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# Support for the Electoral Cycle in Jordan 2012 - 2015

## Project Document



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## United Nations Development Programme

Country: Hashemite Kingdom of Jordan

### Project Document

<b>Project Title</b>	Support for the Electoral Cycle in Jordan (2012-2015)
<b>UNDAF Outcome(s):</b>	Jordan has undertaken political and institutional reform at national and sub-national levels in a participatory, transparent and accountable manner.
<b>Expected CPD Output(s):</b>	National institutions have established innovative mechanisms to ensure greater vertical accountability
<b>Implementing Agency</b>	UNDP
<b>Responsible Party</b>	Independent Election Commission

#### Brief Description

This 4-year electoral support project, primarily funded by the European Union at its inception, consists of technical and material assistance designed to build upon the initial work of the *Strengthening Electoral Process in Jordan* project and enhance and further consolidate the institutional and professional capacities of the newly-established Independent Election Commission. The objective is to assist the IEC to deliver its mandated functions of conducting fair, credible and transparent elections – particularly the 2012 parliamentary elections – and further consolidate itself as a permanent, professional, credible and independent institution of governance, with the benefits of its work enjoyed equally by men and women. At the same time, the project will also support the IEC and the Jordanian judiciary in institutionalising a comprehensive electoral dispute resolution mechanism accessible to all.

Programme Period	UNDAF Cycle (2008-2012) UNDAF Cycle (2013-2017)	2012 AWP budget: €2,210,699/ \$2,773,776 (Sept exchange rate 0.797)
Key Result Area (Strategic Plan): Democratic Governance		Total resources required:
Atlas Award ID:		\$ 5,339,814      € 4,255,831
Start date:	15 September 2012	Total allocations:
End Date	15 January 2016	EU €4,000,000
PAC Meeting Date	14 June 2012	UNDP Contribution:
Management Arrangements	DIM	- Core: \$100,000 (Unfunded) - CPR TTF: \$200,000 (Funded)
		Programmable € 3,977,410/ \$4,990,476



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Project Title: Support for the Electoral Cycle in Jordan (2012-2015)

Agreed by IEC Chairman

Date: 10 - 10 - 2012

Agreed by UNDP Resident Representative

Date: 10 - 10 - 2012

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## ACRONYMS

AWP	Annual Work Plan
BDP	Bureau for Development Policy (UNDP)
BRIDGE	Building Resources in Democracy, Governance and Elections
CD	Country Director (UNDP)
CIDA	Canadian International Development Agency
CO	Country Office (UNDP)
CoE	Council of Europe
CPAP	Country Programme Action Plan (UNDP)
CPD	Country Programme Document (UNDP)
CSO	Civil Society Organization
CTA	Chief Technical Advisor (UNDP)
DEA	Department of Economic Affairs
DIM	Direct Implementation (UNDP)
DPA	Department of Political Affairs (UN)
EAD	Electoral Assistance Division (UN)
EDR	Electoral Dispute Resolution
EMB	Electoral Management Body
ENP	European Neighborhood Policy
EU	European Union
FAFA	Financial and Administrative Framework Agreement (EU-UNDP)
FTA	Fixed Term Appointment
GPECS	Global Programme for Electoral Cycle Support (UNDP)
HACT	Harmonized Approach to Cash Transfers (UNDP)
HR	Human Resources
IAF	Islamic Action Front

IEC	Independent Election Commission
IFES	International Foundation for Electoral Systems
IPSAS	International Public Sector Accounting Standards
ISS	Implementation Support Services
IT	Information Technology
MOI	Ministry of Interior
MOPIC	Ministry of Planning and International Cooperation
NAM	Needs Assessment Mission (UN)
NDC	National Dialogue Committee
NIM	National Implementation (UNDP)
NSA	Non-State Actor
NVEC	National Voters Education Committee
OO	Operations Officer
PISU	Procurement Implementation Support Unit (UNDP)
PMU	Project Management Unit (UNDP)
PPLC	Political Parties Liaison Council
PR	Progress Report
QPR	Quarterly Progress Report
RR	Resident Representative (UNDP)
SBAA	Standard Basic Assistance Agreement (UNDP)
SC	Steering Committee
SEA	Senior Electoral Advisor (UNDP)
SEPJ	Strengthening Electoral Processes in Jordan
SPRING	Support for Partnership, Reforms, and Inclusive Growth (EU)
TA	Technical Assistance
TAPs	Technical and Administrative Provisions (EU)
TC	Technical Committee

TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UPL	Universal Price List (UNDP)
USAID	US Agency for International Development



# 1. Situation Analysis and Strategy

## 1.1 Background

Jordan is a small, low-to middle-income country, located in an unstable region. It has a relatively young, largely urban population; around 37.3% of its 6.1 million people are children (age 0-15), and another 21.57% are young adults (age 15-24). Nearly 70% of all Jordanians live in cities. Jordan has also experienced several migration waves (e.g., of Palestinians primarily in 1948, 1967, 1990 and of Iraqis after 2003) that have changed the composition of its population. Indeed, Jordan has been particularly sensitive to economic and political events in the region.<sup>1</sup>

### 1.1.1 Parliamentary Elections in Jordan (1989-present)

H.M.King Hussein reintroduced elections in 1989, allowing independent candidates to run for the 80 seats in the Lower House of Parliament while he appointed members to the 40-seat Senate. While political parties were not allowed, the Muslim Brotherhood used its role as a powerful social organization in Jordan to gather support for its candidates, and its candidates won about 30 seats in the new parliament, with another 10-15 seats going to leftists and Arab nationalists. This parliament agreed to a number of important laws setting the stage for democratic emergence in Jordan, including the introduction of political parties in 1992 (Law No. 22), the lifting of martial law, and endorsing the National Charter.

The government also at this time implemented a new system of “single non-transferrable vote” (*Qannoun al Sawt al Wahad*) for the 1993 elections, requiring voters to cast ballots for one representative, even in multi-member districts, replacing a bloc vote system in multi-member districts. This new system drastically reduced the number of political party members in parliament, with the newly formed Islamic Action Front, political wing of the Muslim Brotherhood, winning 16 seats while the other parties won 14 seats altogether. 50 of the 80 seats in parliament went to

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1 Among the regional political events that have impacted Jordan’s economy are the Israeli-Palestinian conflict, the first Gulf War against Iraq, and the summer 2006 war in Lebanon. Some events, like the first Gulf War, had mixed economic consequences for Jordan. One result of the war was that many Jordanian migrant workers in the Gulf were forced to return to Jordan, raising unemployment and the need for social services but also bringing skilled workers and high investment potential.

independent candidates, setting a precedent of an independent majority in parliament.

Several political parties, led by the Islamic Action Front, boycotted the 1997 elections in protest of the single-non-transferrable-vote, which they said gave preference to tribal candidates over political party ones and cost them many of their seats in the 1993 election. However, the government chose not to change the law and instead allowed the political parties to boycott the elections. After seeing no change to the single-non-transferrable-vote system during their absence from parliament, political parties returned to participate in the 2003 elections, but only won 25% of parliament's seats combined. The Islamic Action Front, still the strongest political party in Jordan, won 17 seats.

In 2005, regional tension exacerbated local security problems in Jordan, putting the country under enormous stress. In November of that year, terrorists bombed hotels in downtown Amman, killing dozens of people. At the same time, the Fatah and Hamas competition in neighboring Palestine complicated the Arab-Israeli peace process and raised the risk of another uptick in violence there, putting Jordan's security at risk as well. The next elections in 2007 faced criticism from some sectors of corruption and vote-buying, and H.M. King Abdullah II eventually disbanded parliament in November 2009, holding new elections in November 2010. For those elections, the "single-non-transferrable vote" remained and seats were allocated to sub-districts that did not corresponded to existing administrative boundaries.

The majority of candidates in parliament run as independents, running on their own tribal connections and personal image. However, these candidates frequently win by slim margins in their districts. Jordan's parliament suffers from a high rate of member turnover, with the majority of MPs failing to win re-election.

The Jordanian Parliament also has special reserved seats in order to ensure representation for minority groups, including Christians, Circassians, and Chechnians. In addition, there are quota seats allocated for women. Women's representation in Parliament has grown steadily since the reserved seats were introduced, now standing at 13 seats in Parliament<sup>2</sup>, though in the last two elections, only two women have won a seat outside of the women's quota.

### **1.1.2 Constitutional Amendments and Establishment of the Independent Election Commission (IEC)**

In an effort to implement wide-ranging reforms, the government formed the ad-hoc National Dialogue Committee (NDC) in March 2011, which emerged with

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<sup>2</sup> The new electoral law passed in June 2012 had a quota of 15 seats out of a total of 140; with the subsequent expansion of the national list from 17 to 27 seats, the women's quota was 15 out of a total of 150 seats, the same percentage as the previous quota..

several recommendations for reforms, among which was the establishment of an Independent Election Commission. Soon after, H.M. King Abdullah II convened a royal committee to revise the constitution. An approved amendment to the Jordanian Constitution (Article 67) stipulated that parliamentary elections should be managed by an Independent Election Commission.

The Government thus commenced drafting an IEC law in late 2011 that was eventually approved by Parliament in March 2012 and ratified by King Abdullah II in April 2012. The Independent Election Commission Law mandates the IEC to “supervise the parliamentary election process and administer it in all its phases. It (*the IEC*) shall also supervise any other elections approved by the Council of Ministers in accordance with the laws in effect.” The IEC will be run independently of all other government agencies, buffering it from interference by ministries. The IEC is expected to plan and manage elections according to international best practices within the framework that is set out in the revised elections law. H.M. King Abdullah II has stated that elections will take place before the end of 2012 in his letter of designation to the new prime minister, Fayez Tarawneh, on April 26<sup>th</sup>.

### **1.1.3 Appointment of the IEC chairman and members**

Prime Minister Tarawneh headed a special committee as soon as he assumed office, made up of the Lower House speaker, the Senate speaker, and the Judicial Council president, to compile a list of 15 persons as proposed members of the IEC, as stipulated in the constitutional amendment to Article 67.

On May 6, 2012, H.M. King Abdullah II appointed the former foreign minister Abdel Elah Khatib as chairman of the IEC Board of Commissioners, stating that the IEC would “usher in a new era in Jordan's political history.” The King also appointed Mohammad Ali al-Alawneh, former minister of justice; Eid Juwai'ed, a former senior judge; Ryad al-Shaka'ah, former minister of justice; and Atef al-Butosh, a lawyer who served in Parliament, as the other four commissioners of the IEC. Most of the board members have a strong background in Jordanian legal matters.

The members will have a non-renewable six-year term in their new positions and have designated a secretary general, Ali al Darabkeh, former Secretary General of the Ministry of Public Sector Development, to manage the day-to-day operations of the IEC and the election preparations as they prepare to hold their first election later this year. Their main duties will include supervising the parliamentary election process and monitoring it in all its phases; setting election dates; drawing up schedules, plans, and programs necessary for the implementation of elections; and taking the necessary measures to manage candidate nominations and voter registration in line with the provisions of the Elections Law.

## **1.2 The leading role of UNDP Jordan and the EU Delegation to Jordan in governance – the origin of UNDP-EU’s electoral assistance in Jordan**

UNDP is well prepared for a programme of support for the electoral cycle. UNDP provided support to the parliamentary elections in 2007 by supporting the National Centre for Human Rights on the first local observation of elections through a CIDA-funded project. The neutrality and impartiality of UNDP enable it to proceed in projects of support in sensitive areas such as anti-corruption, parliamentary support, and support to political parties. One of the successes of UNDP was to implement the Harmonized Approach to Cash Transfer, one of the main principles of the Paris Declaration on Aid Effectiveness, in one of the most ‘sensitive’ projects. UNDP also has existing initiatives in support of the Jordanian Parliament, as well as a project in support of political parties.

It is within this context that a Needs Assessment Mission (NAM) of the Electoral Assistance Division (EAD) of the UN Department of Political Affairs (DPA) was deployed to Jordan in December 2011, following a request for electoral assistance from the Ministry of Political Development in November 2011. Following the NAM analysis on the advisability of UN electoral assistance, the Under-Secretary-General for Political Affairs, in his capacity as UN electoral focal point, approved the NAM report, which recommended support to the Jordanian Government in the establishment of the Independent Election Commission (while at the same time declining the request to assist the Jordanian authorities in organising municipal elections that were expected to be held in the third quarter of 2012).

Following this approval, an initial project of support was developed by UNDP Jordan, the *Strengthening Electoral Processes in Jordan* project (SEPJ), funded by a \$500,000 contribution from the Spanish Agency for International Development Cooperation via the UNDP BDP-managed Global Programme for Electoral Cycle Support (GPECS). It was agreed that the SEPJ project, drafted within the parameters of the NAM recommendations, would focus, during its project implementation phase (May – December 2012), on providing initial technical assistance to the establishment of the Independent Election Commission. In the context of that project, UNDP has recently brought on board a senior electoral advisor who is housed at the IEC and who served as an international electoral commissioner in Afghanistan (2003-2005) and has advised electoral commissions in East Timor (2001-2002), Liberia (2005), and Sudan (2007-2010).

At the same time, the European Union, as well as others, was requested by the Government to support the new Independent Election Commission in terms of both institutional capacity building and equipment. The EU proposed to respond to

these requests by using the SPRING envelope dedicated to accompanying the political reforms of Jordan. During the first meeting of the high-level EU-Jordan Task Force held in February 2012, a substantial envelope was made available to Jordan to support a limited number of priorities with particular emphasis on good governance and democratisation, in line with commitments undertaken under the new EU-Jordan ENP Action Plan (2010 Advanced Status) aimed at consolidating the institutions safeguarding democracy and the rule of law.

The project envisaged hereafter **will build on both the short-term GPECS project** as well as existing EU initiatives implemented in Jordan, in particular: the recently started €10 million Democratic Governance programme (2010) in pursuit of the following objectives: (1) strengthen the institutional and administrative capacity of the Chamber of Deputies, (2) build the institutional capacity of decentralised structures in all Governorates, and (3) support Non State Actors (NSAs) to act as an effective driver for good governance and accountability. This project will create links with other EU projects implemented in Jordan, i.e. with Parliament, as well as projects implemented by a variety of partners such as the USAID-funded IFES project, to ensure that the project is implemented in the framework of good governance and targets democratic development as the final overall goal.

Both the UNDP Country Office in Jordan and the EU Delegation's existing work in governance are well established, making a partnership between both organisations in support of the electoral process both natural and dynamic.

Together, the EU and UNDP are active members of the donor-lender group on governance. Currently, UNDP chairs the donor-lender sub-group on elections, the meetings of which are held at the EU Delegation in Amman.

In 2011, UNDP designed its next phase of its programme of support, called Country Programme Document, (CPD), to the Hashemite Kingdom of Jordan, 2013-2017, which was approved by the UNDP Executive Board in June 2012. The UNDP Country Office in Jordan has begun the initial activities in preparation of rolling out this CPD. The CPD will be elaborated later in 2012 into a Country Programme Action Plan, CPAP. The CPD governance programme has at its heart the whole notion of free and fair elections and accountability.

## 2. Project Strategy and Activities

The project strategy and activities outlined below thus fit naturally within the parameters of the support envisaged by both the Jordanian Government in their request for assistance, the subsequent recommendations of the Under-Secretary-General for Political Affairs, the Spanish-funded *Strengthening Electoral Processes in Jordan* project, and the objectives of the European Union Delegation's SPRING commitments arising from the EU-Jordan Task Force.

The Project in Support of the Electoral Cycle in Jordan is conceived as a long-term (July 2012 – December 2015) project that will **build on the activities initiated under the *Strengthening Electoral Processes in Jordan* project** and support the country in its on-going efforts towards political reform. By working with a variety of actors involved in the electoral process and building synergies between them, the project will support electoral reform in Jordan over the medium and long term. The project is designed to be implemented over four years, which will allow for sufficient time to work with the various actors on a variety of issues relevant to electoral reform, with the required flexibility to adjust activities in response to developments over time.

The project is primarily funded by the European Union from the SPRING funding initiative. It **builds on and expands the preparatory work of the SEPJ project, over a longer timeframe**, and has, as its central objective, to build the long-term capacity of the Independent Election Commission in order to be able to deliver elections in Jordan fully in line with Jordan's international electoral commitments and the relevant national legislation. This is also fully in line with repeated General Assembly resolutions on the goal of UN electoral assistance, and the electoral cycle approach, which is the main policy goal of both UNDP and the European Union, via their respective "Electoral Assistance Implementation Guide" (UNDP, 2007) and "EC Methodological Guide on Electoral Assistance" (European Commission, 2006).

The project **continues the work initiated under SEPJ**, which was designed to achieve five strategic goals:

1. Developing IEC's necessary regulations and strategic and operational plan in place to function in a professional manner;
2. Developing its internal and external communication strategies;
3. Setting up a joint committee with civil society on voter education;
4. Setting up a Liaison Council with political stakeholders;
5. Drafting gender strategies for the IEC and the PPLC;

As the IEC is a new body, it is also necessary for its long-term credibility to ensure that from the beginning, it can rely on technical assistance to enable it to manage the implementation of the parliamentary elections – and any other elections it may be tasked to implement – in the best possible manner. The project will coordinate with other international assistance providers' support to the IEC (such as the envisaged large project of support to be provided by USAID via IFES, and this project's cooperation with UNESCO) so as to optimise the overall impact of international support and the quality of the political dialogue surrounding these processes. Flexibility and the ability to respond quickly to the IEC's needs will be of critical importance to the success of the project, especially in the remaining months of 2012.

Some of the key challenges that the IEC will face include drafting transparent, thorough, and legally compliant procedures and regulations that it will need to operate in a professional manner, as well as having the necessary equipment and material resources to do so. Gaining the trust of the citizenry, following some negative experiences that citizens have had with the electoral administration in the past, will be crucial. In this respect, having an electoral register that is accurate, inclusive, and updated will be of paramount importance. Also related to the issue of citizens' trust is the necessity for citizens and electoral contestants to be able to access an efficient electoral dispute resolution mechanism at each stage of the electoral process. Thus there is a need to support the judiciary, in addition to the support to the IEC, in a manner so as to create a framework to deal with electoral disputes in a proper and efficient way, therefore increasing the credibility of the process.

The IEC's relations with the media will be prioritized, in cooperation with UNESCO, so as to ensure that proper links are created between the IEC and media houses and that the media engages with the IEC in a structured manner that is likely to promote the accurate reporting and widest possible understanding of the process. The population at large will benefit from civic and voter education to improve their understanding of the electoral process and of broader democratic issues, and political parties will be helped to be able to play their role as channels of people's wishes and expectations towards Government.

Finally, it is crucial that the benefits to Jordanian society that introducing an independent electoral management body brings accrue to all Jordanians—men, women, youth, persons with disabilities<sup>3</sup>, urban and rural populations, literate and illiterate populations. The IEC will need to ensure that all its activities and strategies are developed with traditionally marginalized constituencies in mind in order to

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<sup>3</sup> Jordan ratified the Convention on the Rights of Persons with Disabilities on 31 March 2008.

ensure equal access to the electoral process for all Jordanians as voters, as observers, as electoral administrators, and as candidates.

**The overall output of this programme of support is “Strengthened Electoral Cycle in Jordan.” The seven specific main activities’ results of the Project in Support of the Electoral Cycle in Jordan are thus:**

- Consolidation of the institutional framework for electoral reform by building the institution of the IEC,
- Strengthening trusted liaison mechanisms between the IEC and its external stakeholders,
- Increased capacity of IEC to manage the electoral register,
- Increased capacity of the IEC to implement the 2012 parliamentary elections,
- Establishment of a workable and credible electoral dispute resolution system, and
- Enhancement of participation of political parties in political processes.

**Main Activity result 1: Consolidation of the institutional framework for electoral reform by building the institution of the IEC<sup>4</sup>**

Under this main activity, **the initial work of the SEPJ project in supporting the preliminary steps of the IEC’s institution building will be continued and expanded**, so that by the project’s conclusion, the IEC will be a strong and independent institution fully capable of implementing its mandate in line with Jordan’s international electoral commitments and the relevant national legislation (including the IEC Law and the elections law). In order to enhance the efficiency and effectiveness of the IEC at the central and decentralised levels, the project will assist the IEC to **develop and implement its strategic plan**. This plan will detail not only the IEC’s aims and objectives as per the IEC law, but also its strategic goals and how it intends to achieve them. It will also include the IEC’s mission statement as well as its policies with regards to issues such as communicating its work to the Jordanian polity and public, its commitment to freedom of information, protection of citizens’ data, and staff capacity development, etc.

In order to fully position capacity building at the centre of the expected support, the project will support the IEC’s envisaged Capacity Development and HR Unit which falls under the Directorate of HR/ Admin/ and Finance in organising and implementing **capacity-building events and programmes**, including assistance in the identification of training needs and training resources. It will support training of staff through customised and “off-the-shelf” training courses (including, for

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<sup>4</sup>The related SEPJ strategic goal is *develop the IEC’s necessary regulations and strategic and operational plan in place to function in a professional manner and develop the IEC’s internal and external communication strategies*



example, dedicated and tailored modules from the BRIDGE<sup>5</sup> programme). It will also support visits from other Electoral Management Body (EMB) peers from both the region and beyond (with the possibility of a limited number of study tours for specific IEC staff). It will also assist with the drafting of training manuals and other didactic instruments. In consultation with the IEC and IFES, the project may support the establishment of a dedicated IEC Training Centre.

The project will ensure through its internal and external structures that women recruited by the IEC, working at the judiciary, or active within political parties, non-state actors, and media will have equal opportunities to benefit from capacity building activities. Specific workshops and seminars will target women, persons with disabilities, and other marginalized groups as voters, candidates, observers, and electoral administrators to enhance their participation in political life.

## Main Activity result 2: Strengthening trusted liaison mechanisms between the IEC and its external stakeholders

In the area of the IEC's External Relations, the project will help to mainstream transparency throughout its actions by **building on the initial work of the SEPJ** and assisting the IEC's envisaged voter education and media unit with informing the public about the work of the IEC. This will include the provision of necessary human and material resources required to assist the IEC with implementing its public relations strategy and gaining the citizens' trust. The project will support the IEC to decide on and implement its policy on publication of decisions and release of information, including technical assistance on archiving, the holding of regular press conferences, ensuring the IEC's website is accurate, dynamic, and interactive, the establishment of a call centre, and the extensive use of social networking media, etc. The project will support the IEC in creating permanent contact with other key national and international stakeholders to keep them informed about the various steps of the electoral process and decisions taken by the IEC in a consultative and inclusive manner.

In the area of civil society liaison, the project will support the IEC in the strengthening of its mechanisms to interact and work with civil society, especially in the areas of coordination of voter education activities (**via its planned national voter education committee created with support from SEPJ**), support for accreditation of domestic and international observers, and fora for the exchange of ideas and concerns between the IEC and civil society. This institutional support would be

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<sup>5</sup>[www.bridge-project.org](http://www.bridge-project.org)

complemented with public awareness campaigns about the new electoral mechanisms and institutional framework, including the production of voter information materials. The fact that the EU is funding some voter education work through civil society organizations should not preclude support to the IEC in its own efforts to ensure that voters receive basic factual information about the process; Article 12.G of the IEC Law stipulates that the IEC shall "Raise voters' awareness of the importance of participating in the political life and election processes", and it is the IEC's responsibility to ensure that basic factual information about the process reaches voters nationwide. Support to civil society organizations under TAPs Component 4 would be complementary to the IEC's activities; the TAPs even mention that the NSAs' activities would be coordinated with activities undertaken by the IEC, and we will work from our side to ensure that this is the case.

Crucially, the project will also build upon the initial work of the SEPJ project in developing the IEC's strategy for implementing its mandate under the IEC law with regards to setting the rules for the conduct of the elections campaign, and monitoring the implementation of those rules. For the latter activity, the project will procure necessary equipment and materials with technical assistance and financial resources.

### Main Activity result 3: Increase capacity of IEC to manage the electoral register

Arguably the most fundamental element in any electoral process is ensuring that all those citizens eligible to vote are in a position to do so, via an accurate voter register. Under the IEC law, the IEC will oversee the finalisation of the Jordanian voter register in coordination with the Civil Status and Passports Directorate. Under this component of the project, the IEC will be supported with the human and financial resources required to implement its responsibilities with regards to managing the voter register. This will involve assisting the IEC with TORs for specialized staff and funds for the procurement of necessary equipment (servers, computers, printers, networks, etc.). The project will also provide technical assistance to the IEC in order to migrate data from the Ministry of Interior civil status and passports database to a secure IEC database and undertake a thorough audit of the data and the security measures protecting the data. The project will support the IEC in designing options to update the electoral register, and will support the IEC in establishing and implementing mechanisms, in accordance with the electoral law, for the exhibition of the provisional voter register to the public, claims for inclusion in the register, and challenges to the accuracy of the register.

#### Main Activity result 4: Increased capacity of the IEC to implement the 2012 parliamentary elections

The 2012 parliamentary elections are likely to be the first elections that the IEC will be entrusted to organise. As such, it is crucial that the IEC is supported in these most critical elections for the IEC to establish its authority and to gain the trust of the Jordanian polity and public. The project will **build on the preparatory work done under the SEPJ project** in assisting in drafting an operational plan for the 2012 elections, and will assist the IEC in the development of its budget to implement the plan. It will also assist the IEC on matters such as deciding on the final location of polling centres, the recruitment of Elections Committees and polling personnel as per the elections law, and the drafting of polling staff training procedures and the production and distribution of polling staff training manuals. It will support the IEC in the design and implementation of a credible results management system, including the publication of election results, searchable down to polling station level on the IEC website. Finally but crucially, the project will assist the IEC in the procurement of international-standard polling equipment (where requested and not already available to them), particularly as a result of reforms in the elections law (such as with regards to the use of indelible ink, transparent ballot boxes, etc.)

Following the elections, the project will support the IEC in carrying out a robust lessons-learned exercise that will provide an opportunity for all stakeholders to offer suggestions for ways to improve future elections.

#### Main Activity result 5: The Establishment of a workable and credible electoral dispute resolution system

Under this component of the project, the capacity of the IEC and judiciary to administer and process election complaints and appeals will be enhanced, and, it is intended, there will be both increased awareness and increased use of the electoral dispute resolution system by electoral contestants and the population. In order to achieve these goals, the project will support the IEC and the judiciary in assessing the work required to put in place accessible and effective mechanisms for electoral dispute resolution (EDR) and in putting in place the mechanisms to be used to deal with the different types of complaints and appeals at the various levels (IEC, 1<sup>st</sup> instance, and Courts of Appeal). The project will support the development of training modules for judges dealing with elections appeals, and will support the implementation of the training modules with technical assistance and financial resources. It will assist the IEC and Judiciary in elaborating necessary regulations and guidelines, and also assist the IEC and Judiciary in establishing or strengthening the systems necessary for the registering, logging and archiving of electoral complaints and decisions. The project will also build up the capacity of the IEC to deal with complaints and appeals through technical assistance to the legal unit.

On the “demand” side of the EDR system, the project will support the design and implementation of a public information campaign in order to educate the public about the electoral dispute resolution system in place to address possible complaints about the electoral process, and will assist in creating messages and strategies for their dissemination with a variety of media by providing technical assistance and financial support.

#### Main Activity result 6: Enhancement of participation of political parties in political processes

The “Support for the Electoral Cycle in Jordan” project is primarily funded by the European Union; UNDP intends to devote \$300,000 to the project primarily for specific support of the IEC’s relationship with political parties. These activities will not duplicate activities funded under Component 3 of the TAPs. For example, the UNDP funding would support the training of party agent trainers by the IEC who then, through support to other implementing partners under the TAPs, would train party agents. Rather than overlapping, the activities clearly complement each other. The project will thus continue, **with funding from UNDP**, to support the development of and implementation of the IEC’s planned mechanism to interact and work with political parties and other electoral contestants – the Political Parties Liaison Council (to be **initially supported by the SEPJ project**) and the supporting Political Parties Liaison and Campaign Compliance Unit in the IEC Secretariat, as well as in the promotion of and drafting of a political parties code of conduct and establishment of code implementation mechanisms. In addition, this UNDP-funded component of the project will support the IEC in providing timely and comprehensive training to political party agent trainers who will then be responsible, **through separate projects and implementing partners funded under other components of the TAPs**, for training their party’s agents on polling and counting procedures and in general the legal framework for the elections.

### 3. Results and Resources Framework

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	YEARS				INPUTS	TOTAL USD		
				2012	2013	2014	2015				
<p><b>Output: Strengthened Electoral Cycle in Jordan</b></p> <p><b>Indicators</b></p> <p>Existence of a strategic plan for the Independent Electoral Commission (Baseline: No; Target: Yes).</p> <p>Existence of voter education material developed with civil society (Baseline: No, Target Yes).</p> <p>Existence of an electoral complaints mechanism (Baseline: No; Target: Yes)</p> <p>Existence of an independent</p>	<p><i>Year 1: Complaints mechanism established, IEC training centre on elections in place, A credible results management system, including the publication of election results, on the IEC website designed and implemented, International-standard polling equipment (where requested) procured, Staff trained on</i></p>	<p><b><u>Main Activity 1:</u>Provide support to the IEC towards the consolidation of the institutional framework for electoral reform</b></p> <p>Activity 1.1: provide TA for IEC towards the development of its strategic plan</p> <ul style="list-style-type: none"> <li>- Recruit consultants</li> <li>- Conduct roundtables</li> </ul>	UNDP/ IEC		X			Strategic Planning Advisor	\$40,000		
					X			Workshops (venue and translation)	\$10,000		
					X			Transportation	\$2,000		
					X			Printing	\$5,000		
					X			Professional Services	\$5,000		
				<p>Activity 1.2: Support IEC in engaging women and other marginalized populations throughout internal and</p>	UNDP/IEC	X	X	X	X	Gender & Disability Advisor	\$52,848
						X	X	X	X	Local Travel	\$20,000

IEC voter database (Baseline: No, Target: Yes).  Existence of an IEC gender strategy (Baseline: No, Target Yes).  Existence of an IEC Disability strategy (Baseline: No, Target: Yes)  Existence of an elections training centre within the IEC (Baseline: No, Target: Yes)	<i>polling procedures.</i>  <i>Year 2:IEC strategic plan in place, voter database in place</i>  <i>Year 3:Functional IEC in place</i>	external structures		X	X	X	X	Workshops (venue rental and translation)	\$80,000
				X	X	X	X	Printing	\$40,000
		Activity 1.3: Support institutional capacity development through training events and programmes  - Conduct institutional capacity assessment and develop response action plan  - Implement capacity development plan	UNDP/IEC		X			Capacity and Training Needs Assessment	\$30,000
					X			Develop Capacity Development Plan	\$20,000
				X	x	x	X	BRIDGE Facilitators	\$100,000
				x	x	x	X	Training /	\$30,000

		<ul style="list-style-type: none"> <li>- Conduct training needs assessment</li> <li>- Design and implement BRIDGE programme modules (2 facilitators per module, 3 modules per year)</li> <li>- Support establishment of IEC Training Centre</li> <li>- Conduct HACT assessment</li> <li>- Conduct implementation plan for HACT findings</li> </ul>						Workshops / Conferences	
					x	X		Study Tours	\$25,000
				x	x	x	X	Printing	\$5,000
				x	x	x	X	Transportation	\$5,000
				x				Training Equipment	\$20,000
				x				Cost of HACT	\$7,000
					X	x		Cost of implementing HACT findings	\$20,000
<b>Total Activity 1</b>									<b>\$516,848</b>
		<p><b>Main Activity 2: Provide the IEC with Technical support to enhance its liaison mechanism with its external stakeholders</b></p> <p>Activity 2.1: Provide support</p>	UNDP/IEC	X	X	X	X	Company and Contracts (short-term IT advisor - web developer, website maintenance )	\$40,000

		<p>to the design and implementation of the IEC's public relations mechanisms</p> <ul style="list-style-type: none"> <li>- Provide TA on the design and updates of the IEC website</li> <li>- Procure the setting up the IEC website in Arabic and English</li> <li>- Support the IEC in setting up a call centre</li> <li>- Train IEC staff on maintaining the call centre and responding to inquiries</li> </ul>		X	X			Company & contracts (communications equipment, booths, etc.)	\$40,000
		<p>Activity 2.2: Provide support to enhance IEC's Liaison with civil society</p> <ul style="list-style-type: none"> <li>- Set up venue for National Voter Education Committee meetings</li> <li>- Provide TA for IEC and the National Voter Education Committee on a voter education strategy and its implementation</li> <li>- Provide TA to the NVEC</li> </ul>	UNDP/IEC	X	X	X	X	Workshops	\$20,000
					X	x	x	Consultants (short-term expert in voter education)	\$30,000
				X				Company & contracts (procurement of voter education)	\$400,000



		to design voter education materials - Procure voter education material						materials)	
		Activity 2.3 Support IEC public information messages targeting women and other marginalized populations	UNDP/IEC	X	X	X	X	Advisor	\$52,848
				X	X	X	X	Printing	\$50,000
				X	X	X	X	Training / Workshops / Conferences	\$50,000
		Activity 2.4: Support the accreditation of domestic and international observers: - Develop accreditation criteria and procedures - issuance of accreditation (printing) - development of briefings and information packets (printing costs, meetings, workshops, translation)	UNDP/IEC	X				Printing costs	\$10,000
				x				Development and production of briefing packages	\$20,000
<b>Total Activity 2</b>									<b>\$712,848</b>
		<b>Main Activity 3:Support the</b>	UNDP/IEC	X	X	X	X	Consultants (360 billable days over	\$288,600

		<p><b>IEC in its management of the electoral register</b></p> <p>Activity 3.1: Provide support to the technical and operational capacities of the IEC to manage the data received from the Civil Registry/ MOI to create an accurate voter register</p> <ul style="list-style-type: none"> <li>- Provide advice on voter registration</li> <li>- Provide technical advice to IEC staff on voter data base development and programming.</li> </ul>						the life of the project at P-5 level, including travel and related costs)	
				X				Company & contracts (networking equipment, servers, etc)	\$290,000
		<p>Activity 3.2: Support a data/ systems audit as a confidence building measure</p> <ul style="list-style-type: none"> <li>- Procure external auditing services</li> <li>- Disseminate audit findings</li> </ul>	UNDP/IEC	x	x				\$170,000
<b>Total Activity 3</b>									<b>\$748,600</b>

		<p><b>Main Activity 4: Provide support to the IEC to implement the 2012 parliamentary elections</b></p> <p><b>Activity 4.1 Support refinement of operational plan for the 2012 elections</b></p> <ul style="list-style-type: none"> <li>- develop electoral budget</li> <li>- procure electoral equipment</li> </ul>	UNDP/IEC	x				Company & contracts (indelible ink, branding equipment for polling stations: signs, polling uniforms, etc. )	\$450,000
				x				Shipping	\$45,000
				x				Development of budget	\$20,000
		<p>Activity 4.2: support recruitment and training of polling staff</p> <ul style="list-style-type: none"> <li>- Draft polling staff training procedures</li> <li>- Develop and disseminate training video on polling procedures</li> </ul>	UNDP/IEC	x				Develop polling procedures and training manuals	\$108,080
				x				Audio visual equipment	\$35,000
				x				Company & contracts (production of training video)	\$50,000
		Activity 4.3: Design a	UNDP/IEC	x				IT consultant	\$93,500

		management system for elections results down to polling station level (consultant (IT))						(P5/ 100days)	
		Activity 4.4: Provide support to IEC role in monitoring compliance with media rules	UNDP/IEC	x				Company & contracts (media related materials)	\$100,000
		- Support the set up of media monitoring unit						Media Monitoring expert (40 billable days at P-5 level)	\$50,000
								Training / Workshops / Conferenecs	\$15,000
		Activity 4.5: Support further discussion on improved processes and institutions of the electoral process	UNDP/IEC		x	x		2 Consultants for the Assessment (28 billable days each at P-5 level)	\$60,000
								Roundtables at the governorate	\$60,000

								level	
								Travel (local)	\$5,000
<b>Total output 4</b>									<b>\$1,091,580</b>
		<b>Main Activity 5: Support the IEC and judiciary in setting up a workable and credible electoral dispute resolution system</b>	UNDP/IEC/ Judicial Council/ Judicial Institute	X				Workshops (training venues at Amman and governorate level)	\$55,000
		Activity 5.1: Train the judiciary on implementation of EDR mechanism		X				Vehicle	\$20,000
				X				Local travel	\$15,000
				X				Consultants (150 billable days at D-1 level)	\$155,000
		Activity 5.2: Educate public and electoral contestants on availability of EDR mechanisms  - Recruit public education expert - Hold focus group meetings	UNDP/IEC/ Judicial Council/ Judicial Institute	X				Design public information materials	\$40,000
				X				Organize focus groups	\$40,000
				X				Purchase air time	\$40,000

		- Procure designers of public service announcements						for PSAs	
		- Purchase air-time (TV and Radio)		X				Produce awareness materials	\$100,000
		- Design and print pamphlets and banner sized posters							
		- Disseminate posters across governorates							
<b>Total Activity 5</b>									<b>\$465,000</b>
		<b>Main Activity 6: Provide support to IEC in engaging with Political Parties</b>	UNDP/IEC	X	X	X	X	Training / Workshops / Conferences	\$80,000
		Activity 6.1: Support enhancement of the PPLC		X	X	X	X	Printing	\$20,000
		- Set up of venue for regular PPLC meetings		X	X	X	X	Professional Services	\$20,000
		<b>Activity 6.2: Support IEC training of Party Agent Trainers</b>	UNDP/IEC	X				Trainers	\$40,000
				X				Training / Workshops / Conferences	\$25,000
				X				Printing	\$10,000

				x				Professional Services	\$5,000
<b>Total Activity 7</b>									<b>\$200,000</b>
		<b>Main Activity 7: Provide Electoral advice to the electoral authorities and manage the project</b>	UNDP		x	x	x	Senior Electoral Advisor (FTA P5) for 3 years	\$705,000
		- Recruit Senior Electoral Advisor			x			Operations Advisor	\$40,000
		- Recruit Project Operations Officer			x			Public Outreach Advisor	\$40,000
		- Recruit procurement associate		x	x	x	x	Operations Officer (SC9)	\$104,000
		- Recruit public outreach advisor		x	x			Procurement Associate	\$9,000
		- Recruit operations advisor							
		- Recruit Project Associate		x	x	x	x	Project Associate (SC7- level)	\$50,000
		- Reruit translator(s)		x	x	x	x	Translator	\$ 70,000
		- Recruit driver		x	x	x	x	Driver	\$36,000
		- Assigning a portion of the staff to the project							
		- Conduct Audit							
		- Conduct Evaluation		x	x	x	x	Project Management	\$50,000

								Office, stationery, & equipment		
					X	X	X	X	Project Staff Travel	\$21,000
					X	X	X	X	Audit costs	\$34,000
								X	Evaluation costs	\$50,000
<b>Total Activity 8</b>										<b>\$1,209,000</b>
<b>Total all Activities</b>										<b>\$4,943,876</b>
<b>GMS</b>										<b>\$325,071</b>
<b>Total Budget</b>										<b>\$5,268,947</b>



## 4. Annual Work Plan (2012)

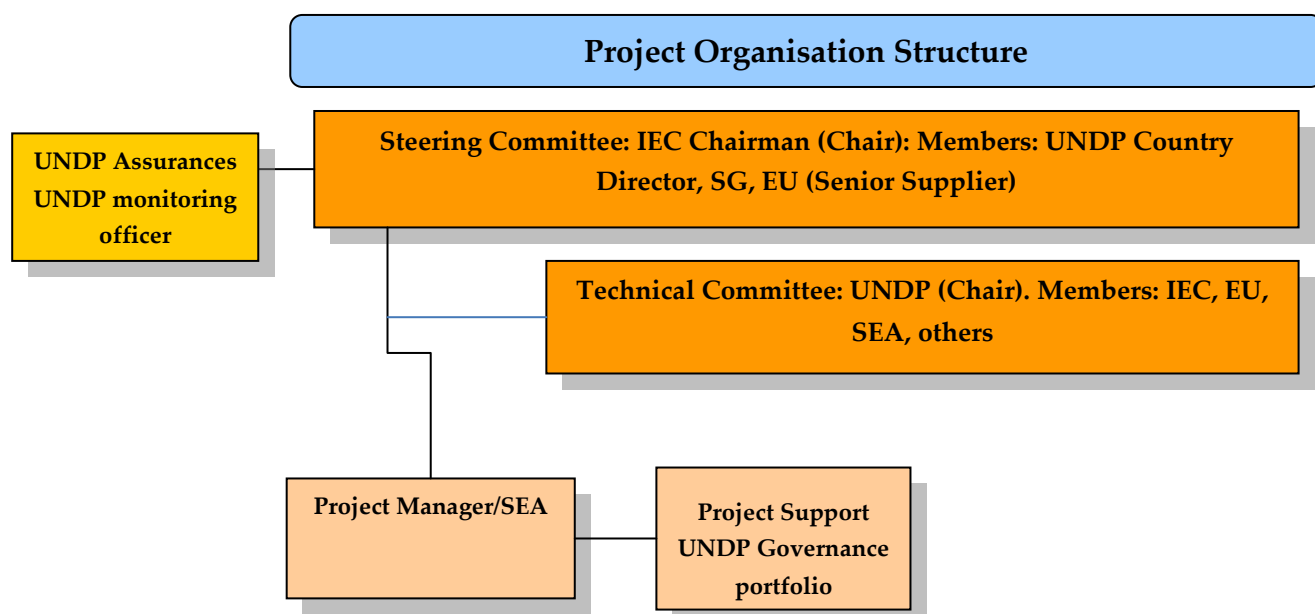
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## 5. Management Arrangements

### 5.1 Direct Implementation Modality

The project will be implemented by UNDP through a Direct Implementation Modality (DIM). This is justified by three main reasons:

1. As detailed in the Note of Guidance between UNDP and UN DPA, election-specific projects **use direct implementation (DIM) as the default modality**, where UNDP is the executing agent of the project, and the senior staff of the project report to UNDP (RR/CD) and to the donors through the Steering Committee.
2. Ideally, the IEC would be the Implementing Partner. However, the IEC has only recently been established and will require time to develop the capacity to be implementing this project. UNDP will be executing this project and addressing some of the key institutional capacities of the IEC.
3. The CO has well-established procurement, logistics, and financial management capacity and several of the programme management staff have over ten years' experience in programme delivery.



### 5.1.1 Daily Management of Finance, Procurement, and Recruitment, and Project Assurance of this Project

Procurement: The purchase of non-expendable equipment and services will be done by UNDP and it is agreed that an Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered under the RRF.<sup>6</sup> These fees will be charged based on the latest update of the UNDP Universal Price List.

Recruitment: The recruitment of various consultants, advisors, and other senior short or long-term consultants shall be done by United Nations Development Programme (UNDP) according to UNDP standard recruitment rules and procedures. The recruitment process shall ensure, at all times that the process is in fact competitive and transparent, while capitalising on existing rosters.

Project Assurance: The Governance Analyst will hold the project assurance role. This role includes ensuring that appropriate project management milestones are managed and completed.

### 5.1.2 The Steering Committee

Role: The Steering Committee (SC) is responsible for the oversight and strategic leadership of the project of support. It is responsible for general oversight of project activities within the Annual Work Plan (AWP), including financial oversight and approval of funding allocations within the overall budget as recommended by the SEA. The Steering Committee will ensure that the project remains flexible to allow emerging needs of the IEC to be met in a timely manner. Overall, the SC provides the strategic guidance to the TC.

Composition: The Steering Committee (SC) shall be chaired by the Chairman of the IEC, and will include the membership of UNDP Country Director and the EU Head of Mission. The Secretary-General of the IEC and the UNDP Senior Electoral Advisor will serve as advisors to the Steering Committee.

The SC will take management decisions by consensus when guidance is required by the SEA, including approving recommendations for project revisions as and when new needs are identified or in response to changes in the operating environment. The SC shall also ensure that the TC is yielding the results according to the approved

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<sup>6</sup> According to UNDP Rules and Regulations, ISS are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmers and projects (i.e. costs directly related to the delivery of programmers), and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants, (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4) Travel authorizations, visa requests, ticketing, and travel arrangements (5) Shipment, custom clearance, vehicle registration, and accreditation

quarterly plans. UNDP shall make available information pertaining to the applicable regulations, rules, policies and procedures. Project reviews by the SC are made on a quarterly or bimonthly basis, or at designated decision points during the running of the project, or as necessary when raised by the SEA for decision when tolerances have been exceeded.

### **5.1.3 The Technical Committee (TC)**

Role: A Technical Committee (TC) shall be in charge of the technical and operational oversight of the project based on the strategic direction of the SC.

Composition: The TC will be chaired by the Secretary General of the IEC, and include membership of UNDP, SEA, EU representative, and IFES. IEC directors may be invited as required when issues related to their area of responsibility are under discussion. The inclusion of new members can, if agreed by all members, be done through a letter of agreement annexed to the project document. The TC shall convene monthly during the running of a project, or as necessary when issues are raised by the parties. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the TC during the first TC meeting.

### **5.1.4 Visibility and Branding**

Unless the EU Delegation in Jordan requests or agrees otherwise, the UNDP shall take all appropriate measures to publicise the fact that an Action has received funding from the EU. Information given to the press, the beneficiaries of an Action, all related publicity material, official notices, reports and publications, shall acknowledge that the Action was carried out "with funding from the European Union" and shall display in an appropriate way the EU and UNDP logos.

## 6. Monitoring Framework and Evaluation

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

### 6.1 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 regularly updated by the project operations manager, and based on input from the SEA, governance analyst, TC and SC, to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted by UNDP based on input from relevant designated directors at the IEC within two months from the start of his/her work, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This project log will be assessed and approved at the second Steering Committee (SC) meeting at the latest.
- Based on the above information recorded in Atlas, project progress reports (PR) shall be prepared and submitted based on input of relevant designated directors at the IEC to the members of the SC through project assurance, using the standard report format available in the executive snapshot.
- A project lessons-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. The lessons learned log shall be prepared by the project assistant in close consultation and coordination with the designated directors at IEC and approved by the SC in its SC meeting.
- A monitoring schedule plan shall be activated in Atlas and updated to track key management actions/events.

➤ Any other reporting requested by the donors of this project. In this case, the project should also comply with all reporting requirements as agreed between the EU and UNDP in the FAFA<sup>7</sup>.

## 6.2 Annually

➤ Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. 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 Steering Committee 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.

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[http://ec.europa.eu/europeaid/work/procedures/financing/international\\_organisations/other\\_documents\\_related\\_united\\_nations/document/un\\_ec\\_fwc\\_en.pdf](http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/un_ec_fwc_en.pdf)

## 7. Quality Management for Project Activity Results

OUTPUT 1: Strengthened Electoral Cycle in Jordan		
<b>Activity Result 1</b> (Atlas Activity ID)	The IEC has developed and implemented a strategic plan	Start Date: Q1 2013 End Date: Q4 2015
<b>Purpose</b>	Provide support to the IEC towards the consolidation of the institutional framework for electoral reform to the IEC through the development of a strategy and action plan for the IEC	
<b>Description</b>	- Recruit Consultants  - conduct roundtables	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
IEC Board endorsement of strategic plan	IEC official records	Quarter 3/ 2014

OUTPUT 1: Strengthened Electoral Cycle in Jordan		
<b>Activity Result 2</b> (Atlas Activity ID)	The IEC's public relations and voter education strategy is designed in consultation with civil society and implemented	Start Date: Q3 2012 End Date: Q4 2015
<b>Purpose</b>	Provide the IEC with technical support to enhance its liaison mechanism with its external stakeholders	
<b>Description</b>	Set up venue for NVEC Develop Voter education material Set up website in Arabic and English	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
voter education strategy endorsed by IEC and NVEC	Decisions of IEC and NVEC	Quarter 4 2012

Website operational	Traffic statistics	Quarter 4 2012
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<b>OUTPUT 1: Strengthened Electoral Cycle in Jordan</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	Increased capacity of the IEC to manage the electoral register	Start Date: Q3 2012 End Date: Q4 2015
<b>Purpose</b>	support the IEC in its management of the electoral register , beginning with setting up the register, compiling the database, and digitizing and securing the data	
<b>Description</b>	Recruit consultants to work on setting up the registry and database	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
voter registration completion report	QPR	Q4 2012 Q4 2013

<b>OUTPUT 1: Strengthened Electoral Cycle in Jordan</b>		
<b>Activity Result 4 (Atlas Activity ID)</b>	Increased capacity of the IEC to implement the 2012 parliamentary elections	Start Date: Q3 2012 End Date: Q4 2013
<b>Purpose</b>	Support the IEC setting up procedures and systems to act as an independent entity.  Conduct transparent and accountable elections.	
<b>Description</b>	International standard electoral equipment is procured  Train polling staff on polling procedures  Develop and disseminate training video on polling procedures  Carry out lessons-learned exercise following the 2012 parliamentary elections	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. of polling staff trained  Materials purchased and used	Workshop reports, IEC reports, Products, Receiving Reports	Q4 2012, 2013



Presence of observers	Observation Reports	Q1 2013
Lessons Learned	Lessons Learned Report	Q2 2013

<b>OUTPUT 1: Strengthened Electoral Cycle in Jordan</b>		
<b>Activity Result 5 (Atlas Activity ID)</b>	Establish a workable and credible electoral dispute resolution mechanism	Start Date: Q3 2012 End Date: Q4 2015
<b>Purpose</b>	Support the IEC and the Judiciary in setting up a workable and credible electoral dispute resolution system	
<b>Description</b>	<ul style="list-style-type: none"> <li>- train the judiciary on implementation of EDR</li> <li>- Educate the public about the availability of the EDR</li> <li>- Establish system for tracking complaints through EDR process</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No. of cases reviewed by EDR	Tracking system statistics	Q2 2013
	IEC annual report	Q4 2015

<b>OUTPUT 1: Strengthened Electoral Cycle in Jordan</b>		
<b>Activity Result 6 (Atlas Activity ID)</b>	Enhanced participation of women and other marginalized communities in the electoral process	Start Date: Q3 2012 End Date: Q4 2015
<b>Purpose</b>	Support the IEC structure in order to enhance active engagement of women and other marginalized communities	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Conduct inclusive assessment of representation of women and other marginalized communities throughout the electoral administration, design and implement an IEC strategy to increase that representation, design and procure public information and voter education messages focusing on these target groups</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
IEC strategy for increasing engagement with women and other marginalized communities in place	IEC annual report	Q4 2013

<b>OUTPUT 1: Strengthened Electoral Cycle in Jordan</b>		
<b>Activity Result 7 (Atlas Activity ID)</b>	Support to Political Parties	Start Date: Q3 2012 End Date: Q4 2015
<b>Purpose</b>	Enhance participation of political parties in the electoral process	
<b>Description</b>	Support Political Parties Liaison Council Support training of political party trainers	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of PPLC meetings Number of political party trainers trained	Attendance sheets	Q4 2012, 2013, 2014, 2015

<b>OUTPUT 1: Strengthened Electoral Cycle in Jordan</b>		
<b>Activity Result 8 (Atlas Activity ID)</b>	Electoral advise given to the electoral authorities and project managed	Start Date: Q3 2012 End Date: Q4 2015
<b>Purpose</b>	Efficient and Effective project to supportthe Electoral Cycle in Jordan 2012 – 2015.	
<b>Description</b>	Hire SEA Hire Project Operations Officer Hire Project Assistant Hire Translator Hire Driver	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
contracts signed	HR documents (minutes of selection)	Q4 2012, 2013

## 8. Legal Context

This document together with the CPAP signed by the Government and UNDP in June 2008 (and the new CPAP to start 2013-2017 under the UNDAF 2013-2017) which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA), and all CPAP provisions apply to this document.

The UNDP Resident Representative in Jordan is authorized to effect in writing the following types of revision to this Project Document, provided he/she assured that other signatories to the Project Document have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and inclusion of additional annexes and attachments only as set out here in this Project Document.

Other changes required in order to ensure timely response to the emerging needs of the IEC will be made by the full Steering Committee as described in its Terms of Reference.

## 9. Annexes

## Annex I: Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	The Elections law is not passed or law is not up to international standards	2012	<b>Political</b>	P:3 I:4	UNDP would support IEC and CSO efforts to advocate for changing the law or improving it through regulations  If the discrepancies between the law and international standard is massive, UNDP may consider revising some activities	UNDP	UNDP Governance Analyst	May-2012	
2	Delay in the setting of the IEC premises	2012	<b>Political</b>	P : 3 I : 5	UNDP will focus on other outputs of the AWP such as CSO and Political Parties.	UNDP	UNDP Governance Analyst	May 2012	
3	Parliamentary Elections may take place earlier than anticipated and the IEC is still asked to support elections	2012	<b>Political</b>	P: 5 I: 3	<ol style="list-style-type: none"> <li>Advocate that the IEC should not support the elections until it is professionally ready or at least set out clearly the functions that the IEC will be responsible for and let the public know this clearly</li> <li>If IEC goes ahead, make the public aware of UNDP's role during the election process period.</li> </ol>	UNDP	UNDP Governance Analyst	May 2012	
4	IEC will not be perceived to be	2012	<b>Political</b>	P:2	Support the IEC to develop a communication strategy as soon as	UNDP	UNDP Governance	May	

	independent or public objecting to its board composition or other staff			I: 2	itsestablished.  Ensure the IEC regulations established are decided in a consultative process and carried out in a transparent manner.		Analyst	2012	
6	Political parties boycotting the IEC	2012	<b>Political</b>	P: 3 I: 4	Support will be given for consultation to try to mediate the animosities.	UNDP	UNDP Governance Analyst		
7	Delay in signing project document	2012	<b>Political</b>	P:5 I:5	UNDP intends to sign the project document with the IEC chairman directly without COM approval, considering the IEC's independence. This will be explained to MOPIC with a justification for this process	UNDP	UNDP Governance Analyst		
8	Currency fluctuation	2012	<b>Operational</b>	P: 4 I: 5	The exchange rate could radically fluctuate after receiving money affecting funding availability for activities. Discuss financial procedures with EU to facilitate this process	UNDP	UNDP Governance Analyst		
9	Some overlap with GPECS project and USAID supported activities	2012	<b>Operational</b>	P:3 I:3	UNDP will invite others as observers into Technical Committee meetings to facilitate coordination and will propose modifications to the Steering Committee as necessary		UNDP Governance Analyst		
11	Civil unrest	2012	<b>Political, security</b>	P:2 I:5	Necessary precautions will be implemented in consultation with IEC and government		UNDP PAC Governance Analyst		
12	Lack of trust by the	2-12	<b>Political</b>	P:2	The focus of the TA support is to establish		UNDP PAC		

	public in the IEC			I:4	such confidence over time				
13	Contradictions between IEC and elections law	2012	<b>Legislative</b>	P: 2 I: 5	The SEA will advise IEC if this is the case		UNDP PAC		

## **Annex II: United Nations Development Programme (UNDP)**

### **Terms of Reference for Senior Electoral Advisor (SEA)**

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#### **Background**

Jordan has recently established its first independent electoral commission. The new commissioners were appointed in May 2012 and Parliamentary elections are expected late 2012.

UNDP Jordan, with the support of UNDP's Global Programme for Electoral Cycle Support, is currently implementing a project (Strengthening Electoral Processes in Jordan: SEPJ) that focuses on providing technical assistance for the Independent Election Commission once established under five main pillars:

1. Developing IEC's necessary regulations and strategic and operational plan in place to function in a professional manner;
2. Developing its internal and external communication strategies;
3. Setting up a joint committee with civil society on voter education (the SEPJ project will provide support to engage civil society to promote active citizen participation in the electoral process under the overall guidance and coordination of the IEC);
4. Setting up a Liaison Council with political stakeholders (PPLC SEPJ will also provide support to IEC to establish effective channels of communication in particular a Liaison Council with stakeholders to ensure their participation according to the revised law);
5. Drafting gender strategies for the IEC and the PPLC (The SEPJ will also support the strengthening of women's candidacies well in advance of the elections).

At the same time, the European Union, as well as others, was requested by the Government to support the new Independent Election Commission in terms of both capacity and institution building and equipment. The EU proposed to respond to these requests by using the SPRING envelope dedicated to accompanying the political reforms of Jordan. During the first meeting of the high-level EU-Jordan Task Force held in February 2012, a substantial envelope was made available to Jordan to support a limited number of priorities with particular emphasis on good governance



and democratisation, in line with commitments undertaken under the new EU-Jordan ENP Action Plan (2010 Advanced Status) aimed at consolidating the institutions safeguarding democracy and the rule of law.

The project envisaged hereafter will build on existing EU initiatives implemented in Jordan, in particular: the recently started €10 million Democratic Governance programme (2010) in pursuit of the following objectives: (1) Strengthen the institutional and administrative capacity of the Chamber of Deputies, (2) Build the institutional capacity of decentralised structures in all Governorates and (3) Support Non State Actors (NSAs) to act as an effective drive for good governance and accountability. This project will create links with other EU projects implemented in Jordan, i.e. with Parliament, as well as projects implemented by a variety of partners, to ensure that the project is implemented in the framework of good governance and targets democratic development as the final overall goal.

### **Responsibilities:**

The SEA will be responsible for project implementation and achievement of project results. He/she will head the Project and provide leadership and guidance to the project's team of consultants and advisors. He/she will also be responsible for communicating project progress among all concerned parties. The SEA will have the following **specific responsibilities**:

- Provide high level policy and technical advice to the Chief Commissioner of the IEC, the commissioners, the Secretary General of the IEC, the SC, TC, and the staff of the IEC.
- Provide this advice in consultation and coordination with the technical assistance provided by IFES consultants supported by USAID.
- Support to UNDP in the daily management of the project, and any staff recruited under this project, as well as to provide sound technical assistance to the IEC as it begins its work
- Exercise overall responsibility for planning, implementation, management, monitoring and coordination aspects of the project operations and personnel
- Recruit and manage the activities of the project team of national and international consultants. This will include drafting of terms of reference of the various consultants, experts and personnel responsible for providing specific technical support to the components of the project(long term and short-term required) during the lifeline of the project and evaluate their deliverables,.

- Finalise the first draft of a long- term project of support to the IEC and other relevant stakeholders in consultation with EU, USAID, EAD and relevant national counterparts
- Oversee and manage the implementation of the activities related to civil society organizations and political parties in addition to providing advice to the SC, TC, and chairman of the IEC on media messages.
- Be responsible, in coordination with both UNDP Regional Headquarters in Cairo and UNDP Brussels Office, for the timely preparation and quality control of all substantive technical reports, briefs and required documents
- Ensure timely production and submission of all partial and/or progress reports by all members of the project team, contractors and project partners
- Support coordination of all electoral support activities through regular contacts and briefings with the donor (especially the EU supported project), project support and assurance structures (UNDP country office)
- Advise Country Office on electoral reform, legislative and policy issues with a long term perspective
- Organize the project review and/or evaluation meetings on a quarterly basis;
- Organize, in consultation with the SC chair, the agenda and call on for monthly meetings of the Steering Committee (SC).
- Ensure proper documentation of TC meetings and progress and communicate them to the SC .
- Prepare background document, briefs and issues' papers, progress reports for the project meetings and for donor reporting
- In collaboration with project support, initiate procurement of goods and services including preparation of technical specifications and ToRs
- Prepare project work plans and progress reports in collaboration with the UNDP Democratic Governance Program Analyst and Country Director. Ensure that these reports are shared with EAD and BDP, as per DPA/UNDP Note of Guidance on electoral assistance
- Ensure regular communication with the UN Resident Coordinator office in Jordan, UNDP Country Director and DEA
- Coordinate activities with the GPECS project deliverables and activities.
- Support the detailing of lessons learned exercises. The lessons learned in this project will feed into the implementation of electoral assistance projects in other countries or regions and also to the BDP-managed Global Programme for Electoral Cycle Support, the joint EC-UNDP trainings on Effective Electoral Assistance and to the ACE Electoral Practitioners' Network
- Ensure that the project quarterly progress reports are finalized with the project assurance/ focal point and submitted on time to UNDP, and that risks and issues

logs are updated quarterly. Additionally, the SEA will be responsible, with the operations officer for preparing the final review reporting for the project

- Supervise the project operations manager to ensure proper documentation of documents, responding to audit findings and implementation of procurement plans presented by the project operations manager.

### **Timeframe and Deliverables**

The SEA will be located in the IEC premises and working on a daily basis with Chairman of the IEC, IEC commissioners, IEC Secretary General, and staff of the IEC.

This position is a full time position in Jordan from 1 January 2013-31 December 2015. Monthly remuneration shall be paid upon submission of a monthly report stipulating tasks and achievements and weekly timesheets that are approval by UNDP.

### **Qualifications**

<b>Knowledge and Expertise</b>	<ul style="list-style-type: none"> <li>• Extensive knowledge of electoral processes</li> <li>• Knowledge of policy making institutions and how to influence those processes</li> <li>• Knowledge of capacity development issues and delivering on the job-training</li> <li>• Extensive expertise in policy issues connected to electoral reform and democratic governance</li> <li>• Expertise in the preparation of an electoral budget</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Ability to create strategic plans for resource mobilization, and media relations</li> <li>• Communicating and networking skills among donors, partner organizations in public sector</li> <li>• Ability to monitor technical aspects of election planning</li> <li>• Ability to coordinate several different types of election programming interventions and work under stress</li> <li>• Ability to use advocacy skills, coalition building and media relations</li> <li>• Ability to demonstrate creative problem solving in response to unforeseen events</li> <li>• Strong writing skills for the preparation of background papers and concept notes on electoral processes</li> </ul>
<b>Attitude</b>	<ul style="list-style-type: none"> <li>• Sensitive to political and cultural realities of the country</li> <li>• Committed to following participatory methods and approaches</li> </ul>

	<ul style="list-style-type: none"> <li>• Understand and be sympathetic to different points of view</li> </ul>
<b>Competencies and qualifications</b>	<ul style="list-style-type: none"> <li>• Minimum Bachelor's degree in political science or a related field, a Master's degree is an advantage</li> <li>• Background and at least 15 years of experience in electoral processes</li> <li>• Demonstrated knowledge and understanding of approaches, tools and methodologies related to planning, executing and monitoring the implementation of technical assistance projects.</li> <li>• Excellent analytical and organizational skills required; ability to plan own work, manage conflicting priorities, report on work progress and deliver outputs in a punctual manner.</li> <li>• Ability to effectively interact and coordinate with donors and senior government officials</li> <li>• Technological awareness: fully proficient computer skills and use of relevant software and other applications, e.g. word processing, PowerPoint or equivalent, internal databases, Internet, etc.</li> <li>• Knowledge of information technology systems and applications in electoral management would be an asset</li> <li>• Strong communication (spoken and written) skills and ability to articulate ideas in a clear, concise style</li> <li>• Languages: proficiency in English. Knowledge of Arabic is a plus</li> </ul>

## EVALUATION OF APPLICANTS

- The applicants will be evaluated and selected by UNDP , in coordination with IEC chairman, based on a competency assessment and an interview.

## Annex III: TOR Operations Officer

### 1. Background

Following the constitutional amendment of September 29, 2011 in Jordan, an Independent Election Commission (IEC) was established to oversee and manage all stages of the parliamentary elections and any other elections as decided by the Council of Ministers. It is expected that parliamentary elections will be held by the end of 2012 and be supervised by the IEC. UNDP Jordan is currently providing technical assistance for the IEC under the management of a Senior Electoral Advisor.

### 2. Objectives of the Assignment

Under the supervision of the Senior Electoral Advisor, the Operations Officer will ensure proper guidelines are in place for all procurement and contract based activities. She/he will ensure project operations are managed in accordance with UNDP and donor requirements.

### 3. Key Results Expected and Measurable Outputs

The outputs expected from the Operations Officer are:

<b>% of Time</b>	<b>Key Results Expected/Major Functional Activities</b>	<b>Measurable Outputs of the Work Assignment</b>
50%	<p><b>1. Project operations are managed in compliance with UNDP Financial Rules and Regulations as well as specific Fund/donor requirements. This will be achieved through the following activities:</b></p> <ul style="list-style-type: none"><li>❑ Ensure proper procedures related to project staffing, procurement , finance, planning, administration and monitoring are in place;</li><li>❑ Contribute to the development and monitoring of project work plans, procurement plans, risk and issue log and update as needed in liaison with the SEA;</li></ul>	Project work plans, procurement plans, risks and issues logs, Terms of Reference, financial reports and logs

	<ul style="list-style-type: none"> <li>❑ Follow up on conducting necessary assessments and oversee implementation of findings, including capacity assessments and UNDP’s Harmonized Approach to Cash Transfer (HACT);</li> <li>❑ Monitor project budget against work plan and expenditure; work closely with UNDP relevant units to ensure financial monitoring actions are in place and issued are addressed in a timely manner; liaise with and advise the SEA and UNDP relevant units on fund status, manage all financial transactions, budget revisions and payment requests;;</li> <li>❑ Ensure human resource management and supervision of the project’s team; including assistance to the SEA in drafting TORs, work plans and work specifications for international experts; monitoring staff work plans and contribute to evaluation process;</li> <li>❑ Ensure the administration and technical management of the project, availability of functioning IT equipment, transport/mobility of personnel, and any other administrative requirement to ensure functioning of the team;</li> <li>❑ Assist and contribute to the facilitation of knowledge building and knowledge sharing in the project team;</li> <li>❑ Ensure asset management of project assets according to UNDP requirements.</li> </ul>	
50%	<p><b>2. Sound procurement processes are conducted in a timely manner and are well-managed. This includes the following activities:</b></p> <ul style="list-style-type: none"> <li>❑ Ensure the adherence to and implementation of the project procurement plan in all its components, while ensuring efficient utilization of resources in accordance with UNDP rules and policies;</li> <li>❑ Together with the Senior Electoral Advisor and other project staff as appropriate, assist national counterparts in the development of terms of reference and specifications for required election-related procurement of services and materials;</li> <li>❑ Assist IEC and Senior Electoral Advisor in the identification of potential consultants and suppliers;</li> <li>❑ Maintain close contact with UN/UNDP roster staff</li> <li>❑ Work with UNDP relevant units to issue timely procurement notices, requests for quotes, invitations to bid, and requests for proposals</li> <li>❑ Follow up the procurement process including organizing selection committees, responding to enquiries from</li> </ul>	<ul style="list-style-type: none"> <li>❑ Procurement processes flow, Terms of Reference for procurement of services, specifications for procurement of goods</li> </ul>

	consultants and suppliers, and managing flow of paperwork in close coordination with UNDP Jordan's relevant units.	
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#### 4. Reporting Structure

The Operations Officer will report directly to the Senior Electoral Advisor.

#### 5. Performance Indicators for Evaluation of Results

- Achievement of outputs specified in section 3.

#### 6. Minimum Qualifications and Experience

<b>Education:</b>	Master's Degree in Administration, Finance or other related disciplines.
<b>Experience:</b>	15 years of professional experience, with a minimum of 3 year of professional work in the field of Project Operations. Previous experience with / knowledge of UN project operations will be an advantage;
<b>Language</b>	Fluency in English and Arabic,
<b>requirements:</b>	Fluency in English and Arabic; including oral and written communications skills
<b>Computer skills</b>	High command of Microsoft Office applications; particularly Word, Excel and Power Point
<b>Nationality</b>	Jordanian

#### 7. Skills and Competencies

- Excellent verbal and communication skills
- Excellent organizational skills
- Excellent Analytical skills, managerial, negotiation and leadership skills
- Ability to work harmoniously with people of different cultural backgrounds.

**8. Duration of Service:** 1 year renewable

**9. Evaluation of applicants:** The applicants will be evaluated and selected by UNDP.

## **Annex IV: TOR for Steering Committee**

A Steering Committee is responsible for the oversight and strategic leadership of the project of support. It is responsible for general oversight of project activities within the AWP, including financial oversight and approval of funding allocations within the overall budget as recommended by the SEA. Overall, the SC provides the strategic guidance to the TC.

### **Composition:**

The SC is chaired by the IEC and includes membership of:  
UNDP, represented by the Country Director  
EU, represented by the Head of Mission

The IEC Secretary General and UNDP Senior Electoral Advisor will serve as advisors to the Steering Committee.

### **Frequency of meetings and decisions:**

The SC shall meet quarterly (and more frequently if elections are approaching). It should receive regular reports from the SEA and the TC, approve major activities and expenditures, reach consensus and take decisions in any change in the project work plan (especially as new IEC requirements emerge), provide ongoing risk analysis, and consider funding for emerging issues. It is facilitated by the SEA, who provides secretariat services and liaises with the Steering Committee chair in the preparation of agendas, notification to members, reports on the various project components and provision of minutes. The reports of the Steering Committee can be shared with all donors, if the SC agrees to that.

### **Responsibilities:**

- Making strategic decisions by consensus, including the approval of project revisions (i.e. changes in the project document);
- Providing overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Approving the project's Annual Work Plans developed by the TC and SEA and approve the Annual Budgets as well as any adjustments required to achieve the desired results in line with the implementation guidelines, when applicable;



- Reviewing/approving the quarterly and annual reports for the project as provided by the TC and SEA,
- Reviewing/approving advisory and procurement plans to make observations and take strategic decisions in relation to quarterly plans;
- Proposing corrective actions for the implementation of the project when it becomes apparent that there have been deviations from the Work Plans, and to make recommendations on how to improve the implementation of project in a timely manner;
- Addressing project issues as raised by the SEA and TC;
- Providing guidance on new project risks and issues and agree on possible countermeasures and management actions to address specific risks;
- Reviewing the project progress and provide direction and recommendations to TC and SEA to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraising the project Quarterly Progress Reports and Quarterly Financial Report, and inform the SEA about the results of the review.
- Reviewing the internal and external Evaluation and Audit reports for the programme or its components and ensure that the recommendations are put into practice;
- Ensuring and guiding implementation of monitoring mechanisms and administrative procedures to enable the project is managed efficiently;
- Promoting synergies between the joint programme and GPECS project and the project of IFES/USAID.
- Making sure that the participatory consulting processes with the main partners and stakeholders take place, so as to ensure ownership, enable synergies and avoid any duplication or overlapping between GPECS and other electoral support projects that might develop during the life of the project.
- Approving the TOR of the Senior electoral advisor and project operations manager prior to advertising.

Specific activities under this Project may be conducted in coordination and collaboration with internal (e.g. other UN agencies) or external partners, or outsourced to independent experts, NGOs or other partner organizations following UNDP's contracting rules and regulations. The Project will benefit from fast track procedures for procurement and recruitment. Minutes of the SC meetings shall be drafted by the SEA and approved in writing by all members of the SC. Copies of the minutes shall be kept at the beneficiary and UNDP for proper documentation.

**Project assurance:**

**Project Assurance will be the responsibility of the UNDP Governance portfolio.**

**Responsibilities include:**

- ✓ Ensuring that funds are made available to the project;
- ✓ Ensuring the project is making progress towards intended outputs;
- ✓ Performing regular monitoring activities;
- ✓ Ensuring that resources entrusted to UNDP are utilized appropriately;
- ✓ Ensuring that critical project information is monitored and updated in Atlas;
- ✓ Ensuring that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the steering committee;
- ✓ Ensuring that risks are properly managed, and that the risk log in Atlas is regularly updated;

## **Annex V: TOR Technical Committee**

A Technical Committee (TC) shall be in charge of the technical and operational oversight of the project based on the strategic direction of the SC.

Composition:

IEC: The Secretary General to Chair the TC, or his designate

UNDP CO: The Programme Manager or her designate

EU Representative

SEA

IFES, Chief of Party or his designate

IEC directors and other consultants may be invited as required when issues related to their area of responsibility are under discussion.

**Frequency of Meetings:** Quarterly

**Responsibilities:**

- To manage the programme resources appropriately in order to achieve the anticipated results and outputs;
- To revise the consolidated progress and financial reports for the project in order to identify any points requiring attention, or any deviations from the Work Plan in the implementation, and to make recommendations to the SC;
- To address management and implementation problems as they arise;
- To recommend to the SC the approval of the Work Plans and the Annual Budgets for annual revisions;
- To recommend to the SC any reallocations, adjustments or revisions of the budget required for the project;
- To suggest to the SC and recommend approval to any reallocations, adjustments or revisions of the budget required to achieve the expected results;
- To offer substantive advice on the expected results and the activities laid out in the Work Plan;
- To organize brainstorming session with key partners from civil society and government to articulate clear advocacy and communication interventions that are in line with joint programmes policy objectives and national priorities. These sessions should produce a clear action plan that is shared and approved by the SC;
- To oversee the establishment of project baselines to enable sound monitoring and evaluation;
- To review the consolidated monitoring and evaluation reports of the project and ensure the system works well by institutionalising it in national entities;