



**PROJECT DOCUMENT**  
*Libya*

**Project Title:** Local Elections

**Project Number:**

**Start Date:** April 2018 **End Date:** March 2020

**PAC Meeting date:**

**Brief Description**

With an overall goal of building the capacity of Libya's transitional governance structures and facilitating citizens' participation in political processes, this project is designed to support Libya in holding municipal council elections in 2018 and 2019. Through support to the Central Commission for Municipal Council Elections (CCMCE), the designated body responsible for Local Elections, the project expects to contribute to the timely planning, preparation and conduct of the upcoming municipal elections. Under the guidance of the UN's Electoral Assistance Division and its recently approved Desk Review on Support to Libya's Municipal Elections, this two-year project will be implemented by UNDP through the UN's integrated mission for Libya, UNSMIL, and under the overall leadership of the mission's chief electoral advisor. The support will focus on the following specific areas of electoral assistance:

**Output 1: Support to the planning and implementation of election operations including voter registration**

Activity 1.1: Technical advice and support on voter registration  
 Activity 1.2: Facilitate the procurement and deployment of sensitive and non-sensitive election materials  
 Activity 1.3: Support to the overall election operational planning and implementation

**Output 2: Facilitate democratic participation through support to voter and civic education and through awareness raising activities**

Activity 2.1: Facilitate the development and implementation of CCMCE's voter education strategy  
 Activity 2.2: Support to and engage with civil society organizations and other electoral stakeholders in support of municipal council elections

Implementing partner	UNDP
Main beneficiary	Central Committee for Municipal Council Elections (CCMCE)
Donor partners	
Project duration	Two years (30 April 2018- 31 March 2020)
Estimated Required Resources	Project Budget USD 3,981,960.00
Allocated resources	CCMCE USD 1,234,280.91
Funding gap	USD 2,747,679.09
	In-kind: UNSMIL advisors

Agreed by (signatures)

UNDP

CCMCE

**Development Challenge and Situation Analysis:**

Following more than 40 years of rule by Colonel Muammar Gaddafi, the revolution in 2011 that led to his overthrow and the subsequent conflict has severely impacted both the political and economic conditions affecting the macro-stability of the country, and the lives and livelihood of the Libyan people. The various post-uprising political groupings have struggled to reach a sustained political agreement, and Libya remains in a state of turmoil.

Since the country's first free elections on 7 July 2012 for the General National Congress (GNC), two subsequent electoral events were expected: a constitutional referendum and general parliamentary and presidential elections, in accordance with the provisions in the interim Constitutional Declaration issued on 3 August 2011. Instead, amidst public protests, the GNC extended its own mandate and voted to directly elect a constitutional drafting body. The Constitutional Drafting Assembly election took place on 20 February 2014 amidst violence and boycott by some minority groups on the basis of unfair representation. Thereafter, in March 2014, the GNC approved the seventh amendment to the constitutional declaration for the election of a new legislative body, the House of Representatives (HoR). The parliamentary election took place on 25 July 2014 with 42% turnout. While the international community welcomed the elections results, the Supreme Court, in November 2014, ruled that the seventh amendment is unconstitutional and that the HoR was an invalid body and as a result the GNC claimed to remain in office. At the same time, the CDA did not complete the draft constitution. In effect, there are two governments, each with its own armed militia groups: one is the UN-backed Tripoli Government of National Accord, and the second in the east with backing of the military (LNA).

As discussions continue on a political agreement around the holding of national elections, the government of Prime Minister Serraj has taken the decision to move forward on the holding of local elections. The transitional Constitution and existing laws call for elections to municipal councils. While the draft Constitution attributes the conduct of local elections to HNEC (Art. 157), the upcoming elections will be conducted by the Central Committee for Municipal Council Elections (CCMCE). By 2015, 92 municipalities held local elections with results that were accepted. Due to security reasons, some municipalities were unable to hold any electoral events, including Derna, Zawia and Beni Walid. Most of the current municipal councils have been well accepted by their communities, and continue to be seen as playing a significant role in the process of decentralization. The terms of office for many of the locally elected municipal authorities come to an end in 2018.<sup>1</sup>

While the dates for new elections have yet to be set by the Central Committee, the operational timeline envisages a two-phase approach following a local voter registration update with polling for 44 municipalities to take place in summer 2018 (those which mandates are expiring and they have no legal issues), with the remaining 48 municipalities to be completed by Autumn. Despite security concerns in some areas of the country, such as the East where the LNA (Libyan National Army) has replaced 9 out of 27 elected councils with military governors, the Central Committee is expected to conduct a new round of elections throughout the entire country. The Government of Prime Minister Serraj has allocated 1 million Libyan Dinars to ensure that elections also take place in Zawia and Beni Walid where security did not allow in the past. Preparations for a municipal voter registration update and polling are currently underway in these two municipalities.

Whereas the priority of the UN has been to provide technical assistance and support to the HNEC under national electoral processes, the Central Committee for Municipal Council Elections has requested UN

<sup>1</sup> According to Law No.59 municipal elections are to be conducted within sixty days of the expiration of their four-year mandates.

support. The request for support is focused more on technical advisory services, procurement and advice and support on voter and civic education. The current project is in response to this request and falls under the overall umbrella of UNSMIL and the mission's chief electoral advisor.

Holding of local elections and the support envisaged through this project are in line with the Sustainable Development Goals (SDGs), and in particular, SDG Goal 16, which calls on Member States to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels". This is particularly relevant in the Libya context and sets the basis for UNDP's electoral programming. Target 6 of SDG 16 commits to "develop effective, accountable and transparent institutions at all levels" while Target 7 sets to "ensure responsive, inclusive, participatory and representative decision-making at all levels". These goals recognize and demonstrate the importance of strengthening participatory, inclusive, and accountable decision-making and institutions for the achievement of peaceful and sustainable development outcomes. In addition, through its interventions on voter and civic education, the project also contributes to SDG 5 on the full and effective participation of women in political processes.

## II. STRATEGY

The project is in line with the Libya's Strategic Plan and the UNCT Strategic Framework 2013-2014, contributing to the national vision/goal of building government institutions capable of influencing and contributing effectively to sustainable development and the national objective of establishment the concept of citizenship and elections. Per recommendations of the recently concluded Desk Review, the project objective is to support the Central Committee for Municipal Elections, and other stakeholders, in the holding of the upcoming municipal elections.

The project will focus on two specific outputs: a) direct support to CCMCE in the operational planning and implementation, and b) support and engagement with CCMCE and other relevant stakeholders on voter and civic education. The latter will require direct engagement with civil society organizations engaged in voter and civic education efforts.

### Key guiding principles

#### National ownership

To ensure national ownership, the project is designed and guided by the needs of the Central Committee for Municipal Council Elections as expressed by the Committee. The project implementation arrangements include a project board that focuses on policy issues and approves annual workplans; the CCMCE is a member of this board.

#### Sustainability

While the current project is limited in time and defined in its scope, it will be implemented in such a way as to ensure sustainability of the capacities built and the interventions supported. The overall objective of the project contributes to the national vision/goal of building state institutions capable of influencing and contributing effectively to sustainable development and the national objective of establishment the concept of citizenship and elections. The UN in Libya has a demonstrated track record of success in supporting sustainability in electoral assistance, including to the CCMCE as well as the HNEC. During implementation, the project will invest in and build on and develop the CCMCE's existing resources – people, skills, technologies – to ensure that interventions are designed to promote sustainable development. The advice and support it will provide to voter registration and procurement of electoral materials will take into consideration the long-term development of electoral capacity and sustainability.

Coordination and collaboration with bilateral efforts

There is strong international interest in support of the upcoming municipal elections including from other electoral assistance implementing partners. Effective coordination will help avoiding duplication of activities, will allow for more targeted interventions, and help directing activities to thematic or geographic areas, which are not or not sufficiently covered. Therefore, efforts will be taken to synchronize efforts under the UN's mandated role of coordination of electoral assistance. Under the auspices of the SRSG and supported by the UNSMIL electoral assistance team, UN will continue the coordination efforts at both the technical and policy level.

#### Integrated UN support

The project will continue the effective integrated structure comprising a mix of UNSMIL and UNDP electoral personnel; it will be implemented under the overall leadership of the mission's chief electoral advisor. This team will in addition be supported by UN and UNDP experts from HQ, the UNDP regional hub in Jordan, the EC-UNDP Joint Task Force on electoral assistance in Belgium, and the UNDP's electoral procurement team in the Office of Sourcing and Operations in Denmark.

#### Coordination with HNEC

Under leadership of the UNSMIL chief electoral advisor that will oversee electoral assistance to both the Central Committee and the High National Election Commission of Libya (HNEC), efforts will be taken to ensure coordination between the two bodies, particularly in areas of possible overlap, such as timing of voter registration, polling, and the use of resources such as polling facilities and required staffing.

#### Flexibility

Recognizing the challenges posed to development in the post-conflict Libya context, there is need for flexibility and the ability to adapt the project to the evolving situation in the country. Through quarterly planning processes, the project partners have opportunities to review and refine the activities of the project as well as its implementation strategies to ensure the support is continuously adapted to the rapidly evolving context of Libya's transition. This also requires that all parties to the project including development partners remain flexible and allow the project to evolve in tandem with the Libya's strategic plans. Any changes to the scope and timeframe of the project will require consultation with the UN's Electoral Affairs Division (EAD).

#### **Key partners**

The key partner of the project is the Central Committee for Municipal Elections (CCMCE) as the primary beneficiary of the project. The project intends to work with civil society organizations and other entities supporting the electoral process.

A key technical partner is the Civil Registry Authority, which should be providing access to the National Number, which is the basis for the Voter Registration System.

The project will benefit from the partnerships already established through UNSMIL including its partnership with the HNEC. UNSMIL is also engaged in close cooperation and collaboration with other international agencies implementing electoral assistance. These include the International Foundation for Electoral Systems (IFES).

### **III. PROJECT RESULTS AND PARTNERSHIPS**

**National priority:** Organize regular local elections and provide support to CCMCE and civil society organizations

**CPD outcome 1:** The active participation of citizens in the democratic transition of their nation is facilitated

Despite the uncertainties, there is commitment from all key stakeholders for the municipal council elections. Given the current financial situation in Libya, the context in which these elections will take place and the limited experience of the CCMCE, the need for technical support is significant. Under the scope of the support to be provided, this activity focuses on providing the necessary technical support for the planning and

### **Activity 1.3: Support to the overall election operational planning and implementation**

- Procurement of international standard polling equipment
- Identify and procure electoral equipment required to conduct the elections, including non-sensitive polling equipment such as ballot boxes and polling station kits, etc. and sensitive electoral items such as ballot papers and indelible ink

A key area of support requested by the CCMCE is the procurement of sensitive and non-sensitive electoral materials. Through advice on planning, the identification of procurement needs, and the development of specifications, the project will also contribute to building the procurement capacity of CCMCE staff to be able to carry out these activities independently in the future. Support will be provided for the procurement of:

### **Activity 1.2: Facilitate the procurement and deployment of sensitive and non-sensitive election materials**

- Facilitate the identification of technology needs for the voter registration update
- Provide advice and support in upgrading the VR system
- Facilitate the overall voter registration update efforts
- Support consultations, cooperation and coordination with all relevant stakeholders involved in VR operations
- Support public awareness campaigns on voter registration
- Support CCMCE's development of inclusive and gender-responsive voter education outreach program for voter registration
- Facilitate cooperation between CCMCE and the HNEC on voter registration

In support of the voter registration update necessary for the holding of the upcoming municipal council elections, the project will provide technical advice to and support the CCMCE during the planning and implementation of the voter registration operations. The advisory support on voter registration will:

### **Activity 1.1: Technical advice and support on inclusive voter registration**

Through this output, the project will support the CCMCE in preparing, planning and implementing its election operations for the holding of municipal council elections. This support will be focused primarily on key local electoral activities including to the voter registration system and operations, the conduct of electoral events, and boosting the capacity of the committee in procurement and logistics as well as the establishment of linkage and cooperation between the committee and HNEC.

### **Output 1: Support to the inclusive planning and implementation of election operations including voter registration**

The current project has been discussed and developed with relevant national counterparts, and would contribute toward Libya's overall interim goal to undertake immediate critical actions which will lay the groundwork for the implementation of local elections during the transition period and beyond. The project will focus on achieving two important outputs:

**Project goal:** CCMCE capacity to prepare for and administer municipal elections is supported

- Provide advice on and support the production of television and radio spots on voter and civic education messaging
- Support the production and dissemination of inclusive national campaigns on the importance of voting and turnout
- Advise and support the production and dissemination of inclusive and gender-responsive voter education campaigns and materials on the voter registration process, voting process and the overall electoral process
- Facilitate CCMCE's engagement and liaison with civil society and relevant stakeholders promoting knowledge of the electoral processes
- Support CCMCE's coordination of stakeholders engaged in civic and voter education
- Advocate for the prioritization of the participation of women, youth, differently-abled persons and other vulnerable groups in the municipal council elections
- Provide training and expertise in developing and producing voter education material for inclusive, informed and ethical participation, to improve voter awareness of electoral procedures
- Provide advice to CCMCE staff on the main elements of an effective voter education programme, and guide its implementation

### **Activity 2.1: Facilitate the development and implementation of CCMCE's voter education strategy**

An aware and informed voter is critical to sustaining peace and moving state formation forward. Recognizing the limited public knowledge in Libya on the rights and obligations of voters, the project envisions strong support to civic and voter education efforts of both the CCMCE as well as other electoral stakeholders. This output will focus on supporting CCMCE in developing a voter education strategy and action plan for the upcoming municipal council elections, as well as work with civil society organizations and other key stakeholders to increase their knowledge and awareness of the importance of location elections, the electoral process and their role in democratic processes. The activities under this output have a particular focus on the participation of women, youth, differently-abled persons and other vulnerable groups.

### **Output 2: Facilitate public participation through support to voter and civic education and through awareness raising activities**

- Advise on and support the development and implementation of sound regulations for the campaign period and for media monitoring
  - Advise and support on the gender composition of polling staff and their training procedures, the production and distribution of training manuals and the implementation of the cascade training for polling locations, at local, central and state levels
  - Advise and support on the design and implementation of a robust, secure and timely results management system
  - Facilitate broad inclusive and gender-responsive stakeholder consultations throughout the election period
  - Post-election lesson learning exercises, including feedback on inclusiveness and gender equality considerations related to election planning, logistics and operations (e.g. voter registration and polling day arrangements).
  - Advise on operational and budgetary planning
  - Advise and support in equipping the CCMCE HQ for operational readiness
  - Advocate for and raise awareness on inclusive and gender responsive planning and implementation at all stages of the electoral process
  - Advise on and support the development and implementation of sound regulations for the campaign period and for media monitoring
  - Advise and support on the gender composition of polling staff and their training procedures, the production and distribution of training manuals and the implementation of the cascade training for polling locations, at local, central and state levels
  - Advise and support on the design and implementation of a robust, secure and timely results management system
  - Facilitate broad inclusive and gender-responsive stakeholder consultations throughout the election period
  - Post-election lesson learning exercises, including feedback on inclusiveness and gender equality considerations related to election planning, logistics and operations (e.g. voter registration and polling day arrangements).
- implementation of the committee's election operations overall. The support will focus on specific areas such as inclusive and gender-responsive planning, operational readiness, campaign regulations and finance, election day activities and results management systems. Specific support under this activity will include:

## Activity 2.2: Support to and engage with civil society organizations and other electoral stakeholders in support of inclusive and gender-responsive municipal council elections and democracy related issues

- Advocate for national and international support to civil society organizations (CSOs) working on democracy and elections observation
- Support CSO to develop inclusive and gender-responsive awareness and outreach campaigns in coordination with the CCMCE for the promotion of electoral values and principles and to enhance participation
- Advice and support the development of sound observer accreditation process
- Support CSO initiatives that prioritize the participation of women, youth, differently-abled persons and other vulnerable groups, especially in areas where low voter registration or turnout rates among the said groups
- Raise awareness of the role and functions of institutions - on local / municipal level vis-à-vis national institutions to increase key stakeholder's and the people's awareness on democratic institutions and practices
- Support SCO initiatives to collect data on candidate lists, analyse media coverage of women, run workshops for female candidates or aspirant candidates and publicly give feedback and affirmation where women are being disadvantaged
- Support SCOs to provide feedback on gender equality considerations related to election planning, logistics and operations (e.g. voter registration and polling day arrangements)

## IV. PROJECT MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

### Project Board

The Project Board is an oversight and advisory body, representing the highest body for coordination, strategic guidance, oversight and quality assurance; it shall make decisions by-consensus. The body will facilitate collaboration between UNDP, CCMCE and other potential donors for the implementation of the Project. The Project Board will review and endorse the Annual Work Plans (AWPs), will provide strategic direction and oversight, will review implementation progress, and will review narrative and financial progress reports. In order to ensure UNDP's ultimate accountability, the Project Board decisions shall ensure best value to money, fairness, integrity, transparency and effective international competition. The Project Board will be convened by UNDP and meet every 6 months, or as necessary when raised by a member of the Board or the Project Manager.

The Project Board will be chaired by the UNDP Country Director with members to include the chairperson of the CCMCE, potential donor representatives and UNSMIL's chief electoral advisor.

### The responsibilities of the Project Board include:

- Ensure that the project is achieving its goals and objectives in line with the strategies and policies set out in this document.
- Adopt policies that serve the project's goals, objectives, and strategies, ensure its implementation and consistency with project objectives.
- Follow-up efforts to coordinate international support for electoral processes, guiding them towards the goals of electoral assistance in Libya.
- Approve the annual workplan for the implementation of the project activities.

**Risk-informed Decision-making:** To ensure a risk-informed and conflict sensitive project implementation, the project board will continually assess the situation in the country and relate it to the actual project implementation. The project will look at the following critical risks: (1) political context and possible political leverage; (2) the security situation; (3) the project risks (i.e. conflict sensitivity); and (4) the operational risks.

**Monitoring:** The monitoring of the activities of the project will be undertaken by project staff and through UNDP quality assurance. All monitoring reports are to be submitted to the Project Board.

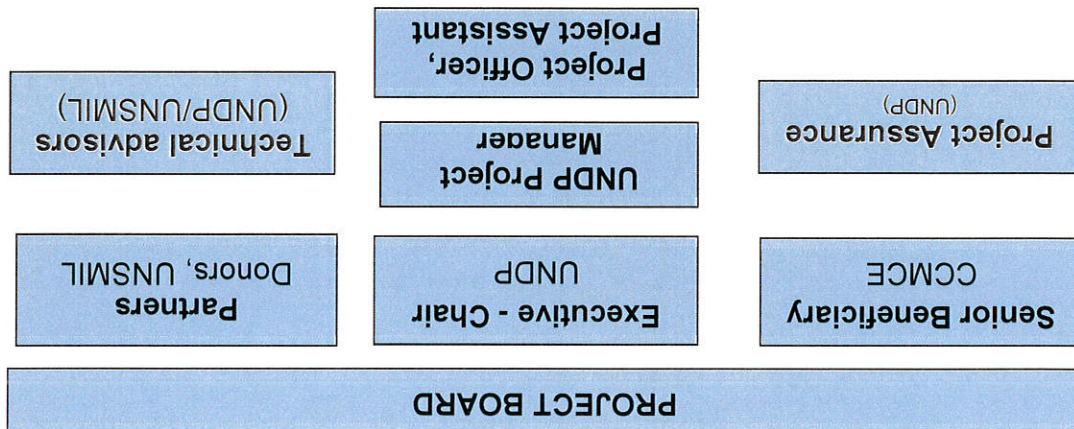
**Quality assurance:** UNDP Country Office will serve the quality assurance role, supported by the project's monitoring and evaluation structure. The project will also benefit from shared operations support from the UNDP Country Office that includes access to support on human resources, recruitment, procurement, IT assistance, financial management, communications, and security, overseen by the Country Director, Programme Coordinator, and others.

**Key elements of project implementation arrangements:**

**Project management:** The project will be managed by a project manager who will have the overall responsibility for day-to-day management of the project, including timely and efficient delivery of the project's technical, operational, financial and administrative outputs and substantive project inputs specifically; regular outreach and coordination with the project beneficiaries, coordination and quality assurance of expert inputs and products. The project manager will be guided by the UNSMIL chief electoral advisor.

**Project Support staff:** The staff represents the operational and logistical team of the project. It consists of national and international project staff. The team performs the following functions:

- Day to day implementation of activities as defined in the approved workplans
- Provide timely and efficient operational support to the implementation of activities.
- Ensure financial accountability through monitoring and reporting of project expenditure as per the workplans and project budget.





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

EXPECTED OUTPUTS	Activity	DATA SOURCE	Budget			
			Year 1	Year 2		
Output 1: Support to the planning and implementation of election operations including voter registration	Activity 1.1: Technical advice and support on voter registration					
	Activity 1.2: Facilitate the procurement of sensitive and non-sensitive election materials					
	Activity 1.3: Support to the overall election operational planning and implementation					
Output 2: Facilitate public participation through support to voter and civic education	Activity 2.1: Facilitate the development and implementation of CCMCE's voter education strategy					
	Activity 2.2: Support to and engage with civil society organizations and other electoral stakeholders in support of municipal council elections					

<sup>2</sup> To be finalized with baseline and targets within three months of project implementation.

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

### Evaluation Plan

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

VII. WORKPLAN

Output	Activity	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Y1	Y2	Total (in USD)	
1	<b>Support to the planning and implementation of election operations including voter registration</b>												
	<b>1.1 Technical advice and support on voter registration</b>												
	1.1.1	Provide support in upgrading the VR system, hardware and software	X	X							150,000		150,000
	1.1.2	Facilitate the overall voter registration update efforts	X	X	X	X	X	X	X	X	100,000	40,000	140,000
	1.1.3	Support public awareness campaigns on voter registration	X	X	X	X	X	X	X	X	40,000	35,000	75,000
	<b>TOTAL ACTIVITY 1.1</b>										<b>290,000</b>	<b>75,000</b>	<b>365,000</b>
	<b>1.2 Facilitate the procurement and deployment of sensitive and non-sensitive election materials</b>												
	1.2.1	Procurement and deployment of international standard polling equipment	X	X	X	X	X	X	X	X	350,000	250,000	600,000
	1.2.2	Deployment of international standard polling equipment	X	X	X	X	X	X	X	X	75,000	55,000	130,000
	<b>TOTAL ACTIVITY 1.2</b>										<b>425,000</b>	<b>305,000</b>	<b>730,000</b>
	<b>1.3 Support to the overall election operational planning and implementation</b>												
	1.3.1	Equipping the CCMCE HQ for operational readiness	X	X			X	X			72,000	10,000	82,000
	1.3.2	Support secure storage and deployment of polling material	X	X	X	X	X	X	X	X	70,000	40,000	110,000
	1.3.3	Support planning and implementation of cascade training for polling	X	X	X	X	X	X	X	X	85,000	85,000	170,000
	1.3.4	Advice and support on key operational stages (candidate nomination, campaign, polling, tally)	X	X	X	X	X	X	X	X	65,000	35,000	100,000
	1.3.4	Advisory services	X	X	X	X	X	X	X	X	90,000	90,000	180,000
	1.3.5	Training, workshops, seminars	X	X	X	X	X	X	X	X	75,000	65,000	140,000

		<b>TOTAL ACTIVITY 1.3</b>	457,000	325,000	782,000		
		<b>TOTAL OUTPUT 1</b>	1,172,000	705,000	1,877,000		
<b>Output</b>	<b>2 Facilitate public participation through support to voter and civic education</b>						
<b>2</b>	<b>2.1 Facilitate the development and implementation of CCMCE's voter education strategy</b>						
	2.1.1 Development and production of voter education material	X	X	X	X	X	X
	2.1.2 Trainings, workshops, seminars	X	X	X	X	X	X
	2.1.3 Production and dissemination of voter education campaigns and materials	X	X	X	X	X	X
	2.1.4 Production and dissemination of national campaigns to enhance participation and turnout	X	X	X	X	X	X
	2.1.5 Advice on and support the production of television and radio spots on voter and civic education messaging	X	X	X	X	X	X
	2.1.6 Advisory services	X	X	X	X	X	X
	<b>TOTAL ACTIVITY 2.1</b>						
	<b>2.2 Support to and engage with civil society organizations and other electoral stakeholders in support of municipal council elections and democracy related issues</b>						
	2.2.1 Support advocacy activities to facilitate CSOs participation in electoral processes	X	X	X	X	X	X
	2.2.2 Support CSO to develop awareness and outreach campaigns in coordination with the CCMCE for the promotion of electoral values and principles and to enhance participation	X	X	X	X	X	X
	2.2.3 Support CSO and related initiatives that prioritize the participation of women, youth and other vulnerable groups	X	X	X	X	X	X
	<b>TOTAL ACTIVITY 2.2</b>						
	<b>TOTAL OUTPUT 2</b>						
<b>Proj Mn</b>	<b>Project Management</b>		403,000	343,000	746,000		

	Project Manager	X	X	X	X	X	X	X	X	X	X	X	240,000	240,000	480,000
	National Project Officer	X	X	X	X	X	X	X	X	X	X	X	60,000	60,000	120,000
	National Project Assistant	X	X	X	X	X	X	X	X	X	X	X	30,000	30,000	60,000
	Translator	X	X	X	X	X	X	X	X	X	X	X	30,000	30,000	60,000
	Driver	X	X	X	X	X	X	X	X	X	X	X	20,000	20,000	40,000
	Vehicle operating costs including vehicles, maintenance, fuel	X	X	X	X	X	X	X	X	X	X	X	15,000	15,000	30,000
	Office running costs (rent, security, other costs)	X	X	X	X	X	X	X	X	X	X	X	24,000	24,000	48,000
	Unforeseen costs for effective project implementation	X	X	X	X	X	X	X	X	X	X	X	10,000	10,000	20,000
	Monitoring and evaluation	X	X	X	X	X	X	X	X	X	X	X	10,000	10,000	20,000
	Security Costs	X	X	X	X	X	X	X	X	X	X	X	23,000	23,000	46,000
	Direct Project Cost (DPC)	X	X	X	X	X	X	X	X	X	X	X	70,000	70,000	140,000
	<b>PROJECT MANAGEMENT SUBTOTAL</b>												<b>532,000</b>	<b>532,000</b>	<b>1,064,000</b>
	<b>Total amount (in USD\$)</b>												<b>2,107,000</b>	<b>1,580,000</b>	<b>3,687,000</b>
<b>GMS</b>	<b>General management Support (8%)</b>												<b>168,560</b>	<b>126,400</b>	<b>294,960</b>
	<b>TOTAL OVERALL BUDGET (in USD\$)</b>												<b>2,275,560</b>	<b>1,706,400</b>	<b>3,981,960</b>

## VIII. LEGAL CONTEXT

### Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

This project will be implemented by the Central Committee for Municipal Council Elections, CCMCE, ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## IX. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>3</sup> [UNDP funds received pursuant to the Project Document]<sup>4</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/secs>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards; (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards; and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

<sup>3</sup> To be used where UNDP is the Implementing Partner

<sup>4</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

- a. Consistent with the Article III of the SBAA [for the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
  - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigations Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipient's) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. Choose one of the three following options:



Annex II - Risk log

Description	Type of Risk	Risk Probability (P) & Impact (I)	Countermeasures/Management Response
Lack of agreement on legal and structural disagreements on local elections	Political	Credibility of the electoral process may be undermined. P: High I: High	Continuous analysis of the political developments and required actions will be taken to arrest any political risks on time

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.
  - i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
  - h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option I:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

<p>Continuous analysis of developments. Project planning in place for different security scenarios. Project coordinates closely with UNSMIL security and UNDSS.</p>	<p>Effectiveness of project implementation may be affected. P: Medium I: High</p>	<p>Political and Security</p>	<p>Deteriorating security situation</p>
<p>Continuously advocate through SRSG's good offices.</p>	<p>P: High I: High</p>	<p>Political and Security</p>	<p>Lack of/delay in state and non-state actors to provide support to local elections</p>
<p>Project design to be adjusted to available funding scenarios.</p>	<p>P: Low I: High</p>	<p>Financial</p>	<p>Limited availability of donor funding</p>