNDP, its donors and partners.

The evaluation also states that UNDP is the only organization able to represent national as well as international interests, situate the pieces of assistance within the broader framework of electoral and democratic development, and provide this larger sense of purpose, while maintaining a neutral role. All these factors make UNDP an "irreplaceable" actor in the field of electoral assistance. The independent evaluation also provides a positive feedback on UNDP's electoral work. These evaluations/lessons learned have helped UNDP to chart a course forward for this area of work in the 2014-2017 UNDP Strategic Plan period, given observable worldwide trends in the area of electoral assistance.

1.1 Rationale for Phase II of GPECS

In spite of the successes and achievements of GPECS, the evaluations also identified certain areas where UNDP can strengthen its impact in electoral assistance. These include:

- integrating electoral assistance more into democratic governance programming;
- ensuring that the 'electoral cycle' is properly applied;
- connecting UNDP's principles-based electoral framework better with Country Office realities;
- advocating more consistently for cost-effective and sustainable technological solutions, and;
- improving internal efficiencies.

The first area identified above – integrating electoral assistance more into broader democratic governance programming – is an issue that has been prioritized in the design of the UNDP 2014-2017 Strategic Plan. As essential as elections are, it is now recognized that they alone are not sufficient for democratic governance. The UN Secretary-General, in his most recent biennial address to the UN General Assembly on the UN's work in support of democratic elections (August 2013), stated that *"elections are fundamentally political, rather than technical, events; and more importantly, they are not an end in themselves."* The strength of democratic governance lies in the details of how economic, social and political power, divided post-elections, is accessed and shared, and whether there are sufficient and diverse institutions and processes in place to provide equal protection and a fair distribution of resources. Democratic institutions – such as a merit-based civil service, a representative parliament, independent human rights and anti-corruption institutions, an impartial judiciary and decentralized governance structures – can go a long way towards balancing power and distributing benefits across the population. If these institutions and processes are not in place, elections can become the only means by which power is pursued and attained, and resources accessed. They become, in the absence of a broader democratic system, a winner-takes-all proposition. As a result, flawed elections – or those perceived as being so – can trigger violent conflict or call into question the legitimacy of the entire political system.

For the 2014-2017 Strategic Plan period, therefore, UNDP's electoral assistance work has been integrated much closer with its other work in supporting the inclusion of all sectors of society in the political development and structures of UNDP programme countries. Electoral assistance, within the new Bureau for Policy and Programme Support (BPPS), is now an integral part of the Inclusive Political Processes (IPP) team that is part of the Governance and Peacebuilding cluster.[11] This sits UNDP's electoral assistance work alongside its work in support of engagement of areas such as youth and civil society in political processes, and, in particular, and as per Output 2.1.1 of the UNDP 2014-2017 Strategic Plan, UNDP's work in support of parliamentary development, constitution-drafting and political transitions. In certain UNDP programme

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[11] The other areas within the Governance and Peacebuilding Cluster are Conflict Prevention, Responsive Institutions and Rule of Law.

countries, for example, particularly in some Arab States countries (e.g. Libya, Tunisia, Yemen), UNDP has supported political transitions that involve both the development of a new constitution, referenda on the acceptance (or otherwise) of the new constitution, and the elections to the national elected bodies to be created by the new constitution.[12] In such instances, creating policy and programme support linkages between the constitutional development, referenda and elections, and post-election parliamentary development, allows UNDP to build synergies and provide a more coherent approach to support for the transition. Specific examples of greater synergies within UNDP's governance and peacebuilding work, from the electoral perspective, could include such practical matters as:

- advising Country Offices on how to develop joint inclusive political process projects (with electoral, parliamentary and/or constitutional components, where relevant and approved);[13]
- 'sharing' experienced legal advisors between separate electoral, constitutional, parliamentary and rule of law assistance projects, so that there is, for example, a unified advisory position from UNDP to national authorities on the proposed legislative framework for elections, the electoral system,[14] the voting mechanisms within the elected parliament, electoral dispute mechanisms, etc;
- greater promotion and use of UNDP resource materials across and between projects in the inclusive political processes area, such as the iKNOW politics web portal,[15] the AGORA web portal[16] and the ACE Electoral Knowledge Network;
- developing common risk analysis matrices, etc., to inform UNDP's electoral, parliamentary and constitutional support initiatives, many of which can be affected by the same political events;
- both defining, and bringing consistency in the use of, performance indicators across the electoral, parliamentary and constitutional support initiatives, including guidance on reporting on them.[17]

In order to facilitate and implement this broader inclusive political processes perspective in UNDP's electoral assistance work, a continuing global policy and programming support programme, and architecture, is required. BPPS therefore believes there is a rationale, and a necessity, to design and implement a second phase of GPECS until 2017, which will provide that programmatic and human resources support. Phase II will allow UNDP to:

- implement the new Strategic Plan inclusive political processes priority;
- tackle other priority challenges identified in the recent corporate evaluations;
- concentrate activity in those areas of electoral assistance that have proven to be highly strategic and yielding high-quality results from the lessons learned from Phase I of GPECS;
- address other identified trends in the electoral arena.

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[12] In Libya, this work has been done in close coordination with the UN Special Political Mission (the UN Support Mission in Libya, UNSMIL) and in Yemen, UNDP implements its electoral work, as per the latest Security Council Resolutions on Yemen, under the leadership of the Special Political Mission implemented by the Office of the SG's Special Advisor on Yemen.

[13] The electoral components will, of course, be designed within the parameters approved by the Focal Point.

[14] All advice on the choice of electoral system, which is the sovereign choice of national authorities, must be given, by UNDP, in line with the terms of the Policy Directive on Electoral Systems, issued by the Focal Point in 2013.

[15] The International Knowledge Network of Women in Politics (IKNOW Politics) is an online workspace designed to serve the needs of elected officials, candidates, political party leaders and members, researchers, students and practitioners interested in advancing women in politics. It is a partnership between UNDP, UNIFEM, NDI, IPU and International IDEA. See http://www.iknowpolitics.org/.

[16] AGORA is UNDP's one-stop reference centre and hub for knowledge-sharing on parliamentary development. AGORA offers resources and news updates on parliamentary development in English, French and Arabic. For more information, see http://www.agora-parl.org/.

[17] This could assist not only UNDP, but also national stakeholders, including EMBs, who occasionally require more guidance in this area when developing and monitoring their strategic plans, etc.

II.   STRATEGY

The 2014-2017 UNDP Strategic Plan has reprioritized UNDP's work under seven Outcomes, with governance matters at the heart, in particular, of Outcome 2: *"Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance."*[18] The objective of Outcome 2 is to assist in *"establishing or strengthening the framework for democratic governance and building resilience into the principles, rules of engagement, systems and core institutions of governance. This framework is the basis for inclusive, accountable, responsive and resilient state-society relations under the rule of law."*[19] In essence, democratic governance is the process of creating and sustaining an environment for inclusive and responsive political processes. As the primary means through which people express their preferences and choose their representatives, elections are a powerful governance tool of voice, accountability and, ultimately, human development.

UNDP's work in delivering electoral assistance has, over the course of recent years, expanded to, in any one year, approximately 60 countries.[20] Since 2009, the average number of countries receiving electoral support from UNDP has risen from between 30-40, in 2007, to approximately 60-68 in 2013. The assistance, usually envisaged in both the relevant UNDAF and the UNDP Country Programme Document, is provided following both a request[21] from the Member State concerned, and an assessment of needs carried out by the Electoral Assistance Division (EAD)[22] of the Department of Political Affairs, who then make recommendations to the Under-Secretary-General for Political Affairs (the UN electoral 'Focal Point') on whether the UN should provide electoral assistance, and what its parameters should be.

On average, 44% of the countries requesting assistance in the area of elections from UNDP are located in the Africa region. Another 20% are in the Asia-Pacific region, 16% in the Arab States, 10% in Latin America and the Caribbean and 9% in the Europe and CIS region. These figures are even larger if one considers UNDP support for political dialogue, constitution-making, women's empowerment and parliamentary support – all of which contribute to strengthening the electoral process and its outcome. In terms of expenditures, electoral assistance accounted for approximately one-fifth (20%) of all UNDP democratic

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[18] UNDP Strategic Plan (2014 – 2017), http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf.

[19] Outcome 2 'Theory of Change.'

[20] 68 countries reported some form of activity in support of electoral objectives in 2012. This list of countries would not necessarily include those for which a full project of assistance was created, but could include, for example, advocacy work in favour of legal electoral reform, or a workshop with a newly-appointed electoral management body. In the Secretary-General's 2013 biennial address to the UN General Assembly on the Organization's work in support of electoral processes in the previous two years, he documents 59 countries supported in the years 2012 and 2013. UNDP provided assistance in every single case, often resourced up to multi-million dollar level. C.f. A/68/301 *'Report of the Secretary-General on strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization,'* http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N13/423/34/PDF/N1342334.pdf?OpenElement.

[21] Envisaged electoral assistance, in either the UNDAF or the CPD, counts as the official request. Many countries, however, also send specific letters of request for electoral assistance, usually to either the UN Resident Coordinator/UNDP Resident Representative, or senior colleagues within the Department of Political Affairs (often the Under-Secretary-General for Political Affairs, the UN's electoral assistance Focal Point).

[22] As described in GA Resolution 46/137 (1992), the mandate of EAD is *"To ensure consistency in the handling of requests of Member States organizing elections […] to channel requests for electoral assistance to the appropriate office or programme […] to build on experience gained to develop an institutional memory, to develop and maintain a roster of international experts […] and to maintain contact with regional and other intergovernmental organizations to ensure appropriate working arrangements with them and the avoidance of duplication of efforts."*

governance expenditure as of 2011.[23] These resources were spent primarily at country level and mobilized both at the country level and through the UNDP global electoral services.[24]

UNDP electoral assistance is delivered, at country level, by UNDP Country Offices, and backed up, at the HQ level, via both the respective Regional Bureaux and the Bureau for Policy and Programme Support,[25] working in close collaboration with EAD. Following the issuance of recommendations by the Focal Point, UNDP Country Offices receive assistance, in formulating their electoral assistance projects, from both the Regional Bureau, and, as part of its overall mandate to *"provide technical advice to Country Offices,"* from BPPS. The support from BPPS is often critical at the project start-up phase, via BPPS' personnel participation in the Needs Assessment Missions led by EAD, and the drafting of the (usually) multi-year project document, which must be consistent with both the outputs of the 2014-2017 Strategic Plan, and in line with UN electoral assistance policy. BPPS also coordinates UNDP's day-to-day engagement with DPA/EAD. A Note of Guidance, signed between UNDP and DPA in 2001 and updated in 2010, documents the division of labour between DPA and UNDP in the electoral assistance arena.

Since the first phase, GPECS has become UNDP's most important vehicle for the formulation and implementation of electoral policy. As a flagship programme that brings together the global, regional, and country levels, and integrates gender throughout, GPECS has helped to further enroot the electoral cycle approach as an overarching modus operandi of the UN system while pointing to a number of challenges in implementing the approach when the focus of many national and international partners remains on the event. GPECS has innovated in new areas of demand, including electoral indicators, media and elections, and youth participation. GPECS has also ensured that all global electoral initiatives supported by UNDP – including ACE, BRIDGE, GEO and various communities of practice – are brought under one umbrella to maximize programmatic linkages.

The Phase II implementation strategy will be to both integrate and link its work with other UNDP initiatives, and other inter-entity initiatives. Within UNDP, Phase II will integrate the activities identified to deliver UNDP's expected supranational electoral assistance results with other existing, and planned for, initiatives, both at the global level (coordinated and implemented by BPPS), and the regional levels, coordinated and implemented by the Regional Bureaux and BPPS. At the global level, the key programmatic initiative is the 2014-2017 Global Programme. The Global Programme *"works on what can be done only, or best, at the global level."* It supports *"progress on multilateral agreements and frameworks; provides thought leadership in new or emerging areas on development debates; and overcomes barriers to development solutions that could be better tackled at the global level to benefit large groups of programme countries."* Two of the six Global Programme priorities are 'inclusive and effective institutions' and 'gender equality and women's' empowerment.' Within the former, the Global Project will provide *"continued support to electoral policy development within ICMEA," "training through global initiatives such as BRIDGE"* and *"support to external knowledge networks such as ACE."* Within the latter, the Global Project will *"support*

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[23] Fast Facts Electoral Systems and Processes (2011), http://www.undp.org/content/dam/undp/library/corporate/fast-facts/english/FF-Electoral-Systems-and-Processes.pdf.

[24] Some UNDP Country Offices also deliver electoral assistance in an integrated manner with Department of Political Affairs' Special Political Missions, or Department of Peacekeeping Operations' Field Missions, in instances where a mandate of either the UN Security Council, or the General Assembly, has established such a field mission and afforded it an electoral mandate. Current examples of UNDP delivery assistance in an integrated manner within missions include with MONUSCO (DR Congo), UNSMIL (Libya), UNAMA (Afghanistan), MINUSTAH (Haiti), UNAMI (Iraq), MINUSMA (Mali) and MINUSCA (Central African Republic).

[25] To assist in the delivery of the 2014-2017 Strategic Plan, UNDP has gone through an extensive re-structuring process in 2014. Along with an extensive decentralisation of New York-based personnel, particularly within the five Regional Bureaux (where, primarily, day-to-day country support functions are being decentralised to the UNDP Regional Service Centres of Addis Ababa, Bangkok, Istanbul, Amman and Panama City), the former Bureaux of Development Policy, and Crisis Prevention and Recovery, have merged, to create the new Bureau for Policy and Programme Support.

organisational efforts to mainstream gender across all outcome areas through the implementation of the gender equality strategy and elaboration and use of institution-wide tools for gender mainstreaming and monitoring progress." Phase II activities to deliver outputs to achieve its identified results will thus be designed taking into account the expected results under the Global Programme and the activities of other BPPS personnel delivering those results. Within the gender arena, the activities designed to achieve outputs will also be designed taking cognizance of the *2014-2017 UNDP Gender Strategy*. Furthermore, Phase II of GPECS will be closely   linked with the strategy for the implementation of inclusive political processes.[26]

At the regional level, the Regional Bureaux will implement their projects in order to provide coherence to development initiatives that can be better synergized on a cross-continent or regional basis. In the words of the draft 2014-2017 Africa Regional Programme, *"UNDP's regional work is based on five mutually reinforcing regionality principles, which define the particular added value of regional or subregional approaches...(a) promotion of regional public goods and services, based on strengthened regional cooperation and integration; (b) management of cross-border externalities (challenges and opportunities) and spill-overs...that are best addressed collaboratively on an inter-country basis; (c) advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country and regional experiences and perspectives; (d) promotion of experimentation and innovation to overcome institutional, financial and/or informational barriers that may be too high for an individual country to surmount; and (e) generation and sharing of development knowledge, experience and expertise – for instance, through South-South and triangular cooperation – so that countries can connect to, and benefit from, relevant experiences from across the region and beyond."*[27] At the level of the Regional Bureaux, and the Regional Service Centres, therefore, Phase II of GPECS will will take, as its starting point, the relevant results and strategies outlined in the Regional Programme documents in implementing regional electoral cycle support, and will link the work of the regional components with the work of the BPPS Governance Advisors charged with implementation of the elements of the Regional Programmes.

External to UNDP, and in terms of coordination with the wider UN system, the strategy for Phase II implementation will be for, in particular, continued close cooperation with the most important electoral partner for UNDP, the Electoral Assistance Division of the Department of Political Affairs. As the representative of the UN electoral Focal Point, one of the assigned tasks of EAD[28] at the supranational level is to lead in the design of UN electoral assistance policy, which, since 2012, has resulted in the issuance of approximately 8 policy directives by the Focal Point, developed within the the Inter-Agency Coordination Mechanism on Electoral Assistance (ICMEA),[29] chaired by EAD and to which UNDP contributes substantially. During Phase II, all knowledge products, 'best practice' or advisory positions on electoral assistance on supranational matters produced by UNDP will be developed within the parameters of policy issued by the Focal Point, and will be shared with ICMEA members for their comment.

External to the UN, there are a number of ongoing initiatives with various entities, also part of Phase I, that will continue to implemented, from UNDP's side, under the chapeau of this Project and which have benefitted from a level of GPECS-produced coherence and multiplier effect that they did not separately enjoy pre-GPECS. In this regard, special efforts will continue to be made to leverage the knowledge and expertise provided by ACE, BRIDGE, the European Commission (via the work of the Joint EC-UNDP Partnership on Electoral Assistance and its dedicated Joint Task Force),[30] International IDEA, EISA, IFES, INE Mexico, etc. The important partnership that UNDP maintains with UN Women, especially at the global

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[26] This strategy will be developed in early 2015.

[27] Pg. 4.

[28] Most recently elaborated in the 2010 and 2011 decisions of the Secretary-General's Policy Committee.

[29] Which also includes UNESCO, UN Women, UNOPS and DPKO, and chaired by DPA/EAD.

[30] See www.ec-undp-electoralassistance.org.

level, will be built upon.[31] Although inclusive participation of women, and women's empowerment work, will be a stand-alone element in Phase II, as in Phase I, the overall Project strategy will be to integrate the gender aspects into the global, regional and national-level components of Phase II while maintaining a distinct 'gender component' that cuts across all of these levels and a team of experts who can distill policy guidance, tools and lessons for various uses.

2.1 Project Outputs

In order to meet UNDP's electoral assistance objectives as outlined in the 2014-2017 Strategic Plan, therefore, GPECS Phase II will be organised around four outputs. The four outputs will be inter-dependent and mutually reinforcing:

Output 1   **Global level** advocacy, capacity development and knowledge generation strengthened

Output 2   **Regional level** advocacy, capacity development and knowledge generation enhanced

Output 3   Targeted **National level** electoral cycle intervention implemented

Output 4   **Gender** is mainstreamed in Electoral Assistance

Each output's activities are described in greater detail below.

Output 1: Advocacy, capacity development and knowledge generation at the global level strengthened

Phase II will service the **global level** in three ways: a) as the forum for UNDP's global level policy development, research and knowledge production, b) to maintain UNDP's maintenance and expansion of existing global tools, and c) to support the EC-UNDP Joint Task Force in Electoral Assistance.

Activity 1.1: Global level policy development, research and knowledge production

UNDP's global level policy development, research and knowledge production will include both the work UNDP does in contribution to the development of UN electoral assistance policy, and in developing a number of global knowledge products in various areas of identified demand.

UN electoral policy: Via UNDP's participation in ICMEA, chaired by EAD, UNDP will follow an innovative agenda of policy development that can be used at all levels. On top of the policies already issued by the Focal Point in the lifetime of Phase I,[32] some of the planned policies currently scheduled for completion in 2015-16 include policy directives on electoral violence, integrated electoral assistance, and UN electoral partnerships.

Global knowledge production: Phase II will see the development of several cutting-edge global products intended to advance innovations in the field of electoral assistance, as well as demonstrate UNDP's authoritative advocacy in the field. They will be designed in a manner to prove complementary and synergies with the 2014-2017 Strategic Plan Output 2.1 under Outcome 2, relating specifically to inclusive political processes. The issues have been identified not only from our detailed experience delivering national-level projects, but also by the series of corporate evaluations. They are intended to inform policy development in electoral support globally and to ensure that programming at the national and regional level is informed by developments in the larger community of practice.

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[31] For example, UNDP and UN Women's joint publications, *Inclusive Electoral Processes: A Guide on EMBs and Women's Participation* and *Promoting Gender Equality in Electoral Assistance.*

[32] For example, *"Principles and Types of UN Electoral Assistance"* (11 May 2012); *"UN Support to international Election Observers"* (29 June 2012); *"UN Electoral Assistance. Supervision, Observation, Panels and Certification"* (17 January 2013); *"Promoting Women's electoral and political Participation through UN Electoral Assistance"* (24 December 2013); *"UN Support to the Design or Reform of Electoral Management Bodies"* (26 June 2014); *"UN Support to Electoral System Design and Reform"* (26 June 2014).

Some of the specific issues targeted for in-depth study, with knowledge products, include:

- **Civil and voter registry synergy and identity management in the biometric age** – Between 2008-2014, UNDP has assisted approximately 12 countries to introduce biometric voter registration systems via technical assistance and procurement services provided by the UNDP Procurement Support Office.[33] The sustainability concerns raised by the Secretary-General in his two most recent biennial addresses to the General Assembly on the UN's work in support of electoral processes[34] have largely related to the requests made to support this type of technology. UNDP has done comprehensive research and produced materials documenting both best practice in this area and highlighting some of those sustainability concerns.[35] Little work has been done among the practitioner community, however, in addressing one of the main reasons why Member States request assistance in introducing this technology (which assists in identifying multiple registrants) – the poor condition of the population registration systems, which, in some cases, have either been non-existent or so under-developed as to make it possible for some persons to attain and register to vote with multiple identities, or to not have an official identity.

  Furthermore, in some programme countries, national authorities have requested that equipment procured via UNDP electoral assistance projects be also used to implement population registration measures, including support to national ID card systems. While the inevitable increased use of IT in these processes represents an opportunity to improve accuracy, creating synergies in this area poses challenges. These include the potential for misuse of personal data, or, via the merging of population databases to link with a national ID card system, the possibility of the creation of a single point of failure in a person's digital identity. The importance of adequate data protection, privacy and freedom of information legislative frameworks, and maintaining the legal primacy of traditional, paper-based methods of identity management (e.g. birth certificates), becomes paramount in the area of identity management while programme countries expand technology across other sectors of population registration. Under Phase II, UNDP will, on a cross-agency basis, drive forward the creation of UN-system-wide policy principles in identity management that can be used to inform debates on best practice in the field of technology-based, sustainable civil and voter registration synergy.

- **The cost and long-term sustainability of electoral processes** – In GPECS I, UNDP and IFES have commenced the update to the 2005 Cost of Registration and Elections publication. Initial research on both determining the appropriate methodology for gathering, and using, a web-based system of electoral cost data, and the scope, in terms of variables, that needs to be gathered in order to produce comparative studies, has begun in 2014. Over the course of Phase II, both UNDP and IFES will both create the means by which this specific electoral costs web portal can be sustainable,[36] and will carry out in-depth analysis on some of these variables.[37] Phase II will also create a peer network of electoral administrators and practitioners that can act as an advisory forum to the exercise and identify new and relevant variables and areas for study.

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[33] The total value of support provided has reached some $50 million. Some of the countries supported include Yemen, Nepal, Guinea, Sierra Leone, Zambia and DR Congo.

[34] 2011 and 2013.

[35] The research and establishment of best practices in this area includes one of the e-learning courses developed by the EC-UNDP Joint Task Force on Electoral Assistance (alongside "Sustainability in Electoral Administration," "EU and UNDP working together in electoral assistance" and "Effective Electoral Assistance"), which is "IT and Elections Management," which can be accessed, along with all the other courses, at http://elearning.ec-undp-electoralassistance.org/.

[36] Such options include, for example, hosting the portal on the ACE Electoral Knowledge Network.

[37] Such variables include up-to-date 'cost per voter' analyses on either the totality of electoral process, or specific areas such as voting operations, voter registration, etc. They also include possible analyses from a broader public financial management perspective, such as electoral costs as a proportion of either national income or vis-à-vis education or other public service costs, etc.

- **Political party registration and finance regulation** – UNDP has developed a guide on working with political parties that provides valuable advice on engaging with electoral contestants in the context of electoral assistance projects.[38] Phase II will expand this research to address the broader issue of state-level registration of political parties and movements. This will include advisory work on the parameters, and under what conditions, UNDP, at country and regional level, can and should advise programme countries on registration of political movements, particularly movements coming out of or connected with non-state military groups, as well as legal advice on appropriate best practice in the registration of political groups.[39][40] Such work is necessary, in an electoral context, due to some cases that have emerged at national level whereby some political groups have, via political transitions,[41] sought to contest elections that the UN, including UNDP, is supporting. At the same time, a related topic is that of financing of political groups and electoral contestants. For example, lack of finances to contest in electoral campaign is one of the most significant factors that deter women from entering politics. UNDP often supports electoral processes that are heavily influenced by both domestic and international finance, both state and private. Both IFES and International IDEA (forthcoming) have produced some research in this area. In 2014 UNDP produced, in association with INE Mexico, a publication on Election Campaign Regulations in 18 Latin American countries.[42] Phase II will address both of these topics via further research and best practice comparative research, without duplicating any existing work.

- **Electoral risk assessment and conflict prevention** – Regular elections should contribute to peace and security in countries emerging from internal violent conflict rather than serve as a trigger for further violence. To ensure that elections are one step along the democratic transition or reconsolidation path, a concerted effort needs to be made to design conflict preventative electoral programming from the earliest stages. UNDP has already produced an 'Elections and Conflict Prevention' guide in 2009, and work done under Phase I has also contributed to better understanding and preventative programming measures in this area.[43] At the same time, further work needs to be done focusing on 'early warning' signs and counter-measures that can be deployed in contexts where electoral violence is possible, as well as other work on best practice informal dispute resolution mechanisms.

- **Electoral fraud prevention and detection measures** – While much international electoral assistance projects (including those implemented by UNDP) target the full-time electoral administration, primarily at national level, some projects are also implemented in contexts where the same authorities are forced to take measures to prevent part-time, locally-hired, temporary

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[38] A handbook on working with political parties, UNDP 2006,
http://www.undp.org/content/dam/aplaws/publication/en/publications/democratic-governance/dg-publications-for-website/a-handbook-on-working-with-political-parties/A%20handbook%20on%20working%20with%20political%20parties.pdf.

[39] In countries such as Lebanon, for example, there is no law on political parties, and political groupings are therefore registered as non-governmental organisations.

[40] In carrying out this work, UNDP will liaise closely with colleagues in the UN's Department of Political Affairs, who lead the Organisation's work on political dialogue and transitions.

[41] E.g. in Arab Spring countries such as Libya.

[42] *"Election Campaign Regulations in 18 Latin American Countries,"* Electoral Studies in Compared International Perspective, *Instituto Nacional Electoral* and UNDP, July, 2014.

[43] The EC-UNDP Task Force on Electoral Assistance implemented a successful Thematic Workshop work on "Elections, Violence and Conflict Prevention" in Barcelona in 2011, out of which was published a detailed conference report. http://www.ec-undp-electoralassistance.org/index.php?option=com_content&view=article&id=147&Itemid=103&lang=en Phase I also supported a number of risk assessment missions in several countries, such as Honduras, Pakistan, etc., and, as part of the overall UN electoral assistance policy framework, UNDP participates in all electoral Needs Assessment Missions conducted by the Electoral Assistance Division, whose terms of reference include the potential for electoral violence.

voting personnel from engaging in politically-motivated fraudulent activity.[44] Achieving 'buy-in' for the proper implementation of procedures and a credible and fair polling process among poorly-paid, short-term electoral personnel, often employed for as little as 3-5 days during a polling exercise, is one of the toughest challenges facing electoral administrators in conflict or transition contexts, particularly in those countries that experience ethnic, tribal or other political fault lines and where electoral contestants are largely organised on these bases. Phase II will pilot research work in both fraud detection, and, more importantly, fraud prevention, at all levels of electoral administration. This could include such mechanisms as the development of polling procedures that include 'hidden' triggers of fraud detection, and more standardised ways of national electoral management bodies from eliminating, from consideration of employment, personnel with a history of electoral malpractice or political bias in the delivery of local services.

- **Programming interaction with the recommendations of international electoral observers** – the UN does not engage in international electoral observation without a Security Council or General Assembly mandate, and the UN's (including UNDP's) support to international electoral observers is regulated by the 2013 Policy Directive.[45] For some key funding partners such as the European Union, their electoral programming priorities include programming activity for the implementation of recommendations of election observers.[46] Phase II will examine the extent to which the recommendations of international election observers, in particular those observers closely associated with UNDP's traditional donors, end up being programmed into UNDP's electoral assistance activities. Such research will be a valuable tool in building closer relations with our funding partners, and examining the extent to which the international community is aligned in its assessment of needs of national authorities.

Activity 1.2: Global tools – the ACE Electoral Knowledge Network and BRIDGE

The ACE Electoral Knowledge Network[47] is the world's largest online and free encyclopedia of electoral information as well as a dynamic practitioners' network. The ACE portal (www.aceproject.org) is one of the most valued and best-known international depositories of knowledge on elections. Phase I supported ACE as a means to provide knowledge services, foster networking among electoral practitioners and institutionalize capacity development. More specifically, it focused on knowledge services and networking (including translation of core ACE texts to Arabic, Spanish and French), support to the ACE Secretariat (based, during Phase I, at International IDEA in Stockholm), drafting of new materials and developing new core texts for the encyclopaedia. It also supported the Practitioners' Network, a network of experts across the globe that generates real-time, on-demand knowledge and information on specific election-related queries. Under Phase II, GPECS will support core knowledge functions of the ACE Electoral Knowledge Network such as:

- Knowledge development – in areas with knowledge gaps (e.g. elections and security);
- Knowledge management – researching, fact checking, editing, uploading and translating knowledge resources such as encyclopedia topic areas, etc;
- Outreach and promotion – social media activities, development of outreach materials and products, input into display and usability of data on site, etc;

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[44] As seen during the 2014 Presidential vote audit process in Afghanistan.

[45] *"UN Support to international Election Observers"* (29 June 2012). Under the regional components for both Africa and Arab States, Phase II will also assist regional bodies in developing their own capacity to observe elections within their jurisdictions. See components 2.1 and 2.2 for details.

[46] Approximately 12 European Union Election Observation Missions are deployed, upon the invitation of the host countries, every year.

[47] Formerly known as the 'Administration and Cost of Elections' initiative, the ACE Electoral Knowledge Network is the joint endeavour of EISA (formerly the Electoral Institute of Southern Africa), the Instituto Nacional Electoral of Mexico (INE), the International Foundation for Electoral Systems (IFES), International IDEA, UNDESA, UNDP and the UN Electoral Assistance Division (EAD).

- Facilitation of knowledge electoral network for electoral practitioners (especially for Arabic speakers and in regard to gender equality);
- Translation of new knowledge into Arabic, French and Spanish in order to extent the outreach.

The Building Resources in Democracy, Governance and Elections (BRIDGE) is the most comprehensive professional development course available in election administration. To date, it has been conducted for over 950 training events and trained over 18,000 electoral practitioners in 93 countries. It improves the skills, knowledge, and confidence both of election professionals and of key stakeholders in the electoral process, such as members of the media, political parties, and electoral observers. UNDP is a partner in BRIDGE[48] and uses it as a capacity development tool in its electoral assistance projects at country level.

In 2013/2014, an evaluation of BRIDGE found that BRIDGE has been *"effective in creating more empowered and knowledgeable election stakeholders"* and that the initiative *"clearly delivers value to its participants and their sponsoring institutions, and demand for BRIDGE is expected to continue."* However, given the scope of BRIDGE today, and the experience to-date, some changes are warranted. One of the many issues addressed, for example, includes the long-term sustainability of BRIDGE, particularly in the light of the reduced institutional support to BRIDGE from the Australian Election Commission (AEC) from 2014 on. Phase II will thus focus its support to BRIDGE on:

- Improving BRIDGE quality control and monitoring of facilitator performance;
- Ensuring timely and appropriate curriculum development and up-dates, continued translation of BRIDGE modules into key languages;
- Providing support to the BRIDGE Secretariat at the AEC;
- Ensuring integration of BRIDGE workshops as part of broader interventions of capacity development and technical assistance.

Activity 1.3: EC-UNDP Joint Task Force in Electoral Assistance

The Joint Task Force (JTF) provides support to identification, formulation and implementation of UNDP projects of electoral assistance with EU financial contributions, whenever requested by EU Delegations and/or UNDP Country Offices, in agreement with the beneficiary EMBs.[49] The work of the JTF is coordinated by the UN/UNDP Brussels office and composed of two full-time UNDP staff plus two counterparts from the European Commission. Phase II of GPECS will continue to support the work of the JTF to ensure that country and, in some cases, regional[50]-level projects benefit from the early collaboration of other potential partners, such as funding partners to Phase II. Phase II will continue to fund both JTF staff positions with additional staff and consultants based in the Brussels UN/UNDP office. Due to the expertise that the JTF has acquired during the last years in the above mentioned focus areas (resource mobilization, operational support, training activities) as well as in the guidance for formulation and implementation of projects and programmes, Phase II will continue to deliver electoral cycle support at the national level drawing on the expertise of the JTF, working closely in coordination with the GPECS-funded BPPS Regional Electoral Advisors.

This will include provision of JTF guidance and coordination to electoral cycle support at the national level by supporting both the BPPS Lead Policy Advisor on Electoral Assistance and the Electoral Policy Specialist at HQ, the Regional Electoral Advisors, and other relevant BPPS, Bureau of External Relations and Advocacy

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[48] The other partners include the Australian Electoral Commission (AEC), IFES, International IDEA and the UN Electoral Assistance Division.

[49] Since 2004, the European Commission has provided more than EUR750 million to UNDP-implemented electoral assistance projects at the national level, and is by far the largest funding partner to UN electoral assistance.

[50] The JTF jointly delivers a number of activities of the Arab States regional component of Phase II of GPECS, and will largely deliver much of the activity in support of the electoral cycles of the Sahel countries (included in the Africa regional component, 2.1).

(BERA) and Regional Bureaux colleagues to coordinate project formulation activities and identify opportunities for funding country-level activities. In addition, it will provide for the participation in the work of the Joint Task Force by contributing donors to the GPECS. This component will also provide a window through which GPECS and UNDP more broadly can participate in donor fora aimed at simplifying and harmonizing the delivery of electoral assistance. The Joint Task Force will work in close coordination with, will be supported by, and will in turn provide support to, the UNDP Regional Centres in Addis Ababa, Amman Bangkok, Cairo and Panama, which are the frontline providers of regional and country level support.

Phase II will also continue to provide support to the knowledge development and training side of the work of the JTF. Since 2008, the JTF has organised several workshops and trainings of interest for Electoral Management Bodies and electoral practitioners and has developed a number of publications.[51] During the last three editions of the EC-UNDP global trainings in electoral administration,[52] an average of 220 participants have attended from around 50 electoral management bodies around the world. The Joint Task Force has also developed, since 2008, a series of eLearning courses that can be accessed for free at its dedicated eLearning portal.[53] Approximately 425 people take the eLearning courses and get certified on a yearly basis. There will also be funding set aside for live trainings, issue-based workshops and related publications, delivered by members of the Joint Task Force and others.[54]

Output 2: Advocacy, capacity development and knowledge generation at the regional level enhanced

Phase II will focus on the exchange of good practices, peer networking and knowledge creation and dissemination in Africa, Asia-Pacific, Arab States, Latin America and the Caribbean, and Europe and CIS.

Activity 2.1: Advocacy, capacity development and knowledge generation in Africa

The 2009-2013 GPECS Achievements Report notes that *"as elsewhere in the world, elections in Africa have become a powerful tool for democracy, accountability and, ultimately, human development,"* but also notes that many challenges remain in terms of the conduct of elections on the continent.[55] The 2014-2017 Regional Programme for Africa recognises the *"need to deepen and consolidate the gains in democratic governance."*[56] These challenges including the capacity constraints faced by many EMBs (such as, for example, low salaries and the inability to attract and retain highly educated young people to careers in electoral administration), lack of long-term sustainable funding of both electoral administration and voter registration, occasional lack of political space for broad-based political participation, etc. Furthermore, the Regional Programme also notes that *"formal elections and democratic transfer of power have to translate more clearly into sustained, meaningful development outcomes, specifically through improved public service delivery and effective management of public and natural resources."* The Programme's governance priorities include promoting *"governance assessments as well as 'thought leadership' through initiatives like the Africa Governance Report and the Africa Governance Forum, and will seek to support the implementation of the Shared Values Agenda of the African Union, including the Democracy, Elections and*

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[51] www.ec-undp-electoralassistance.org.

[52] The 'Thematic Workshops' on electoral technology (Mombasa, 2012), sustainability in electoral administration (Maputo, 2013) and electoral credibility (Dead Sea, 2014).

[53] www.elearning.ec-undp-electoralassistance.org.

[54] This will include support for the planned for 2015 annual global EC-UNDP conference, provisionally planned for Nepal in early 2015. The theme of this year's conference, which, as with the global conferences of the last 3 years, will feature in excess of 200 EMB, UNDP and EU representatives, will be decided by end December 2014.

[55] Pg. 16. C.f. http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Electoral%20Systems%20and%20Proc esses/GPECS%20Achievements%202009-2013.pdf.

[56] Section I, Situation Analysis.

Governance Charter."[57] Phase II will continue to work with pan-African bodies and sub-regional institutions and provide support through CO initiatives. The activity delivered in Africa will be completely aligned with the Africa Regional Programme 2014-2017, as well as the Governance Programme for Africa, both of which will be delivered by RBA and BPPS personnel based in the Regional Service Centre in Addis Ababa.[58] Based on lessons learned from Phase I, the following three priority areas will be targeted in Phase II:

2.1.1 Strengthening the capacity and south-south cooperation of regional electoral bodies

Besides the electoral elements of UN human rights treaties such as the International Covenant on Civil and Political Rights and other universally accepted principles and norms, both the African Union and the African Regional Economic Communities have established a range of regional and sub-regional guidelines, including the African Union 'Democracy, Elections and Governance Charter,' aimed at promoting democratic and genuine elections. Phase II will continue to partner with the AU and RECs, as well as the African Association of Electoral Authorities (AAEA), towards strengthening their capacity to promote democratic elections on the continent, mainly through support to activities such as the further development of best practice and norms across the continent, advisory services, capacity development and professional development programmes for newly appointed EMBs officials. Many of these initiatives will embrace the BRIDGE methodology and promote South-South cooperation among EMBs.

Secondly, observation of national elections by peers from the African continent can be a powerful confidence-building tool in African elections, as well as set unofficial benchmarks for elections that other African countries can strive to achieve in meeting their obligations both under the Democracy, Elections and Governance Charter and other commitments such as those mentioned in the ICCPR. As of now, both the African Union (AU) and some of the Regional Economic Communities (RECs) all conduct election observation in AU member states. Now that the long-term election observation methodology has been established by the AU, UNDP support, under Phase II, will include prioritising not only the further development of observation methodologies by the AU and the RECs, but also the facilitation of training of observers for the AU and various RECs.[59] Phase II will also promote the greater participation of women, youth, civil society, and marginalized groups among both international observers, and domestic observers.

Thirdly, electoral justice and dispute resolution mechanisms in place at country level can be formal, informal or a mixture of both. Formal mechanisms includes the court system, *ad hoc* and decentralised electoral tribunals and specific dispute resolution bodies loosely attached to the courts system. Informal mechanisms include monitoring committees for 'code of conduct'-type systems (which can also be formalised in law) for electoral contestants. In Phase II, support will be given, to both regional African bodies and AU Member States (on a cross-country basis) for the continued development of effective mechanisms to prevent, mitigate and/or resolve disputes likely to arise during every electoral process.

Fourthly, as another part of the capacity-building approach for EMBs, UNDP will continue on fostering South-South cooperation through the active involvement of African EMBs in the Association of World Electoral Bodies (A-WEB) and exchange programmes with other EMBs across the world.

2.1.2 Enhancing inclusive electoral processes in Africa

According to the Inter-Parliamentary Union (IPU), Sub-Sahara Africa has achieved some of the most dramatic breakthroughs in the past 20 years, often in post-conflict situations. The percentage of women MPs increased by 12.45 percentage points - from 9.8 per cent in 1995 to 22.3 per cent in 2015. Africa has,

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[57] Pg. 6

[58] The Regional Electoral Advisors for Africa, on a daily basis, will report to the Team Leader for Governance and Peacebuilding based in Addis Ababa, who will deliver the overall RBA/BPPS governance agenda for Africa.

[59] It is important to note that the UN does not observe elections at country level unless specifically mandated to do so by a resolution of either the Security Council or General Assembly. UNDP will provide the support outlined above as a means to assist the AU and the RECs to improve *their own* observation of national level elections, upon their request, and not as a means to conduct any observation itself.

in fact, the third highest regional average for women MPs in 2015. Phase II intends to assist in keeping the momentum and offering new opportunities to the African continent in terms of women's representation in parliament. Women's voice and participation will therefore be a key dimension of gender equality and as a major policy priority for this phase of the project. Phase II aims to ensure women's meaningful participation into political and electoral processes and their ability to fully engage in public life. Appropriate programmatic activities will be implemented in close partnership and coordination with other strategic actors in the field of gender politics, in particular UN Women. With the aim of increasing the number of women in elected political/appointed leadership positions, regional CSOs, think tanks and national CSOs will be supported, on a cross-region basis, to monitor and report on the proportion of women in elected positions, in line with UN electoral assistance policy with regards to the promotion of women's political participation through UN electoral assistance.[60] And as part of efforts towards the inclusion, in electoral processes, of marginalized groups, including women, youth and people living with disabilities, Phase II UNDP will work closely with EMBs and CSOs on a cross-region basis to support the effective engagement of these groups in the electoral process.

Thirdly, recognizing that a strong and free media plays a central role in creating conducive conditions for democratic elections, the project will undertake to contribute towards building a more independent and professional media as part of its interventions. This activity will entail working with media associations at the regional and sub-regional levels, in cooperation with UNESCO, as well as training journalists to report on elections in a more professional, accurate, objective and balanced manner. This will include efforts towards the development of guidelines and code of conduct for the media aimed at developing more impartial and balanced campaign coverage throughout the electoral process. Likewise, Phase II will take on sharing and disseminating knowledge and developing appropriate mechanisms aimed at addressing gender based electoral violence and incitement.

Despite that the region made great progress, violent conflict, war and non-democratic government changes still plague numerous countries across Africa. Especially the Sahel, as well as the Horn and Central Africa are facing major challenges. In order to contribute to the sustainable stabilization of the continent, as well as to strengthen regional capacities, GPECS II works closely with the African Union, as well as with RECs, such as ECOWAS and IGAD. GPECS aims at building the capacities of these institutions in regard to conflict and risk assessments, electoral dispute resolution (EDR) and early warning mechanisms.

2.1.3 Support to the Sahel region

Phase II will also support activities indicated in the 2013 UNDP Support Framework for the Implementation of the United Nations Integrated Strategy for the Sahel region.[61] The overall goal of the support is to strengthen regional cooperation, enhance capacity and promote inclusive dialogue and participation in the electoral processes of the Sahel region. Support will be provided to EMBs at the Sahel regional level, in the conduct of elections, as well as support to enhance the participation of women, youth, minorities and other vulnerable groups in political processes, strengthening the involvement of civil society and media in

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[60] UN Policy Directive *"Promoting women's electoral and political participation through UN electoral assistance"* (24 December 2013).

[61] In 2013, UNDP launched the UNDP Support Framework for the Implementation of the United Nations Integrated Strategy for the Sahel. The UNDP Support Framework, covering six countries - Burkina Faso, Chad, Mali, Mauritania, Niger, and Senegal -, identifies three strategic objectives: a) Promotion of inclusive governance throughout the region; b) Development of national and regional security mechanisms capable of addressing cross-border threats and c) Integration of humanitarian and development interventions aimed at ensuring long-term resilience.
The UNDP Support Framework aims at the promotion of inclusive, balanced and effective governance and promotion of establishment of effective public policies that contribute to inclusive human development. In this frame the UNDP Support Framework identified five strategic areas a) Support for democratic governance, for governance in the security sector, for the rule of law and for the reinforcement of the monitoring capacities of civil society; b) Improvement of economic integration and regional security; c) Strengthening of strategic development functions and contribution to poverty reduction; d) Reinforcement of resilience mechanisms and capacities and e) Promotion of communication and improved sharing of knowledge about the Sahel.

electoral processes, promotion of dialogue amongst electoral stakeholders and strengthening the capacities for the management and prevention of electoral-related conflict.[62] Four of the five components will be horizontal regional components, and the fifth will be vertical country support. The four regional components are a) strengthen regional cooperation and capacities among the electoral administrations in the Sahel region,[63] b) enhance the participation of women, youth and vulnerable minorities in electoral processes,[64] c) strengthen the involvement of civil society and media in electoral processes, and d) promote dialogue amongst electoral stakeholders and strengthening the capacities for the management and prevention of electoral related conflict. At the country level, the fifth component will strengthen country level capacity to prepare for and conduct elections and referenda events that are professional, inclusive and credible, and, in so far as possible, in line with the country's international commitments and national legal frameworks.[65]

Activity 2.2: Advocacy, capacity development and knowledge generation in Asia-Pacific

Significant progress on democratic development has been made in the Asia-Pacific region and one important sign of this is that democratically elected Governments are now in place in all countries from South Asia and many parts of the rest of Asia and the Pacific. A series of elections across the region, however, has not necessarily translated into a consistent history of electoral democracy. During 2013/2014, a number of Asian countries experienced elections boycotted by opposition parties, or where electoral outcomes were not accepted, and the Presidential vote audit process in Afghanistan was marred by accusations of fraud that resulted in the necessity to conduct an audit of 100% of ballot boxes.[66] Pakistan, on the other hand, made the transition from one democratically elected government to another for the first time in its 67 year history in 2013.

A tighter focus on elections in the region reveals that many are affected by problems associated with electoral integrity and lack the consistent electoral history to mitigate these problems. Issues such as limits on equal ballot access for opposition parties, political party boycotting, gerrymandering, the regulation of political broadcasting, campaign financing and vote-rigging at the count are all challenges that affect regional elections. Many of these issues have the potential to trigger instability, riots and deadly violence. If strategies and programming are not implemented to prevent and manage conflict, then electoral processes risk becoming venues for violence and intimidation, where conflict is employed as a political tactic to influence an electoral outcome.

The issue of electoral integrity has generated growing concern across the world, catalysing a new body of research among both the academic and policymaking communities. The Electoral Integrity Project,[67] for example, is implementing a project trying to identify when electoral integrity fails, and seeking to find solutions to those problems. And as elections become more complicated and complex so does the management of those elections. EMBs are now more than ever required to complement technical skills with political nuance, understanding, diplomacy and convening skills as they play an increasing role in

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[62] Support to the Sahel region is elaborated in more detail in a separate project proposal that will be primarily implemented by the JTF at the UNDP Brussels Office, in close cooperation with RBA and the Regional Service Centre in Addis Ababa.

[63] i.e. the exchange of good practices and peer networking among the electoral administrations in the Sahel region.

[64] i.e. empowering women, youth and other vulnerable minorities to actively participate in the electoral processes, as well as sensitizing electoral management bodies and stakeholders to their needs.

[65] Support will only be provided to countries that have had their needs assessed and recommendations for assistance approved by the Focal Point, in line with the UN electoral assistance policy framework.

[66] At the time of writing (March 2015), in spite of the successful conclusion of the process with the inauguration of a new President and the signing of the political agreement that formalizes the creation of a Government of National Unity, final results of the Presidential election have not been released by the Independent Election Commission.

[67] A research team based at the Department of Government and International Relations at the University of Sydney and the John F. Kennedy School of Government at Harvard University.

regulating political party financing (and in some cases membership), electoral violence, including all segments of often diverse and divided societies in the electoral process, and sustaining EMB institutional memory, procedures, staffing and success in a cost-effective manner.

A number of regional and global organizations have been created in recent years to assist EMBs in these areas. For example the recently created Association of World Election Bodies (AWEB) in Korea and the Indian International Institute of Democracy and Electoral Management (IIIDEM) both have plans to train and educate EMBs staff from around the region. And an informal South Asian Association for Regional Cooperation (SAARC) EMB forum hosts annual meetings while the Association of South East Asians Nations (ASEAN) has mentioned an interest in conducting regional electoral observation missions. Phase II of GPECS, therefore, will focus on the following key priorities for the Asia-Pacific region:

2.2.1 Building Electoral Integrity

Linking Research with Practice: To build on the academic and policy work that has been conducted on electoral integrity, Phase II will facilitate the engagement of the Electoral Integrity Project, the Centre for Democratic Institutions and other University research to that of EMBs in the region. There is currently a disconnect between cutting edge research on electoral processes and the application of that research in the field, and UNDP is the only organization in the world with its in-country presence (34 countries in Asia and the Pacific) and neutral position able to effectively bridge that gap. Indications of research that could be conducted include how conflict and political violence are related to electoral violence; empirical evaluations of risk maps and which ones work; how crowd-sourcing techniques can address fraud and violence; analysis of how data on legal frameworks interacts with electoral integrity; the development of tools that measure electoral governance and political violence; exploration of the escalation dynamics of violence both before and after elections; research on out-of-country and early voting and their electoral integrity implications; and research on what civic and voter education strategies are effective at engaging women and youth in the electoral process. Related to this last point, a major issue affecting electoral integrity is the inclusion of women in the political process. Asia (18.8%) and the Pacific (12.7%), as of December 2014, have two of the lowest rates of political participation in the world (22.2%). Further evidence-based research could inform programmes on: how can women's networking be strengthened; the efficacy of common women's political empowerment activities such as Mock Parliaments; motivational strategies for encouraging political parties to get women on the party lists.

Strengthening EMB Trust and Legitimacy: The public's trust and legitimacy of an EMB is critical to ensuring a peaceful electoral process and, in the end, the acceptance of election results. A number of elements can contribute to the independence of an EMB, including: the personal integrity of members; the nature of mechanisms to nominate/appoint members; the requirements for nomination; autonomy vis-à-vis finances and control of key processes such as voter registration. To assist EMBs understand the factors that contribute to their credibility, information will be consolidated on the different models and practices in the region and mapped alongside data including public perception surveys and voter turnout. This will also include factors related to inclusion, such as how inclusive an EMB is of the population in terms of gender and age, and also what strategies they use to engage women and youth in the electoral process. The aim is to illustrate the relationship these key variables have with perceptions amongst the public of how elections are conducted, and the consequences of this for peaceful electoral processes.

2.2.2 Electoral Security and Conflict

To build on its close working relationship with EMBs, UNDP will identify four high priority countries for the following year and develop a training course where UNDP and EMB staff can produce electoral risk mitigation frameworks for implementation. Each framework will be based on an analysis of the political, electoral, historical, economic and social environment of a given country, and provide actionable measures to mitigate the risk of electoral violence. Each framework will also be matched against the EMBs strategic plan and archived appropriately to aid institutional memory and sustainability within the EMBs, including gender aspects.

2.2.3 Regional Organization Engagement

UNDP currently supports the IIIDEM through a Memorandum of Understanding signed with UNDP India, and UNDP has also been engaged with A-WEB. Linking these new organizations (and the ASEAN and SAARC regional bodies) to the 25 years of global experience that UNDP has on electoral support, including its network of country offices and partner EMBs, would give countries more opportunities to link to and learn from each other. To assist in the systemization of this, an Internet site will be established to link EMBs and regional EMB organizations with each other so they can share with each other new initiatives, trainings and events.

Activity 2.3: Advocacy, capacity development and knowledge generation in the Arab States

New constitutional drafting processes, and debates on electoral systems, electoral institutions and the practice of elections are taking place across the Arab world and form a critical part of the current political agenda in the region. A series of post-revolution elections have taken place in Egypt, Tunisia, Libya and Yemen. These events, and the current environment in the region, present historic opportunities to support popular aspirations for inclusive systems that allow for broad political participation, safeguard mechanisms of accountability, and which also promote policies on the participation of women in civic and political life.

With a focus on regional engagement and inclusive participation, the Arab States component will work to strengthen ties between the countries in the MENA region through existing and new partnerships. Recognizing the increasing role of women and youth in the region, the project proposal will implement specific activities designed to empower these groups and to educate stakeholders on the importance of their participation in the long-term democratic stability of the region.

Addressing the challenges the region is facing, a conflict sensitive approach will be applied. Electoral risk assessments, dispute resolution mechanisms and the prevention of electoral violence will be important features of GPECS II. In cooperation with regional organisation such as the OIC, regional capacities to conflict and violence prevention will be strengthened. Through knowledge generation and capacity building activities, Phase II will bring to the forefront democratic governance issues of relevance to electoral processes in the region, including on legal reform, constitutional drafting and parliamentary development. The component will support activities that promote the generation of information and awareness on the role of EMBs in the process of drafting electoral laws, and initiate efforts to expose the region to different experiences and how this may enrich their own discussions on this issue. The priority areas for Phase II for the Arab States are:

2.3.1 Strengthened Regional Exchanges among Countries and Enhanced South-South Cooperation

The increasing relevance and importance of regional and South-South cooperation has been stressed in major international forums, including UN General Assembly sessions and resolutions. The success of recent engagements between Tunisia, Libya, Egypt, Iraq and Mexico and Brazil illustrate the potential of South-South cooperation for strengthening learning and partnerhships around electoral issues. Phase II will engage with Arab states to strengthen regional cooperation through the promotion of regional exchanges of ideas and best practices on electoral issues, strengthening linkages between regional activities and country priorities, supporting the development and implementation of South-South professional exchanges, and the hosting and participation in global and regional electoral events by regional electoral stakeholders. Specific proposed activities will include:

- **Formation of the Arab Organization of Election Management Bodies**: Support will include on issues such as the mandate, the role of the national EMBs in the association, the role of the association (if any) in election observation, and engagement with other associations.

- **Support the strengthening of the League of Arab States (LAS)**: The support will provide targeted workshops, trainings on electoral issues and enhanced partnership in order to strengthen LAS' capacity to serve as a regional election observation body.[68]

- **Promote and update a regional lexicon of elections that will bring together electoral terminology from various countries in the Arab world**: The regional lexicon is conceived as a tri-lingual work of reference in Arabic, English and French. It will serve a two-fold aim: allow an understanding of local usage, and help bring about a measure of harmonization of terminology in the region.

- **Facilitating regional trainings on electoral democracy norms and practices**: the project will include implementation of BRIDGE training programmes, in particular a BRIDGE Training the Facilitators (TtF) programme; development of customized BRIDGE modules for the region; and development of an annual three week education programme on electoral democracy.

- **Enhancing Regional CSO Partnerships**: This activity area focuses on CSOs to engage more effectively on electoral issues, and also aims at strengthening regional CSO capacity to advocate for electoral reform, including via promoting the formation of a regional network of CSOs that observe elections and campaign for democratic norms of governance in the region.

2.3.2   Increased Participation of Women throughout the Electoral Cycle

Women played a key role in the recent revolutions in the region as agents of change, both in the front lines as leaders of the demonstrations and behind-the-scenes as political organizers using social media. Yet in the initial phase of the transitional period, they have been generally excluded from the highest levels of decision-making on the reform processes currently underway. Phase II aims to address the *gender responsiveness* of electoral institutions, the extent to which they afford equal opportunities to men and women to enjoy anticipated benefits, and the extent to which gender equality issues are mainstreamed into regional and national dialogues, policies and processes, constructing new institutions, and influencing a path toward a democratic agenda with no discrimination between men and women as citizens. Phase II will carry out these activities in close coordination with other actors working in the field of gender mainstreaming, and, in particular, with UN Women and the UNDP *Mosharka* Project[69]. The following activities are expected to contribute to achieving this result:

Strengthened Capacity of Electoral Bodies to Mainstream Gender in all its Processes
- Support the development of gender mainstreaming tools for engendering the EMBs in the region including model policies, action plans and checklists;
- Promoting regional policy dialogues on gender and electoral systems, legislation and processes (i.e. voter registration, quotas, campaign financing, political party development).

Enhanced Regional Cooperation, Partnership and Knowledge for the Advancement of Gender Equality and Women's Empowerment in Constitution and Electoral Processes
- Supporting enhanced understanding of gender and electoral violence, including identifying measures to mitigate the practice, and ensuring that electoral legal frameworks, including the electoral dispute resolution mechanisms, are in line with international commitments;
- Facilitate the development of an Arab gender database on progress towards women's participation and representation in the Arab region.

2.3.3   Youth civic engagement

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[68] UNDP support to LAS has already included a GPECS BRIDGE training for LAS observers in 2012 and LAS participation in the first regional BRIDGE training conducted in in Jordan in 2011.

[69] "Fostering the Inclusive Participation and Effective Contribution of Arab Women in the Public Sphere" – Mosharka is a regional project that aims to address the deficits in the public participation and citizenship rights of women in the Arab Region, especially in transition, fragile and post conflict countries.

Phase II will conduct both regional awareness raising campaigns (including a regional report on volunteerism as a means of civic engagement), and promote the formation of a regional youth forum (via workshops on its establishment, bringing together key stakeholders, etc.). Some of the activities to be supported under this component include:

- Advice and advocacy on the development of coherent youth policies and strategies that engage youth in the broader democratic process:
- Facilitating youth engagement dialogues with key decision makers:
- Promoting regional awareness-raising campaigns on the role of youth in civic engagement;
- Promote regional youth forums and debates on civic and voter participation.

Activity 2.4: Advocacy, capacity development and knowledge generation in Latin-America and the Caribbean

Thirty five years after the third wave of democracy started in the region, democracy is now the default system on the continent. The handover of power has occurred without the trauma and political violence of the past and elections are regular events in the region. However, any in depth analysis of regional democracy highlights that there are issues hampering the quality of democratic institutions and practices in the region: a crisis of representation, institutional weakness, inequality, corruption, weak rule of law, high levels of violent crime, and threats to the freedom of expression. Although for the most part, legal provisions allow for equal participation in elections and political processes, the reality is that women, youth, indigenous peoples and afro-descendants still face challenges to participate in politics and are often excluded from decision-making processes.

UN electoral assistance is currently being delivered in this region, at national level, in Bolivia, Colombia, El Salvador, Grenada, Guyana, Haiti, Honduras, Mexico, Panama, Peru, Paraguay and Suriname. Assistance in the region centres in provision of technical electoral assistance to electoral institutions, supporting the reform of electoral and political party legislation, and promoting inclusive electoral processes. Regional priorities to be delivered during the lifespan of Phase II include:

2.4.1   Gender mainstreaming in electoral processes
Only eight countries in the region have reached the global 30 percent target of women representation in Parliament, and in some countries in the region such as Belize, Brazil, Haiti and Panama women representation in Parliament is below 10 percent. Challenges for female participation go beyond their numbers in parliament, but also as voters and electoral administrators. Phase II will support regional initiatives to mainstream gender into the electoral processes, by supporting gender assessments/audits and BRIDGE gender and elections trainings. The regional component will also support the translation into Spanish of key knowledge products such as *Political Violence against Women in Elections: A Framework for Analysis and Prevention* and *Inclusive Electoral Processes: A Guide on Electoral Management Bodies and Women's Participation*. The regional component will also focus on the political and electoral participation of indigenous women.[70]

2.4.2   Youth political and electoral participation throughout the electoral cycle
Despite the fact that population in the region is quite young, youth participate significantly less in formal political processes. Less than 2 percent of the members of parliament in the region are younger than thirty. In the last few years, several countries such as Brazil, Mexico and Chile have experienced student and youth mobilizations and protests dissatisfied with the existing democratic institutions. Phase II will include activities that advocate for legislation and policies to enable youth participation, promoting dialogue among youth and policy makers in the region, and contribute to the creation of opportunities for youth to participate constructively in the socio-economic development of their communities. Phase II will support

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[70] Activities will be done in coordination with the Regional Programme activities in the governance and gender: http://www.regionalcentrelac-undp.org/en/gender-0

regional dialogue, regional trainings, and the development of new knowledge. It will also support existing regional platforms and networks, with especial emphasis on indigenous and afro-descendant youth.

Activity 2.5: Advocacy, capacity development and knowledge generation Europe and the Commonwealth of Independent States

UNDP Europe and CIS region covers a very diverse group of countries. Regional programming in the area of democratic governance has focused on strengthening democratic processes and helping public institutions become efficient and accountable by promoting knowledge sharing, innovation and leadership, and contributing to influence the regional discourse on governance. Electoral assistance in this region is currently being delivered, at national level, in Moldova and Kyrgyzstan.

The regional component for Europe and the CIS of GPECS Phase II will focus on increasing the political participation of women and other marginalized and vulnerable groups in electoral processes, such as peoples with disabilities and (mobile) ethnic minorities. In terms of electoral and political participation, despite regular elections, women and marginalized groups face significant barriers to participate equality in electoral processes both as candidates and as voters. In Europe and CIS, only 16.4 percent of the parliamentarians are women.[71] Some electoral assistance projects in the region have also documented the challenges to the participation of women as voters in the region: abuse of proxy or family voting, lack of inclusion in voter registers, lack of electoral information, and a lack of political will to take women's participation seriously. The regional component will foster regional knowledge development, exchanges and capacity of UNDP Country Offices, electoral institutions, and other electoral stakeholders in the region.

Output 3: Electoral cycle approached properly implemented at the country level

In Phase I, a large financial envelope (over $14 million) was distributed, via the Country Window, for support to UNDP electoral assistance projects at the country level. This included not only capacity-building support, but support for specific electoral events. One challenge that has been identified at national level in the implementation of the UNDP's electoral assistance is the gap in support that sometimes appears between the completion of the NAM process, the subsequent formulation of the project document, the mobilisation of resources to support the project, the recruitment of one or more key project personnel to commence the project, and the start of actual activities. Experience from many projects shows that this is often the most critical period, and the period when Country Offices are in most need of support from HQ and Regional Service Centre colleagues. During this period, Country Offices are sometimes in something of a 'Catch 22' situation – donors are anxious that the project commence, but they often have not yet committed or transferred their funding in order to allow the Country Office to do so. In other instances, the recommendations of the Focal Point may have been issued, but the project formulation is often required to blend with the commencement of actual advisory support to both the Country Office and the national electoral authorities. This can often take longer and this is both a time and resources commitment that neither BPPS HQ, nor the Regional Electoral Advisors, are able to meet due to other work pressures. In these instances, therefore, temporary, start-up phase support is often required by Country Offices, who do not have the resources themselves to engage temporary support. Under Phase II, GPECS will provide some 'seed' funding to such Country Offices, in order to assist in the completion of the project formulation, commencement of discussions and advisory support to the national electoral authorities, mobilize additional resources, and 'tie the project over' until such time as larger funding support arrives from funding partners.

Additionally, it is often the case that new needs, within the existing parameters set by the Focal Point, appear at short notice during the course of project implementation at national level. These needs can range from additional procurement requests, requests for support in areas such as transport, additional

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[71] See Enhancing Women's Political Participation – A Policy Note for Europe and CIS (ECIS), Bratislava 2009, http://europeandcis.undp.org/governance/show/0C9D0589-F203-1EE9-B2EAB8FD2B7B54A4.

grants for civil society, or support for workshops or other capacity development activities, etc. Sometimes, these requests are not within the list of activities to be supported by individual donors, and subsequently a Country Office can often find itself without the short-term funding required to implement such support. Again, Phase II plans to retain funding, at HQ level, in order to provide targeted emergency support to individual national-level projects that require it.

The contributions from Phase II will be delivered in the form of an Authorised Spending Limit (ASL) given to UNDP Country Offices against either an existing approved project of electoral assistance, or a new project of assistance (in line with the parameters established by the Focal Point).[72] These requests will usually consist of either a request for consultant support (particularly at the start-up phase as described above), or support for specific activities that are identified in the funding request.

As with Phase I, particular interest, in this regard, will be given to countries in post-conflict or transition contexts (often implementing electoral assistance in an integrated fashion with a UN Peacekeeping or Special Political Mission), and/or where there is particular reputational risk to UNDP if it is not able to deliver particular types of support within short or emergency timeframes, often in advance of elections. Other considerations will include whether there is the potential for learning and innovation, and where there is the possibility to programme inclusive political processes activity. Some of the types of activities that may be supported include core project formulation and start-up support, including:

- Support in finalizing UNDP project documents, resources and results framework, project budgets, project annual work plans and other UNDP programming documents;
- Support for resource mobilization, including support in finalizing specific programming documents requested by individual donors;[73]
- Support for EMB draft strategic and operational plans. Such plans help EMBs – particularly 'start-up' EMBs or EMBs with a new set of electoral commissioners – to focus themselves on achieving a set of objectives based on their legally defined responsibilities.
- Preparing cost assessment and budgets. These can greatly assist and are essential for the EMB's relationship with treasury, and are often critical at an early stage of UNDP's support to an EMB.
- Drafting and implementation of procurement plans, either in order to assist in envisaged UNDP procurement, or procurement, by the EMB, under national procurement legislation.[74]
- Drafting results management plans. Often the most scrutinized part of an electoral process, a number of electoral processes in programme countries have suffered from flawed results management in recent years that have raised serious doubts as to the credibility of the process.
- Engaging with external stakeholders, including political parties, civil society organizations, the media, the government, the justice system, etc.
- Gender mainstreaming, including implementing EMB 'gender proofing,' etc

Output 4. Gender is mainstreamed in Electoral Assistance

In spite of enormous progress made in recent years, women continue to participate unequally, both as voters and as candidates, as well as electoral administrators, as men in electoral processes. In many countries, for example, women's civic and political participation (as voters and candidates) is limited by numerous factors related to women's roles and social status, including insecurity, illiteracy, women's

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[72] Country-level support can only be in countries that have been cleared for electoral assistance activity by the UN electoral Focal Point. The modality for accessing funding will follow a modified version of the GPECS Country Window Guidelines that were developed during Phase I. Specifically, Country Offices will submit a one-page expression of interest (EoI) describing the types of activities that they would like to be funded by this component.

[73] The JTF, for example, has assisted a number of EU Delegations with the finalization of their Project Action Fiches.

[74] Under the National Implementation – NIM – modality. This modality has been used in a number of UNDP electoral projects in recent years, e.g. in Kenya, Zambia and in elements of the ELECT II project in Afghanistan.

domestic burden, pressures to proxy vote, and women's lack of citizenship rights — all of which require special consideration through the process of electoral administration and in the electoral law.

In line with international objectives set within the frameworks of the Beijing Declaration and CEDAW, as well as UN Security Council Resolution 1325, Phase I has been particularly successful in mainstreaming gender in UNDP electoral projects and in increasing knowledge and programming practices on women's electoral participation through the development of knowledge products, capacity building tools and advisory services.[75] Furthermore, GPECS-funded advisors have contributed significantly to the development of UN policy in the area of women's political participation, including via the December 2013 UN Electoral Policy Directive.[76] The UNDP Independent Thematic Evaluation pointed out that the establishment of GPECS provided UNDP with a mechanism to more systematically promote the empowerment of women throughout the electoral cycle. UNDP's Gender Steering and Implementation Committee, chaired by the UNDP Associate Administrator, has also praised the GPECS Gender Component as a *"programme yielding returns for women on the ground."* Phase II will build on the efforts of Phase I in mainstreaming gender in the other GPECS components (Global, Regional and National) and UNDP electoral assistance more generally. It will continue to collaborate with other UN agencies and bodies working on women's political participation, including DPA/EAD, UN Women, DPKO, as well as other key international and regional partners.[77] The Gender Component will be delivered by the BPPS IPP Policy Analyst — Elections and Gender and in close coordination with the Policy Specialist for Gender, Inclusion and Peacebuilding in the IPP cluster. Phase II will concentrate its efforts on the following activities:

Activity 4.1: Knowledge Development and Policy Dialogue

Phase II will continue to build up a body of knowledge to address the constraints faced by women as voters, candidates and electoral administrators, and to stimulate policy dialogue on these issues. Indicative activities include:

   a) Research into and policy dialogue on specific constraints facing women's political participation, such as time burdens, intimidation, restrictions on physical access, illiteracy, media coverage, traditional views of appropriate gender roles and building up of a databank of best practices in overcoming these challenges.
   b) Further policy dialogue on specific constraints and strategies to encourage women to come forward as candidates and how electoral laws, political finance, political party laws and electoral administration can affect women's involvement.
   c) Guidance to EMBs on best practices in the collection and maintenance of essential data/statistics on gender. Availability of accurate data/statistics on women in elections is a commonly recognized weakness in this area. Comparative experiences and best practices could help encourage EMBs to ensure accurate data is available.
   d) Research and policy dialogue on the specific constraints and opportunities faced in post-conflict settings with particular emphasis on 'entry points' for affecting change.[78] UNDP has already been working in this area; these lessons, however, need to be brought together with particular emphasis on the 'entry points' for supporting women in overcoming constraints in the post-conflict setting. There is also a need for additional research on the best practices in 'bringing out the women's vote' in post-conflict settings. Furthermore, the fluidity of post-conflict environments also presents unique opportunities for improving women's political participation. Constitutions are often being redrafted, electoral and other relevant laws are

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[75] For example, the 'Gender Mainstreaming in Electoral Assistance: Lessons Learned in a Comparative Perspective' guide, produced in cooperation with UN Women (September 2014).

[76] *"Promoting women's electoral and political participation through UN electoral assistance."*

[77] For example, International IDEA, IFES, etc.

[78] These include factors such as, for example, volatile security environments, the breakdown of infrastructure which limits their access to information and to voting locations, as well as the increased workload created by a rise in the number of female-headed households.

reconsidered and affirmative measures and international assistance can be harnessed to the benefit of women.

All research and policy will draw on the data available on the ACE Electoral Knowledge Network website and the iKNOW Politics website for global dissemination. Through these activities, technical resources and country-level expertise will be identified to support regional and country-level interventions.

Activity 4.2 Quick Intervention Fund for Transitional and Post-Conflict Environments

A successful innovation from Phase I, the QIF will continue to support specific opportunities for women to influence debate on constitutional and other legal reforms affecting women's political participation. The fund was created in order to be easily accessible by women's organizations, or women's political party caucuses, etc., via UNDP Country Offices, and in association, where appropriate, with gender advisors within DPKO or DPA peacekeeping or special political missions.[79] The purpose of the fund is to enable women to organize themselves to affect change, to learn lessons from other experience and to sustain their participation throughout a transitional cycle.

Furthermore, then QIF will be utilized to fund electoral risk assessment, the elaboration and implementation of electoral violence prevention strategies, as well as to support electoral dispute resolution and mediation institutions and processes.

Activity 4.3: National-level Gender Activities and Advisory Services

This component of the project, continuing from Phase I, will ensure that gender advisory services are available to support all national projects. It will also provide funding to directly support the recruitment of gender experts within national electoral bodies, where requested. Finally, specific resources will be devoted to national-level activities aimed at strengthening the capacity of women to participate in elections and electoral reforms. These include but are not limited to:

1. Train members/commissioners, and staff, of EMBs in gender analysis, and, specifically, on issues related to gender equality and election administration;
2. Examine numbers and levels of female staff in EMBs and promote balancing measures;
3. Integrate gender equality into training programmes of short-term electoral workers;
4. Promoting addressing of gender equality concerns in debates regarding electoral reform;
5. Promote electoral systems that uphold principals of pluralism and inclusiveness and implementation of Security Council Resolutions 1325 and 1820;[80]
6. Provide opportunities for political parties to improve their understanding of human rights and international law frameworks and commitments their countries have made in these respects;
7. Development political party capacity to craft gender-sensitive political platforms, engage women voters and promote women's leadership within the party structure;
8. Provide examples of ways that affirmative measures address gender inequality;
9. Support research and national dialogue on factors impeding women's civic/political participation to feed into regional and global knowledge creation;
10. Networking with women's groups and allies in the political arena as a way to draw on and share experiences across countries on topics such as positive measures;
11. Supporting programmes for civic and voter education to target women's political participation.

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[79] Applications to the QIF will use the revised guidelines elaborated for Phase I.

[80] In line the Focal Point's December 2013 Policy Directive on *"Promoting women's electoral and political participation through UN electoral assistance.*

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome (from Strategic Plan) – Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance; In particular: SP Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions

Outcome indicators as stated in the Strategic Plan/ Global Programme Results and Resources Framework, including baseline and targets. Indicator 2 – Voter turnout, disaggregated by sex, age and excluded groups, and 4 – Peaceful completion of electoral and constitutional processes.

Applicable Key Result Area (from 2008-11 Strategic Plan): N/A

Partnership Strategy: Continued close cooperation will be maintained with the Electoral Assistance Division of the Department of Political Affairs, the representative of the UN electoral Focal Point, as well as the other UN agency partners within the the Inter-Agency Coordination Mechanism on Electoral Assistance (UNESCO, UN Women, UNOPS and DPKO). During Phase II, all knowledge products, 'best practice' or advisory positions on electoral assistance on supranational matters produced by UNDP will be developed within the parameters of policy issued by the Focal Point, and will be shared with ICMEA members for their comment. External to the UN, special efforts will continue to be made to leverage the knowledge and expertise provided by ACE, BRIDGE, the European Commission (via the work of the Joint EC-UNDP Partnership on Electoral Assistance and its dedicated Joint Task Force),[81] International IDEA, EISA, IFES, INE Mexico, etc.

Project title and ID (ATLAS Award ID): Global Project for Electoral Cycle Support, Phase II (2015-2017)

INTENDED OUTPUTS	OUTPUT TARGETS (per annum)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 Global level advocacy, capacity development and knowledge generation strengthened		Activity 1.1: Global level policy development, research and knowledge production	BPPS; Regional Bureaux; Brussels Office	1 x $288,335 x 3 yrs = $865,005 (Lead Electoral Advisor, P5, NY); 1 x $245,695 x 3 yrs = $737,085 (Electoral Policy Specialist, P4, NY); 1 x $204,269 x 3 yrs = $612,807 (Electoral Conflict and Risk Assessment Specialist P3, NY); 1 x $140,195 x 3 yrs = $420,585 (Finance and Operations Assistant, G7,
Indicator: No. of Focal Point policies via ICMEA mechanism	Y1 (2015): 2 Focal Point policies via ICMEA mechanism	▪ 1.1.1 Civil and voter registry synergy and identity management in the biometric age	BPPS	
Baseline: 2 (2014)	Y2 (2016): 3 Focal Point policies via ICMEA mechanism	▪ 1.1.2 Cost and long-term sustainability of electoral processes	BPPS	
Indicator: No. of Standard Contribution Agreements signed annually with the EU, as facilitated	Y3 (2017): 3 Focal Point policies via ICMEA	▪ 1.1.3 Political party registration and finance regulation	BPPS	
		▪ 1.1.4 Electoral risk assessment and conflict prevention	BPPS	

[81] See www.ec-undp-electoralassistance.org.

Outputs / Activities	Indicators & Targets	Responsible	Budget
by the GPECS Brussels Team	mechanism	BPPS	Brussels); $500,000 (M&E and Audit); $150,000 (Coms); $400,000 (Office) = **$3,685,482**
Indicator: No. of global UNDP publications Baseline: 2 (2014)	— 1.1.5 Electoral fraud prevention and detection measures — 1.1.6 Programming recommendations of electoral observers Y1 (2015): 8 Y2 (2016): 10 Y3 (2017): 12 -- Y1 (2015): 2 Y2 (2016): 3 Y3 (2017):3	BPPS	**1.1.1-1.1.6** – $300,000 (Publications); $1,200,000 (Intl Consultant); $340,000 (Translation) =**$1,840,000**
Indicator: No. of page views/consultations on ACE website Baseline: 1 million per year (2014)	Activity 1.2: Global tools – the ACE Electoral Knowledge Network and BRIDGE Activity Result — 1.2.1 Secretariat support to ACE — 1.2.2 Content and knowledge development support to ACE -- Y1 (2015): 1.1 million Y2 (2016): 1.2 million Y3 (2017): 1.3 million	BPPS; ACE partners; BRIDGE partners	**1.2.1-1.2.2** – $180,000 (Facilitator); $50,000 (Intl Consultant); $50,000 (Translation) =**$280,000**
Indicator: No. of BRIDGE modules/curricula updated Baseline: 25 BRIDGE modules need to be updated (2014) Indicator: No. of persons undergoing in-person and online training Baseline: 250 (2014)	— 1.2.3 Secretariat support to BRIDGE — 1.2.4 Content and knowledge development support to BRIDGE -- Y1 (2015): at least 4 modules Y2 (2016): at least 10 modules Y3 (2017): at least 11 modules -- Y1 (2015): 280 Y2 (2016): 320 Y3 (2017): 350		**1.2.3-1.2.4** – $300,000 (Capacity Development Specialist); $50,000 (Intl Consultant); $100,000 (Workshop); $50,000 (Translation) =**$500,000**
	Activity 1.3: EC-UNDP Joint Task Force in Electoral Assistance — 1.3.1 JTF country support 1.3.2 JTF Knowledge development and training	BPPS; Brussels Office; European Commission	1 x $283,783 x 3 yrs = $851,349 (Senior Electoral Assistance Advisor/JTF Coordinator, P5, Brussels); 1 x $241,867 x 3 yrs = $725,601 (Electoral Assistance Specialist, P4,

Output / Indicators	Targets	Activities	Responsible party	Budget
				Brussels); $200,000 (M&E and Audit); $100,000 (Communications); $300,000 (Office) = **$2,176,950** $100,000 (Intl Consultant contracts); $40,000 (Travel); =**$140,000** $100,000 (Intl Con); $25,000 (Travel); $100,000 (Workshops) =**$225,000** **Total output 1 = $8,847,432**
Output 2 Regional level advocacy, capacity development and knowledge generation enhanced Africa Indicators: No. of needs assessment conducted by GPECS electoral advisors Baseline: 10 (2014) No. of electoral projects developed with the GPECS electoral advisors Baseline: 5 (2014) No. of regional institutions that	Y1 (2015): 10 Y2 (2016): 10 Y3 (2017): 10 -- Y1 (2015): 6 Y2 (2016): 8 Y3 (2017): 10 Y1 (2015): 2 Y2 (2016): 3 Y3 (2017): 4	Activity 2.1: Advocacy, capacity development and knowledge generation in Africa 2.1.1 Strengthening the capacity and south-south cooperation of regional bodies 2.1.2 Enhancing inclusive electoral processes in Africa 2.1.3 Support to the Sahel region	BPPS; RBA; Regional Service Centre Addis Ababa	2 x $233,461 x 3 yrs = $1,400,766 (Regional Electoral Advisors, P4, Addis); $200,000 (M&E and Audit); $100,000 (Coms); $300,000 (Office) = **$2,000,766** **2.1.1 – $80,000** (Publications); $150,000 (Intl Consultants); $210.000 (Workshops); $45,000 (AU/RECs); $120,000 (Travel); $45,000 (Translation)

Indicators	Targets	Activities	Responsible Party	Budget
have implemented a capacity development plan Baseline: 2 (2014)				=**$650,000** **2.1.2** – $80,000 (Publications); $200,000 (Intl Consultants); $150,000 (Travel); $60,000 (Translation) =**$490,000** **2.1.3 – $ 8,000,000**
<ins>Asia and Pacific Indicators:</ins> No. of needs assessments conducted by GPECS electoral advisors Baseline: 2 (2014) No. of electoral projects developed with the GPECS electoral advisors: Baseline: 3 (2014) No. and type of regional knowledge products developed Baseline: 0 (2014)	Y1(2015):3 Y2 (2016):3 Y3 (2017):4 -- Y1 (2015):3 Y2 (2016):3 Y3 (2017):4 -- Y1 (2015): 1 Y2 (2016): 2 Y3 (2017): 2	Activity 2.2: Advocacy, capacity development and knowledge generation in Asia-Pacific 2.2.1 Building Electoral Integrity 2.2.2 Electoral security and conflict 2.2.3 Regional electoral engagement	BPPS;RBAP; Regional Service Centre Bangkok	1 x $224,857 x 3 yrs = $674,571 (Regional Electoral Advisor, P4, Bangkok); $200,000 (M&E and Audit); $100,000 (Communications); $300,000 (Office) = **$1,274,571** **2.2.1** – $150,000 (Research); $200,000 (Intl Consultants); $140,000 (Travel); $60,000 (Translation) =**$490,000** **2.2.2** – $100,000 (Research and Pub); $100,000 (Intl Con); $100,000 (Local Con); $200,000 (Sub Con) =**$500,000**

Arab States Indicators: No. of needs assessment conducted by GPECS electoral advisors Baseline: 1 (2014) No. of electoral projects developed with the GPECS electoral advisors Baseline: 2 (2014) No. and type of mechanisms, processes and agreements in place to strengthen the capacity of electoral regional bodies Baseline: 0 (2014)	Y1 (2015): 2 Y2 (2016): 2 Y3 (2017): 2 -- Y1 (2015): 2 Y2 (2016): 2 Y3 (2017): 2 -- Y1 (2015): 3 Y2 (2016): 4 Y3 (2017): 2	Activity 2.3: Advocacy, capacity development and knowledge generation in Arab States 2.3.1 Strengthened Regional Exchanges among Countries and Enhanced South-South Cooperation 2.3.2 Increased Participation of Women throughout the Electoral Cycle 2.3.3 Youth civic engagement	BPPS;RBAS; Regional Service Centre Amman	1 x $260,567 x 3 yrs = $781,701 (Regional Electoral Advisor, P5, Amman); 1 x $224,438 x 3 yrs = $673,314 (Electoral Policy Specialist, P4, Amman); 1 x $115,861 x 1 yr = $115,861 (Programme Assistant, G5, Brussels); $200,000 (M&E and Audit); $100,000 (Coms); $300,000 (Office) = **$2,170,876** **2.3.1** – $650,000 (Research and Pub); $1,000,000 (Intl Con); $400,000 (Local Con); $945,000 (Sub Con) =**$2,995,000** **2.3.2** – $400,000 (Intl Con); $150,000 (Travel); $282,000 (Workshops) =**$838,000**

2.2.3 – $100,000 (Intl Con); $25,000 (Travel); $150,000(Internet Portal Creation); $100,000 (Workshops) =**$225,000**

Indicators	Activity	Responsible	Budget
			2.3.3 – $300,000 (Intl Con); $150,000 (Travel); $225,000 (Workshops) =**$675,000**
Latin America and the Caribbean Indicators: No. of needs assessment conducted by GPECS electoral advisors Baseline: 2 (2014) Y1 (2015):3 Y2 (2016):4 Y3 (2017):5 -- No. of electoral projects developed with the GPECS electoral advisors Baseline: 2 (2014) Y1 (2015):3 Y2 (2016):4 Y3 (2017):5 -- No. of advocacy events and knowledge tools to enhance the electoral participation of women, youth Baseline: 0 (2014) Y1 (2015):2 Y2 (2016):3 Y3 (2017):4	Activity 2.4 Advocacy, capacity development and knowledge generation in Latin America and the Caribbean 2.4.1 Gender mainstreaming in electoral processes 2.4.2 Youth political and electoral participation throughout the electoral cycle	BPPS; RBLAC; Regional Service Centre Panama City	1 x $215,737 x 3 yrs = $647,211 (Regional Electoral Advisor, P4, Panama); $200,000 (M&E and Audit); $100,000 (Communications); $300,000 (Office) = **$1,247,211** **2.4.1** – $80,000 (Publications); $200,000 (Intl Consultants); $150,000 (Travel); $60,000 (Translation) =**$490,000** **2.4.2** – $80,000 (Publications); $200,000 (Intl Consultants); $150,000 (Travel); $60,000 (Translation) =**$490,000**
Europe and CIS Indicators: No. of needs assessment conducted by GPECS electoral advisors Baseline: 2 (2014) Y1 (2015):2 Y2 (2016):2 Y3 (2017):2 -- Y1 (2015):2	Activity 2.5 Advocacy, capacity development and knowledge generation in Europe and the Commonwealth of Independent States	BPPS; RBEC; Regional Service Centre Istanbul	$80,000 (Publications); $200,000 (Intl Consultants); $150,000 (Travel); $60,000 (Translation) =**$490,000**

No. of electoral projects developed with the GPECS electoral advisors Baseline: 2 (2014)	Y2 (2016):2 Y3 (2017):2			Total output 2 = $23,027,424
Output 3 Targeted National level electoral cycle intervention implemented Indicator: No. of countries where electoral projects are operational with support from GPECS Baseline: 0 (2014)	Y1 (2015): 4 Y2 (2016): 6 Y3 (2017): 8	Activity 3.1 Deployment of emergency electoral cycle support 3.1.1 Seed advisory support to assist in project start-up 3.1.2 Seed financial support to assist in project start-up 3.1.3 Micro-funding support for emergency initiatives.	BPPS; Regional Bureaux; COs	**4.1.1 – $200,000** (Travel); $800,000 (Intl Consultants) = **$1,200,000** **4.1.2 - $600,000** (Intl Consultants); $200,000 (Miscellaneous initiatives) = **$800,000** **4.1.3 - $400,000** (Miscellaneous initiatives) = **$400,000**
				Total output 3 = $2,400,000

Output 4. Gender is mainstreamed in Electoral Assistance		Activity 4.1 Knowledge Development and Policy Dialogue	BPPS; UN Women; ICMEA partners	3.1 – $80,000 (Publications); $200,000 (Intl Consultants); $150,000 (Travel); $60,000 (Translation) =$490,000
Indicator: Percentage of electoral project outputs that score 2 or higher in the gender marker Baseline: 61.9 percent in 2014	Y1 (2015): 65 % Y2 (2016): 70 % Y3 (2017): 75 % --	Activity 4.2 Quick Intervention Fund for Transitional and Post-Conflict Environments	BPPS; COs	$80,000 (Publications); $200,000 (Intl Consultants); $150,000 (Travel); $60,000 (Translation) =$490,000
Indicator: No. of gender sensitive electoral activities supported by Quick Intervention Fund in transitional and post-conflict environments Baseline: 0 (2014)	Y1 (2015):3 Y2 (2016):4 Y3 (2017):5 --	Activity 4.3 National-level Gender Activities and Advisory Services	BPPS; COs	$80,000 (Publications); $400,000 (Intl Consultants); $250,000 (Travel); $60,000 (Translation) =$790,000
Indicator: No. and type of knowledge products and capacity development tools on women's inclusive electoral participation developed and rolled out Baseline: 1 (2014)	Y1 (2015): 1 Y2 (2016): 2 Y3 (2017): 3			
				Total output 4 = $1,770,000
				Total 4 outputs = $36,044,856
				GMS (8%) = 2,883,588
				Total GPECS Phase II = $38,928,444

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, indicators including annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 : Global level advocacy, capacity development and knowledge generation strengthened Indicators: No. of Focal Point policies via ICMEA mechanism Target: 2 No. of Standard Contribution Agreements signed annually with the EU, as facilitated by the GPECS Brussels team Target: 8 No. of global UNDP publications	Activity 1.1: Global level policy development, research and knowledge production 1.1.1 Civil and voter registry synergy and identity management in the biometric age 1.1.2 Cost and long-term sustainability of electoral processes 1.1.3 Electoral fraud prevention and detection measures		X X X X	X X X X X	X X X	BPPS		Lead Electoral Advisor, P5, NY, Electoral Policy Specialist, P4, NY, Operations Manager P3, Brussels, Finance and Operations Assistant, G7, Brussels, Communications, Office costs. 1.1.1-1.1.3 – Publications, Intl Consultant, Translation	1 x $288,335; 1 x $245,695; 1 x $204,269; 1 x $140,195; $50,000; $155,000 = **$795,159** **1.1.1-1.1.3** – $100,000; $400,000; $110,000 =**$610,000**

Indicators / Targets	Activity					Partners	Inputs	Budget
Target: 2 No. of page view/consultations on ACE website Target: 1.2 million No. of BRIDGE modules/curricula updated Target: 4 modules No. of persons undergoing in-person and online training Target: 280	Activity 1.2: Global tools – the ACE Electoral Knowledge Network and BRIDGE Activity Result 1.2.1 Secretariat support to ACE 1.2.2 Content and knowledge development support to ACE 1.2.3 Secretariat support to BRIDGE 1.2.4 Content and knowledge development support to BRIDGE	X X X X	X X X X	X X X X		BPPS; ACE partners; BRIDGE partners	1.2.1-1.2.2 Facilitator, Intl Consultant, Translation 1.2.3-1.2.4 Capacity Development Specialist, Intl Consultant, Workshop, Translation	1.2.1-1.2.2 – $60,000 (); $15,000 (); $15,000 () =$90,000 1.2.3-1.2.4 – $100,000 (); $15,000 (); $30,000 (); $15,000 () =$160,000
	Activity 1.3: EC-UNDP Joint Task Force in Electoral Assistance 1.3.1 JTF country support 1.3.2 JTF Knowledge development and training	X X	X X	X X		BPPS; Brussels Office; European Commission	Senior Electoral Assistance Advisor/JTF Coordinator, P5, Brussels, Electoral Assistance Specialist, P4, Brussels, Communications, Office costs	1 x $283,783; 1 x $241,867; $30,000; $100,000 () = $655,650 $30,000 (Intl Consultant contracts); $15,000 (Travel); =$45,000 $30,000 (Intl Con); $10,000 (Travel); $30,000 (Workshops) =$70,000

Output 2: Regional level advocacy, capacity development and knowledge generation enhanced	Activity 2.1: Advocacy, capacity development and knowledge generation in Africa				BPPS; RSC Addis Ababa; RBA	Two Regional Electoral Advisors, P4, Addis Ababa, Communications, Office costs.	2 x $233,461; $30,000; $100,000 = **$596,922**
Africa Indicators:							
No. of needs assessment conducted by GPECS electoral advisors	2.1.1 Strengthening the capacity and south-south cooperation of regional bodies	X	X	X		**2.1.1 –** Publications, Intl Consultants, Workshops, AU/RECs, Travel, Translation.	**2.1.1 –** $20,000; $50,000; $70,000; $45,000; $40,000; $15,000 =**$240,000**
Target: 10		X	X	X			
No. of electoral projects developed with the GPECS electoral advisors	2.1.2 Enhancing inclusive electoral processes in Africa	X	X	X			
Target: 6	2.1.3 Support to the Sahel region						
No. of regional institutions that have implemented a capacity development plan						**2.1.2 –** Publications, Intl Consultants, Travel, Translation	**2.1.2 –** $20,000; $60,000; $50,000; $20,000 =**$150,000**
Target: 2							
Asia/Pacific Indicators:							
No. of needs assessment conducted by GPECS electoral advisors						**2.1.3 –** Publications, Intl Consultants, Travel, Translation	**2.1.3 –** $ 2,000,000
Target: 3							
No. of electoral projects developed with the GPECS electoral advisors							
Target: 3							
No. and type of regional knowledge products developed							
Target: 1							
Arab States Indicators:							
No. of needs assessment							

Indicator / Target	Activity				Responsible	Inputs	Budget
conducted by GPECS electoral advisors Target:2	Activity 2.2: Advocacy, capacity development and knowledge generation in Asia-Pacific	X	X	X	BPPS; RBAP; RSC Bangkok	Regional Electoral Advisor, P4, Bangkok, Communications, Office costs	1 x $224,857; $30,000 (); $100,000 () = **$354,857**
No. of electoral projects developed with the GPECS electoral advisors Target:2	2.2.1 Building Electoral Integrity	X	X	X		**2.2.1** – Research, Intl Consultants, Travel, Translation	**2.2.1 –** $50,000; $70,000; $50,000; $20,000 =**$190,000**
No. and type of mechanisms, processes and agreements in place to strengthen the capacity of electoral regional bodies Target:3	2.2.2 Electoral security and conflict	X	X	X		**2.2.2** – Research and Publications, Intl Consultants, Local Contractors, Sub Contractors	**2.2.2 –** $30,000; $30,000; $30,000; $60,000 =**$150,000**
LAC Indicators: No. of needs assessment conducted by GPECS electoral advisors Target:3	2.2.3 Regional electoral engagement					**2.2.3 –** International Consultants, Travel, Internet Portal Creation, Workshops	**2.2.3** – $30,000; $10,000; $30,000; $15,000 =**$85,000**
No. of electoral projects developed with the GPECS electoral advisors Target:3							–
No. of advocacy events and knowledge tools to enhance the electoral participation of women, youth							

Target: 2	Activity 2.3: Advocacy, capacity development and knowledge generation in Arab States	X	X	X	BPPS; RBAS; RSC Amman
Europe and CIS Indicators:					
No. of needs assessment conducted by GPECS electoral advisors	2.3.1 Strengthened Regional Exchanges among Countries and Enhanced South-South Cooperation	X	X	X	
Target:2					
No. of electoral projects developed with GPECS electoral advisors	2.3.2 Increased Participation of Women throughout the Electoral Cycle	X	X	X	
Target:2	2.3.3 Youth civic engagement				

Activity 2.3: Advocacy, capacity development and knowledge generation in Arab States	X	X	X	BPPS;RBAS; RSC Amman	?	Regional Electoral Advisor, P5, Amman, Electoral Policy Specialist, P4, Amman, Programme Assistant, G5, Brussels, Communications, Office costs	1 x $260,567; 1 x $224,438; 1 x $115,861; $30,000; $100,000 = **$730,866**
2.3.1 Strengthened Regional Exchanges among Countries and Enhanced South-South Cooperation						**2.3.1** – Research and Publications, Intl Consultants,, Local Consultants, Sub Contractors	**2.3.1** – $220,000; $300,000; $140,000; $300,000 =**$960,000**
2.3.2 Increased Participation of Women throughout the Electoral Cycle						**2.3.2** – Intl Consultants, Travel, Workshops	**2.3.2** – $140,000; $50,000; $90,000 = **$280,000**
2.3.3 Youth civic engagement						**2.3.3** – Intl Consultants, Travel, Workshops	**2.3.3** $100,000; $50,000; $70,000 =**$220,000**

Activity					Partner	?	Resources
Activity 2.4 Advocacy, capacity development and knowledge generation in Latin America and the Caribbean 2.4.1 Gender mainstreaming in electoral processes 2.4.2 Youth political and electoral participation throughout the electoral cycle	X	X	X	X	BPPS; RBLAC; RSC Panama City	?	Regional Electoral Advisor, P4, Panama, Communications, Office — 1 x $215,737; $30,000; $100,000 () = **$345,737** **2.4.1 –** Publications, Intl Consultants, Travel, Translation — $25,000; $60,000; $50,000; $20,000 =**$155,000** **2.4.2 –** Publications, Intl Consultants, Travel, Translation — $25,000; $70,000; $50,000; $20,000 =**$165,000**
Activity 2.5 Advocacy, capacity development and knowledge generation in Europe and the Commonwealth of Independent States	X	X	X		BPPS; RBEC; RSC Istanbul	?	Publications, Intl Consultants, Travel, Translation — $25,000; $70,000; $50,000; $20,000 =**$165,000**

Output / Indicator	Activity				Partners	?	Inputs/Budget
Output 3: Targeted National level electoral cycle intervention implemented Indicator: No. of countries where electoral projects are operational with support from GPECS Target: 4	Activity 3.1 Deployment of emergency electoral cycle support 3.1.1 Seed advisory support to assist in project start-up 3.1.2 Seed financial support to assist in project start-up 3.1.3 Micro-funding support for emergency initiatives.	X	X	X X x	BPPS; Regional Bureaux; COs	?	**4.1.1** – Travel, Intl Consultants $70,000; $200,000 = **$270,000** **4.1.2** - Intl Consultants, Miscellaneous initiatives $200,000; $60,000 = **$260,000** **4.1.3** - Miscellaneous initiatives $120,000 = **$120,000**
Output 4: Gender is mainstreamed in Electoral Assistance Indicator: Percentage of electoral project outputs that score 2 or higher in the gender marker Target 65%	Activity 4.1 Knowledge Development and Policy Dialogue	X	X	X	BPPS; UN Women; ICMEA partners	?	Publications, Intl Consultants, Travel, Translation $20,000; $60,000; $50,000; $20,000 =**$150,000**
Indicator: No. of gender sensitive electoral activities supported by Quick Intervention Fund in transitional and post-conflict environments Target: 3	Activity4.2 Quick Intervention Fund for Transitional and Post-Conflict Environments	X	X	X	BPPS; COs	?	Publications, Intl Consultants, Travel, Translation $25,000; $60,000; $50,000; $20,000 =**$155,000**
	Activity 4.3 National-level Gender Activities and Advisory Services	X	X	X	BPPS; COs	?	Publications, Intl Consultants, Travel, Translation $25,000; $120,000; $75,000; $20,000 =**$240,000**

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Indicator: No. of knowledge products and capacity development tools on women's inclusive electoral participation developed and rolled out Target: 2	$9,799,191
TOTAL	

V.   MANAGEMENT ARRANGEMENTS

GPECS will continue to be implemented directly (DIM) by UNDP's Bureau for Policy and Programme Support, New York, in consultation with the donors and other partners. As with Phase I, the various components will be implemented by different offices or bureaux, depending upon their nature. All implementation will be done under the overall management of the GPECS Phase II Project Manager, and the oversight of the UNDP Lead Policy Advisor on Electoral Assistance and under the strategic direction of a Steering Committee.

Policy, programming, knowledge management, and regional support for Europe/CIS, as well as global gender support, will be delivered by BPPS in New York. The JTF Coordinator, along with the JTF Electoral Assistance Specialist, will implement the activities of the Joint Task Force in Brussels, while also liaising on country-level support with the Regional and HQ Advisors. Regional support will be delivered through the respective regional bureaus of UNDP: the Regional Bureau for Africa, the Regional Bureau for Asia and the Pacific, the Regional Bureau for Arab States and the Regional Bureau of Latin America and the Caribbean. BPPS will deliver the regional support for Europe/CIS in coordination with RBEC and the Regional Service Centre in Istanbul.

Whatever activities are implemented at national level will be delivered by the respective UNDP country offices, in consultation with their Regional Bureaux, and with the support of the Regional Electoral Advisors and the JTF.
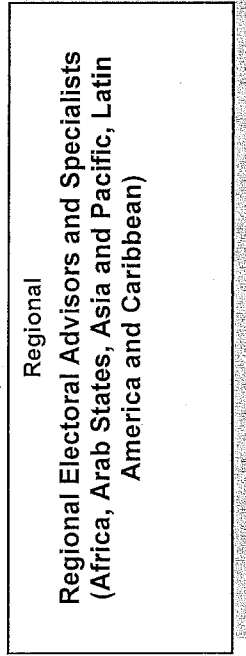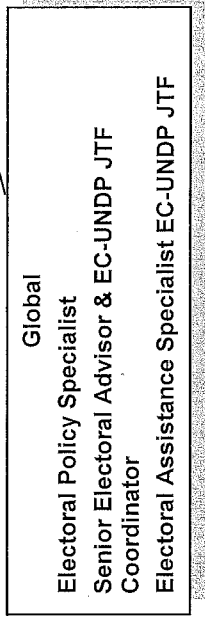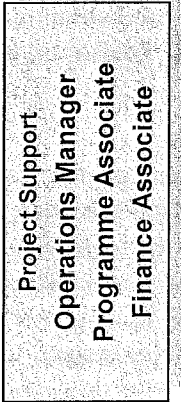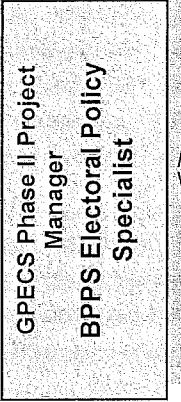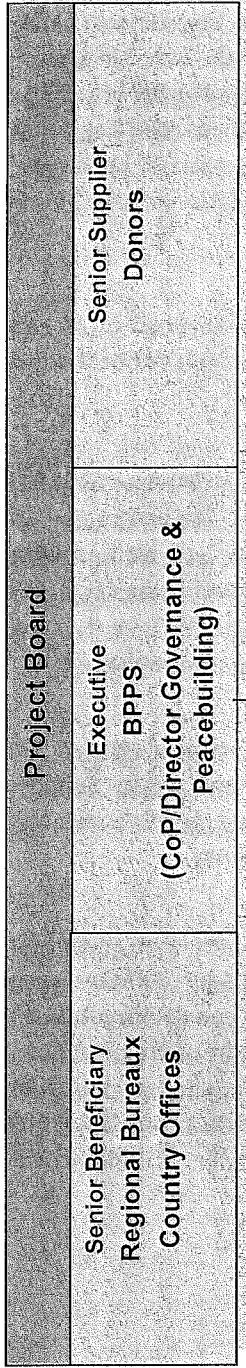
Phase II will closely coordinate and exchange knowledge with all advisors in the areas of both Inclusive Political Processes (e.g., electoral systems and processes; constitutions and political dialogue; parliamentary development, etc) and the projects they manage, as well as with the Regional Bureaux, Bureau of Management, the Bureau for External Relations and Advocacy, UN Women and the UN Department of Political Affairs. GPECS personnel will also maintain a very close relationship with the Elections Procurement team at the Procurement Support Office in Copenhagen.[82]

The non-New York-based staff will maintain close contact with all other GPECS staff, while being supervised, on a daily basis, by the Governance and Peacebuilding Practice Leaders in the Regional Service Centres of Bangkok, Addis Ababa, Amman and Panama City, and, for Brussels-based staff, by the Deputy Director of the UNDP Brussels office (under a matrixed arrangement).

The Chief of Profession, Governance and Peacebuilding will ultimately be accountable for the results of the project. The Electoral Policy Specialist /GPECS Project Manager will be responsible for day-to-day management and decision-making under the supervision of the Lead Policy Advisor on Electoral Assistance who will ensure compliance with the required standards of quality and within the specified limits of time and cost. The Electoral Policy Specialist /GPECS Project Manager will ensure that there is regular communication and liaison with DPA/EAD, UN Women, DPKO and other UN entities that are members of the Inter-Agency Coordination Mechanism on Electoral Assistance, to update on the progress of GPECS Phase II.

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[82] The elections team in Copenhagen support Country Offices, where requested, in procuring goods and services. This includes most procurement of electoral goods, including all procurement of biometric voter registration systems, indelible ink, polling equipment, etc. PSO operates under the Bureau of Management.

Project Organisation Structure

Project Board

Senior Beneficiary Regional Bureaux Country Offices	Executive BPPS (CoP/Director Governance & Peacebuilding)	Senior Supplier Donors

Project Assurance
BPPS Lead Policy Advisor, Electoral Assistance
BPPS Gender CoP/Director

GPECS Phase II Project Manager
BPPS Electoral Policy Specialist

Project Support
Operations Manager
Programme Associate
Finance Associate

Global
Electoral Policy Specialist
Senior Electoral Advisor & EC-UNDP JTF Coordinator
Electoral Assistance Specialist EC-UNDP JTF

Regional
Regional Electoral Advisors and Specialists (Africa, Arab States, Asia and Pacific, Latin America and Caribbean)

The project will allow for earmarked and unearmarked contributions. Donor contributions, where requested, may be channelled to specific countries under, as described in Component 3, a fast-track mechanism. A Steering Committee will govern the strategic direction of GPECS Phase II and the allocation of country funds. There will be more or less an equal distribution of resources among the four programming components.

- **The P5 BPPS Lead Policy Advisor on Electoral Assistance and the P4 BPPS GPECS Project Manager/ Electoral Policy Specialist.**

Overall management of the implementation of Phase II will rest with the GPECS Project Manager/Electoral Policy Specialist under the oversight of the Lead Policy Advisor on Electoral Assistance. In a matrixed arrangement, non-New York-based staff will report to both the Lead Policy Advisor, as well as either the Governance and Peacebuilding Team Leaders based in the Regional Service Centres (detailed below), or, for JTF staff in Brussels, the Deputy Director of the Brussels Office. The HQs GPECS team will also have direct implementation responsibility for the activities under Components 1 (global), 3 (gender) and 4 (national), although a number of these activities will be delegated to and implemented in close cooperation with the Regional Electoral Advisors/JTF. The Gender Component will be implemented with the Policy Analyst – Elections and Gender in close cooperation with the entire GPECS team and coordinated with the Policy Specialist for Gender, Inclusion and Peacebuilding in the IPP cluster. In New York, the Lead Policy Advisor on Electoral Assistance, the Electoral Policy Specialist and the Policy Analyst are part of the Inclusive Political Processes cluster of the Governance and Peacebuilding area of work, and report to the Team Leader for IPP, and, through the Team Leader, to the Chief of Profession for Governance and Peacebuilding.

- **The five Regional Electoral Advisors (one P5 in Amman, two P4 in Addis Ababa, one P4 in Bangkok and one P4 in Panama City);**

Component 2 (Regional) will be implemented by the Regional Electoral Advisors (REAs) based in the Regional Service Centres (under the overall management of the respective UNDP Regional Bureaux) of Addis Ababa (two REAs, for the Africa region), Bangkok (for Asia-Pacific), Amman (for the Arab States), and, reflecting the growth of UNDP support in the Latin America region,[83] in Panama City (for Latin America and the Caribbean). Outputs will be delivered under the overall guidance of the BPPS Lead Policy Advisor on Electoral Assistance and the GPECS Project Manager. Activities for the Europe and Commonwealth of Independent States region, will be directly implemented by BPPS HQs, in partnership with RBEC and the Regional Service in Istanbul.

In the Regional Service Centres, the REAs will work through the regional governance project and provide electoral support to countries in their regions as well as help to implement the other activities under their respective components. Furthermore, GPECS Regional Electoral Advisors, as well as New York and Brussels-based personnel, lead in the provision of country-level advisory services. These primarily include support for DPA-led electoral Needs Assessment Missions, project formulation, support in mobilizing and managing resources, consultant referral, monitoring and evaluation support, provision of comparative experiences in electoral management, systems and other specialized areas such as media and elections, as well as liaison, on behalf of Country Offices, with the Department of Political Affairs on procedural issues as needed. For countries that fall within regions where there are Regional Advisors posted under the GPECS (Africa, Arab States, Asia/Pacific and Latin America and the Caribbean), the Regional Advisors will be the frontline responders to country-level demand.

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[83] Reflecting the growth in UNDP electoral support in this region, which now encompasses Haiti, Honduras, El Salvador, Mexico, Paraguay, Peru, Surinam, as well as envisaged support to Guyana and Ecuador, UNDP will have a Regional Electoral Advisor for the RBLAC region as of January 2015.

The Arab States regional component of GPECS is delivered by the Regional Electoral Advisor (REA) for Arab States located in the Regional Service Centre in Amman, Jordan, and is funded, until May 2016, by the Swedish International Development Agency (SIDA).[84] In order to continue delivery of the component, the Arab States REA is assisted by an international Electoral Policy Specialist, also based in Amman.

- **Both JTF posts in Brussels (P5 JTF Coordinator/Senior Electoral Assistance Advisor, and P4 Electoral Assistance Specialist); the P3 Operational Manager and a G7 Operations and Finance Staff based in Brussels and other G7 in Amman.**

The two JTF posts in Brussels will be matrixed to the Deputy Director of the UNDP Brussels Office and will deliver both the specific component 1 activity 1.3 (JTF) but will also deliver elements of both the Sahel support (Africa regional component 2.1) and some of the activities in the Arab States component.

A P3 Operational Manager and a small number of GS support staff (based in both Brussels and Amman), covering Finance and Accounts, will support the overall delivery of Phase II. Under the direct supervision of the GPECS Programme Manager, the GPECS Operations Manager provides administrative and operational support for the management of GPECS financial resources. This component also includes the cost of HQ centralized functions such as monitoring, evaluation and audit under Phase II of the Project. Actual costs for undertaking other services under Phase II of the Project are covered within the budget as mainstreamed Implementation Support Services costs.

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[84] This component delivers some activities jointly with the EC-UNDP Joint Task Force based in Brussels.

VI.   MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- ➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- ➢ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- ➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- ➢ **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ➢ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP's security, and the full implementation of the security plan.

The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII.   ANNEXES

Annex 1 : Risks Analysis

Risks present themselves in terms of both the highly evolving and unpredictable security, political and electoral environments of the regions and programme countries in which Phase II of GPECS will work, and in terms of the prevailing conditions at the global level for programming. The following are potential risks associated with the implementation of the project:

#	Description	Category	Impact and Proba-bility	Countermeasures / Management response
1	There is confusion in the transition to Phase II regarding confirmation whether the BPPS 'organigrammed' positions should be GPECS-funded or funded via another source (e.g. Global Programme).	Operational	Medium Medium	BPPS will endeavour to confirm the funding source of 'non-project' staff positions for the three years of 2015-2017.
2	Full funding forGPECS is not available	Financial	High Medium	Sufficient leftover funding exists from Phase I Donors to the GPECS are being identified in the inception phase; if anticipated funding falls short, activities will be scaled back by the Steering Committee.
3	Synergies between the GPECS and other areas of Inclusive Political Processes fails to materialize.	Organizational	Medium Low	The Lead Policy Advisor on Electoral Assistance in BPPS, charged with responsibility for delivering BPPS support against outputs identified under Outcome 2 of the Strategic Plan in the area of electoral assistance, will also be responsible for delivering Phase II of GPECS. The Lead Policy Advisor will be an important member of the IPP team and, under the direction of the Team Leader, will have the main responsibility for ensuring linkages between GPECS activities and other areas of IPP. The Lead Policy Advisor will also serve as a member of the programme assurance team.
4	The regional activities are not planned or delivered with enough coordination with the global and country activities	Opera-tional	Medium Low	The Regional Electoral Advisors will all report to the Governance and Peacebuilding Advisors in the RSCs on a matrixed arrangement to the Lead Electoral Advisor in HQs. The G and P advisors in the RSCs will also report to the Chief of Profession, Governance and Peacebuilding, in which the IPP cluster sits. This should guarantee seamless coordination between Phase II, the priorities for the IPP cluster within the G and P area, and the G and P advisors in the RSCs.

#	Description	Category	Impact and Proba-bility	Countermeasures / Management response
6	Country-level demand in Phase II is greater than that to which the project can respond	Financial	Low Medium	Under Phase I, an unofficial 'cap' of $2.5 million was placed on contributions that the GPECS Country Window could make to any one country's activities. For Phase II, assistance will be much smaller, and will be focused primarily on 'seed' funding to assist Country Offices commence their projects of assistance. Due to the smaller expected amounts requested, supply of funding should be adequate to meet demand.
7	Political circumstances in some countries make it difficult or impossible to implement planned activities	Political	Medium High	This is a risk to all UN and UNDP electoral assistance at country level. Phase II of GPECS will work closely with DPA/EAD to address all political constraints facing individual Country Offices.
8	Additional donors to Phase II lead to different opinions regarding country priorities	Strategic		The Steering Committee will make consensus-based decisions. If donors so chose, they can support country-level processes bilaterally through a direct contribution to the project in the country and outside of Phase II of GPECS.
9	The various components of Phase II of GPECS prove difficult to manage	Opera-tional	High Low	Centralising the overall responsibility for the management and implementation of Phase II lowers the administrative burden on BPPS. The DIM implementation modality has been selected given that this is the default modality for electoral assistance. This gives both BPPS and other implementing bodies (e.g. the Regional Bureaux and the Brussels Office) direct responsibility for implementing Phase II and does not make UNDP reliant on external bodies to achieve results.
11	There will be unnecessary overlap between the Regional Electoral Advisors and the JTF on country-level support.	Strategic	High High	For all projects at country level that have EU funding support, information sharing between HQ, the Regional Bureaux and the Co will include both the Regional Advisors and the JTF. While the Regional Advisors will remain the primary source of country support, the JTF may be called upon to temporarily assume that role due to either workload issues, or because the EU is the key player at country player among funding partners.
12	Insufficient communication on the JTF value added to relevant stakeholders and on tackling external perceptions	Strategic	High High	Policy advisory support at UN HQ and JTF ensure that proper and assertive communication strategy is put in place and implemented. The relevant and related messages will have to be disseminated also via face-to-face training, e-learning and specific publications.