

Project Title: Strengthening Electoral Processes in Uganda Project (SEPU)

Project Number: **00126722**

Implementing Partner: United Nations Development Programme

Start Date: February 2020

End Date:

February 2022

LPAC Date: 20 March 2020

Brief Description

In the context of the upcoming elections in Uganda, the United Nations Development Programme (UNDP) has developed an integrated electoral support project titled “**Strengthening Electoral Processes in Uganda (SEPU)**” with direct link to the United Nations Development Assistance Framework (UNDAF) Outcome 1.1: *Rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice*; also seeking to contribute to **Sustainable Development Goal (SDG) 16** on *developing effective, accountable and transparent institutions* and also **SDG 5** on *ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making processes*. The project will seek to achieve the **UNDP Strategic Plan Signature Solutions 2 & 6**: i.e. “*strengthening effective, inclusive and accountable governance systems and processes*” and “*strengthening gender equality and the empowerment of women*”, respectively.

The project is based on the following logic: i) inclusive, participatory, transparent elections are critical to sustain development gains and consolidate peace as the foundations on which development thrives; ii) technically capable, independent and trusted governance institutions are essential for the conduct of credible, inclusive and peaceful elections; iii) elections is a conflict trigger which potentially results in violence and loss of lives; peace building and conflict prevention approaches are critical to assure peaceful and violent free elections.




The proposed project interventions will be centred on **three thematic outputs**, i.e. 1) Transparency and inclusion in electoral process strengthened; 2) Institutional capacity for the Electoral Commission (EC) and other electoral stakeholders enhanced; 3) Peace mechanisms improved. The interventions will target the EC and other electoral stakeholders through both short term and long-term institutional capacity building measures, including embedded technical assistance, and also conflict mitigation measures such as multi-stakeholder dialogue and early warning mechanisms.

UNDP will be the lead implementing agency, with other UN agencies, i.e. UN Women, OHCHR and UNESCO as responsible parties and national actors, i.e. the EC, Judiciary, Uganda Police Force (UPF), Media Council of Uganda (MCU) and select Non-State Actors; as the project beneficiaries. The project governance structure will comprise: a Project Steering Committee (PSC) and a Project Technical Committee (PTC), both co-chaired by UNDP and EC; these structures will comprise representatives of participating UN agencies, national beneficiaries and development partners – the latter being those financially contributing to the project/basket fund. Additionally, the project will have a Project Donor Group (PDG) convened and co-chaired by UNDP and a donor representative elected on rotational basis by the project donors.

The project will be based on a Direct Implementation Modality (DIM) meaning UNDP will coordinate and manage all project procurements and take the lead on reporting to donors and national stakeholders. UNDP will establish a project team to provide technical and operational expertise in the management and implementation of the project, which team will be led by a Chief Technical Advisor. The UNDP Country Office, through the Rule of Law and Constitutional Democracy Team, will play the project assurance role.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDAF Outcome 1.1: Rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice. UNDAF Output 1.1.1.1: By 2020, the Electoral Commission and other institutions of democracy have adequate technical and operational capacities to organise and promote credible and peaceful elections CPD Outcome: Strengthened technical and functional capacities of democracy institutions for enhancing equal participation, accountability, rule of law and access to justice. Indicative Output(s) with gender marker ² :	Total resources required:	USD 10,555,740	
	Total resources allocated:	UNDP TRAC:	USD 600,000
		Donors:	
	Norway	USD 3,000,000	
	Iceland	Tbc	
	Austria	Tbc	
	Ireland	Tbc	
	Netherlands	Tbc	
	Sweden	Tbc	
	Unfunded:	USD6,955,740	

Agreed by (signatures):

Government: Ministry of Finance, Planning and Economic Development	United Nations Development Programme	Electoral Commission
 Hon. Matia Kasaija Minister of Finance, Planning and Economic Development	 Ms Elsie Attafuh Resident Representative	 Hon. Justice Simon Mugenyi Byabakama Chairperson
Date: 17/06/2020	Date: 07/06/2020	Date: 29-05-2020

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LIST OF ACRONYMS

AG	Attorney General
CPD	Country Programme Document
CO	Country Office
CSOs	Civil Society Organizations
CTA	Chief Technical Advisor
DIM	Direct Implementation Modality
DPPA	Department of Political and Peace building Affairs
EAD	Electoral Assistance Division
EC	Electoral Commission (of Uganda)
EDR	Electoral Dispute Resolution
EMB	Elections Management Body
EU EOM	European Union Election Observation Mission
EWER	Electoral Violence Early Warning and Early Response
FTV	First-Time Voter
GBV	Gender Based Violence
ICT	Information Communication Technology
IfP	Infrastructure for Peace
JTF	EC-UNDP Joint Task Force on Electoral Assistance
M&E	Monitoring and Evaluation
MCEC	Media and Civic Education Centre
MDAs	Ministries, Departments and Agencies
MoJA	Ministry of Justice and Constitutional Affairs
MoICT	Ministry of Information, Communications and Technology
MP	Member of Parliament
NAM	(Electoral) Needs Assessment Mission
NGO	Non-governmental Organization
NIRA	National Identification and Registration Authority
NRM	National Resistance Movement
NSA	Non-State Actors
PAC	Project Appraisal Committee ¹
PBF	Peace building Fund
PDA	Peace and Development Advisor
POMA	Public Order Management Act
PDG	Project Donor Group
PRG	Project Reference Group
PSC	Project Steering Committee
PTC	Project Technical Committee
PWDs	People with Disabilities
OHCHR	Office of the United Nations High Commissioner for Human Rights
RBA	(UNDP) Regional Bureau for Africa Results
RRF	and Resources Framework Strengthening
SEPU	Electoral Process in Uganda Sustainable
SDG	Development Goal
SMS	Short Message Service
TA	Technical Assistance
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCT	United Nation's Country Team
UNESCO	United Nations Educational, Scientific, Cultural Organisation
UNDAF	United Nations Development Assistance Framework
UN Women	United Nations entity for Gender Equality and Empowerment of Women
UNDP	United Nations Development Programme

¹Sometimes referred to as LPAC (Local Project Appraisal Committee)

I. DEVELOPMENT CHALLENGE

A. CONTEXTUAL ISSUES

Uganda has over the last two decades transitioned from a post-war one-party state to an evolving multiparty constitutional democracy, ranked 20th in Africa (in 2018) in terms of good governance². The country has sustained peace and stability, despite occasional violence in some parts of the country. Given its location at the heart of the region, protracted conflicts in Somalia, the Democratic Republic of Congo (DRC), Burundi and South Sudan have led to a perennial refugee influx into Uganda. The country has also continued to play a key stabilization role in the region, which is important to acknowledge and factor into decisions around support to the electoral process in Uganda as any potential disruptions in Uganda, could affect the sub-region.

The country's Vision 2040 lays a firm foundation to transform Uganda into a competitive upper middle-income country. The key challenges identified for redress are: weak public sector management and regulatory frameworks; limited government investment in strategic industries to stimulate economic growth and sustainable development; limited infrastructure development and inadequate human resource capacity; demographic profile under pressure with nearly 50% of the population below 15 years; corruption which negatively affects service delivery and increases the cost of doing business; weak civil society and civic engagement. By taking full advantage of the hitherto underexploited opportunities in areas such as oil and gas, trade, tourism, ICT business, water resources and agriculture, Uganda wishes to use the Vision 2040 to promote, *inter alia*, accelerated socio-economic development and sustainable democracy – the latter through the protection of human rights, rule of law, free and fair political and electoral processes.

In 1995, the country adopted a new Constitution which guarantees the protection and promotion of fundamental human rights and freedoms, rule of law, separation of powers, and the establishment of key constitutional bodies including the Electoral Commission and the Human Rights Commission to realize the country's aspirations for democracy and good governance. Established under the 1995 Constitution and the Electoral Commission Act, Cap 140, the Electoral Commission (EC) of Uganda is mandated to organize and conduct all elections in Uganda. The EC comprises seven members including a Chairperson and a Deputy Chairperson who are appointed by the President with the approval of Parliament on a seven-year term renewable for an additional one term. The current EC leadership took office in January 2017. The 2020/21 general elections will be the first to be organized, managed and supervised by the current Commission.

Based on a request of the EC, the UN deployed an electoral Needs Assessment Mission (NAM) from 26 March to 5 April 2019 which consulted diverse stakeholders including the EC, Government Ministries, Department and Agencies (MDAs), Civil Society, political parties, media, academia, Local Government leaders, UN agencies and the development partners. Based on the recommendation of the NAM, the UN resolved to support the Uganda 2021 general election and, specifically, for UNDP to establish and lead an integrated electoral support project³ targeting areas such as EC stakeholder engagement, civic and voter education, institutional capacity building, peace building and inclusive participation in the electoral process. Following approval of the NAM report by the UN Electoral Assistance Focal Point in the Department of Political and Peace building Affairs (DPPA) of the UN Secretariat, UNDP deployed a project formulation team in October 2019 which also engaged in broad-based stakeholder consultations to identify areas of project activities, assess possible partnerships and donor interest to support the project.

²MO Ibrahim Index, 2018.

³Involving other UN agencies including UN Women, UNESCO and OHCHR.

B. SITUATION ANALYSIS

On the electoral front, Uganda has made strides despite challenges in its electoral history including past elections which were boycotted (1961), others cancelled (1971), some marred by logistical challenges and degenerated into open and violent conflict (1980); others considered credible despite contestation among candidates (2001 and 2006); and others inducing court battles (2016)⁴. Key achievements of the country so far include re-establishing constitutional democracy based on a multiparty political system and regular elections since 2005 with fairly high voter turnout (e.g. 67% in 2016); and the introduction of the biometric voter registration system in 2002 (i.e. Photographic Voters Register(PVR)) which was used in the 2006 general election, with further improvement in 2011 (Finger Print Method) as part of the biometric registration and in 2016 general election (both finger print and facial images). In December, 2018, the EC launched a Strategic Plan⁵ and Road Map for the 2020/2021 electoral cycle. Under the theme “*Enhancing good governance through regular, free and fair elections to contribute to political stability which is essential for socio-economic development*”, the Strategic Plan sought to address six key results areas: i.e. free, fair and transparent elections; an institutionally strengthened EC; accurate and accessible national voter register; effective and comprehensive voter education; efficient service-oriented and stakeholder focussed EC; and strengthened monitoring and evaluation framework. The EC also committed itself to addressing the recommendations of various election observer missions, both international and domestic, following the 2016 elections.

The EC Strategic Plan and Road Map, notwithstanding, some of the key political and electoral trends and/or challenges in Uganda, based on the reports of election observation missions (including European Union, African Union and analysts), include:

- *Absence of a level playing field among electoral contestants which adversely affect electoral integrity;*
- *The dominance of the political landscape by the National Resistance Movement (NRM) with an absolute majority of all elective positions in the country;*
- *Weak opposition and civil society operating within a regulatory and political space which impedes effective engagement and participation;*
- *The lack of political party culture with demonstrable ideological and programme orientation and the prevalence of commercialized politics⁶;*
- *Perceived lack of independence, transparency and capacity on the part of the EC to promote a credible electoral process;*
- *Inadequate capacity by the EC to carry out civic and voter education on continuous basis and, specifically, ahead of the 2021 general election given the Commission’s lack of financial resources;*
- *Lack of trust between the police and the citizens in relation to election security and specifically regarding the implementation of the laws on aspirant consultations, assemblies and protests, as well as campaign meetings;*
- *Inadequate capacity to prevent and manage potential election-related violence in 2021; there is a widespread perception that the 2021 elections may be characterized by heightened levels of violence which is fuelled by, inter alia, the existence of grievances from the past including the view of a shrinking democratic space in the country; and the large population of unemployed youth (especially in urban centres) who in the past were mobilized by political actors to incite violence against their opponents; also compounding the situation is the heavy-handed and disproportionate response by law enforcement agencies to election related violence;*

⁴<https://www.ec.or.ug/info/history-ec>

⁵<https://www.ec.or.ug/sites/default/files/2020-2021-generalelections/The%20Electoral%20Commission%20Strategic%20Plan%202021-2022.pdf>

⁶The practice whereby candidates and parties hand out gifts and money to the electorate to lure them to vote for them.

- *Poverty and high-levels of unemployment has contributed to commercialisation of elections including high-tolerance of voters for bribes and vote buying during elections*

In the lead up to the elections, there is an expectation of highly contested elections at all levels, from national to local levels, in an extremely charged political environment and heightened anxiety over insecurity. Given the country's commitment to promoting democracy, rule of law and peace to achieve its Vision 2040 and given its pivotal position for peace and stability in the region, it is critical for the 2021 elections to be conducted in a manner that inspires public and stakeholders' confidence. Additionally, the project is expected to significantly contribute to the realization of the key SDGs 16 and 5 which respectively seek to develop effective, accountable and transparent institutions and ensuring women's full and effective participation in decision-making processes. In order to strengthen the mechanisms for delivering SDG 16 on "Peace, Justice and Strong Institutions", the Government of Uganda, with UNDP support, has undertaken a national audit of SDG 16 by setting up a multi-stakeholder platform representing state actors, CSOs, private sector, academia and development partners to support the audit and address some of the emerging issues such as the need to coordinate mechanisms for data production and utilization and also addressing the adequacy of the existing data ecosystem; it also mapped producers, disseminators and users of governance data. Furthermore, UNDP has also supported the National Planning Authority to undertake a comprehensive assessment of the policy and institutional gaps in the implementation of the 2030 Agenda. This assessment is key to informing the development of the mainstreaming framework for SDG implementation in the country. UNDP, as the leading development partner supporting preparation for the 3rd National Development Plan (NDP III) is working with the Government to mainstream the SDGs including appropriate governance mechanisms in NDP III.

With only 10 years to the 2030 Agenda deadline, the 2021 elections are critical for consolidating the country's commitment to achieving Agenda 2030 and Uganda's Vision 2040.

C. ELECTORAL REFORM CHALLENGES

On the electoral front, concerns relate to the adequacy of the electoral legal framework to support credible elections in the country. Some of the electoral stakeholders have expressed concerns about the delays to amend the electoral laws ahead of the 2021 general election in line with the directive of the Supreme Court following the 2016 presidential elections petitions⁷. Earlier this year, Parliament passed five electoral amendment bills and the same await the President's assent. There is widespread expectation among electoral stakeholders that the new laws, if passed ahead of the 2020/21 elections, will go a long way to improve the quality and credibility of the next elections. The Constitutional amendments covered aspects such as: removing the upper limit of age qualification for presidential candidates, i.e. 75 years; increasing the period to lodge a presidential election petition from 10 to 15 days; increasing the period to determine a presidential petition from 30 to 45 days; and, in the event of an annulment of a presidential election, increasing the period for holding a fresh election from 20 to 60 days, to mention but a few.

Several other recommendations on electoral reform which are not incorporated in the current amendment bills include those by the African Union and European Election Observer Missions of 2016. They relate to:

- Lack of transparency in the appointment of Electoral Commissioners;
- High-handedness on the part of the law enforcement agencies during elections and discriminatory enforcement of the law on candidates and parties;
- The need to allow citizens to register as voters if they would turn 18 years on the day of voting instead of the day of registration;

⁷While the Kituo Cha Katiba petition itself was unsuccessful, the Supreme Court issued specific directives to the government to amend the electoral laws ahead of 2021 and to report to the Court by 26 August 2018 on the progress.

- Lack of comprehensive civic and voter education;
- Empowering the EC to implement the code of conduct for political parties including regulation of campaign financing⁸;
- Developing detailed electoral complaints procedures with reasonable timelines; and
- Electoral reforms to be concluded at least a year before elections to allow for timely preparation and implementation.

It is evident that, there is a lack of consensus among electoral stakeholders on what aspects of electoral reform to prioritize for implementation ahead of the 2021 general election: while stakeholders including the EC and the AG, on the one hand, are of the views that the most important reforms have been implemented and/or are underway, civil society and some election observers, on the other hand, believe the ongoing reforms are insufficient and too late and may not have significant impact on the quality of the next general election. These notwithstanding, there is a need for continued stakeholder engagement on electoral reforms, both before and after the 2021 general election, in order to promote an environment for credible and peaceful elections in Uganda.

Inclusion: Although with the introduction of reserved seats for women in Parliament the percentage of women has increased to 34.9% in the current Parliament, more work still lies ahead to elect more women via the open elective seats: for example, in 2016, only 86 women (i.e. 6.5%) out of a total of 1,323 candidates contested the 490 open parliamentary seats⁹, with 19 of them winning constituency MP seats¹⁰. The law also provides for five reserved parliamentary seats each for the youth and PWDs. Even with these efforts, women, youth and PWDs remain grossly underrepresented in decision-making processes in the country. Women and PWDs in particular face socio-cultural and economic barriers which hamper their effective participation in elections especially as candidates. Gender-based violence also disproportionately affects women especially during elections.

D. THEORY OF CHANGE

As articulated in Uganda's Vision 2040, good governance, respect for human rights, rule of law and the promotion of gender equality are some of the critical contributing factors to making Uganda a prosperous, secure and peaceful middle-income country. Inclusive and participatory political and electoral processes are a key component of the country's endeavour to achieve sustainable socio-economic development and democracy by 2040.

This project theory of change – see Diagram (Annex 1) - is based on the logic that transparent and inclusive elections which are managed by a technically competent electoral authority, i.e. the EC - working collaboratively with other state and non-state actors - is a prerequisite for enhanced legitimacy of the election outcome and continued peace and stability in the country. In this context, credible elections contribute to enhanced public confidence and trust in the electoral process and institutions. This instead leads to public acceptance of democracy as the only viable system of government and elections as the only way to contest state power. Well managed elections can foil conflict and contribute to lasting peace. On the contrary, poorly managed elections can trigger conflict and instability.

Based on this theory of change and logic, though not in isolation, the project will support efforts aimed at fostering transparency, inclusion, accountability and peace in the 2021 general election. Transparency is critical for ensuring the public and the electorate in particular are always informed about key developments

⁸This mandate has been given to the National Consultative Forum under the recent reforms covering the Political Parties and Organisations Act, 2005, as amended, and awaits assent by the President;

⁹<https://www.eisa.org.za/pdf/uga2016eomr.pdf>

¹⁰<https://www.cmi.no/publications/6512-switches-from-quota-to-non-quota-seats>

regarding the electoral process including important EC decisions and directives. Transparency is also important in relation to the display of the voter register so that all voters are informed about voter inclusion and exclusion from the voter register ahead of the election. Similarly, transparency relates to the way the EC will disseminate and announce the election results at all levels. Inclusion means the process of ensuring all sections of the Ugandan population, including women, youth and PWDs, are able to participate on equal footing in the electoral process as voters, candidates and election officials. Accountability relations to efforts to ensure the action of all actors including the EC, security agencies and media are in line with the law and they act in a transparent manner to inspire public confidence. Promoting transparent and inclusive elections will seek to achieve SDG 16 on developing effective, accountable and transparent institutions and SDG 5 on ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making processes.

The project will endeavour to enhance procedural certainty around the 2021 electoral process. Procedural certainty begins with mechanics of the laws, rules and procedures to organize and conduct elections which falls within the mandate of the EC. This requires the EC to have the necessary policies, values and measures in place to conduct elections that meet regional and international standards and whose outcome is widely considered legitimate. This also requires the EC to have sustained constructive engagement with all key electoral stakeholders in order to foster trust and confidence in the EC and the electoral process at large.

Secondly, procedural certainty requires elections to take place in an environment where, beyond the Electoral Commission, there is trust and collaboration between especially state and non-state actors to deliver credible and peaceful elections, and capacity to monitor and mitigate incidents of violence and violation of rules. The project will support efforts to improve relations between the security sector and citizens and more specifically in the disharmonious enforcement of the Public Order Management Act (POMA) by the Police during the election period.

II. STRATEGY

Based on the UN Note of Guidance on Electoral Assistance of 2001, as amended¹¹, UNDP is the lead UN agency on the design and implementation of UN-led electoral assistance to Member States. This includes coordinating and managing electoral support to strengthen electoral institutions, legal frameworks and processes, especially outside the peacekeeping and post-conflict context. UNDP has over the last three decades rendered electoral support to more than eighty (80) countries, the majority in Sub-Saharan Africa.

Based on the provision of the said Note of Guidance and taking advantage of UNDP's comparative experience in electoral assistance, the recently deployed electoral Needs Assessment Mission (NAM) to Uganda recommended UNDP to lead the design and implementation of an electoral assistance project for the 2021 general election in Uganda.

The logic of the project is centred on the premise that technically capable, independent and trusted institutions are essential for the conduct of credible, inclusive and peaceful elections. While a multitude of electoral stakeholders in Uganda may play their part in the process, it is essentially the EC and its branch offices that bear the primary responsibility for the success or failure of an election in terms of the way the elections are organized. A capable, professional and trusted EC is critical to the credibility of elections and the acceptance of results. The way the EC members are appointed needs to inspire stakeholder confidence

¹¹http://content-ext.undp.org/aplaws_publications/2545621/Note%20of%20Guidance%20Final%20.pdf

and this issue remains a bone of contention in Uganda¹². Further, peaceful elections are assured by adequate representation and participation of the society in the electoral process. This project will seek to provide technical assistance and support to the EC to strengthen its capacity to organize and manage the 2021 elections and beyond, in a transparent and inclusive manner, for the outcome of the election to enjoy public and stakeholder acceptance.

Beyond the support to the EC, the project will support capacity strengthening for other electoral stakeholders, such as the security sector, judiciary, media, human rights entities and political parties. Given that most donors have earmarked their support to the 2021 electoral cycle for civil society organisation, largely via the *Democratic Governance Facility (DGF)*, this project will leverage partnerships with CSOs on specific activities aimed at enhancing EC-CSO collaboration in areas such as dialogue for peace, civic and voter education, to mention but a few.

The project strategy will focus on supporting non-operational activities of the EC, i.e. those aimed at strengthening transparency, inclusion, capacity and peaceful election mechanisms. The project will have **three thematic outputs**: i.e. Output 1 Transparency and Inclusion in the Electoral Process Strengthened¹³; Output 2 Electoral stakeholders' Institutional Capacity Enhanced); and Output 3 Electoral Warning and Rapid Response [EWER]). The project will work to help improve trust and confidence in the electoral process through efforts that build bridges and consensus and to rally stakeholder to promote transparent, inclusive and peaceful elections in 2021 and beyond.

The Project strategy will seek to achieve transparent and inclusive elections in line with SDG 16 on “developing effective, accountable and transparent institutions” and also SDG 5 on “ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making processes”. The project will also seek to achieve the UNDP Strategic Plan Signature Solutions 2 & 6: i.e. “strengthening effective, inclusive and accountable governance systems and processes” and “strengthening gender equality and the empowerment of women”, respectively. The project is directly linked to Uganda UNDAF Outcome 1.1, i.e. “Rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice”.

A. MULTI-STAKEHOLDER ENGAGEMENT APPROACH:

One fundamental strategy to achieve consensus and national ownership of the electoral process is supporting multi-stakeholder approaches: building bridges between EC and state actors (government agencies, security sector and judiciary) and non-state actors (media, political parties, civil society, the electorate and observers). The multi-stakeholder dialogues will seek to involve historically marginalized section of the population, including women, youth (including First-Time Voters) and people with disabilities (PWDs), as well as strategic dialogues with key influencers and decision makers.

The project will also seek to benefit from expertise across the UN system. Close liaison will be maintained with Office of the UN Resident Coordinator which, based on UN policy, is the lead on high level political engagements in the country; such engagement is *sine qua non* for effective coordination of electoral assistance across multiple actors in the country. Furthermore, the project will work closely with the Peace and Development Advisor (PDA) in the Office of the UN Resident Coordinator in areas such as risk analysis

¹²Article 60 of the 1995 Uganda Constitution says the Electoral Commission shall be appointed by the President with the approval of Parliament. Those opposed this procedure tend to argue that EC members should be recruited and interviewed through a public vetting process as it is the case in neighbouring Kenya.

¹³Transparency and inclusion in the project essentially mean the extent to which electoral stakeholders including voters, candidates, observers and analysts perceive the electoral process as having integrity and the election outcome is considered legitimate.

and mitigation strategies. The project will also on regular basis share election-related information and analyses with RBA and EAD/DPPA.

In order to mainstream human rights, inclusive participation and the role of the media in elections, the project strategy will assign lead roles to other UN agencies besides UNDP based on their comparative advantage: UN Women will lead on inclusive participation in elections; OHCHR on human rights protection and promotion in the electoral context; while UNESCO will lead on mainstreaming the role of the media in elections.

The project will aim at providing cutting edge technical assistance to various beneficiary institutions including the EC based on the recommendations of the 2019 electoral NAM. Key areas of technical intervention will include: EC institutional strengthening mainly in areas such as: 1) communications, stakeholder engagement and voter education; 2) EC capacity building assessment to identify both short, mid and long-term staff training and development requirements; and 3) as early warning systems and response strategy with a robust coordination mechanism across various national stakeholders and actors. The technical assistance will be rendered through the services of the Chief Technical Advisor and several other specialists in areas such as communications, gender, institutional capacity development and peace building. Some of these experts will be recruited for the full duration of the project while others will be recruited based on the needs of the project beneficiaries including the EC. The project will also rely on the services of UN Volunteers to support various activity implementation as maybe required by the project beneficiaries.

The project strategy will include robust monitoring and evaluation, knowledge sharing, and lessons learnt including South-South cooperation. As the project aims to contribute to a credible, transparent and inclusive elections held in an environment of peace and trust, the project will take a two-pronged approach, starting with the technical and operational support in the run up to the elections and build the internal capacity of the EC to independently carry out their mission for the long haul, followed by a post-electoral lessons-learned exercise to identify persistent challenges and formulate multi-stakeholder responses to strengthen political and electoral processes in the long run.

Finally, it is important to emphasize that, although the project is designed to support inclusive political processes and conflict prevention efforts in the framework of elections, the guiding principle is ensuring national ownership, i.e. a country-led process coordinated by Ugandan partners. With that in mind, the activities are designed to build -- not substitute -- the capacity of national partners and institutions. Furthermore, all key operational decisions will be discussed with the main national counterparts, namely the EC, while the overall strategic direction of the project will be provided by the Project Steering Committee (PSC) as the highest policy making structure on project priorities; and the UNDP Country Office as the implementing partner and providing project assurance through its Rule of Law and Governance Team. The PSC will include representatives of key national stakeholders including the EC, the project financing donors, UNDP, OHCHR, UNESCO and UN Women.

The project will seek to forge partnership with the Harnessing Youth's Potential for Sustaining Peace in Uganda project which is funded by the UN Peace building Fund and is co-managed by UNDP and the OHCHR to support youth involvement in peace building in districts such as Rwenzori, Kampala and Wakiso which in the past witnessed sporadic conflicts especially during election period.

The project will embrace the following key project management principles as part of its strategy:

- Fostering national partnership and ownership, and develop sustainable national capacity to promote credible elections;
- Promoting mutual trust, transparency and accountability;
- Promoting and protecting human rights;

- Upholding impartiality;
- Ensuring benefits from the UN global knowledge network and foster a wider cooperation through recruitment of national, regional and international experts to work alongside and support project staff, local partners and beneficiaries on a need basis;
- Introduction of SMART (specific, measurable, achievable, realistic and time bound) indicators and targets;
- Improved coordination and clearly defined roles at all levels of project management;
- Production of well-defined and articulated Annual Work Plans based on available funds or firm commitments; and
- Development of clear strategies at all stages of project implementation.

Based upon the project management principles, implementation arrangements will include:

- The promotion of credible, transparent and sustainable electoral processes and engaging with the EC as the main partner and recipient of technical assistance.

Post-2021 Elections Phase of the Project

The project envisages having a Phase II which will commence after the post-2021 elections period. The key activities during this phase will include lessons-learnt exercises including analysis of the findings and recommendations of election observers¹⁴, and EC and other actors' post-election reports; also, monitoring of human rights and security situation during the post-election phase; project support to peace building and voter education to encourage citizens to accept the election outcome and/or resolve any disputes in a peaceful manner; support to electoral reforms after the elections; and long-term institutional capacity building including professional development for specifically the EC, media and organisations representing special interest groups. The second phase of the project will also serve as an impetus for dialogue on UN and partners' programmatic support to broader democratic governance issues including strengthening channels of civic engagement, supporting legal and institutional reform and assisting peace architecture.

III. RESULTS AND PARTNERSHIP

OUTPUT 1 – STRENGTHENED INCLUSION AND TRANSPARENCY OF THE ELECTORAL PROCESS

Activity 1.1 – Strategic communication capacity of the Electoral Commission is enhanced

Improved communication has been identified as one of the key priorities for the EC ahead of the 2021 general election and beyond. Prioritizing communication will require the EC to function as a transparent institution, develop a consultative approach with the electoral stakeholders, maintain regular and open channels of communication with the media, political parties, candidates and voters; design and roll out a comprehensive external relations strategy which will include capacity building for strategic and crises communication when needed especially during election time. The project support in this regard will enable the EC to regularly inform electoral stakeholders, including political parties and electoral observers, establish mechanisms for transparent election management including aspects of voter registration, candidate nomination, voter education, election results announcement, and the handling of specific election disputes which fall under the auspices of the EC.

Action 1.1.1: Expert support to develop and implement an EC communication strategy

¹⁴While the project, in line with UN policy on election observation, will not directly support election observation, it will support dialogue between EC and CSO on election observation and also improvement of EC capacity to collate information and draw lessons from observer - both domestic and international - recommendations.

Improved EC's capacity to effectively communicate with the electorate and all electoral stakeholders is a prerequisite for building trust and confidence in the electoral process. This will require the EC to develop an inclusive communication strategy which will serve as a guide on what to communicate, when, where, how, why and wherewithal. The strategy will address aspects of capacity requirements for effective and sustainable communication. The strategy will lay the foundation for improved EC capacity to, inter alia, collect real-time public feedback on its plans and activities so as to enable the EC to respond to public concerns regarding its activities and/or issues of fake news about the Commission¹⁵. Such capacity on the part of the EC will be a useful public confidence building measure and a way to prevent communication breakdown and distrust.

This action will entail the following:

- Support the EC's communications department in designing and implementing the EC external relations strategy;
- Assist the EC to undertake regular and structured consultative meetings with the electoral stakeholders throughout electoral cycle: ensure consultations are inclusive of women, youth and PWDs at national and local levels;
- Assist the EC communications department to develop capacity to undertake media monitoring (i.e. hardware and software, and staff training) and rapid response to media (including social media) issues affecting the EC; and address Questions and Answers (Q&As) on EC policies and programmes.
- Support training and skills development for relevant EC personnel in media engagement.

Action 1.1.2: Technical support to develop and implement an EC Call Centre

The EC has in the past set a call centre to support its communication with key stakeholder especially during voter registration and voting periods when the public reaches out to the EC to seek information on where to register, vote and other related EC updates. While EC will have own funds to establish the call centre, the project will limit its support to providing technical backstopping including the training of staff and developing a software application to support the EC public engagement via the call centre.

This action will entail the following:

- Render technical support to the setting up of the centre;
- Provide training to staff on the call centre management;
- Develop a software for use in the EC public engagement including documentation of calls received and the nature of issues raised with the EC. The software will be developed and subjected to stress and functional tests in good time before deployment to avoid reputational risks to the project, donors and the UN at large.

Action 1.1.3: Media and Civic Education Centre at the Electoral Commission

The Media and Civic Education Centre (MCEC)¹⁶ will be a media-friendly and inclusive space for the EC to engage on regular basis with media, civil society, election observers and all other electoral stakeholders. The MCEC will have adequate space and equipment for the EC to conduct media briefings and facilitate media access (including online access) to EC information as maybe allowed. Similarly, the Centre will be a

¹⁵The EC has indicated it may wish to have the communication strategy go beyond strategic communications issues to cover issues such as voter education and public outreach

¹⁶The Media and Civic Centre will seek to advance the EC constitutional mandate of promoting civic educational programmes relating to elections under Article 61(g) of the 1995 Uganda Constitution; this does not necessarily include broader civic education objectives which fall under the Uganda Human Rights Commission under Article 52(g).

space for the EC to engage with the public including all electoral stakeholders including those living with physical disabilities on aspects of public outreach including civic and voter education. The Centre will include a call centre to enable the EC to respond to public enquiries on EC activities and programmes – see Activity 1.1.2. The Centre will seek to enhance the EC transparency in managing elections and engaging with key electoral holders in an open and inclusive manner. This will engender enhanced public and stakeholder trust in the EC and the electoral process at large.

With the project funding, the Centre will be equipped with:

- Internet connections and related telecommunications facilities and services;
- Computers for use by the media;
- Television monitor screens which can be used for display of election related information including election results;
- Pool feeds for audio-visuals and also adequate space for cameras to enable easy access by the media to especially election results;
- Radio and television studios for conducting interviews;
- Venue for press conferences and related meetings;
- Call centre capabilities: furnisher and equipment (hardware and software), telecommunications, and staff training.

It is important to have the Centre up and running well before the election so that journalists are familiar with the facility and the briefing schedule well ahead of Election Day. The project will support the EC to set up online communication (i.e. hardware such as computers) between the national media centre and district centres to enable expeditious transmission of results from the districts to the national tallying centre. Where possible, the project will support the EC to display election results at each of the up to 150 district centres by installing large television screens for public access. This will serve as a useful public confidence building measure in the transmission of election results.

[Action 1.1.4: Training and technical assistance on the use of social media](#)

The social media or new media, i.e. Internet, mobile phones, social media networks such as blogs and micro-blogs, social networking websites, video-sharing sites, and others, has drastically changed the way we communicate, both at personal and institutional levels, especially in the context of elections, i.e. campaigns, voter education, policy debates, results announcement, and election observation and monitoring. In the past, the EC has used SMSes to communicate election messages to the public while at the same time inviting the electorate to query their voter registration status via SMSes. While social media can be an effective source of news as it happens given its easy access and wider reach, there is also the danger that it can be a source of public incitement and disinformation which in the context of election can have far reaching implication especially when fake information is disseminated via social media in the name of the EC. This challenge therefore calls upon the EC to build adequate capacity to engage with social media, i.e. monitor and respond to social media news and actively use the social media to inform and sensitize the electorate about its programmes and activities. This will require a baseline study to determine how the EC can engage social media as a tool for strategic communication and public outreach.

This action will entail the following:

- Support the EC to develop social media engagement strategy;
- Undertake baseline study to inform EC entry points on social media engagement;
- Assist EC communication department with training on social media engagement.

Activity 1.2 – Electoral stakeholder dialogue mechanisms are strengthened

Action 1.2.1: Electoral stakeholders’ consultations

Through its current Strategic Plan and the 2021 Election Road Map, the EC has committed itself to active and regular stakeholder consultative dialogue in order to enhance transparency and inclusion in the electoral process. Among the primary stakeholders identified by the EC are: political parties, media, civil society, women, youth, PWD, security forces, judiciary, parliament and select professional bodies or associations. This project will support EC’s efforts to carry out such dialogue through tailor-made consultative forums involving various stakeholders for information sharing and taking on board the views and concerns of such stakeholders during all stages of the electoral process. The project will support the EC to come up with strategies, mechanisms and issues for each dialogue forum, provide training to staff on dialogue design and implementation.

This action will entail the following:

- Support the EC to develop stakeholder engagement strategies/term of references;
- Assist EC dialogue with political parties: facilitate venue hire and technical assistance for monthly EC-political parties’ liaison meetings during the pre-election phase, bi-weekly meetings two months before elections; weekly or daily meetings during elections;
- Assist EC dialogue with civil society: facilitate venue hire and technical assistance for EC-CSO meetings, at least bi-monthly during the pre-election phase, monthly two months before elections; weekly during elections or as needed;
- Assist EC dialogue with the media: facilitate venue hire and technical assistance for bimonthly EC-editors’ meetings during the pre-election phase, monthly meetings two months before elections; and on need basis during elections;
- Support EC dialogue with the security sector: facilitate venue hire and technical assistance for regular meetings between the EC and the security sector ahead of the election and after to discuss election security issues;
- Assist EC dialogue with Parliament: facilitate venue hire and technical assistance for *ad hoc* meetings between the EC and Parliament, any time during the 2021 electoral cycle; and, after election to discuss post-election reforms;
- Support EC dialogue with the Judiciary: facilitate venue hire and technical assistance for *ad hoc* meetings between the EC and the Judiciary any time during the 2021 electoral cycle; also, after election to discuss electoral dispute-related issues;
- Facilitate dialogue with vulnerable groups including women, youth, PWDs and others.

Action 1.2.2: Candidate debates at national and constituency levels in selected areas

Uganda has had a history of successful candidates’ debates especially at presidential level. The 2016 saw the main presidential candidates squaring up in one final debates ahead of the election to discuss policy matters and engage with the voters to respond to their questions and concerns as to why each of them was the best candidate to become the next president of Uganda; the debate was transmitted live via the local media, both radio and television. Given the successful hosting of this debate in 2016 and the overall positive impact of candidates’ debates around the world, this project will support candidates’ debates at presidential and parliamentary levels ahead of the 2021 general election¹⁷. The project will support at least two presidential candidate debates and between 8 -10 parliamentary debates (one-round debates) targeting constituencies which could become hotspots during the next elections.

¹⁷The project will explore collaboration with media houses and the private sector to share the costs of these debates. UNDP will draw on the successful experiences of other UNDP country offices such as Ghana and Kenya in this area.

This action will entail the following:

- A two-round presidential debate provided all candidates commit themselves to participate in the debates ahead of time; venue and equipment hire, technical assistance including event management, transmission cost, marketing, etc;
- Single-round parliamentary in between 8 – 10 hotspot constituencies provided all relevant candidates agree to participate: venue and equipment hire, technical assistance including event management, transmission cost, marketing, travel, etc.

Activity 1.3 – Civic and voter education activities are enhanced

Comprehensive and sustained civic and voter education is a key prerequisite for an active and engaged citizenry with the electoral process. This leads to improved understanding of the electoral rules and regulations by the electorate and other stakeholder thus engendering high voter turnout and eventually acceptance of the election outcome based on trust and confidence in the electoral process and institutions. Through the current Strategic Plan and 2021 Road Map, the EC has singled out civic and voter education as a key area of strategic intervention to promote transparent and inclusive elections in 2021 and beyond. The project will also collaborate with the Uganda Human Rights Commission (UHRC) on civic education.

The project will support six national outreach campaigns to promote inclusion, integrity and transparency of the process. The magnitude of outreach activities will by and large depend on the available resources and time. At the minimum, the project will:

- Assist the EC and other stakeholders (UHRC, media, CSOs, etc.) in designing outreach strategies to specifically target women, young people, minorities, generally marginalized groups and PWDs and enhance their capacity to participate in the electoral process as voters, candidates, observers and election officials;
- Facilitate the EC in conducting activities, such as town hall meetings, university lectures, and public debates on the topic of inclusion and participation in elections;
- Support the EC in planning and implementing a monitoring and evaluation process to adequately assess the effectiveness of the campaigns.

Action 1.3.1: Thematic national campaigns for gender equality and inclusion women, youth, persons with disabilities in electoral process

Led by UN Women and OHCHR, the project will design and implement three national campaigns to promote inclusive participation in the electoral process, with special emphasis on women, youth and PWDs as voters, candidates, and election officials. Despite special measures in place in Uganda, women as well as youth and PWDs have historically been - continue to be - underrepresented in politics and elective offices.

This action will entail the following:

- A specific information campaign to inform female candidates on the new laws & procedures;
- Awareness raising on Violence Against Women in Elections (WAVE);
- Positive messaging around female & male champions to showcase achievements of female parliamentarians as well as examples of men championing women's participation & representation;
- Address gender-stereotypes amongst youth building on the current work done in other countries by UNICEF including the supplemental teaching and learning materials for Civic Education (grade 5-6) as well as gender and anti-discrimination methodology for the review of school textbooks;

- Encourage first-time voters to come out and vote; participation in peaceful elections;
- Encourage PWDs and other vulnerable and generally marginalized groups to become active participants in the electoral process;
- Support EC measures to cater for the interests of PWDs in the elections.

Action 1.3.2: Thematic national campaigns on integrity of elections and electoral dispute resolution.

There is a need to support measures aimed at promoting integrity of the electoral process in Uganda; this will go a long way to enhancing the credibility of elections and the legitimacy of their outcome. The EC and past election observers have identified the need to address issues linked to the “freeness” (enabling voters to express their electoral choices without fear and with maximum freedom) and “fairness” (guaranteeing all candidates level playing field and a fair chance to be elected) and to put in place measures to achieve free and fair elections in future. Some challenges which militate against electoral integrity include the commercialization of politics and non-compliance with the code of conduct for electoral contestants. Although some measures have been put in place to enforce especially the code of conduct for electoral contestants, there is a need to undertake a robust and sustainable public information campaign to popularize the relevant laws including the provisions on infringements, penalties and the recourse in the event of non-compliance; encourage the rules of fair play among electoral contestants; and encourage the public to desist from accepting bribes and other related violations of the law which affect the legitimacy of an election outcome.

This action will entail the following:

- Sensitization on the impact of corrupt practices during elections;
- An awareness raising on election integrity and involving integrity champions;
- Public information on the electoral dispute resolution process;
- Numbers and figures on corruption perceptions as well as data on corruption complaints, investigations, prosecutions, convictions.

Action 1.3.3: Voter education campaigns

The EC needs support to undertake comprehensive voter education in order to inform the electorate on specific election related issues: where and when to vote, how to vote including the rules on what is acceptable way to mark the ballot papers; and, the importance of peaceful elections, tolerance and accepting the outcome on an election even when one’s candidate has lost an election and where necessary to use appropriate means including legal means to file a complaint. This will be a general voter education campaign to target all voters. It will incorporate varied delivery methodologies and strategies, i.e. door-to-door, road shows, media-based campaigns and popular culture.

This action will entail the following:

- The role of the EC in fostering credible elections: EC mission, vision and values;
- Importance of voting as a human right including the right to participate in decision-making processes;
- Sensitization on when and how to vote (how to mark a ballot paper);
- Promoting tolerance and peace in elections.

Activity 1.4 – Electoral Commission mechanisms on inclusion and transparency are strengthened

The project will seek to strengthen the EC's commitment to gender equality and empowerment of youth, women, and PWDs in the electoral process. Such empowerment relates to the role of youth, women and PWDs as voters, candidates, observers and election officials including EC staff throughout the electoral cycle.

Action 1.4.1: SMS-based campaign for inclusion and transparency in voter registration

The Short Message Services (SMSes) have shown demonstrable capacity to support the EC public outreach efforts especially during voter registration and voting periods to encourage the electorate to register and vote. Similarly, the EC has in the past made a toll free number available for registered voters to use and query their voter registration status including whether their names appear on the voter register and where they would vote. This has been a critical step to ensure enhanced transparency and accountability on the part of the EC and also fostering public participation in the electoral process. There is an expectation that following the national voter register update in December 2019, there will be a significant increase in the number of eligible voters, i.e. from 17.5m to about 19m and there is a need for these new additions to verify their registration status during the voter register display in February 2020. The project will support the EC efforts to encourage public participation in the voter register inspection using both SMSes and a toll-free number for this exercise.

This action will entail the following:

- Sponsor toll-free number to be used by the electorate to query the voter register;
- Support training of EC staff to handle SMS queries;
- Enable the EC to use SMS to communicate with the electorate on voter registration and voting process;
- Send bulk messages to encourage high voter turnout and peaceful participation in elections;

Support EC-NIRA synergy to use SMS to reach out to about 900,000 Ugandans who have so far not obtained their national IDs to be able to register as voters. This number may increase after the Nov/Dec voter register update by the EC.

Action 1.4.2: Technical assistance for EC strategy development on inclusion in elections.

Led by UN Women, the project will support the development and rollout of the EC strategy on inclusion in elections, with special emphasis on women, youth and PWDs.

This action will entail the following:

- Develop and rollout EC strategy on gender and inclusion on the electoral process including at district level;
- Support training of EC staff in fostering transparency and inclusion in the electoral process;

Provide benchmarking opportunity to EC on electoral transparency and inclusion: study and familiarisation visits to model EMBs on electoral transparency and inclusion issues.

Action 1.4.3: Technical assistance to EC to promote inclusion of PWDs in the electoral process

Led by UN Women, the project will support the EC ongoing efforts to compile a village-level list of PWDs. Furthermore, the project will support EC outreach activities to determine the needs and challenges faced by PWDs in Uganda in relation to their participation in elections.

This action will entail the following:

- Support compilation of the EC list of PWDs;
- Support study on the needs and challenge faces by PWDs and how to mitigate them;
- Assist sensitization of electoral stakeholders on the need and challenges faced by PWDs in elections: media, political parties, CSOs, judiciary and police.

Action 1.4.4: Online Electoral Dispute resolution platform for transparency and inclusion

For the dispute resolution mechanism to positively impact the prevention of political violence, the timely resolution of complains as well as the transparency of its ruling are crucial. To this end and based on the framework assessment, the project will aim at modernizing the processes. Delays by the Judiciary or the EC in the processing of complaints can create uncertainty and foster tensions in sensitive periods and may further erode trust in the Judiciary. A responsive complaints management system is thereby an essential mechanism to mitigate grievances of unfair treatment. It further contributes to the goal of enhancing the responsiveness and transparency of the Judiciary to increase the level of trust, which is currently relatively low compared to other institutions.

The project will support the EC efforts to digitalize the process of managing electoral dispute cases under the EC mandate. This will include on the front-end creating an online public platform where members of the public can access information on reported cases, progress of the handling of the case including EC decision on each case. Ultimately, the platform will be allowing users to see all cases brought forward the EC and see the responses on a case by case basis. On the backend, the EC will be provided with procedures and tools to prioritize cases base on their sensitivity and will be able to manage online all the complaints filed with the district and the EC Headquarters.

This action will entail the following:

- Support design and roll out of the EC dispute resolution and case management online software;
- Support design and roll-out of the Judiciary electoral dispute database and its management;
- Support design and roll-out of the EDR website for display of disputes status;
- Assist training of relevant EC staff at different levels, also Judiciary staff, in the management of the software and other related aspects of EDR by the EC and the Judiciary.

The project will undertake appropriate measures to assess risk to the UN and the project before embarking on this activity.

OUTPUT 2 – ENHANCED INSTITUTIONAL CAPACITY FOR THE EC AND OTHER ELECTORAL STAKEHOLDERS

The project will seek to promote institutional capacity building for key institutions with an electoral mandate. Support to the EC will be at three levels: review of existing policies, practices and guidelines on election operations, training EC officials in election operations and also overall long-term professional development of EC fulltime officials. Training will also be provided to security forces, judiciary and the media in relation to their respective electoral mandates. Given the generous support so far extended by donors to the CSOs, the project will render limited direct capacity support to the CSOs. For example, working through the EC, the project will identify and support areas to strengthen the role of the CSO in areas such as civic and voter education, promoting peace and integrity of the elections. The project will also support EC engagements with the media to enable CSOs to be up to date with EC plan and programmes so as to relay that to their members.

The project will recruit technical experts who will be co-located with the EC for capacity support through skills transfer and day-to-day technical guidance to relevant EC staff. The technical staff will be led by a

Chief Technical Advisor who will be supported by technical specialists (i.e. communications, gender, and institutional capacity development and peace specialists). Apart from the technical team, there will be a small project support team who will also be co-located in the EC for effective service delivery and support to the EC on activities under the project. Furthermore, the project will from time to time recruit temporary experts and consultants who will support project activities as and when needed.

The project will use varied innovative ways to support institutional capacity building for the said institutions: the different training methodologies will include training of trainers, BRIDGE¹⁸ and e-learning. Specifically, the project will develop five on-line, e-learning platforms to supplement the face-to-face trainings for especially election officials, party observers, security forces; judiciary and media. The e-learning platforms will consist of modules, i.e. text, video and interactive features which the participants can access and study at their own pace. Once all modules have been completed, the participant is tested on each module and once successful, he or she gets a certificate¹⁹.

Activity 2.1 – EC electoral operations instruments such as policies, procedures and guidelines improved to promote transparent, inclusive and peaceful elections

The project will support the EC strengthen policy frameworks and practices on election operation by reviewing relevant implementation procedures and guidelines to ensure transparency, inclusion and efficacy.

Action 2.1.1: EC policies and practices on election operations improved to enhance transparent, inclusive and peaceful elections.

This action will entail the following:

- Support review of EC policies and practices on election operations covering documents such as election operation guidelines and training manuals.
- Support digitization of election operation training materials and related content.

Activity 2.2. EC staff trained to promote transparent, inclusive and peaceful elections

The project will promote EC staff capacity development at two levels: firstly, at operational level when the EC has to conduct activities such as voter registration, voter education, dispute resolution and voting; secondly, during non-election period when EC staff will be given opportunity to enhance their professional skills in areas of their work in order to improve the overall performance and professional standing of the EC. Such areas will include IT, conflict mitigation, and transformative development, to mention but a few. Various training methodologies will apply to each of the different training programmes.

Action 2.2.1: EC staff training on electoral operations

The project will support operational training for EC staff especially in the conduct of election activities such as voter registration, voter education, dispute resolution and voting, etc.

This action will entail the following:

¹⁸BRIDGE stands for Building Resources in Democracy, Governance and Elections and is a comprehensive and highly participative internationally reputed training curriculum on election management and broader governance issues.

¹⁹E-learning has been used by numerous election commissions and projects world-wide, to streamline the training process by making the training modules available, free of charge, to the officials anytime, anywhere.

- Baseline assessment of long-term institutional capacity requirements for the EC;
- Support curriculum development and training rollout for EC staff ahead of the 2021 elections;
- Support production of electoral operation training manuals and related publications.

Action 2.2.2: Targeted specialized training to improve EC staff to improve their professional skills

Besides the operational training support to the EC staff, the project will render professional development and training support to improve the skills of staff in key areas of the EC mandate.

This action will entail the following:

- Sponsor specialized/*ad hoc* training for EC staff in areas, such as IT, media engagement, EDR, conflict mitigation, inclusive participation, and transformative development using BRIDGE, among others.

Activity 2.3 – Capacity-building of other electoral stakeholders

Action 2.3.1: Capacity building of the Ministry of Justice and Constitutional Affairs in electoral laws/regulations drafting.

The Ministry of Justice and Constitutional Affairs is responsible for facilitating regular review of the legal framework on elections including drafting new bills and regulations on elections. In 2020, the MoJCA will work with the EC to draft regulations to align the legal framework with the 2020 electoral amendment acts. The project will support the MoJCA and EC to draft and validate the regulations with stakeholders; and also promote public awareness about the new regulations.

This action will entail:

- Training workshops for MoJCA officials on the drafting on election regulations;
- Stakeholder engagement workshops to validate the new regulations;
- Public information campaigns on the new electoral laws and the relevant regulations.

Action 2.3.2: Judicial officers' training on EDR

The electoral law provides for a shared role of the EC and the Judiciary in promoting electoral justice. While the EC handles low-level disputes emanating from, e.g. voter registration, election campaigns and the voting process, the judiciary is responsible for handling election petitions. The High Court is responsible for all election petitions except the presidential election petitions which go to the Supreme Court. Given the high number of disputes which are expected to arise during the 2021 elections, the project will support capacity building for the Judiciary in managing electoral disputes in an expeditious and transparent manner. Also, the project will support the EC and the Judiciary to have dialogue on the implementation of the recent amendments to the electoral laws which will impact on the timeliness for handling presidential election petitions by the Supreme Court. A further activity on improving the judicial capacity to promote electoral justice is the hosting of the regional colloquium on electoral justice in order to share experiences on dispute resolution from the region and beyond. The project will support the activities below in close collaboration with the EC, UN Women, and OHCHR – with the EC playing a convener role.

Judiciary sensitization will entail:

- Support content review and sensitization of judicial officers in electoral justice and the electoral process including laws;

- Sponsor a South-South experience sharing colloquium on electoral justice to enable the Ugandan Judiciary share experiences with their peers.
- Support production and dissemination of a Uganda EDR handbook to benefit local judicial officials.

Action 2.3.3: Security forces are trained to maintain law and order during elections in manner that inspires public and stakeholder confidence and contributes to peaceful elections

The security forces have a key role to play in elections in Uganda. Both the military and the police play a key role in maintaining law and order especially during large campaign gatherings and the voting process when heightened security is needed especially beyond the capacity of the police. Given incidents of perceived heavy-handed responses by security forces to incidents of public violence in past elections, there is a need to continue to provide training to the security forces on aspects of the election law, human rights, violence against women in election, safety of journalists, etc. The project will render this support in partnership with UN Women, UNESCO and OHCHR – with the latter taking the lead role in this activity. The training will also support the inclusion of Prevention of Violence Against Women in Elections training based on UNWOMEN Programming Guide.

(<http://www.unwomen.org/en/digitallibrary/publications/2017/11/preventinR-violence-against-women-in-elections>).

Security sector training will entail:

- Support content review and training of trainers for security forces. Content will cover election security and the electoral process including laws; it will cover aspects of human rights approaches to election security, crowd control and prevention of Violence Against Women in Elections (WAVE); and security operatives training on the safety of journalists during elections.
- Support production and dissemination of a handbook (i.e. legal pocket guide) on election security to benefit the members of the security operatives.

Action 2.3.4: media training in gender and conflict-sensitive and overall fair reporting on elections

Given the important role the media play in promoting transparency and accountability in the electoral process, this project will support efforts to improve the credibility and capacity of the media to continue this role. Areas of media support will include safety of journalists, ethical election reporting including fact-checking, gender and conflict sensitive reporting. Special attention will be given to capacity building of specifically online media publication to ensure they uphold basic journalistic ethical standards to avoid disinformation and misinformation. Also, the project will work closely with the Media Council of Uganda (Ministry of Information, Communication and Technology) to support efforts to promote regulation of online media in a manner that balances the right (of the media) to free speech with the obligation to report responsibly and avoid fake news. Led by UNESCO, the project will also explore ways to enhance the capacity of local media houses to institutionalize facts-checking especially in relation to fake news before disseminating any news. The media training will be done in partnership with the Media Council of Uganda and local actors including CSOs and academia. The project will support the activities below in close collaboration with the EC, UN Women, and OHCHR – with the EC and the Media Council playing a convenor role.

Media capacity building will entail:

- Support the Media Council to build the capacity of online media to exercise free speech while maintaining basic journalistic principles of fair and responsible reporting;
- Support content development and rollout on media training: election laws and practices; fact-checking and countering fake news; conflict and gender-sensitive reporting and the safety of journalists during elections;

- Sponsor fact-check capabilities for the EC and media on election reporting including counteracting fake news; fact-check will seek to improve the veracity of media content and to combat fake news;
- Support the organization of joint security forces/media training ahead of the elections highlighting the challenges and mandates of both parties during the process and raising awareness on mutual responsibilities.

Action 2.3.5: Support effective media monitoring mechanism to ensure ethical, fair and pluralistic reporting on the elections and redress disinformation during elections

Considering the key role played by the media sector during the elections in ensuring a levelled-playing field, the project assessed it is essential to support mechanisms ensuring the monitoring of the media. Working with UNESCO and other media institutions, the project aims at supporting a robust effort aiming at monitoring fair access to media, pluralistic reporting and redress disinformation during elections.

Media monitoring will include:

- Recruit a local agency, either CSO or academic/research institution, to undertake media monitoring and produce monthly reports for public dissemination. This will only be when there is existing capacity for similar undertaking closer to the election period;
- Support the development and publication of periodic reports;
- Support development of data management for the monitored reports.

Addressing digital disinformation will include:

- Support development of a platform to monitor and combat the spread of digital disinformation before, during and after elections;
- Create awareness of digital disinformation, and what to do to help stop it;
- Encourage greater public participation against disinformation during the election period.

Action 2.3.6: Strengthen Human Rights Commission to undertake effective human rights monitoring and reporting during elections.

The Human Rights Commission of Uganda is the constitutionally mandated body to monitor human rights in the country and report on violations when they occur. The Commission has in the past worked with OHCHR to monitor and document human rights violations during elections. Given the Commission' limited capacity including financial resources to engage in broad-based human rights monitoring and reports during elections, OHCHR will take the lead to strengthen the Commission to undertake sustained human right monitoring and reporting before, during and after the 2021 elections.

This action will entail the following:

- Training of trainer (ToT) for the Human Rights Commission staff in human rights monitoring and reporting especially during elections;
- Support deployment of 70 human rights monitors, one to cover two districts, for 7 days during election period;
- Support compilation and publication of three human rights monitoring reports: one before and another (more comprehensive) shortly after elections, and a final report 3 months after elections.

OUTPUT 3 – STRENGTHENED DIALOGUE CAPACITIES AND ELECTORAL VIOLENCE EARLY WARNING AND RAPID RESPONSE SYSTEM (EWER)

Electoral violence around the world has had many causes which range from historical grievances based on sentiments of socio-economic and political exclusion and other manifestations of democratic deficits to elections which themselves are poorly organized and fraught with malpractices. Electoral violence has also been common in specific environments where some stakeholders view the rules of the game as unfair and discriminatory. A further cause of electoral violence is the mobilisation of unemployed youth to protect some politicians while inciting violence against their opponents. In the Ugandan context, most past elections have been fiercely contested with some precipitating court petitions and others leading to street protests and sporadic violence especially in urban centres. Perceptions of exclusion, limited democratic space, and elections which at times were fraught with logistical challenges have been identified as some of the main drivers of sporadic electoral violence in the country. A recent study found that 83 % of all those surveyed believe there will be violence in the 2021 elections. The potential causes of the violence, according to the study, include: lack of political reforms, failure to find solutions to previous causes of electoral violence, oppression of the opposition, etc²⁰.

Against this background, and in order to support the EC and other electoral stakeholders to deliver credible elections in 2021, the project will seek to improve the functioning (including coordination) of the existing infrastructure for peace in Uganda, i.e. before, during and after the election. Among the key interventions under this output will be activities such as: review existing early warning and response systems (to be called the “*Electoral Violence Early Warning and Early Response system (EWER)*” under the project and assess their capacity for coordination, information-exchange and collaboration among several national institutions and actors involved in peaceful building at different levels (national as well as local); promote capacity building and training of various EWER partners and stakeholders to effectively engage in peace building effort throughout the 2021 electoral cycle; foster multi-stakeholder dialogue including mediation efforts; and conduct regular assessments to identify hotspots and area-specific risks and institutionalize mechanisms for rapid response; and promote awareness campaigns on peaceful elections.

The project interventions will require the EC to take the lead in actively collaborating with several other electoral stakeholders including the security sector, media, political parties and civil society including women and youth groups to strengthen institutional and societal resilience to violence. These proposed activities and strategies are the fruit of the “*Sustaining Peace through Inclusive Political Processes*” European Union - United Nations Development Programme initiative developed to inform evidence-based programming on electoral conflict prevention. All project responsible parties (i.e. OHCHR, UN Women and UNESCO) will each contribute to achieving the results of this project output.

The project will complement key youth-related activities under the *Harnessing Youth’s Potential for Sustaining Peace in Uganda* project which is funded by the UN Peace-building Fund and is co-managed by UNDP and the OHCHR in districts such as Rwenzori, Kampala and Wakiso which in the past witnessed sporadic conflicts especially during election period.

Activities 3.1: An Electoral Violence Early Warning and Early Response system is strengthened

²⁰“Early warning Signs for Violence in Uganda’s 2021 Elections and Structures and Strategies for Mitigation”, conducted by the Women’s Democracy Network and Innovation for Democratic Engagement and Action [IDEA] <https://observer.ug/news/headlines/61722-2021-polls-will-be-violent-report>.

The Electoral Violence Early Warning and Early Response (EWER) system will aim to: identify and proactively resolve electoral disputes that could turn violent; identify and effectively respond to situations of imminent or ongoing electoral violence; and ensure all electoral operations are implemented in a conflict-sensitive way.

The EWER system is premised on three principles: combined problem identification and response capabilities - by combining the problem identification and response roles within EWER platforms, the lag time between each is reduced – and responses are better evidenced. The second principle is subsidiarity or delegation of authority - electoral violence should be addressed at the lowest possible level to ensure timely and appropriate responses. Where electoral violence overwhelms local capabilities, an upward delegation process should be in place to enable more robust responses. The third principle is multi-stakeholder approaches - a collaborative and multi-stakeholder approach to addressing electoral violence, helps better leverage combined networks and relationships – which are critical for reaching conflicting parties and facilitating resolution. Each EWER platform at national, regional and district level (only in hotspot areas) is constituted of the Electoral Commission, the security forces, traditional leaders, religious leaders, civil society, media, political parties.

The project will seek to map out the capacity of existing peace-building initiatives and platforms the Conflict Early Warning and Early Response (CEWERU) under the auspices of the Ministry of Internal Affairs and the Early Warning System in the Office of the Prime Minister. The project will seek to strengthen and harmonize various initiatives under the two systems. This effort is expected to take about three to five months. These platforms should be revitalized at least six months before the elections and stay operational for six months after the elections. The establishment of EWER platforms involves several activities, including determining locations for EWER platforms at the sub-region level, recruitment of staff, extensive capacity-building, design of protocols and procedures, to mention a few. Each EWER platform located at national, regional and district level in hotspot areas will be equipped to communicate with each other and all reports filed in the EWER platform will be centralized at the EWER central level anchored in a mixed Electoral Commission/CSOs structure to be defined by modalities to be developed through the Action 3.1.1.

This Action is to be supported by the European Union-UNDP Joint Task Force on Electoral Assistance (hereafter referred to as JTF).

[Action 3.1.1: Expert assessment of existing EWER capacity and potential triggers of violence conducted](#)

The success of EWER largely depends on the cooperation among key electoral stakeholders to share early warning information in order to trigger rapid and collective response to any potential conflict. Towards this end, the project will undertake an expert assessment of the nature and capacity of existing EWER actors and stakeholders including their capacity at national, regional and district levels. This assessment will also aim at identifying potential triggers of electoral violence as well as inform the strengthening and coordination of the EWER.

The following steps will be undertaken through this assessment:

- Facilitate baseline assessment of election-related risks of violence based on existing studies;
- Support efforts to identify conflict and institutionalize conflict preventative mechanisms (e.g. Women Elections Monitoring Centre and Youth Situation Room);

- Assist capacity assessment of electoral stakeholders in the field of monitoring and conflict prevention and mitigation;
- Support and design the EWER architecture, identifying each electoral stakeholder roles and responsibilities;
- Assist in the development of procedures and protocols including communication channels;
- Support the development of TORs and Code of Conduct for the EWER platforms and their members;
- Assist multi-stakeholder consultations to define and seek consensus on the composition of the EWER platforms.

Action 3.1.2: Regional, district and local (mainly hotspot areas) stability forums strengthened and coordinated.

Based on the architecture referred to in Activity 3.1.1, the project will support the strengthening and coordination of the EWER platforms at regional, district and local (relevant hotspot areas) levels and ensure these lower-level structures/centres work in harmony with the national level structure/centre.

The stability forums will be equipped with peace monitors to collect EW information which will be relayed to the national EWER room for analysis and response. The peace monitors will work with other early warning systems that may be in place in their regions to ensure accuracy of information collected and support coherence of response at whatever level that may be required. Due to their inclusive nature, stability forums are trusted critical structures for early warning and (inter) communal dialogue and reconciliation in their localities and provide excellent support to the national structures in mobilizing for peace. Being the first port of call for disputes at that level, the stability forums would be ideal for conflict identification and prevention.

This action will entail the following:

- Staff are recruited for EWER platforms to coordinate/monitor responses and report on situations of impending or ongoing electoral violence;
- EWER platforms offices, communication systems, are established at national, region, and district levels in hotspot areas;
- A surge fund (and TA to support it) is put in place to support, when needed, EWER platforms that perform sub optimally or come under heavy pressure, or to implement mitigation action plans such as dialogues;
- IT team of JTF provides customized software for violent conflict and electoral violence map; procurement support from the JTF;
- An EWER platform performance management and monitoring system is developed and implemented for platforms at all levels.

Action 3.1.3: Establish a fully automated early warning dashboard for UNCT to support decision making on early response.

In 2015, UNDP worked with Pulse Lab, Kampala and Crisis Response Unit, New York to develop a real-time tracker for early warning, for use by the UN Country Team (UNCT). The tool supported UNCT analysis and decision-making on response to emerging risks. This could be replicated for the coming general election to enhance understanding and anticipation of potential risks.

This action will entail the following:

- Procurement of software and hardware and provision of technical assistance and training to relevant UN staff.

Activity 3.2: Electoral stakeholders involved in the EWER are capacitated for violence identification, reporting and response.

Action 3.2.1 Support capacity strengthening of insider mediators (TEFU, IRCU, NCF and WSR) for dialogue and mediation.

Uganda has a national peace infrastructure that consists of The Elders Forum (TEFU), Interreligious Council of Uganda (IRCU), National Consultative Forum (NCF) and Women Situation Room (recently renamed Women Elections Monitoring Centre). Over time, Uganda's Infrastructure for Peace (IfP) has been bolstered by a complementary track of cultural leaders who have employed the positive cultural values of *Obuntubulamu* (shared humanity) to promote social cohesion. These structures play the role of insider mediators. During the 2011 general election, some eminent Ugandans with personal gravitas and integrity provided mediation support to mitigate the post-elections violence that ensued. These individuals had the advantage of understanding the context intimately and the goodwill of the population due to their integrity. Since then, they have played critical roles in mediating recurring conflicts and initiating dialogue between political actors. The launch of TEFU was done in 2015 by the Ugandan President.

Despite successes in the past, Ugandan insider mediators require support from the UN to effectively mediate conflicts especially during elections.

This action will entail the following:

- Convene stakeholders' workshops to plan mediation activity implementation including discussion on conflict mapping and mediation support to hotspot areas;
- Refreshers training on mediation, facilitation and negotiation
- High Level dialogue forums led by the UN with political, security, religious and other relevant actors.
- Support shuttle diplomacy efforts when and where needed;
- Documentation of mediation efforts especially after election.

Action 3.2.2: Strengthen capacities of regional stability forums and local peace committees to prevent, mitigate and mediate conflicts at the regional and local level.

This impact of the EWER system relies on the quality of the capacity building efforts deployed to train the staff administrating the EWER as well as the members of each EWER platforms at national, regional and district level. In this context extensive efforts will be focusing on capacity building for the qualitative identification, reporting and analysis of election-related violence. The trainings will equally be important to ensure proper identification of gender-based violence and similar violence targeting minorities. Finally, this sub-output will heavily invest into training for conflict resolution of all actors involved including dialogue and mediation. This activity is to be supported by the JTF.

This action will entail the following:

- Training on community early warning and response, mediation, dialogue and peace building;
- Protocols, procedures, and interfaces for EWER platforms dispute resolution, violence identification and responses established;

- Electoral violence monitoring training module for the EWER platforms staffs and partner institutions (e.g. Human Rights Commission, Women Elections Monitoring Centre, etc.),
- Training of EWER staffs to manage the administration and operation of the EWER.
- Training and refreshers identification, reporting and applied dispute resolution techniques is provided to EWER platform members;
- TEWER platforms coordination at HQ level is trained to manage the live updating of the violent conflict and electoral violence map;
- Assist training across EWER partners and stakeholders to foster effective implementation and synergies;
- EC staff in region, local level EWER platforms are trained on reporting protocols and procedures;
- Training on early warning, collection, collating and analysis and response.

Action 3.2.3: Organize drills and test runs

To ensure protocols are context-specific and EWER staff and members are adequately trained, scenario - based drills will be organized.

This action will entail the following:

- Mitigating action plans for situations at-risk of electoral violence are developed by region, and local level EWER platforms;
- Scenario-based drills are carried out for each EWER platform monthly to test readiness and fine-tune protocols, procedures, and interfaces;
- Continuous update of the conflict map and conduct of monthly trends analysis including data visualization to assess risks of violence based on information collected by the EWER platforms.

Activity 3.3: EWER platforms are operationalized: collecting, collating and analysing reports in a coordinated and transparent manner to inform adapted operations and responses for conflict prevention.

Action 3.3.1: Technical assistance to the operationalization of the EWER platforms

A regularly updated and live violent conflict and electoral violence map informs EWER platforms activities and election operations: This activity is to be supported by the JTF.

This action will entail the following:

- Regular multi-stakeholders' meetings are convened for exchange of information and coordination at the level of each EWER platform;
- An awareness campaign is launched to inform the public of the EWER platform role/mandate and membership.

Action 3.3.2 Peace messaging: Developing a campaign on peaceful election

In support of, and to increase synergies between the conflict prevention output aimed at enhancing the capacity of the EC and other key stakeholders to identify, manage and respond to electoral violence, the project will develop a campaign centred around peaceful elections. While part of this campaign will include practical information aimed at enhancing the transparency of the Early Warning System that will be developed, the main focus will be on reducing societal tensions; enhancing dialogue and promoting social cohesion including by involving peace champions.

The Peace messaging campaign will aim at supporting transformative perception of peace in elections. Organizers would include religious, youth, and women's organizations, local media, Electoral Commission, and even political parties. Campaigns events could take the form of sport events, cultural activities, and social media messaging.

This action will entail the following:

- Develop target messaging for youth, women, PWDs and media
- Conduct mass campaigns to disseminate peace messages
- Conduct peace walks regionally and nationally
- Train media cadres on conflict sensitive journalism/reporting

Action 3.3.3 Strengthen capacities of political leaders to support and sustain peaceful elections

Political parties and candidates have a central role to play in preventing and resolving election-related conflict. Political parties and candidates should be encouraged to commit themselves to peaceful election campaigning and preaching peace and tolerance. The use of hate speech at public rallies or on social media can undermine any peace building efforts. Against this background, the project will undertake targeted activities to encourage peaceful election campaigns by politicians.

This action will entail the following:

- Trainings on Political Parties Code of Conduct;
- Public commitment and signing of a peace charter;
- Trainings on collaborative problem solving around elections;
- Facilitate sustained engagements between political parties and other electoral actors including the EC, police, media and civil society.

OUTPUT 4 – EFFECTIVE AND EFFICIENT MANAGEMENT, PARTNERSHIP FORMATION, AND MONITORING AND EVALUATION OF THE PROJECT

The Project will mobilize and fund its activities through a Basket Fund dedicated to the Project. Under Output Four, these funds will be prioritised and sequenced in accordance with the decisions of the Project Steering Committee, informed by the deliberations of the Technical Committee. Procurement and administration of Project assets will be conducted through the CO or specialised units of UNDP (e.g. the Procurement Support Office, PSO). The cost of Project evaluations and audits will also be funded through this Output. As noted above, to ensure a balance between national ownership and international funding, funding received into the Basket Fund should be non-earmarked. The prioritisation of use of the available funds will be guided by the recommendations of the Technical Committee and decisions of the Steering Committee. Indicative actions to achieve these results include regular Technical Committee meetings held to discuss and formulate recommendations, while quarterly Steering Committee meetings are conducted, in accordance with the terms of reference of the respective committees.

Activity 4.1: Resources Required to achieve the Expected Results

The following staffing component is envisaged for the project. The financial resources required for the full implementation of the Project are detailed in the Multi-Year Work plan below.

Project Team in UNDP

1. Chief Technical Advisor (International, Fulltime)
2. Operations Manager (International, Fulltime)
3. Monitoring, Evaluation and Reporting Specialist (National, Fulltime)
4. Project Associate (National, Fulltime)
5. Driver/Administrative Assistant (National, Fulltime)

Expert Advisor's Team to be recruited on short-term basis, depending on resources and partners

1. Strategic Communications Advisor
2. Capacity Development Advisor
3. Peace Building Specialist
4. Gender Advisor
5. Human Rights Officer

- **Chief Technical Advisor (CTA, International).** The CTA possessing professional expertise across the areas of electoral assistance including technical support to the EC and UN system and technical oversight leadership of the Project. He or she will work with the PDA to provide regular information and analysis on the electoral environment, advise on strategic issues, international experience and best practice on electoral processes, as well as institutional management systems and reform.

- **Operations Manager (OM, International).** The OM will provide operational support across all aspects of the Project. He/she will coordinate and lead on the project day to day operations including finance and administration and procurement and compliance of the project with UNDP rules and regulation and donor cooperation agreements.

- **Monitoring and Reporting (M&R) Specialist (National).** The M&R Specialist will be the lead person on monitoring, evaluation and reporting on the project activities. He/she will be responsible for assessing the project risks on a regular basis, updating the risk log and reporting on regular basis to the Technical Committee. He or she will also take the lead in drafting key project reports in line with UNDP and donor reporting requirements. The M&R Specialist will support the EC and other partners requiring M&E support.

- **Project Associate (National).** The Project Associate will be responsible for the overall support in the implementation of the project activities, performing a variety of standard operational services within the project framework, ensuring high quality and accuracy of work including personnel matters, attendance records, facilitating missions, office maintenance, reception/registry.

- **Project Driver/Administrative Assistant (National).** The Driver/Administrative Assistant will provide administrative support and provide reliable and safe driving services to the project team, ensuring high quality of work, ensures accurate, timely and properly recorded/documented service delivery.

While the project team will be located at UNDP Offices in Kampala, technical advisers (TAs) will be recruited and located at the EC and other partner institutions on short- or long-term contracts, depending on the specific scope of work and also office availability.

- **Strategic Communications Advisor (International, Short-term Contract).** A Strategic Communications Advisor will assist the EC to develop and implement a comprehensive communications strategy, assist with the development of policies and procedures for more effective internal and external communications (this will include the development of a social media policy), and develop the technical skills of the relevant EC department(s). The Strategic Communications Advisor will be recruited on short term contract during Year One of the Project.

- **Capacity Development & Training Advisor (International, Short-term Contract).** The Capacity Development Advisor and Training Advisor will provide technical advice and policy support to the EC on the implementation of its key strategic plan and road map, as well as support initiatives to improve institutional capacity across other project partners, media, Judiciary and the security sector. The Capacity Development and Training Advisor will be recruited on a six-month contract during Year One of the Project. After six months, the CTA will take over the ongoing policy and technical support to the Commission in the area of institutional capacity building.
 - **Gender Advisor (National, Fulltime).** A Gender Advisor will be recruited by UN Women to provide dedicated assistance on the implementation of all project activities, i.e. across all three project outputs. The Gender Advisor will be hired during the initial phase of the Project and is expected to be retained throughout the duration of the Project.
 - **Peace Building Specialist (International, Fulltime).** The Peace Specialist will be the lead person on conflict sensitivity mainstreaming across all project activities and the focal person on Output 3. He/she will be recruited during the initial phase of the project and retained throughout the project duration.
 - **Human Rights Officer (International, Temporary Appointment).** A Human Rights Officer will be recruited by OHCHR to provide dedicated assistance on the implementation of the human rights activities.
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IV. PROJECT MANAGEMENT

As stated earlier, the Project will be undertaken using **UNDP's Direct Implementation Modality (DIM)**. The DIM modality requires that all activities of the Project be directly implemented by the Project in accordance with UNDP's relevant rules, regulations and procedures. As detailed below under the Governance and Management Arrangements, the Project Steering Committee (PSC) will provide strategic guidance and oversight to the Project, with quality assurance, technical discussions and recommended priorities being provided by the Project Technical Committee (PTC). The composition of these committees, including Government, EC, Development Partners and other stakeholders as identified, ensures that the Project is aligned and sensitive to national priorities.

The Project Steering Committee (PSC) is an oversight and advisory authority, representing the highest body for coordination, strategic guidance, oversight and quality assurance; it shall make decisions by-consensus. The body will facilitate collaboration between UN System, UNDP, EC, donors, and other stakeholders for the implementation of the Project. The PSC 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 PSC decisions shall ensure best value for money, fairness, integrity, transparency and effective international competition. The PSC will be convened by UNDP and will meet every three months or as necessary based on the request of any of the Co-Chairs or a PSC member. The date and location of meetings will be determined by the PSC in advance. The PSC will be co-chaired by the UNDP Resident Representative and Chairman of the EC and includes national beneficiaries and donor representatives. *See the full terms of reference (ToR) of the PSC in the Annexure Section.*

The Project Technical Committee (PTC) shall serve as the clearing house for all matters to be presented to the PSC. The PTC shall be convened and co-chaired by UNDP Deputy Resident Representative (DRR) and the EC's Secretary; other PTC members shall include heads of governance/cooperation of project donors and the UN agencies. The PTC shall hold monthly meetings (and more frequently as needed) to perform its duties. *See the full terms of reference (ToR) of the PTC in the Annexure Section.*

The Project Donor Group (PDG) will serve as the forum for regular consultation between UNDP and the project donors and shall meet on quarterly basis or as needed. The PDG will also serve as a forum for regular

consultations by the project donors with the Project Management, UNDP EC, UN agencies, Civil Society and other organizations involved in the implementation of the project. The PDG will be co-chaired by the CTA and a representative of the project donor (to be appointed on rotational basis).

The Project Team at UNDP will be led by a Chief Technical Advisor (CTA) who will be responsible for the day to day management of the Project. The team will work closely and collaboratively with the EC to achieve the project results and activity implementation. The Project team will manage financial and administrative matters. Specialized assistance for large scale international procurement may draw on expertise and services from UNDP's Procurement Support Office (PSO) based in Copenhagen.

The team will liaise with other Project beneficiaries, both state and non-state to inform them and update him/herself about project activity implementation linked to such beneficiaries. In specific regard to Project activities linked to inclusion, the CTA will liaise closely with UN Women, who shall hold shared accountability and responsibility for activities under the relevant Output. Project staff and consultants will also be deployed for short periods to undertake technical support to the EC and other national partners.

Equally, knowledge products and services may be drawn from across the UN system, such as, UNDP's Regional and HQ assets, UN-EAD, UN Women's Regional and HQ assets, and from the UN Peace and Development Advisors network. The project will also benefit from the knowledge products (brochures and eLearning) developed by the EC-UNDP Joint Task Force on Electoral Assistance (JTF)²¹, and any other International and regional institutions.

Reporting, Monitoring & Evaluation

The project will keep UNDP headquarters, the DPPA and EAD updated on the project progress throughout the entire implementation period. This will include providing status reports on regular basis to the EAD Focal Point to keep them informed of especially any contemplated project revisions or extensions. This is necessary to enable EAD to determine whether a further needs assessment is required or the revision or extension can proceed without such an assessment. EAD may also conduct a mission to review progress of the project, assess the political situation, or to offer support to the project.

²¹ Available at <https://www.ec-undp-electoralassistance.org/>

v. Results Framework¹

National priority or goal: Second national development plan (NDP II), objective 4: To strengthen mechanisms for quality, effective and efficient service delivery							
UNDAF (or equivalent) outcome involving UNDP, 1.1. By end 2020, rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: 1.3.3 By 2020, targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peace building, democratic processes, sustainable production, energy and Natural Resource Management (NRM) by 2020. 1.4.1. By end 2020, targeted public institutions establish and implement a comprehensive regulatory framework to foster peace, equal participation, dialogue, social cohesion and regional security							
Applicable Output(s) from the UNDP Strategic Plan: Signature solution 2: Strengthen effective, inclusive and accountable governance Citizen expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance. Inclusive, effective and accountable institutions and mechanisms for the peaceful resolution of conflict and for advancing social cohesion are built.							
Project title and Atlas Project Number:							
EXPECTED OUTPUTS	OUTPUT INDICATORS ²²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2 (Final)	
OUTPUT 1 – STRENGTHENED INCLUSION AND TRANSPARENCY OF THE ELECTORAL PROCESS	1.1. <i>Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups:</i> • 15,277,198 total registered voters (52% female) ²³ .	<i>EC strategy documents, including reports on voter registration, voter turnout and observer reports.</i>	0	2016	<i>10% increase in voter registration especially women, youth and PWD.</i>	<i>10% increase in voter registration especially women, youth and PWD.</i>	<i>EC records, decisions and Secretariat reports. Confidentiality issues. EC²⁴</i>

²²It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

²³<https://www.ec.or.ug/sites/default/files/2020-2021-general-elections/The%20Electoral%20Commission%20Strategic%20Plan%202021-2022.pdf>

²⁴ Members of the Electoral Commission of Uganda.

	<p>1.2 Percentage of women (to men) participating as candidates in elections at national and sub-national levels:</p> <ul style="list-style-type: none"> In the 2016 elections only 5.5% of candidates in the direct elections for President, Member of Parliament and District or City chairperson were women who ventured to compete directly against men²⁵. 	EC strategy documents, including reports on candidate nomination and also observer reports.	0	2016	7.5% increase in female candidates in all direct elective positions.	7.5% increase in female candidates in all direct elective positions.	EC records, BoC decisions and Secretariat reports. Confidentiality issues.
OUTPUT 2 ENHANCED INSTITUTIONAL CAPACITY FOR EC AND OTHER ELECTORAL STAKEHOLDER	<p>2.1 Public confidence in the EC (%):</p> <ul style="list-style-type: none"> 42% Ugandans said they trust the Electoral Commission “somewhat” or “a lot” (2017 Afro barometer)²⁶. 	EC strategy documents, including reports on post-election evaluations and observer reports.	0	2020	10% Increase in public trust in the EC (i.e. to 52%)	Increase to 52%	EC records, BoC decisions and Secretariat reports. Confidentiality issues.
	<p>2.2 Number of target institutions (EC, judiciary, human rights commission, police & media) with capacity to effectively support electoral processes.</p>	EC&other institutions’ strategy documents, including reports on post-election evaluations and observer reports.	0	2020	3	5	EC and other institutions’ records, and Secretariat reports. Confidentiality issues.

²⁵<https://www.eisa.org.za/pdf/uga2016eomr.pdf>, citing Electoral Commission website.

²⁶https://afrobarometer.org/sites/default/files/publications/Dispatches/ab_r7_dispatchno182_election_quality_in_uganda.pdf.

	<p>2.3 Number of training programmes undertake to support institutional strengthening across project beneficiaries; EC, media, judiciary & police.</p> <p>1) Operational training for EC; a) One ToT (national) and b) 11 ToT (Sub-regional); c) One BRIDGE TtF&d) 10 BRIDGE modular trainings;</p> <p>2) Training of Ministry of Justice and Constitutional Affairs in electoral law/regulation drafting;</p> <p>3) Operational trainings for the Police, Judiciary and Media.</p>	EC and other stakeholders' strategy documents, including reports on post-election evaluations and observer reports.	0	2020	A) One ToT (national); B) 5 operational ToT at (subnational); B) 11 ToT (Sub-regional); C) One BRIDGE TtF modular trainings; C) Trainings of Police, Judic. & Media.	A) Eleven (11) operational trainings at sub-national level;&; B) Ten (10) BRIDGE modular trainings	Project activity reports, partner records.
OUTPUT 3 STRENGTHENED DIALOGUE CAPACITIES AND VIOLENCE EARLY WARNING AND RAPID RESPONSE (EWER) SYSTEM	<p>3.1 Existence of EWER systems at national and district levels</p>	EWER strategy documents, including reports on post-election evaluations and observer reports.	Not in place	2020	In place	In place	EWER records, reports. Confidentiality issues.
	<p>3.2 Extent to which existing EWER infrastructure is gender responsive (e.g. include the collection of disaggregated data, gender analysis and targeted actions).</p> <p>1) does not; 2) partially includes gender-data; 3) fully includes gender data</p>	EWER strategy documents, including reports on post-election evaluations and observer reports.	1) does not;	2020	2) partially includes gender-data;	3) fully includes gender data	EC records and reports. Confidentiality issues.
	<p>3.3 Number of dialogues held for mediation and consensus building across the country.</p>	EWER strategy documents, including reports on post-election evaluations and observer reports.	0	2020	3	8	EWER records and reports. Confidentiality issues.
OUTPUT 4 – EFFECTIVE AND EFFICIENT PROJECT MANAGEMENT,	<p>4.1 Number of Project staff & consultants recruited on schedule</p>	Project Records	0	2020	8	10	HR records

PARTNERSHIP FORMATION, MONITORING AND EVALUATION	4.2 <i>Number of Partnerships in place to support the electoral process.</i>	<i>Project Management Records</i>	<i>0</i>	<i>2020</i>	<i>4</i>	<i>8</i>	<i>Project Management Records, Project audit reports.</i>
	4.3 <i>Project Mid-term Evaluation undertaken</i>	<i>Project Management Records</i>	<i>0</i>	<i>2020</i>	<i>1</i>	<i>0</i>	<i>Project Management Records, Project audit reports.</i>
	4.4. <i>Annual Resource Delivery (%)</i>	<i>Project Management Records</i>	<i>0</i>	<i>2020</i>	<i>75%</i>	<i>100%</i>	<i>Project Management Records, Project audit reports.</i>

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)
Track results progress	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.		
Monitor and Manage Risk	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. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	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. Risk monitoring and reporting will form an integral part of the project quarterly and annual reports to be submitted to the PSC and other partners outside		

			the project including UNDP & DPPA HQ.		
Learning	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 semi-annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	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.		
Review and Make Course Corrections	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.		
Project Report	A progress report will be presented to the Project Steer Committee (PSC) 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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review	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 PTC and PSC and management actions agreed to address the issues identified.		

Evaluation Plan²⁷

²⁷ Optional, if needed

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP	2	1.1	March 2021	EC, OHCHR, UNESCO, UN Women, Police, Judiciary, CSOs, Political Parties, Media Council, Human Rights Council, etc.	Basket Fund
End of Term Evaluation	UNDP	2	1.1	January 2022	EC, OHCHR, UNESCO, UN Women, Police, Judiciary, CSOs, Political Parties, Media Council, Human Rights Council, etc.	Basket Fund

VII. MULTI-YEAR WORK PLAN²⁸²⁹

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		Responsible Party(ies)	Beneficiary(ies)	PLANNED BUDGET	
		Y1	Y2			Budget Description	Amount (USD) ³⁰
	<u>Activity 1.1 – Strategic communication capacity of the Electoral Commission is enhanced</u>						
OUTPUT 1 – STRENGTHENED INCLUSION AND TRANSPARENCY OF THE ELECTORAL PROCESS	Action 1.1.1: Expert support to develop and implement an EC communication strategy.	X	X	UNDP/UNESCO	EC	Validation workshops printing and dissemination	20,000
						Technical assistance by the CTA and SCA	
		X	X	UNDP	EC	3 Trainings/ refreshers to staff on the call centre management.	180,000

²⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

³⁰ The amount reflected here is only for activity implementation and does not cater for staffing positions; the latter falls under Output Four on Effective Project Management.

<p>Indicators:</p> <p>1.1. Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups;</p> <p>1.2. Percentage of women (to men) participating as candidates in elections at national and sub-national levels:</p> <p>Baseline:</p> <ul style="list-style-type: none"> 15,277,198 total registered voters (52% female). In the 2016 elections, 5.5% of candidates in the direct elections for President, Member of Parliament and District or City chairperson were women. <p>Target</p> <ul style="list-style-type: none"> 7.5% increase in female candidates in all direct elective positions. 	Action 1.1.2: Technical support to develop and implement an EC Call Centre.					Procure Software for the call centre.		
	Action 1.1.3: Media and Civic Education Centre at the Electoral Commission	X	X	UNDP	EC	Set up of the Media and Civic Centre equipment and facilities (recording studios and press point).	650,000	
						Training to the EC staff.		
						Public outreach to advertise the Centre.		
	Action 1.1.4: Training and technical assistance on the use of social media including baseline study on EC social media engagement	X	X	UNDP/UNESCO	EC	2 trainings for Social media use.	80,000	
						Set up of a social media analyst desk.		
						Technical assistance by CTA and SCA		
	Activity 1.2 – Electoral stakeholder dialogue mechanisms are strengthened							
	Action 1.2.1: Electoral stakeholders' consultation -EC & media, political parties, CSOs relevant MDAs, professional associations, women, PWDS, Youth	X	X	UNDP	EC	Dialogue meetings: Expert facilitators, logistics, Advocacy	500,000	
						Technical assistance by the CTA, Gender Specialist and SCA		
Action 1.2.2: Candidate debates at national and constituency levels (in selected areas)	X	X	UNDP	EC, media, political parties & CSOs	Support 2 presidential debates and 8 to 10 constituency (MPs) debates	937,344		
					Equipment, transmission and venues			
					Publicity of debates			
					Technical support by CTA and SCA			
Activity 1.3 – Civic and voter education activities are enhanced								
Action 1.3.1: Thematic national campaigns for gender equality and inclusion women, youth, persons with disabilities in electoral process	X	X	UNDP/UN WOMEN/OHCHR	EC, political parties & CSOs	Facilitate 3 Campaigns logistics: deployment, material, etc.	600,000		
					Technical assistance by CTA, Gender Specialist and Human Rights Officer			
Action 1.3.2: Thematic national campaigns on integrity of elections and electoral dispute resolution.	X	X	UNDP	EC, Judiciary, political parties & CSOs	Facilitate 2 Campaigns logistics: deployment, material, etc.	350,000		
					Technical assistance by CTA, Gender Specialist and Human Rights Officer.			
Action 1.3.3: Voter education campaigns.	X	X	UNDP		Facilitate 3 Campaigns logistics: deployment, materials, etc.	350,000		

					EC, media, political parties & CSOs	Technical support by CTA, Gender Specialist and Human Rights Officer	
	Activity 1.4 – Electoral Commission mechanisms on inclusion and transparency are strengthened						
	Action 1.4.1: SMS-based campaign for inclusion and transparency in voter registration.	X	X	UNDP	EC	4 National information campaigns – SMS based Technical assistance by CTA and SCA	200,000
	Action 1.4.2: Technical assistance for EC strategy development on inclusion in elections.	X	X	UN WOMEN	EC	Technical assistance by CTA and Gender Specialist & Human Rights Officer Validation workshops printing and dissemination	20,000
	Action 1.4.3: Technical assistance to EC to promote inclusion of PWDs in the electoral process.	X	X	UND Women	EC	TA by CTA, HR Officer & Gender Advisor Advocacy	30,000
	Action 1.4.4: Online Electoral Dispute resolution platform for transparency and inclusion.	X	X	UNDP	EC	EDR consultancy Procurement of software and website Trainings to EC permanent staffs TA by CTA and the Capacity Building and Training Specialist	225,000
	Sub-Total for Output 1						4,142,344
Output 2: ENHANCED INSTITUTIONAL CAPACITY FOR THE EC AND OTHER ELECTORAL STAKEHOLDERS	Activity 2.1 – EC electoral operations instruments such as policies, procedures and guidelines improved to promote transparent, inclusive and peaceful elections						
<i>Indicators:</i>	Action 2.1.1: EC policies and practices on election operations improved to enhance transparent, inclusive and peaceful elections.	X	X	UNDP	EC	TA by CTA and the Capacity Building and Training Specialist Workshops to review and validate policy documents, publication cost.	50,000
2.1 Public confidence in the EC (%)	Activity 2.2 – EC staff trained to promote transparent, inclusive and peaceful elections						
2.2 Number of target institutions (EC, judiciary, human rights commission, police & media) with capacity to effectively support electoral processes;	Action 2.2.1: EC staff training on electoral operations	X	X	UNDP	EC	Baseline Assessment Continuous Training: (BRIDGE, ToT) E-learning development TA by the CTA and the Capacity Building and Training Specialist	350,000
2.3 Number of training programmes undertake to support institutional strengthening across project beneficiaries; EC, media, judiciary & police.	Action 2.2.2 Targeted specialized training to improve EC professional skills					Five thematic specialized trainings for EC Study visits and staff exchanges	150,000

Baseline						TA by CTA and the Capacity Building and Training Specialist	
	Activity 2.3 – Capacity-building of other electoral stakeholders						
<ul style="list-style-type: none"> 42% Ugandans said they trust the Electoral Commission “somewhat” or “a lot” (2017 Afro barometer). EC, Judiciary, Police and Media need training to improve their capacity to promote free and fair elections. Target <ul style="list-style-type: none"> 10% Increase of public trust in the EC, i.e. from 42% to 52%. Operational training for EC; a) One ToT (national) and b) 11 ToT (Sub-regional); c) One BRIDGE TtF& d) 10 BRIDGE modular trainings; Operational trainings for the Police, Judiciary and Media. 	Action 2.3.1: Capacity building of the Ministry of Justice and Constitutional Affairs in electoral laws/regulations drafting.	X	X	UNDP	MoJCA	Training workshops, venue hire, publications TA by consultant, CTA, Gender Specialist and Human rights Officer	100,000
	Action 2.3.2: Judicial officers’ training on EDR	X	X	UNDP	Judiciary	Training to Judicial officers Development of an EDR handbook Colloquium: venue hire, facilitate participants, publication, etc. TA by CTA, Capacity Building and Training Specialist, and EDR consultant	130,000
	Action 2.3.3: Security forces training to maintain law and order during elections in manner that inspires public and stakeholder confidence and contributes to peaceful elections	X	X	OHCHR UNDP/	Security forces	Training: venue hire, consultancy. Development and production of a handbook TA by CTA, Human Rights Officer, Gender Advisor, and Capacity Building & Training Specialist	300,000
	Action 2.3.4: Media training in gender and conflict-sensitive and overall fair reporting on elections	X	X	UNDP/UNESCO	Media Council of Uganda	Training content development Training on fact-checking and countering fake news& media briefing on election laws Media/security forces joint training Technical assistance by CTA, Media Expert (UNESCO and Capacity Building and Training Specialist & Human Rights Officer	100,000
	Action 2.3.5: support for media monitoring mechanisms	X	X	UNDP/UNESCO	Media Council of Uganda	Support to set up of equipment Technical assistance by CTA, Media Expert (UNESCO and Capacity Building and Training Specialist	100,000
	Action 2.3.6: Strengthen Human Rights Commission of Uganda to undertake effective human rights monitoring and reporting during elections	X	X	OHCHR UNDP	Human Rights Commission	Support ToT at the HRC Publication of 3 HRC reports Support deployment of HR monitors: 70 over 7 days at 50,00 pax	225,000

						Technical assistance by CTA, & Human Rights Commission	
Sub-Total for Output 2							1,505,000
Output 3: STRENGTHENED DIALOGUE CAPACITIES AND ELECTORAL VIOLENCE EARLY WARNING AND RAPID RESPONSE SYSTEM (EWER) Indicators: 3.1 Existence of EWER systems at national and district levels EWER systems 3.2 Extent to which existing EWER infrastructure is gender responsive (e.g. include the collection of disaggregated data, gender analysis and targeted actions). developed; 3.3 Number of dialogues held for mediation and consensus building. Baseline Although various forms of peace infrastructure exist and have been supported by UNDP and other partners, there is a need to map and improve the architecture of such systems and structure including improving their capacity in terms of planning, coordination, information sharing, research and mediation to resolve conflict before, during and after elections. Target <ul style="list-style-type: none"> Systematically set up functioning EWER systems where they do not exist; ensure they include gender-data: first partially and later fully; 	Activity 3.1: An Electoral Violence Early Warning and Early Response system strengthened.						
	Activity 3.1.1: Expert assessment of existing EWE capacity and potential triggers of violence conducted	X	X	UNDP, OHCHR	EC, media, political parties, CSOs, Security Sector	Consultant deployment for 2 months	45,000
	Activity 3.1.2: Strengthen and foster coordination of Regional, district and local (mainly hotspot areas) stability forums.	X	X	UNDP	EC, media, political parties, CSOs, Security Sector	Multi-stakeholder consultations facilitated	700,000
						TA by CTA, PDA & Gender Advisor and Peace Specialist.	
						EWER platforms staff	
						Equipment of the platforms with communication	
	Procurement for the IT software /EC-UNDP Joint Task Force on electoral assistance	Performance and management system					
	TA by CTA, PDA & Gender Advisor and Peace Specialist.						
	Activity 3.1.3: Establish a fully automated early warning dashboard for UNCT to support decision making on early response.	X	X	UNDP/RCO	UNCT	Procurement of software and hardware;TA and training of relevant UN staff	35,000
	Technical assistance TA by PDA, CTA & Peace Specialist.						
Activity 3.2: Electoral stakeholders involved in the EWER are capacitated for violence identification, reporting and response.							
Action 3.2.1 Support capacity strengthening of insider mediators (TEFU, IRCU, NCF and WSR) for dialogue and mediation.	X	X	UNDP/UN Women	CSO: (TEFU, IRCU, NCF and WSR)	Planning and training workshops on mediation, high-level dialogue facilitated by UN, shuttle diplomacy, documentation	130,000	
					Technical assistance TA by CTA, PDA & Gender Advisor and Peace Specialist.		
Action 3.2.2: Strengthen capacities of regional stability forums and local peace committees to prevent, mitigate	X	X	UNDP/UNWomen	EC, media, political parties, CSOs, Security Sector	Training development	200,000	
					Short-term training specialists		

<ul style="list-style-type: none"> Support minimum three (8) mediation dialogues across the country. 	and mediate conflicts at the regional and local level strengthened.					Training to EWER staff and member institutions		
						Technical assistance TA by CTA, PDA & Gender Advisor and Peace Specialist.		
	Action 3.2.3: Organize drills and test runs	X	X	UNDP	EC, media, political parties, CSOs, Security Sector	Short-term training specialists	75,000	
						Technical assistance TA by CTA, PDA & Gender Advisor and Peace Specialist.		
	Activity 3.3: EWER platforms are operationalized: collecting, collating and analysing reports in a coordinated and transparent manner to inform adapted operations and responses for conflict prevention.							
	Action 3.3.1: Technical assistance to the operationalization of the EWER platforms	X	X	UNDP	EC, media, political parties, CSOs, Security Sector	Procurement support JTF	200,000	
						Early Warning Advisor		
						Regular multi-stakeholder's meetings facilitated		
						Awareness campaign		
						TA by CTA, PDA & Gender Advisor and Peace Specialist.		
Action 3.3.2: Peace messaging: Developing a campaign on peaceful elections.	X	X	UNDP	EC, media, political parties, CSOs, Security Sector	Facilitate 1 Campaign logistics: deployment, material, communication, etc.	150,000		
					Technical assistance by CTA, PDA, Peace Specialist & Gender Advisor Human Rights Officer			
Action 3.3.3: Strengthen capacities of political leaders to support and sustain peaceful elections	X	X	UNDP	NCF	Training workshops on parties' Code of Conduct	120,000		
					Workshop on dialogue between parties and other electoral stakeholders			
					Technical assistance by CTA, PDA, Gender Advisor, Peace Specialist & Human Rights Officer			
Sub-Total for Output 3							1,655,000	
OUTPUT 4: EFFECTIVE AND EFFICIENT MANAGEMENT, PARTNERSHIP FORMATION, AND MONITORING AND	Chief Technical Adviser (CTA, International, FTA)	X	X	UNDP	All partners	Proforma costs P5 2 years	508,858	
	Operations Manager (International, FTA)	X	X	UNDP	UNDP	Proforma costs P4 2 years	452,849	
	Monitoring and Reporting (M&R) Specialist (National, SC)	X	X	UNDP	UNDP & EC	Proforma costs P3 2 years	64,800	
	Strategic Communications Advisor (International, IC)	X	X	UNDP	EC	Proforma costs IC International 6 months	70,000	

EVALUATION OF THE PROJECT								
Indicators: 4.1 Number of Project staff recruited on schedule; 4.2 Number of Partnerships in place to support the electoral process; 4.3 Project Mid-term Evaluation undertaken; 4.4. Annual Resource Delivery (%). Baseline: <ul style="list-style-type: none"> Some recruitments will be delayed depending on resource availability. Several donors have expressed alacrity to contribute to the project; Target <ul style="list-style-type: none"> 8 of project team staff recruited during 2020; 4 donors contribute to the project during 2020 and altogether 8 by 2021. 	Capacity Development and Training Specialist (International, IC)	X	X	UNDP	EC, judiciary security Sector, media, political parties & CSOs	Proforma costs IC, 6 months	90,000	
	Gender Advisor (National, SC)	X	X	UNDP	EC, judiciary security Sector, media, political parties & CSOs	Proforma costs, SC for 2 yrs.	64,800	
	Peace Specialist (International, TA)	X	X	UNDP	EC, judiciary security Sector, media, political parties & CSOs	Proforma costs P3 2 years	160,500	
	Human Rights Officer (International, TA)	X	X	OHCHR	EC, judiciary security Sector, media, political parties & CSOs	Proforma cost, P3, 1 year	160,500	
	Short-term Expert/UN Volunteers on a need basis	X	X	UNDP			122,066	
	Project Associate, SB3	X	X	UNDP	UNDP	Pro forma cost, 2 years	54,158	
	Project Driver, SB2	X	X	UNDP	UNDP	Pro forma cost, 2 years	29,840	
	Project audits, evaluation, visibility and communications, coordination (i.e. electoral assistance), supplies & equipment, staff travel, and Direct Project Cost (DPC).	X	X	UNDP	UNDP	Pro forma cost, 2 years	693,118	
	Sub-Total for Output 4							2,471,489
	Sub-total all Four Outputs							9,773,834
General Management Support							781,906	
8%								
TOTAL							10,555,740	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As stated earlier, the Project will be undertaken using **UNDP's Direct Implementation Modality (DIM)**. The DIM modality requires that all activities of the Project be directly implemented by the Project in accordance with UNDP's relevant rules, regulations and procedures. As detailed below under the Governance and Management Arrangements, the Steering Committee (PSC) will provide strategic guidance and oversight to the Project, with quality assurance, technical discussions and recommended priorities being provided by the Technical Committee (PTC). The composition of these committees, including Government, EC, Development Partners and other stakeholders as identified, ensures that the Project is aligned and sensitive to national priorities.

The Project Steering Committee (PSC) is an oversight and advisory authority, 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, EC, donors, and other stakeholders for the implementation of the Project. The PSC 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 PSC decisions shall ensure best value for money, fairness, integrity, transparency and effective international competition. The PSC will be convened by UNDP and meet every six months, or as necessary when raised by a member of the SC or the CTA. The date and location of meetings will be determined by the SC in advance. The PSC will be co-chaired by the UNDP Resident Representative and Chairman of the EC and includes national beneficiaries and donor representatives. See the full terms of reference (ToR) of the PSC in the Annexure Section.

The Technical Committee (PTC) shall serve as the clearing house for all matters to be presented to the PSC and it shall provide technical advisory support to the Project. The PTC shall comprise the UNDP Deputy Resident Representative and the EC's Secretary as Co-chairs. The PTC shall hold monthly meetings (and more frequently as needed) to perform its duties. See the full terms of reference (ToR) of the PTC in the Annexure Section.

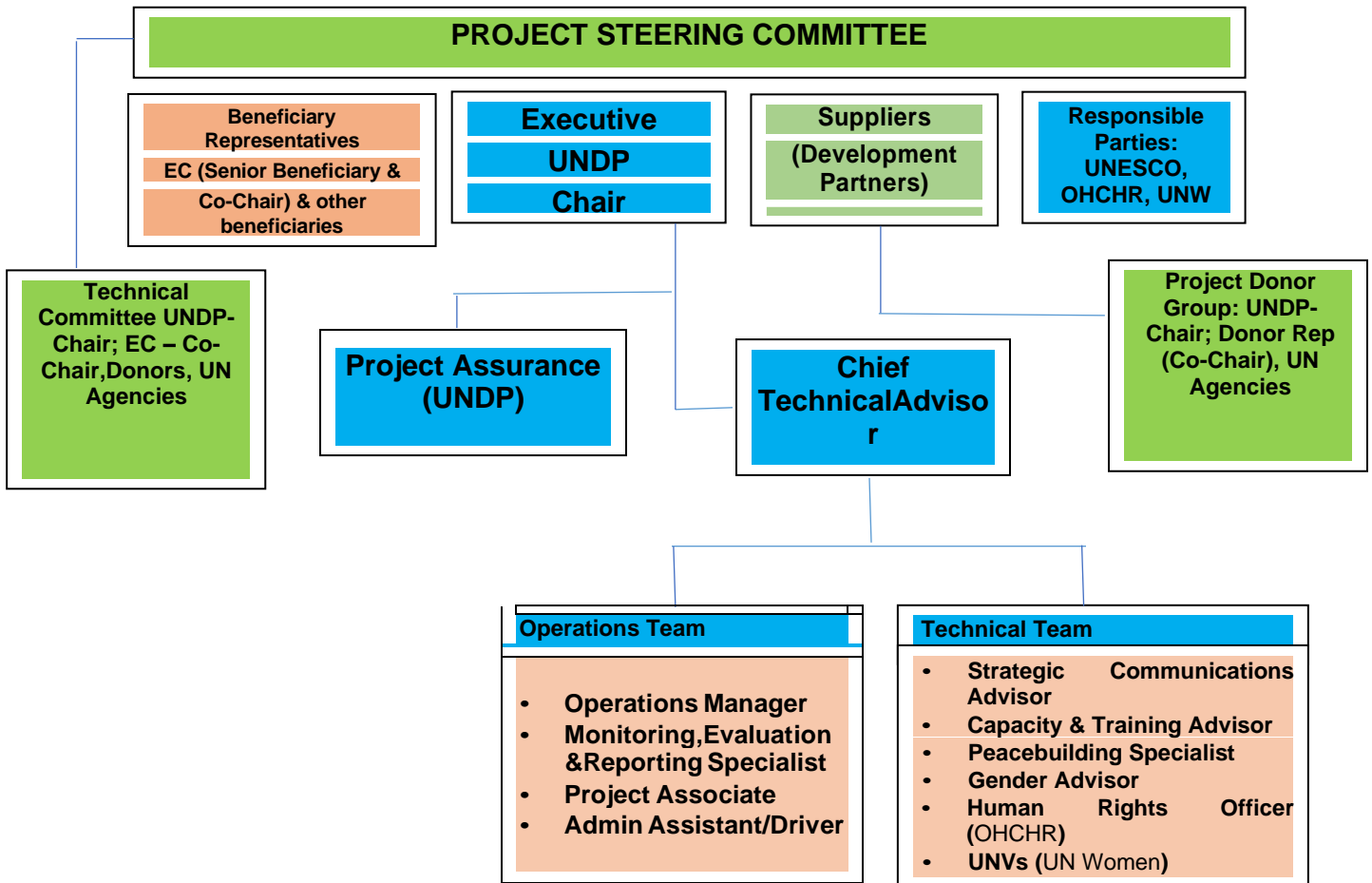
At the UNDP Country Office project level, the CTA will liaise closely with the DRR (P) on coordinating information sharing and cross-over inputs between UNDP projects. Independent evaluations and audits of the Project will be administered through the DRR who will also ensure the provision of UNDP's global and common services that will be paid through Direct Project Costs (DPC). The costs for the services provided by UNDP are divided into two categories: GMS (General Management Services) and DPC (Direct Project Costs)³¹. As discussed, and decided by the Executive Board of the UNDP, the GMS includes the overhead and back-stopping by UNDP Uganda and the support of the UNDP Headquarters in New York.

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.

³¹ According to UNDP Rules and Regulations, Direct Project Costs (DPC) are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmes and projects (i.e. costs directly related to the delivery of programmes), 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, travel arrangements and ICT commons services; and, (5) Shipment, custom clearance, vehicle registration and accreditation.

While UNDP will be implementing partner, the project has identified the following UN agencies as responsible parties taking a lead in the implementation of various project activities based on their comparative advantage: UN Women will lead on inclusive participation in elections; OHCHR on human rights protection and promotion in the electoral context; while UNESCO will lead on mainstreaming the role of the media in elections. The respective leadership of these UN agencies will serve as members of the PSC while their technical-level officials will serve on the PTC; and also, the CTA will convene regular working level meetings among the four agencies for update on project activity implementation, monitoring and reporting.

PROJECT GOVERNANCE STRUCTURE



As possible, a **common logo for marketing and branding** will be employed. Subject to the specific Contribution Agreements, a common logo that emphasizes the role of national actors' identity with less prominent display of the logos of contributing DPs, will be the approach. The purpose of this approach is to seek to emphasize the sovereign ownership and to enhance institutional images, while still recognizing the contributions of DPs. In public statements or press releases from the Project, donors will be recognized and acknowledged as funding the Project.

XI. LEGAL CONTEXT

Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the [Standard Basic Assistance Agreement \(SBAA\)](#) between the Government of Uganda and UNDP. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (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.

X. 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 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. 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/ses>) 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.
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 *[or 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 Investigation 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.
- 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-recipients') 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:*

*Option 1:*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.

*Option 2:*Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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 3: 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 the 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.

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.

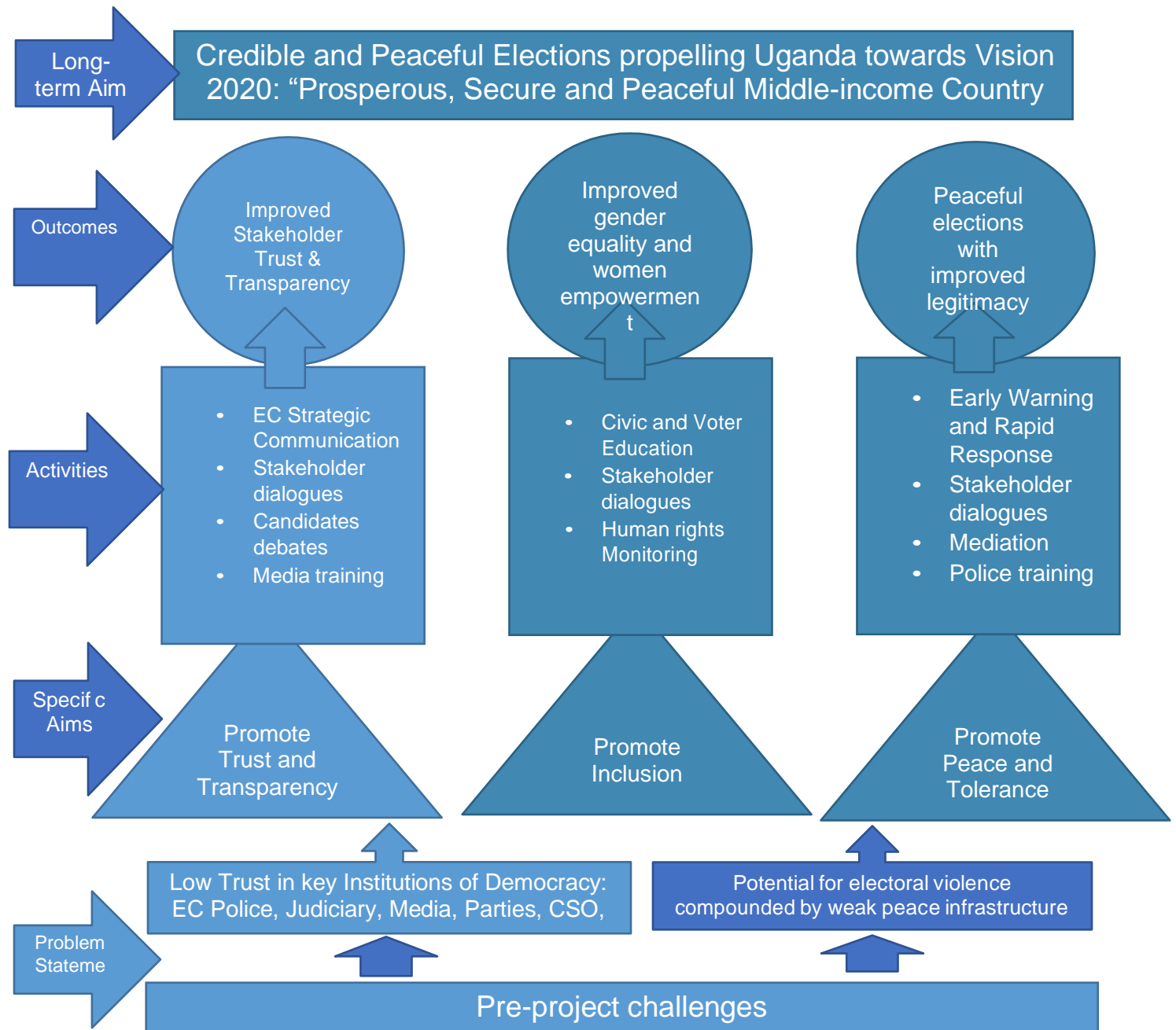
- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, 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.
- 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.
- 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.

XI. ANNEXES

1. Theory of Change Diagram (*attached*)
2. Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions (*attached*)
3. Project Quality Assurance Report (*to be attached after PAC*)
4. Social and Environmental Screening Template (*to be attached after PAC*)
- 5.** Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) – *to be finalized after LPAC*
6. TORs for Project Governance Structures/Committees (*attached*)
 - a. Project Steering Committee
 - b. Project Technical Committee
 - c. Project Donor Group
7. TORs for Key Project Staff (*attached*)
 - a. Chief Technical Advisor
 - b. Operations Manager
 - c. Monitoring, Evaluation and Reporting Specialist
 - d. Peace building Specialist
 - e. Project Associate
 - f. Project Driver/Administrative Assistant
8. Minutes of the SEPU Project Appraisal Committee (PAC) – *to be attached after PAC*

Key assumptions

- Existence of political, institutional and personal commitment to promote transparent, inclusive and peaceful elections and also in key project interventions/activities;
- The legal, political environment will encourage citizen’s participation in the electoral process;
- Donors willingness to contribute to the project.



ANNEX 2: RISK ANALYSIS

#	Description	Date Identified	Overall impact including on the project	Type	Probability & Impact ³²	Countermeasures / Mngt response
1.	Project implementation affected by the Covid-19 pandemic.	20/03/2020	Delays to sign financing agreement with the donors; key consultative meetings to speed up project set-up delayed; project activities, such as civic and voter education and dialogue processes are slow; procurement delayed by lack of supplies.	Organizational Operational	P=H I=H	Use of e-platforms to engage with project partners including donors and other stakeholders to expedite financing agreements, key project consultative meetings. Use of multi-media campaigns for civic and voter education; use small focus group discussion (FGDs) of less than 25 members to participate in dialogue processes and then use the FGDs members to cascade the information to other FGDs at community level; produce a project procurement plan early enough and explore ways to procure project goods and services early enough.
2.	Project is perceived as biased and lacking impartiality.	04/11/2019	Some stakeholders do not support the project because they perceive the project as biased towards Government, the Opposition or CSOs.	Operational Political Organizational	P=H I=M	Continuous effort to build bridges between state institutions and civil society and political parties with complete transparency; involve respected actors including the Elder's Forum, Inter-Religious Council of Uganda and the National Consultative Forum to facilitate dialogue between project and partners/stakeholders. Prepare and implement a communication strategy to provide for consistent messaging about the project rationale, interventions and beneficiaries. The project Governance and Management arrangements will be used and enforced to guide activity planning, implementation, risk assessment and mitigation.
3.	Internal wrangles between and within political parties.	04/11/2019	Wrangling/tension engender political polarization which affect election climate including free campaigning; constrain project activities on dialogue with parties and also presidential/parliamentary debates.	Political	P=H I=H	The project will encourage political dialogue and multi-stakeholders' consultations, and advocate for political parties to popularize and make effective their dispute management procedures.
4.	Political parties boycotting the elections.	04/11/2019	This leads to political tension which affects the election climate including freedom to campaign and voters to vote without intimidation; constrain project activities on	Political	P = M I = M	Support engagement at the highest to inform direction of the project i.e. engagement through:

³²Probability of occurrence: High (H); Medium (M) or Low (L). Severity of Impact: High (H); Medium (M) or Low (L).

			dialogue with parties and also presidential/parliamentary debates.			<ul style="list-style-type: none"> ○ The Project Governance arrangements ○ Inter-party structures namely: National Consultative Forum, The Inter Party Organisations Political Dialogue ○ Key influencers: The Elders Forums of Uganda, Inter Religious Council of Uganda, Cultural Leaders, Mediators, individual influencers ○ The Highest structure in East Africa Community, Africa Union Commission and the United Nations.
5.	Political agitation degenerates into violence which compromises the credibility of the elections and the legitimacy of their outcome.	20/01/2020	Election do not take place in a free and fair manner; some voters are disenfranchised; negative impact on project activity implementation	Political	P = H I = H	
6.	Gender based violence and intimidation of women during elections including the period leading to the party primaries.	04/11/2019	Election do not take place in a free and fair manner: outbreak of violence, voter intimidation and disenfranchisement, citizens injured, lives lost and there is displacement both within and outside the country negative impact on all project activity implementation.	Political	P=M I=M	Via UN Women, the project will identify hotspots and mobilize through the EWER System; via civic and voter education & stakeholder dialogues for peaceful elections, encourage political leaders and community groups to commit to peaceful campaigns, gender equality and women empowerment.
7.	Hate speech, disinformation and misinformation incites violence prior and during electoral campaigns	04/11/2019	This engender political polarization which instead lead to government gagging some media houses and social media; negative impact on project support to media capacity building and EC dialogue with the media and other stakeholders.	Political	P =H I = H	<p>Prepare and implement the media for democracy and conflict reporting.</p> <p>Set up early warning and response mechanism to track and report on hate speech; high-level engagement with the government to balance challenges of hate speech against the need for continued freedom of expression and media freedom.</p>
8.	Civil disobedience (including demonstrations by youths)	04/11/2019	Elections climate lacks freedom and there is intimidation and possible outbreak of violence, there is voter disenfranchisement; citizens injured, lives lost and there is displacement both within and outside the country; negative impact on project activity implementation.	Political	P=H I=M	<p>Engage security agencies and the government to show tolerance for political assemblies and demonstrations so as to take the energy out of frustrations from being prevented to organize. Promote confidence building between security agencies and political actors through issuance of permits and accompaniment of gatherings of political actors by the police to ensure their security and to discourage hijack by those intent on violence; involve respected actors including the Elder's Forum, Inter-Religious Council of Uganda and the National Consultative Forum to facilitate dialogue between citizens' groups and the security actors.</p> <p>Facilitate targeted stakeholder engagement and training e.g. for security agencies and youth. Training will be in areas such as human rights, crowd management and law and order.</p>

9.	Non or late Passage of electoral reforms	04/11/2019	Elections are characterized by procedural uncertainty as time may not allow all laws to be implemented timeously; and/or electoral stakeholder contest new laws; project activities to sensitize the public about new laws compromised.	Operational Organizational Political Regulatory	P=M I=L	Use institutional spaces of dialogue to promote and facilitate broad public engagement on these issues. Continue with the advocacy interventions through Ministry of Justice and Constitutional Affairs, Judiciary, Parliament Affairs and legal Committee, the Parliament and Speaker of Parliament.
10.	Concern in some quarters about the credibility and capacity of the Electoral Commission to conduct free and fair elections.	04/11/2019	Questions about the EC impartiality may lead to some political parties and candidates to boycott the elections; some actors including the youth may attempt disrupt the polling process or protest the election outcome at a later stage; citizens' reluctance to participate in EC-sponsored dialogue forums and related project activities.	Operational Organizational Political	P=H I=H	Project to support transparency of the EC operations and decision-making; involve respected actors to support the dialogue including the Elder's Forum and Inter-Religious Council of Uganda and the National Consultative Forum.
11.	Concern about the credibility capacity and timeliness of the judiciary to adjudicate fairly and promptly on disputes related to the electoral process	04/11/2019	Delays by the Judiciary or questionable verdicts may precipitate violence unless aggrieved parties decide to go to court to challenge any court decision or election outcome. judicial officials may be reluctant to participate in project training activities because of the perception that they do not need "further training to do their work".	Political Regulatory Strategic	P=H I=H	Engage with the Judiciary senior leadership at the project inception to agree on project activities in support of the Judiciary to get upfront buy-in; activities include review of regulations and legislation on electoral adjudication to promote speedy and fair resolution of disputes and training of judges in EDR; support efficient management and handling of administrative complaints by the Electoral Commission. Encourage dialogue between the Judiciary and electoral stakeholders including EC and political parties and candidates.
12.	Acts of terrorism, external attacks on Uganda affects the security and electoral context	09/02/2020	There is an external attack on Uganda which renders the holding of elections on schedule impossible; delays to elections due to insecurity; weakened government structures to hold elections because of the attacks; project activities maybe stalled.	Security	P=M I=H	High-level dialogue at diplomatic level involving external structures: EAC, AUC, UN and bilateral actors; facilitate PSC decision on the way forward for project activities.
13.	EC does not get enough government funding for the 2020/21 electoral cycle	09/02/2020	EC funding does help the EC to meet its obligations under the 2020/21 Election Road and some activities are compromised; project maybe called upon to do heavy-lifting including doing some activities which were not contemplated at the project design stage; some activities may not be carried out because of lack of envisaged support from the EC and other actors.	Political	P=M I=H	UNDP technical support to EC to explore ways to rationalize the current EC budget; high-level mediation effort led by the UN/diplomatic community to engage the government on EC funding; encourage donors to increase funding of non-core election activities, i.e. voter education, etc. under the project; facilitate PSC decision on the way forward for project activities.

14.	Project resources are inadequate and not timely to realize project objectives and activities	04/11/2019	Envisaged project activities may not be implemented fully, leading to non-realisation of planned results and reputational risk for the project.	Financial Strategic	P=L I=L	Prioritization and scaling down of activities and possible use of UNDP track fund and other related funding sources within UNDP and beyond.
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PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL STRENGTHENING ELECOTRAL PROCESSES IN UGANDA (SEPU) PROJECT				
OVERALL PROJECT				
EXEMPLARY (5) ◎◎◎◎◎	HIGHLY SATISFACTORY (4) ◎◎◎◎○	SATISFACTORY (3) ◎◎◎○○	NEEDS IMPROVEMENT (2) ◎◎○○○	INADEQUATE (1) ◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>				2 Evidence
2. Is the project aligned with the UNDP Strategic Plan?				3 Evidence

<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan³³ and adapts at least one Signature Solution³⁴. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 		
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes X	No
RELEVANT		
4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3	Evidence
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	Evidence
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	Evidence
PRINCIPLED		

³³The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

³⁴The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> 3:The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project’s strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> 2:The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	2	Evidence
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> 2:A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> 1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	2	Evidence
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. 2:The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	2	Evidence
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes X	No
SESP Not Required		
MANAGEMENT& MONITORING		
<p>11. Does the project have a strong results framework?</p>	2	

<ul style="list-style-type: none"> • 3: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1:The project’s selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators<i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	Evidence	
<p>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project’s governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	2	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	Yes X	No
<p>15. Is the budget justified and supported with valid estimates?</p>	2	

<ul style="list-style-type: none"> • 3: The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	Evidence	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	2	Evidence
EFFECTIVE		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. 	2	Evidence
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	Yes X	No
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of “no”</p>	Yes (3)	No
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	2	Evidence
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. 	2	Evidence

<ul style="list-style-type: none"> • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 		
22. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

ANNEX [#]. SOCIAL AND ENVIRONMENTAL SCREENING (SES) TEMPLATE

Project Information	
1. Project Title	Strengthening Electoral Processes in Uganda Project (SEPU)
2. Project Number	00126722
3. Location (Global/Region/Country)	RBA, Uganda

In the context of the upcoming elections in Uganda, the United Nations Development Programme (UNDP) has developed an integrated electoral support project titled “**Strengthening Electoral Processes in Uganda (SEPU)**” with direct link to the United Nations Development Assistance Framework (UNDAF) Outcome 1.1: *Rule of law, separation of powers and constitutional democracy are entrenched in Uganda and all individuals are treated equally under the law and have equitable access to justice*; also seeking to contribute to **Sustainable Development Goal (SDG) 16** on *developing effective, accountable and transparent institutions* and also **SDG 5** on *ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making processes*.

The project is based on the following logic: i) inclusive, participatory and transparent elections are critical to sustain development gains and consolidate peace as the foundations on which development thrives; ii) technically capable, independent and trusted governance institutions are essential for the conduct of credible, inclusive and peaceful elections; iii) elections is a conflict trigger which potentially results in violence and loss of lives; peace building and conflict prevention approaches are critical to assure peaceful and violent free elections.

The proposed project interventions will be centred on **three thematic outputs**, i.e. 1) Transparency and inclusion in electoral process strengthened; 2) Institutional capacity for the Electoral Commission (EC) and other electoral stakeholders enhanced; 3) Peace mechanisms improved. The interventions will target the EC and other electoral stakeholders through both short term and long-term institutional capacity building measures, including embedded technical assistance, and also conflict mitigation measures such as multi-stakeholder dialogue and early warning mechanisms.

UNDP will be the lead implementing agency, with other UN agencies, i.e. UN Women, OHCHR and UNESCO as responsible parties; and national actors, i.e. the EC, Uganda Police Force (UPF), media, Judiciary and Civil Society Organizations (CSOs), as the project beneficiaries. The project governance structure will comprise: a Project Steering Committee (PSC) and a Project Technical Committee (PTC), both co-chaired by UNDP and EC. These structures will comprise representatives of participating UN agencies, national beneficiaries and development partners – the latter being those financially contributing to the project/basket fund. Additionally, the project will have a Project Donor Group (PDG) convened and co-chaired by UNDP and a donor representative elected on rotational basis by the project donors.

The project will be based on a Direct Implementation Modality (DIM) meaning UNDP will coordinate and manage all project procurements and take the lead on reporting to donors and national stakeholders. UNDP will establish a project team to provide technical and operational expertise in the management and implementation of the project, which team will be led by a Chief Technical Advisor. The UNDP Country Office, through the Rule of Law and Constitutional Democracy Team, will play the project assurance role.

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
UNDP recognizes the centrality of human rights to sustainable development, poverty alleviation and ensuring fair distribution of development opportunities and benefits and is committed to supporting “ universal respect for, and observance of, human rights and fundamental freedoms for all. ” In furthering the realization of the project objectives, UNDP and responsible parties (mainly OHCHR) shall both refrain from providing support for activities that may contribute to violations of a State’s human rights obligations and the core international human rights treaties and seek to support the protection and fulfilment of human rights. All project activities will be subject to human-rights audit to ensure compliance with human rights approach. The project will recruit a Human Rights Officer via OHCHR to ensure human rights approach mainstreaming in all project activities. Special training will be given to the security actors especially covering their role in election security; also the project will support the Uganda Human Rights Commission to under targeted activities to protect and promote human rights during elections including documentation and monitoring of human rights during election.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>
UNDP and its responsible partners (mainly UN Women) will promote gender equality and the empowerment of women. Many of the project beneficiaries will be women, youth and also PWDs. The project will therefore ensure that both women and men are able to participate meaningfully and equitably, have equitable access to project resources, and receive comparable social and economic benefits. The project shall not condone any form of discrimination against women or girls or reinforce gender-based discrimination and/or inequalities. The project will mainstream dialogue, training and advocacy of issues affecting women, youth and PWDs. UN Women will recruit a Gender Advisor to support gender mainstreaming in al project activities and also the development and implementation of gender policies in some of the project beneficiaries including the Electoral Commission.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The project is expected to have extremely limited environmental impacts. Accordingly, it is not necessary to undertake an environmental and social impact assessment. However, UNDP and its partners will ensure that project activities, mainly procurements of goods and services, effectively mainstream environmental sustainability.


Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	I = 2 P = 1	L	Resources may not allow the project to produce relevant Voter Education and Information content specially to meet the needs of PWDs.	Project will work with the EC to compile list of PWD and their requirements for effective participation in the electoral process.
Risk 2 Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	I = 2 P = 1	M	Credibility and capacity challenges may constraint duty bearers to meet their obligations under the project	Project will first seek to map out challenges facing duty bearers and design appropriate mitigation strategies including capacity building.
Risk 3: Is there a risk that rights-holders do not have the capacity to claim their rights?	I = 4 P = 4	H	Citizens as rights-holders do not always have capacity to organize themselves in strong lobby groups with a voice; the political and security climate may also not allow citizens to mobilize themselves to participate in elections, either as voters or to be voted for.	Project will organize dialogue forums to support citizens to engage with the electoral process; also, the project will support voter education campaigns to empower youth, women and other marginalized groups to have effectively participate as voters and candidates in elections; the project will also arrange dialogue and debates to help candidates to engage with the electorate on policy-based issues during the campaign. Using the electoral cycle approach, the project will undertake human rights monitoring before, during and after the 2020/21 elections.

Risk 4:Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	I = 4 P = 3	M	Concerns include the need to address issues such as violence against women in elections (VaWIE) and the need for gender and conflict-sensitivity in media reporting on elections.	Project will include VaWIE in its programmatic intervention and also support capacity in its reporting.
Risk 5: Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	I = 4 P = 4	H	In the past, law enforcement agencies were accused of high-handedness during elections and discriminatory enforcement of the law on candidates and parties, even when UN agencies provided training on human rights approach to election policing.	Project will have consultation with the top leadership of the security agencies to reach consensus on the need for a human rights approach to election policing; also to have their commitment to participating in police training on election security under the auspices of OHCHR; also, regularly dialogue between the security actors and citizens on peaceful elections.
QUESTION4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
Low Risk			<input type="checkbox"/>	
Moderate Risk			x	While several risks have been identified, they are mainly low risk and thus manageable.
High Risk			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
Principle 1: Human Rights			x	Project will observe and promote human rights as part of its objectives.
Principle 2: Gender Equality and Women's Empowerment			x	Project will mainstream gender equality and women's empowerment as part of its overarching objective.
1. Biodiversity Conservation and Natural Resource Management			<input type="checkbox"/>	
2. Climate Change Mitigation and Adaptation			<input type="checkbox"/>	

	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor	 23 03 2020	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No

³⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	Yes
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats)and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or</i>	No

<i>induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>		
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	Yes
Standard 4: Cultural Heritage		

³⁶In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No

³⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX 5.1:PROJEC STEERING COMMITTEE (PSC) TERMS OF REFERENCE

The Project Steering Committee (PSC) will be a high-level oversight and decision-making body that will be guided by the country's commitment to transparent, inclusive and peaceful elections in 2021 and beyond.

The PSC will be chaired by the EC Chairperson and the UNDP Resident Representative in Uganda. The principal role of the Steering Committee is to oversee the strategic priorities and progress of the Project, ensure the coordination and monitoring of Project activities and priorities, provide a forum for high-level decision-making and oversight and dialogue on contextual issues impacting on project activities.

While the PSC has important quality assurance review and strategic guidance functions, it is not aimed at detailed technical oversight or as a mechanism to ensure accountability of the implementing party to the donors. These detailed functions will be undertaken by the Technical Committee that will report to the Steering Committee.

Mandate

The PSC will:

- Promote transparent, inclusive and peaceful elections;
- Provide high-level decision-making and strategic oversight to the Project;
- Monitor the progressive achievement of the project milestones and objectives;
- Review quarterly and annual narrative and financial reports of the project;
- Provide high-level quality assurance review for project results;
- Approve plans and reports submitted by UNDP that have been previously reviewed by the Technical Committee;
- Support the independence of the electoral process and project;
- Promote the enjoyment of political and civic rights for the Ugandan electorate, with a particular focus on vulnerable groups that may be underrepresented in elections;
- Monitor progress and provide guidance on long term sustainability of the project's achievements;
- Provide high level coordination of support to the electoral process between the beneficiaries, government and Development Partners, ensuring accountability and value for money;
- Review and approve any major revisions to the project based on consideration of the recommendations from the Technical Committee; and
- Monitor strategic risks and implement risk mitigation measures, if required, and as recommended by the Technical Committee.

Decision Making

The decisions within PSC will be taken by consensus; however, in the absence of a consensus, all efforts will be made to have the matter resolved by the PSC Co-chairs: UNDP RR and the EC Chairperson. This notwithstanding, any resolution must have support of UNDP in order to foster compliance with UNDP's regulations, rules, policies and procedures and its obligations, including donor cost-sharing agreements.

In crisis settings, The PSC may meet virtually, through an exchange of letters, or remotely through teleconference.

Membership

The standing membership of PSC will include the following:

- Resident Representative of UNDP (Co-chair),
- Chairperson of the Uganda Electoral Commission (Co-Chair);
- Government Representatives: Inspector General Ugandan Police Force; Uganda People's Deference Force, Minister of Finance; Judiciary and Minister of Justice;
- Development Partners: Heads of Mission from Development Partners that are directly engaged in activities in support of the Project;
- Country Representative of UN Women;
- Representative of UNESCO;
- Country Representative of the OHCHR;
- UNDP Chief Technical Advisor;
- Media Council of Uganda;
- Human Rights Commission.

The PSC may include other representatives based on a consensus decision among the membership and as required by the agenda.

Quorum

Quorum will be formed by a two-third of the PSC members present including at least one or the two Co-chairs.

Frequency of meetings

The PSC will meet on quarterly basis or more frequently as the need arises.

Agenda and Minutes of the PSC Meetings

The Project team will be responsible for drafting the agendas and minutes of the PSC meetings. Documents for PSC meetings will be made available to the members at least four working days prior to a scheduled meeting. The PMU will circulate the PSC agenda and minutes in consultation with UNDP.

The minutes of PSC meetings will be produced and circulated in a timely fashion, i.e. within 14 days after each meeting. The PMU will within 24 hours produce an action plan and key recommendations after each PSC meeting for circulation to the members. The decisions and proceedings of the Steering Committee will be distributed to the members within five working days after the meeting.

A calendar of meetings will be developed and disseminated.

ANNEX 5.2: PROJECT TECHNICAL COMMITTEE TERMS OF REFERENCE

The Project Technical Committee (PTC) will provide on-going quality assurance and monitoring of implementation progress, risk identification and monitoring, and detailed technical review of the project. The PTC will also monitor the progress of election preparations and progress. The PTC will review plans and give substantive guidance on achieving project results and monitor their achievements, ensuring accountability. The PTC will report to the PSC and may identify and escalate any strategic or other high-level issues that may require guidance or deliberation. PTC reports will be provided to the PSC together with other supporting documentation. The PTC will be co-chaired by the UNDP Chief Technical Advisor and the Secretary to the Electoral Commission (EC).

Mandate

The PTC will:

- Review and assess operational plans, budgets and other key documentation;
- Provide recommendations on the prioritization and use of project funds to activities;
- Evaluate and report on the progressive achievement of electoral milestones and objectives, against the electoral calendar;
- Provide quality assurance for Project component results, as well as the overall progress of the election process;
- Review documentation and reports prepared under the PTC for submission to the PSC;
- Monitor progress and provide guidance on long term sustainability of the project's achievements;
- Identify and formulate any major revisions to the project for the approval of the PSC;
- Provide on-going risk identification and monitoring, and formulate risk mitigation measures as required; and
- Identify and escalate issues for strategic guidance and/or decision-making by the PSC.

Membership

The standing membership of the PTC will include the following:

- UNDP Deputy Resident Representative
- Secretary Electoral Commission;
- UNDP (Chief Technical Advisor);
- UNDP (Team leader Rule of Law and Constitutional Democracy)
- UN Women (technical level representative)
- UNESCO (technical level representative).
- OHCHR (technical level representative); and
- Secretary to the Electoral Commission;
- Development Partners: technical-level representatives of contributing donors;

The PTC may include other representatives based on a consensus decision among the membership and as required by the agenda.

Quorum

Quorum will be formed by a two-third of the PTC members present including at least one or the two Co-chairs.

Frequency of meetings

The PTC will meet at least once a month or more frequently as the need arises.

Agenda and Minutes of the PTC Meetings

The Project team will be responsible for drafting the agendas and minutes of the PTC meetings. Documents for PTC meetings will be made available to the members at least four working days prior to a scheduled meeting.

The minutes of PTC meetings will be produced and circulated in a timely fashion, i.e. within 14 days after each meeting. The Project Team will within 24 hours produce an action plan and key recommendations after each PTC meeting for circulation to the members. The decisions and proceedings of the PTC will be distributed to the members within five working days each meeting.

A calendar of meetings will be developed and disseminated.

ANNEX 5.3: PROJECT DONOR GROUP TERMS OF REFERENCE

The PDG will serve as a forum for regular consultation, information sharing especially between the project team and donors on project activity implementation. In particular, the PDG will review progress updates from the various project component areas and suggest areas that need immediate correction/action by the project Steering Committee and Project Technical Committee. The PDG will discuss all matters relating to project funding including project reporting to donors based on the cost sharing agreement with the donors. The PDG may also raise any policy related issue that require guidance or deliberation by the Project Steering Committee, the Project Technical Committee, UNDP or any of the project responsible parties or partners. PDG may invite national actors including the EC and other state actors, media, political party organisations and civil society to participate in PDG meetings and discuss matters of relevance to the project and elections in general. Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, as well as to the mobilization of funds with partners.

Decision making powers

The PDG will have no decision-making power in relation to project management and will only serve as an advisory forum.

Membership

The PDG will be co-chaired by the project CTA and a representative of the project donors who will be elected on rotational basis by the project donors.

Other members are:

- UN Agencies: UNDP, UN Women, OHCHR and UNESCO;
- Technical representatives of each project donor;

Frequency of meetings

The Co-Chairs in consultation with UNDP will convene the PDG meetings at least once a quarter. The Co-chairs may decide to invite any other parties, in addition to the normal members, if need arises.

Minutes of the PDG Meetings

- Summary minutes of PDG meetings will be produced and circulated in a timely fashion, preferably within 14 days after each meeting.
- The project team will be responsible for drafting and the agendas and minutes of the PDG meetings. The team will circulate the PDG agenda and minutes in consultation with UNDP.

ANNEX 6.1: CHIEF TECHNICAL ADVISOR TOR



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title:	Chief Technical Advisor
Location:	Kampala (with travel upcountry)
Type of Contract:	FTA International
Category:	Governance and Peace building
Current Grade:	P5
Language required:	English
Type of Contract:	Mid-April 2020

• II. Organizational Context

Uganda will go to the polls between April 2020 and February 2021 to, first, vote for the representatives of special interest groups and, later, for the president, parliament, and several district and local government leaders. The February 2021 general election will be the fourth one since the re-introduction of multiparty democracy in the country in 2005. Uganda approved a Constitutional Amendment in 2005 to restore a multiparty political system and lift restrictions on political parties' activities. Since then, the country has held regular general elections, i.e. every five years. About 19 million Ugandans are registered as voters.

In 2018, the Electoral Commission of Uganda (EC) unveiled a strategic plan and an electoral roadmap for 2020/21 both of which commit the EC to promoting free, fair and transparent elections in 2020 and 2021 and mainstreaming stakeholder engagement and voter education. The EC also committed itself to addressing the recommendations of various election observer missions, both international and domestic, following the 2016 elections. Some of the milestones of the EC road map are: the publication of the list of 2020/21 polling stations; update of the national voter register; commencement of district consultations by presidential aspirants; national consultations by Parliament on electoral reform; and the national voter register display.

In line with its commitment to supporting development, democratic governance and peace building as provided for in the key development cooperation instruments signed between UN/UNDP and the Government of Uganda including the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) and also in pursuance of the Sustainable Development Goals (SDGs), the United Nations Development Programme (UNDP) in Uganda developed a two-year integrated electoral support project for implementation between February 2020 and February 2022. The 10,5m USD donor-funded project under the name "Strengthening Electoral Processes in Uganda (SEPU)" will be led by UNDP and implemented in collaboration with other UN agencies including OHCHR, UNWOMEN, and UNESCO.

The proposed project will have four outputs: i) Inclusion and transparency of the electoral process strengthened; ii) Institutional capacity for the Electoral Commission and other Electoral Stakeholders enhanced; iii) Electoral violence Early Warning and rapid response (EWER) supported; and iv) Effective and efficient management, partnership formation, and monitoring and evaluation of the project. The project interventions will target the Electoral Commission as the senior beneficiary and other national electoral actors such as Uganda Police Force, Uganda Human Rights Commission, media, Judiciary and Civil Society Organizations (CSOs).

The Project activities are time-bound in response to the Electoral Roadmap issued by the EC and this makes it imperative for detailed and expeditious planning on the part of the UN and other stakeholders to be responsive and make strong contribution towards the project objectives of strengthening electoral processes in Uganda.

Organizational Context of the Post

Given the need to support effective delivery on the said project results based on an electoral cycle approach (ECA), UNDP wishes to recruit a Chief Technical Advisor (CTA) as soon possible. The CTA will manage a team of technical advisers and the support staff of the project team and provide technical guidance to facilitate the timely resourcing of activities that meet with agreed priorities. The CTA will report directly to the UNDP Resident Representative and will liaise closely with the Deputy Resident Representatives of Programmes and the Team Leader for Rule of Law and Constitutional Democracy. The Project will be implemented in close partnership with UN Women, UNESCO and OHCHR and the CTA will therefore also liaise closely with the relevant colleagues in the respective agencies.

III. Duties and Responsibilities

The incumbent will provide strategic policy input as well as manage electoral assistance to the Electoral Commission (EC) as the project senior beneficiary and other national beneficiary institutions including the Ugandan Police, Judiciary, Media Council of Uganda, Human Rights Council of Uganda and civil society organisations, with the following as a summary of their key functions:

- Electoral support and institutional capacity building to ensure effectiveness and sustainability of electoral assistance;
 - Project management, including donor coordination and resource mobilization;
 - Reporting, communication and knowledge creation
1. Electoral support and institutional capacity building
 - Ensure technical assistance is focused on building a sustainable institutional capacity to organize democratic elections that are genuine and periodic; and have the full confidence of electoral stakeholders.
 - Provide expert guidance to EC in the overall management of electoral processes through technical advice to promote transparent, inclusive and peaceful elections covering aspects such as policy development and implementation; implementation of administrative and management reforms, operational and administrative reforms; institutional capacity development, stakeholder engagement, civic and voter education and inclusive participation;

- Provide targeted technical advice on the implementation of specific electoral operations and activities according to the current EC Strategic Plan and Elections Road Map;
- Recommend and develop strategies to enhance and maintain EC communication with stakeholders including political parties, the media, civil society and donor partners;
- Promote and build on the knowledge and capacity that is already present in the EC; making more effective use of locally available resources; and introducing new knowledge in a way that is sustainable;
- Prepare capacity development plan for the EC, other state and non-state actors;
- Support project efforts to strengthen the role of the Judiciary in promoting electoral justice through effective electoral dispute resolution;
- Lead on project efforts to provide training to the Police and related law enforcement agencies election security;
- Support media training and capacity building for a catalytic role by the media in elections;
- In close collaboration with UN Women, provide technical and policy support to all project partners and stakeholders to implement gender mainstreaming strategy in project activities and beyond;
- Provide electoral advisory support to UNDP Country Office and other UN entities as may be required.

2. Project management, including donor coordination and resource mobilization

- Lead on the establishment of the project team;
- Advise on the design of the project, its objectives, subsequent activities and managing implementation of work plans;
- Preparing Terms of Reference (TORs) for required inputs, and oversee the recruitment/formation of the team;
- Coordinate actions and activities of the project team, overseeing the performance of all team members;
- Facilitate the design, planning and the implementation of electoral activities under UNDP responsibility;
- Ensure effective implementation of project activities and results;
- Plan the activities and monitor progress against the quality criteria;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Supervising the project's communication strategy and publication of relevant reports;
- Monitor and report on progress and risks including monitoring and;
- Monitor the project's performance against the work plans and budgets, update the risks and issues log according to Project Technical Committee discussions and Project Steering Committee decision; review relevant reports prepared by the project team;
- Host regular project governance meetings and ensure timely and effective follow-up to decisions;
- Foster proper application of UNDP rules and regulations in the management and oversight of project resources;
- Advise UNDP Country Office on the development of resource mobilization strategies;

- Continuously review the project status and provide strategic and policy advice to the Project Steering Committee and Project Technical Committee on required follow up and/or corrective action;
- Lead the coordination of the Project Technical Committee activities as Co-Chair with the EC.

3. Reporting, communication and knowledge creation

- Promote project and donor visibility based on UNDP relevant rules and regulations and also donor cost sharing agreements;
- Ensure timely production and dissemination of project reports, financial reports, to relevant partners including donors, national stakeholders and UN at regional and global level;
- Ensure in all circumstances that the project does not compromise the credibility of the UN System, the country's interests and partners implicated in the process;
- Liaise and foster strategic cooperation with other partners to reinforce the dialogue between the stakeholders of the process;
- Communicate and coordinate the project's work with UN agencies which are project responsible parties; also, convene and chair UNDP meetings with other UN agencies as per agreed modalities to be agreed upon;
- Coordinate on a daily basis with the national counterparts, mainly EC, and clearly defining responsibilities for an effective electoral process;
- Represent UNDP in all elections related activities; participate in all regular meetings of the international and donor community on elections;
- Coordinate with all national and international organizations working on elections in Kampala;
- Identify needs for capacity development to ensure adequate transfer of knowledge to the electoral administration
- Provide regular briefings and written reports to UNDP, donors and other stakeholders;
- Participate in project review and/or evaluation meetings, as and when necessary;
- Analyze broader democratic governance and electoral issues and trends in the country and advise the project, the country Office, UN system and the partners accordingly.
- Recommend and ensure the application of national and international best-practice in the subject areas and generate knowledge-based products, drawing on global, regional and thematic policy and advisory support resources within the UN, UNDP, EC, etc.
- Lead the analytical development work of the project and ensure high quality knowledge products.
- Perform any other duties or tasks as the supervisor may assign with respect to the conduct of the elections;

IV. Impact of Results

The key results have an impact on the overall project efficiency in providing advisory services and success in strategy development and planning for EC staff capacity development and institutional consolidation. Accurate, thoroughly researched and documented electoral advice ensure client satisfaction and enhance UNDP credibility in the area of electoral training and procedures, capacity development and legal framework.

• V. Competencies

Competencies

Corporate Competencies:

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

Functional Competencies:

Technical Expertise

Specialist knowledge and high-level advisory experience in the area of Elections, preferably in Africa, in a normal (non-conflict) development context.
Theoretical and practical knowledge of inter-disciplinary development and governance issues
Strong understanding of political dynamics in government, civil society and the donor community in developing countries

Knowledge Management and Learning

Shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development
Ability to provide top quality policy advice services on electoral issues
In-depth practical knowledge of inter-disciplinary development issues

Development and Operational Effectiveness

Ability to lead strategic planning, results-based management and reporting
Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes.
Ability to apply theory to the specific country context

Management and Leadership

Focuses on impact and result for the client and responds positively to critical feedback
Encourages risk-taking in the pursuit of creativity and innovation
Leads teams effectively and shows conflict resolution skills
Consistently approaches work with energy and a positive, constructive attitude
Demonstrates strong writing, facilitation, and presentation skills
Builds strong relationships and networks with clients and external actors.
Negotiation skills: capacity to work with diverse partners including government, donors and civil society;
Remains calm, in control and good humored even under pressure

VI. Recruitment Qualifications	
Education:	A Master's degree in political science, social science, international relations, law, public administration, development economics, business administration or related fields.
Experience:	<p><u>Required Skills and Experience</u></p> <ul style="list-style-type: none"> • A minimum of 10 years of solid and progress electoral experience including working with an electoral management body or equivalent, or with a body that provides technical assistance in the area of electoral design, management and operations; CTA or similar experience with electoral processes and election management (preferably with an electoral management body, the UN or any international development organisations) is a requirement; • Institutional capacity building experience, training, project design and implementation, monitoring and evaluation skills desirable; • Extensive practical experience in election operations, planning, management and/or logistics; • Knowledge of UN financial management systems an advantage; • Strong hands on advisory, strategic, operation planning and implementation electoral cycle related activities; • Experience working in countries which are politically polarized and which require strong experience in electoral work in a highly politically sensitive environment; • Knowledge of sound electoral practices and the ability to provide high-level advice to an EMB and other national partners; • Solid experience in establishing relations and working with national stakeholders at senior level, also donors and other development partners and working with UNDP basket funds; • Professional, collaborative management approach with the ability to work in a multi-cultural environment; • Demonstrated knowledge of global, Africa, Ugandan's governance, political and development context; • Demonstrated initiative, problem solving skills and focus on outcomes; • Excellent analytical, communication, writing and presentation skills; • Willingness to travel frequently in Uganda and to work extensive hours and under pressure; • Advanced computer skills are essential.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English is essential.

VII. Signatures- Post Description Certification		
Incumbent (<i>if applicable</i>)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Code Title:	Monitoring, Evaluation and Reporting Specialist
Location:	Kampala (with travel upcountry)
Type of Contract:	National (Service Contract)
Category:	Governance and Peace building
Current Grade:	B5/SC10
Language required:	English
Type of Contract:	One year, with possibility of extension
Start date:	Mid-April 2020

II. Organizational Context

Uganda will go to the polls between April 2020 and February 2021 to, first, vote for the representatives of special interest groups and, later, for the president, parliament, and several district and local government leaders. The February 2021 general election will be the fourth one since the re-introduction of multiparty democracy in the country in 2005. Uganda approved a Constitutional Amendment in 2005 to restore a multiparty political system and lift restrictions on political parties' activities. Since then, the country has held regular general elections, i.e. every five years. About 19 million Ugandans are registered as voters.

In 2018, the Electoral Commission of Uganda (EC) unveiled a strategic plan and an electoral roadmap for 2020/21 both of which commit the EC to promoting free, fair and transparent elections in 2020 and 2021 and mainstreaming stakeholder engagement and voter education. The EC also committed itself to addressing the recommendations of various election observer missions, both international and domestic, following the 2016 elections. Some of the milestones of the EC road map are: the publication of the list of 2020/21 polling stations; update of the national voter register; commencement of district consultations by presidential aspirants; national consultations by Parliament on electoral reform; and the national voter register display.

In line with its commitment to supporting development, democratic governance and peace building as provided for in the key development cooperation instruments signed between UN/UNDP and the Government of Uganda including the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) and also in pursuance of the Sustainable Development Goals (SDGs), the United Nations Development Programme (UNDP) in Uganda developed a two-year integrated electoral support project for implementation between February 2020 and February 2022. The 10,5m USD donor-funded project under the name "*Strengthening Electoral Processes in Uganda (SEPU)*" will be led by UNDP and implemented in collaboration with other UN agencies including OHCHR, UNWOMEN, and UNESCO.

The proposed project will have four outputs: i) Inclusion and transparency of the electoral process strengthened; ii) Institutional capacity for the Electoral Commission and other Electoral Stakeholders enhanced; iii) Electoral violence Early Warning and rapid response (EWER) supported; and iv) Effective and

efficient management, partnership formation, and monitoring and evaluation of the project. The project interventions will target the Electoral Commission as the senior beneficiary and other national electoral actors such as Uganda Police Force, Uganda Human Rights Commission, media, Judiciary and Civil Society Organizations (CSOs).

The Project activities are time-bound in response to the Electoral Roadmap issued by the EC and this makes it imperative for detailed and expeditious planning on the part of the UN and other stakeholders to be responsive and make strong contribution towards the project objectives of strengthening electoral processes in Uganda.

Organizational Context of the Post

Given the need to support effective delivery on the said project results based on an electoral cycle approach (ECA), UNDP wishes to recruit the services of a Monitoring, Evaluation and Reporting Specialist who will lead on the production of timely internal and external project reports in line with UNDP corporate guidelines. He / she also will assist with the development of the Monitoring & Evaluation Technical Advisor, the incumbent reports to the UNDP Project Operations Manager.

III. Duties and Responsibilities

The Monitoring, Evaluation and Reporting Specialist will be responsible for:

- The establishment and implementation of the project’s planning and monitoring system through robust a M&E framework and results-based data collection methods according to UNDP’s RBM principles;
 - Establish and implement a standardized project reporting mechanism including effective and timely reporting to internal and external stakeholders;
 - Advisory support to the EC to establish an internal EC Planning and Monitoring and Evaluation system.
1. The establishment and implementation of the project’s planning and monitoring system through robust a M&E framework and results-based data collection methods according to UNDP’s RBM principles:
- Develop and implement the project’s M&E plans, indicators, targets, means of verification and monitoring steps at output and activity level, and in line with the Annual Work Plan and according to UNDP standards;
 - Develop plans and monitor the project’s Risks and Issues matrices in line with UNDP standards;
 - Develop and refine the project-internal monitoring system to gather results-based project progress data and input from primary sources (project advisors), secondary sources (HNEC) and third-party sources;
 - If applicable, take the lead in the review of the project Results Resources Framework, with electoral-related project indicators.

<p>2.</p> <ul style="list-style-type: none"> • Draft project reports, such as quarterly reports, annual report, and donor-specific reports, capturing in a comprehensive analytical manner project progress against Results Framework; including the documentation of success stories, achievements, lessons learned, risks and issues; • Produce project updates to donors and stakeholders in a timely manner by using the professional writing and formatting requirements; • Assist and participate in the development of project management-related documents and concise reports and power-point presentations for various project meetings and workshops; • Ensure smooth reporting and communication to donors and stakeholders; ensure adherence to donor visibility requirements; • Work closely with project management and the UNDP CO colleagues to ensure timely and accurate response to donor inquiries on project activities including progress update. <p>3.</p> <ul style="list-style-type: none"> • Assist EC efforts to set up a system of internal monitoring and regular and systematic internal data collection to monitor progress and produce internal reports for EC management; • Support the EC to produce regular monitoring and evaluative reports in the context of the current Strategic Plan and the 2020/21 Election Road Map; • Consult with the EC, in liaison with the project CTA and the Capacity Development and Training Specialist, to assess needs of staff and to organize opportunities for training, as appropriate. 	<p>Establish and implement a standardized project reporting mechanism including effective and timely reporting to internal and external stakeholders:</p>
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<p>IV. Impact of Results</p>
<p>The M&E framework aims to have an impact on the overall effectiveness and success of UNDP’s development interventions and activities in support of the Country Programme strategy. Effective implementation of M&E policies and procedures, as well as efficient management of the M&E process will enhance the organization’s accountability, transparency, evidence base and learning for implementation of valuable programmes with sustainable outcomes.</p> <p>Advocacy/Advancing A Policy-Oriented Agenda: Results-Based Programme Development and Management Government Capacity Building: Communications and Interpersonal Skills Partnership Management L Knowledge Management</p>

• V. Competencies

Competencies

Corporate Competencies:

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

Functional Competencies:

Technical Expertise

Specialist knowledge and high-level advisory experience in the area of Elections, preferably in Africa, in a normal (non-conflict) development context.
Theoretical and practical knowledge of inter-disciplinary development and governance issues
Strong understanding of political dynamics in government, civil society and the donor community in developing countries

Knowledge Management and Learning

Shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development
Ability to provide top quality policy advice services on electoral issues
In-depth practical knowledge of inter-disciplinary development issues

Development and Operational Effectiveness

Ability to lead strategic planning, results-based management and reporting
Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes.
Ability to apply theory to the specific country context

Management and Leadership

Focuses on impact and result for the client and responds positively to critical feedback
Encourages risk-taking in the pursuit of creativity and innovation
Leads teams effectively and shows conflict resolution skills
Consistently approaches work with energy and a positive, constructive attitude
Demonstrates strong writing, facilitation, and presentation skills
Builds strong relationships and networks with clients and external actors.
Negotiation skills: capacity to work with diverse partners including government, donors and civil society;
Remains calm, in control and good humored even under pressure

VI. Recruitment Qualifications	
Education:	Master's degree in the field of international relations/post conflict development, management, administration, economics, social science or related discipline.
Experience:	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum eight years of previous experience in project monitoring, reporting and evaluation especially in donor-funded project setting; • Experience in institutional capacity building for projects/programmes in the area of governance and/or elections is a requirement; • Experience in donor relations including reporting is highly desirable; • Experience working with an international organization, UN agency or NGO would be an asset; • Experience liaising with government authorities, other national institutions and NGOs would be desirable. • Demonstrated initiative, problem solving skills and focus on outcomes; • Excellent analytical, communication, writing and presentation skills; • Willingness to travel frequently in Uganda and to work extensive hours and under pressure; • Experience in the usage of computers and office software packages, good knowledge and experience in handling of web-based management systems.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English is essential.

VII. Signatures- Post Description Certification		
Incumbent (<i>if applicable</i>)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

ANNEX 6.3 OPERATIONS MANAGER TOR



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title:	Operations Manager
Location:	Kampala (with travel upcountry)
Type of Contract:	FTA International
Category:	Governance
Current Grade:	P4, FTA
Language required:	English
Type of Contract:	One year with possibility of extension
Start date:	Mid-April 2020

II. Organizational Context

Uganda will go to the polls between April 2020 and February 2021 to, first, vote for the representatives of special interest groups and, later, for the president, parliament, and several district and local government leaders. The February 2021 general election will be the fourth one since the re-introduction of multiparty democracy in the country in 2005. Uganda approved a Constitutional Amendment in 2005 to restore a multiparty political system and lift restrictions on political parties' activities. Since then, the country has held regular general elections, i.e. every five years. About 19 million Ugandans are registered as voters.

In 2018, the Electoral Commission of Uganda (EC) unveiled a strategic plan and an electoral roadmap for 2020/21 both of which commit the EC to promoting free, fair and transparent elections in 2020 and 2021 and mainstreaming stakeholder engagement and voter education. The EC also committed itself to addressing the recommendations of various election observer missions, both international and domestic, following the 2016 elections. Some of the milestones of the EC road map are: the publication of the list of 2020/21 polling stations; update of the national voter register; commencement of district consultations by presidential aspirants; national consultations by Parliament on electoral reform; and the national voter register display.

In line with its commitment to supporting development, democratic governance and peace building as provided for in the key development cooperation instruments signed between UN/UNDP and the Government of Uganda including the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) and also in pursuance of the Sustainable Development Goals (SDGs), the United Nations Development Programme (UNDP) in Uganda developed a two-year integrated electoral support project for implementation between February 2020 and February 2022. The 10,5m USD donor-funded project under the name "Strengthening Electoral Processes in Uganda (SEPU)" will be led by UNDP and implemented in collaboration with other UN agencies including OHCHR, UNWOMEN, and UNESCO.

The proposed project will have four outputs: i) Inclusion and transparency of the electoral process strengthened; ii) Institutional capacity for the Electoral Commission and other Electoral Stakeholders

enhanced; iii) Electoral violence Early Warning and rapid response (EWER) supported; and iv) Effective and efficient management, partnership formation, and monitoring and evaluation of the project. The project interventions will target the Electoral Commission as the senior beneficiary and other national electoral actors such as Uganda Police Force, Uganda Human Rights Commission, media, Judiciary and Civil Society Organizations (CSOs).

The Project activities are time-bound in response to the Electoral Roadmap issued by the EC and this makes it imperative for detailed and expeditious planning on the part of the UN and other stakeholders to be responsive and make strong contribution towards the project objectives of strengthening electoral processes in Uganda.

Organizational Context of the Post

Given the need to support effective delivery on the said project results based on an electoral cycle approach (ECA), UNDP wishes to recruit an Operations Manager for the election support project.

III. Duties and Responsibilities

The Project Operations Manager will report to the Chief Technical Advisor and will provide leadership and supervision to the staff of the project team. He/she will foster collaboration within the team to deliver project results across several project responsible parties (OHCHR, UN Women and UNESCO) and the project beneficiaries including the EC, Ugandan Police, Judiciary, Media Council of Uganda, Human Rights Council of Uganda and civil society organisations.

The Operations Manager will be responsible for:

- Ensure the sound management of financial, accounting and realization of the project outputs through activities, in compliance with UNDP financial rules and regulations as well as specific Fund/donor requirements;
- Support the CTA in all staffing, financial, planning, administrative and monitoring matters;
- Ensure adherence to and implementation of the procurement plan in all its components, while ensuring efficient utilization of resources in accordance with UNDP rules and policies;
- Provide capacity building and training to implementing partners on project management related matters to promote national ownership of future electoral processes

Specific duties and responsibilities are:

1. Ensure the sound management of financial, accounting, operations and realization of the Project outputs through activities, in compliance with UNDP Financial Rules and Regulations as well as specific Fund/donor requirements:
 - Act as focal point for the planning and management of all operational, financial and administrative matters of the project to ensure project results are achieved in a time and cost-effective manner;
 - Support effective coordination of project activity implementation across various responsible parties and beneficiary institutions;
 - Prepare all required periodic financial, progress and up-date reports and submit drafts to the CTA;

- Issue payment requests and fund transfers, following the CTA's approval;
- Perform all requisite financial transactions and budget revisions;
- Participate in the development of project annual work-plans, procurement and human resource plans, activity schedules and financial operational plans;
- Liaise and advise the CTA on the financial status of the basket fund;
- In collaboration with the Monitoring, Evaluation and Reporting Specialist, monitor events as determined in the Evaluation and Monitoring Plan and update the plan as required; also support monitoring and reporting on the project and submit any revision to the Project Technical and Steering Committees for consideration and decision on possible actions if required;
- In collaboration with the CTA and Monitoring, Evaluation and Reporting Specialist, be responsible for identifying issues and requests for change by maintaining an Issues Log;
- Identify and obtain any support and advice required for the management, planning and control of the project.

2. Support the CTA in all staffing, financial, planning, administrative and monitoring matters:

- Ensure the administration and technical management of the project team, i.e. ensure transport/mobility of personnel, availability of functioning IT equipment and any other administrative requirement to ensure functioning of the team;
- Lead on the project human resource management including recruitment: assistance to draft TORs, work plans and work specifications for national and international staff and consultants;
- In collaboration with the CTA, ensure review of the project teams performance management system;
- Ensure asset management of project;
- Develop terms of reference for audit missions and manage audit support processes;
- Ensure information and communication management; Facilitate follow-up on audit recommendations;
- Maintain project files (original signed project documents, subsequent revisions, personnel, training, procurement, inventory, project budget and revisions, project reports, studies as well as other supporting documentation, correspondence etc.);
- Ensure timely transfer of project assets to national counterparts upon project termination;
- Coordinate and assist in preparing the final project closure by supporting the drafting of project review reports, via the CTA to the Project Steering Committee and to UNDP;
- Develop and implement an archiving system for all PMU records;
- Perform any other tasks requested by the Chief Technical Advisor.

3. Ensure the adherence to and implementation of the procurement plan in all its components, while ensuring efficient utilization of resources in accordance with UNDP rules and policies (in close coordination with and partnership with the Service Center);

- In close collaboration with the UNDP Country Office staff, promote efficient procurement and logistical services;
- Ensure timely procurement of goods and services as required based on the project AWP;

- Provide capacity building and training to implementing partners related matters to promote national ownership of future electoral processes;
 - Support to transfer of knowledge of relevant processes to implementing partners.
4. Provide capacity building and training to project beneficiary organizations on project management-related matters to promote national ownership of future electoral assistance:
- Support capacity assessment of national beneficiary institutions to determine required support for institutional capacity strengthening to better absorb project and related support.
 - Provide secretariat services for the project governance structures including administration of meetings;
 - Assist and contribute to the facilitation of knowledge building and knowledge sharing among the project team;
 - Deputize for the CTA in his/her absence;
 - Perform any other tasks requested by the Chief Technical Advisor.

IV. Impact of Results

The key results have an impact on the overall efficiency, and effectiveness of the project operations as it relates to the use of corporate resources in the following areas:

- Transparency and accountability in project implementation.
- Effective and timely delivery of operational services.
- High performance of the project activities ensuring operational compliance with UND rules, regulations and requirements.
- Efficient and sound financial accountability.
- Effective support to capacity building and training of the EMBs.

• V. Competencies	
Corporate Competencies:	
<ul style="list-style-type: none"> • Demonstrates integrity by modelling the UN’s values and ethical standards • Promotes the vision, mission, and strategic goals of UNDP • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability • Treats all people fairly without favoritism 	
Functional Competencies:	
<ul style="list-style-type: none"> • Leadership: Capacity to supervise a multidisciplinary high-level team and to supervise project activities. • Technical support: Technical knowledge and expertise regarding electoral processes is indispensable. • Planning and management: Demonstrate proven capacity for planning and organizing the work of the Project Management Unit; • Communication: Ability to write clearly and concisely, with excellent oral communication skills • Team work: Ability to establish and maintain good working relations with colleagues in multi-cultural environment. 	
Other Competencies:	
<ul style="list-style-type: none"> • Able to communicate effectively, verbally and in writing with a wide range of people within UNDP, Governments, donors, and UN agencies. • Knowledge of UN/UNDP operations and programmes; familiarity with UNDP programme execution rules and regulations is an asset. • Communicates effectively with staff at all levels of the organization. • Able to handle confidential and politically sensitive issues in a responsible and mature manner. • Applies protocol appropriately. • Excellent computer skills. 	

VI. Recruitment Qualifications	
Education:	University degree in the areas of management, administration, economics or related discipline.
Experience:	<p>Required Skills and Experience</p> <ul style="list-style-type: none"> • Minimum 7 years of relevant and diversified professional experience in programme management and in particular in electoral support programmes. • Extensive practical experience in election operations, planning, management and/or logistics; • Knowledge of UN/UNDP operations and programmes; familiarity with UNDP programme execution rules and regulations is an asset; Sound knowledge of ATLAS UNDP management tool a key requirement; • Experience working in countries which are politically polarized and which require strong experience in electoral work in a highly politically sensitive environment;

	<ul style="list-style-type: none"> • Solid experience in establishing relations and working with national stakeholders at senior level, also donors and other development partners and working with UNDP basket funds; • Able to handle confidential and politically sensitive issues in a responsible and mature manner; • Ability to draft and edit project documents, proposals, correspondence, briefings and speeches in English; • Willingness to travel frequently in Uganda and to work extensive hours and under pressure; • Advanced computer skills are essential.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English is essential.

VII. Signatures- Post Description Certification		
Incumbent (<i>if applicable</i>)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Code Title:	Peace building Specialist
Location:	Kampala (with travel upcountry)
Type of Contract:	International
Category:	Governance
Current Grade:	P3, TA
Language required:	English
Type of Contract:	One year with possibility of extension
Start date:	Mid-April 2020

II. Organizational Context

Uganda will go to the polls between April 2020 and February 2021 to, first, vote for the representatives of special interest groups and, later, for the president, parliament, and several district and local government leaders. The February 2021 general election will be the fourth one since the re-introduction of multiparty democracy in the country in 2005. Uganda approved a Constitutional Amendment in 2005 to restore a multiparty political system and lift restrictions on political parties' activities. Since then, the country has held regular general elections, i.e. every five years. About 19 million Ugandans are registered as voters.

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In line with its commitment to supporting development, democratic governance and peace building as provided for in the key development cooperation instruments signed between UN/UNDP and the Government of Uganda including the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) and also in pursuance of the Sustainable Development Goals (SDGs), the United Nations Development Programme (UNDP) in Uganda developed a two-year integrated electoral support project for implementation between February 2020 and February 2022. The 10,5m USD donor-funded project under the name "Strengthening Electoral Processes in Uganda (SEPU)" will be led by UNDP and implemented in collaboration with other UN agencies including OHCHR, UNWOMEN, and UNESCO.

The proposed project will have four outputs: i) Inclusion and transparency of the electoral process strengthened; ii) Institutional capacity for the Electoral Commission and other Electoral Stakeholders enhanced; iii) Electoral violence Early Warning and rapid response (EWER) supported; and iv) Effective and efficient management, partnership formation, and monitoring and evaluation of the project. The project interventions will target the Electoral Commission as the senior beneficiary and other national electoral actors such as Uganda Police Force, Uganda Human Rights Commission, media, Judiciary and Civil Society Organizations (CSOs).

The Project activities are time-bound in response to the Electoral Roadmap issued by the EC and this makes it imperative for detailed and expeditious planning on the part of the UN and other stakeholders to be responsive and make strong contribution towards the project objectives of strengthening electoral processes in Uganda.

Organizational Context of the Post

Given the need to support effective delivery on the said project results based on an electoral cycle approach (ECA), UNDP wishes to recruit a Peace building Specialist for the election support project.

III. Duties and Responsibilities

The Peace building Specialist will report to the Chief Technical Advisor and will be the lead person to deliver on the results of Output 3 of the project, i.e. dialogue capacities and electoral violence early warning and rapid response system (EWER) strengthened. He/she will foster collaboration within the team and across several project responsible parties and the project beneficiaries to achieve project results under Output 3. Project responsible parties are OHCHR, UN Women and UNESCO while the beneficiary institutions are the EC, Ugandan Police, Judiciary, Media Council of Uganda, Human Rights Council of Uganda and civil society organisations.

The Peace building Specialist will be responsible for:

1. Programme planning, management and coordination;
 2. Support building strategic partnership and alliances;
 3. Analysis, communication and building knowledge.
-
1. Programme planning, management and coordination;
 - Lead on the design, implementation, coordination and reporting on project EWEVER results;
 - Develop and regularly revise the project peace building strategy taking into consideration changes and new challenges on the ground; in developing and revising the peace building strategy the Peace building Specialist will work closely with the UNDP Peace and Security Team and also Peace and Development Advisor attached to UNDP and the RCO;
 - Coordinate the expert assessment of existing EWER capacity and potential triggers of violence;
 - Coordinate and collaborate with project partners and stakeholders to link and harmonize approaches and to promote common interests and achievement of EWER results;
 - In coordination with the PDA, support establishment of automated early warning dashboard for the UNCT to facilitate effective decision making on early responses to potential conflicts;
 - Coordinate and collaborate with partners and stakeholders to link and harmonize approaches and to promote common interests and achievement of results;

- Supervise consultants and ensure the overall effective functioning of the project Component /Output 3.
2. Support building capacities, strategic partnership and alliances;
 - Support efforts to strengthen EWER structures, stability platforms and all electoral stakeholders at all levels (national, district and local especially hotspot areas) for violence identification, reporting and response; provide capacity building and training across all EWER actors and facilities;
 - Develop peace messaging on peaceful elections;
 - Support capacity development of political parties and candidates to sustain peace during elections;
 - Provide coherence and synergy between the activities of various peace building actors in Uganda;
 - Support building strategic partnership and alliances across these institutions including activities supported under the Peace building Fund for the Ugandan 2021 electoral cycle;
 - Coordinate project activities with relevant responsible parties and beneficiary across all national and international stakeholders;
 3. Analysis, communication and building knowledge:
 - Participate in the drafting of briefing and related reports to the Project Steering Committee, UNDP Senior Management and the UN HQ, when necessary;
 - Document lessons learned and best practices in peace building;
 - Ensure visibility of and knowledge about the work of the project and UNDP on peace building in Uganda.

IV. Impact of Results

The key results have an impact on the overall efficiency, and effectiveness of the project operations as it relates to the use of corporate resources in the following areas:

- Transparency and accountability in project implementation.
- Effective and timely delivery of operational services.
- High performance of the project activities ensuring operational compliance with UND rules, regulations and requirements.
- Efficient and sound financial accountability.
- Effective support to capacity building and training of the EMBs.

V. Competencies

- Corporate Competencies:
- Demonstrates integrity by modelling the UN’s values and ethical standards
 - Advocates and promotes the vision, mission, and strategic goals of the UN
 - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
 - Demonstrates and promotes the values of the UN in actions and decisions and acts in accordance with the standard of conduct for international civil servants.
 - Contributes effectively to team-based activities, working collaboratively and sharing information openly; works effectively with colleagues inside the UN as well as its partners and other stakeholders to pursue common goals.
 - Facilitates and encourages open communication in the team, communicating effectively
 - Remains calm, composed and patient when facing conflict, manages conflict productively, focusing on mutually acceptable solutions.

- Takes initiative and seeks opportunities to initiate action.
- Actively produces and disseminates new knowledge; creates/contributes to mechanisms to collect and share knowledge.
- Actively seeks learning opportunities; demonstrates commitment to ongoing professional development.
- Proposes innovative ideas and new solutions to work.

Functional Competencies:

- Good understanding of PBC/PBF/PBSO strategic priorities, especially from field-based perspective
- Good understanding of PBF's substantive areas of focus, with a solid knowledge and understanding in at least one of these areas: country programming, crisis/post-crisis transition planning and coordination,
- Demonstrated ability to create and build networks, partnerships and alliances
- Strong writing skills
- Ability to speak and write clearly and convincingly, adapting style and content to different audiences
- Proven ability to advise and develop strategic and operational solutions with clients; anticipates constraints in the delivery of services and identifies solutions
- Proven effectiveness in disseminating and promoting use of sound methodologies and tools to assist organizational units in carrying out results-based monitoring and evaluation
- Anticipates and understands internal and external issues and opportunities that may impact on the organization
- Demonstrated ability to provide change advice and develop strategies to enable staff/office to deal with change effectively
- Demonstrated ability to identify needs and develop strategies for capacity-building, especially at field-based level
- Ability to contribute effectively in team-based setting, especially in the area of knowledge-sharing and learning; leverage the different experiences and expertise of team members to achieve better outcomes
- Keeps abreast of new developments in areas of focus

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Advance university degree in the areas of political science, international relations, development, law or related discipline.
Experience:	<ul style="list-style-type: none"> • At least 5 years of relevant professional experience with the UN, national government or NGOs, with proven track record in programme management, including experience in handling complex electoral organizational issues; • Experience in post-conflict situations and/or peace building operations required; • Proven ability to build and sustain strategic relations with relevant actors and networking;

	<ul style="list-style-type: none"> • Experience in concept management, such as researching and development policies analysis, participative approaches and alliances; • Familiarity with UN peace building architecture a plus; • Experience working in countries which are politically polarized and which require strong experience in electoral work in a highly politically sensitive environment; • Solid experience in establishing relations and working with national stakeholders at senior level, also donors and other development partners and working with UNDP basket funds; • Able to handle confidential and politically sensitive issues in a responsible and mature manner; • Ability to draft and edit project documents, proposals, correspondence, briefings and speeches in English; • Willingness to travel frequently in Uganda and to work extensive hours and under pressure; • Advanced computer skills are essential.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English is essential.

VII. Signatures- Post Description Certification		
Incumbent (<i>if applicable</i>)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Code Title: Project Associate
 Location: Kampala (with travel upcountry)
 Type of Contract: Service Contract
 Category: Governance
 Current Grade: SB3
 Language required: English
 Type of Contract: One year with possibility of extension
 Start date: Mid-April 2020

II. Organizational Context

Uganda will go to the polls between April 2020 and February 2021 to, first, vote for the representatives of special interest groups and, later, for the president, parliament, and several district and local government leaders. The February 2021 general election will be the fourth one since the re-introduction of multiparty democracy in the country in 2005. Uganda approved a Constitutional Amendment in 2005 to restore a multiparty political system and lift restrictions on political parties' activities. Since then, the country has held regular general elections, i.e. every five years. About 19 million Ugandans are registered as voters.

In 2018, the Electoral Commission of Uganda (EC) unveiled a strategic plan and an electoral roadmap for 2020/21 both of which commit the EC to promoting free, fair and transparent elections in 2020 and 2021 and mainstreaming stakeholder engagement and voter education. The EC also committed itself to addressing the recommendations of various election observer missions, both international and domestic, following the 2016 elections. Some of the milestones of the EC road map are: the publication of the list of 2020/21 polling stations; update of the national voter register; commencement of district consultations by presidential aspirants; national consultations by Parliament on electoral reform; and the national voter register display.

In line with its commitment to supporting development, democratic governance and peace building as provided for in the key development cooperation instruments signed between UN/UNDP and the Government of Uganda including the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) and also in pursuance of the Sustainable Development Goals (SDGs), the United Nations Development Programme (UNDP) in Uganda developed a two-year integrated electoral support project for implementation between February 2020 and February 2022. The 10,5m USD donor-funded project under the name "Strengthening Electoral Processes in Uganda (SEPU)" will be led by UNDP and implemented in collaboration with other UN agencies including OHCHR, UNWOMEN, and UNESCO.

The proposed project will have four outputs: i) Inclusion and transparency of the electoral process strengthened; ii) Institutional capacity for the Electoral Commission and other Electoral Stakeholders enhanced; iii) Electoral violence Early Warning and rapid response (EWER) supported; and iv) Effective and efficient management, partnership formation, and monitoring and evaluation of the project. The project

interventions will target the Electoral Commission as the senior beneficiary and other national electoral actors such as Uganda Police Force, Uganda Human Rights Commission, media, Judiciary and Civil Society Organizations (CSOs).

The Project activities are time-bound in response to the Electoral Roadmap issued by the EC and this makes it imperative for detailed and expeditious planning on the part of the UN and other stakeholders to be responsive and make strong contribution towards the project objectives of strengthening electoral processes in Uganda.

Organizational Context of the Post

Given the need to support effective delivery on the said project results based on an electoral cycle approach (ECA), UNDP wishes to recruit a Project Associate for the election support project. Under the overall guidance and supervision of the Chief Technical Advisor and reporting to the Operations Manager, the Project Associate will render administrative and operational support to help the project achieve its results.

III. Duties and Responsibilities

Summary of duties and responsibilities:

Summary of key functions:

- Project Implementation Support;
- Administrative and Finance Support;
- Human Resource Management Support;
- Advocacy and Information Management;
- Support to strategic partnership development and donor relations.

1. Project Implementation Support:

- Support preparations for project inception, finalization of project annual work plans, budgets, proposals on implementation arrangements in line with the UNDP Results Management Userguide (RMG) requirements and guidelines;
- Support the project team in the planning of project activities, including assisting the Operations Manager in developing and monitoring follow-up on project workplans;
- Support the project team as required in the implementation of project activities;
- Support the project team in drafting the periodical narrative and financial report;
- Participate in project/ programme component activities (meetings, round tables, conferences, other public activities); preparation, implementation and follow up, take meeting minutes etc;
- Support the project team in conducting / facilitating workshops, trainings, seminars, meetings, etc;
- Responsible for coordination with various sections of UNDP Country Office for follow up on project related approvals and issues including procurements, payments, recruitments, logistics, etc.;
- Maintaining portfolio and project information calendar: upcoming evaluations, supervision missions, etc.

2. Administrative and Finance Support:

- Organize procurement processes for the project including the preparation of procurement plans for the office and its implementation monitoring; preparation, and receipt of quotations, bids or proposals;

- Assist in procurement and purchase of basic office supplies, stationery, etc, maintain stock, keep inventory record and update them on timely basis;
- Assist in follow up with UNDP Country Office procurement section in conduct of procurement of goods, works and services as required by the project;
- Assist in processing all financial payments and follow up on timely basis;
- Assists in preparation of financial reports and documents as required;
- Develop and maintain off-line budget for the project to ensure accurate reflection of project expenditures and budget balance;
- Organize travel including purchase of tickets, and conference facilities arrangements;
- Backstop the Operations Manager in supervising the project drivers /vehicles and monitoring their work schedule;
- Help ensure full compliance of administration process with UNDP rules, regulations and procedures;
- Ensure arrangement of logistics for the trainings, workshops and seminars such as projectors, whiteboards, stationery and other requisites to deliver the programmes;
- Assist in activities related to filing system for the office and help in keeping it up dated;
- Assist the project team in asset management and all other administrative tasks;
- Monitors project delivery, provides monthly Atlas project progress reports and ensures preparation of progress reports;
- Support update all project Atlas information, including Risk Management Module and issues log;
- Support project audits and evaluations, including provision of evaluation guidance to project team, follow-up reminders;
- Support to project team in preparing project ASLs and liaison with HQ to ensure ASLs are approved in a timely manner;
- support to project team in preparing project budget revisions, review of budget revisions
- Support to operational and financial closure of projects, including appropriate reporting;
- Facilitate and provide full support to programme / project monitoring, evaluation and audit missions, as well as missions of experts;
- Keep updated programme/ project inventory and assure that UNDP regulations on the equipment use, storage and proper maintenance are adhered. Assure that the programme component/ project equipment transfer/disposal is being done in accordance with UNDP rules

3. Human Resource Management Support:

- Assist in preparation and maintenance of personnel records filing system;
- Prepare, maintain and monitor all personnel attendance, leave records and files;
- Maintain and monitor Human Resources related issues for national and international staff (contracts, evaluation, leaves records, etc);
- Assist in preparation of job description, TORs and vacancy announcements;
- Undertake all administrative work in the recruitment of project personnel and schedule all steps in the process;
- Ensures that check-in procedures for new arrivals are in place such as briefings for coaches, international staff, experts and consultants on all aspects of allowance, salary advance, travel claims and other financial matters;
- Coordinate with UNDP HR and Procurement unit on issue of contracts and HR matters.

4. Advocacy and Information Management:

- Support the project team in development and implementation of the advocacy plan;
- Develop and update contact lists of the Government partners, donors, media, and other actors involved in the area of capacity development; keep (original) donor and partner-related documentation of the project (e.g. correspondence, donor reports);
- In close collaboration with the project team develop and maintain efficient information management system for the project.

5. Support to strategic partnership development and donor relations:

- Support project networking and partnership development as required with the aim to enhance coordination and cooperation among key parties concerned, in particular those stakeholders involved in capacity development work;
- Provide both internal and external clients (including project partners and beneficiaries) with timely and adequate support/ information on programme and project activities; maintain the database of all stakeholders and partners;
- Any other tasks and responsibilities assigned by the Operations Manager as required for implementation of the project.

IV. Impact of Results

The key results have an impact on the overall efficiency, and effectiveness of the project operations as it relates to the use of corporate resources in the following areas:

- Transparency and accountability in project implementation.
- Effective and timely delivery of operational services.
- High performance of the project activities ensuring operational compliance with UND rules, regulations and requirements.
- Efficient and sound financial accountability.
- Effective support to capacity building and training of the EMBs.

V. Competencies

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values and government counterpart;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional competencies:

Knowledge Management and Learning

- Shares knowledge and experience; actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Knowledge of institutional building and governance (public administration) an asset;
- Ability to perform a broad range of project support functions including formulating budgets, maintaining, reporting and recruitment;

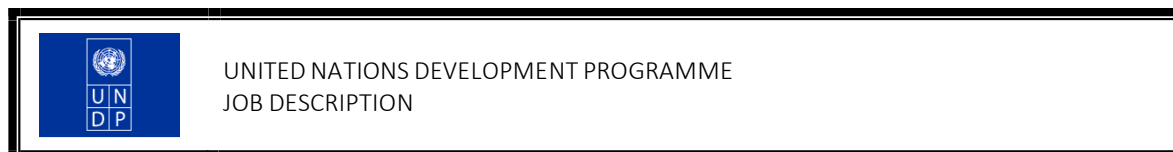
- Sound knowledge of financial rules and regulations, and procurement and human resource procedures;
 - Strong IT skills.
- Leadership and Self-Management
- Focuses on result for the client and responds positively to feedback;
 - Consistently approaches work with energy and a positive, constructive attitude;
 - Demonstrates openness to change and ability to manage complexity.

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Bachelor Degree in Accounting/Business/Economics/Social Science. Or High School graduate with specialized training in above field. • .
Experience:	<ul style="list-style-type: none"> • Relevant combination of professional training, certification would be an advantage. • With Bachelor degree 1 year and with high school certificate 3 years of progressively responsible in project support, finance and administration; • Solid experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems; • Previous experience working with UNDP, other UN agencies, international organizations, or NGOs would be an asset; • Correspondence, briefings and speeches in English; • Willingness to travel frequently in Uganda and to work extensive hours and under pressure;
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English is essential.

VII. Signatures- Post Description Certification		
Incumbent (<i>if applicable</i>)		
Name _____	Signature _____	Date _____
Supervisor		
Name / Title _____	Signature _____	Date _____

Chief Division/Section		
Name / Title	Signature	Date

ANNEX 6.6 PROJECT DRIVER/ADMIN ASSISTANT TOR



I. Position Information	
Job Code Title:	Project Driver/Administrative Assistant
Location:	Kampala (with travel upcountry)
Type of Contract:	Service Contract
Category:	Governance
Current Grade:	SB2
Language required:	English
Type of Contract:	One year with possibility of extension
Start date:	Mid-April2020

II. Organizational Context
<p>Uganda will go to the polls between April 2020 and February 2021 to, first, vote for the representatives of special interest groups and, later, for the president, parliament, and several district and local government leaders. The February 2021 general election will be the fourth one since the re-introduction of multiparty democracy in the country in 2005. Uganda approved a Constitutional Amendment in 2005 to restore a multiparty political system and lift restrictions on political parties' activities. Since then, the country has held regular general election, i.e. every five years. About 19 million Ugandans are registered as voters.</p> <p>In 2018, the Electoral Commission of Uganda (EC) unveiled a strategic plan and an electoral roadmap for 2020/21 both of which commit the EC to promoting free, fair and transparent elections in 2020 and 2021 and mainstreaming stakeholder engagement and voter education. The EC also committed itself to addressing the recommendations of various election observer missions, both international and domestic, following the 2016 elections. Some of the milestones of the EC road map are: the publication of the list of 2020/21 polling stations; update of the national voter register; commencement of district consultations by presidential aspirants; national consultations by Parliament on electoral reform; and the national voter register display.</p> <p>In line with its commitment to supporting development, democratic governance and peace building as provided for in the key development cooperation instruments signed between UN/UNDP and the Government of Uganda including the United Nations Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) and also in pursuance of the Sustainable Development Goals (SDGs),</p>

the United Nations Development Programme (UNDP) in Uganda developed a two-year integrated electoral support project for implementation between February 2020 and February 2022. The 10,5m USD donor-funded project under the name “ Strengthening *Electoral Processes in Uganda (SEPU)*” will be led by UNDP and implemented in collaboration with other UN agencies including OHCHR, UNWOMEN, and UNESCO.

The proposed project will have four outputs: i) Inclusion and transparency of the electoral process strengthened; ii) Institutional capacity for the Electoral Commission and other Electoral Stakeholders enhanced; iii) Electoral violence Early Warning and rapid response (EWER) supported; and iv) Effective and efficient management, partnership formation, and monitoring and evaluation of the project. The project interventions will target the Electoral Commission as the senior beneficiary and other national electoral actors such as Uganda Police Force, Uganda Human Rights Commission, media, Judiciary and Civil Society Organizations (CSOs).

The Project activities are time-bound in response to the Electoral Roadmap issued by the EC and this makes it imperative for detailed and expeditious planning on the part of the UN and other stakeholders to be responsive and make strong contribution towards the project objectives of strengthening electoral processes in Uganda.

Organizational Context of the Post

Given the need to support effective delivery on the said project results based on an electoral cycle approach (ECA), UNDP wishes to recruit a Project Associate for the election support project. Under the overall guidance and supervision of the Chief Technical Advisor and reporting to the Operations Manager, the Driver/Administrative Assistant (henceforth D/AA) will provide administrative support and provide reliable and safe driving services to the project team, ensuring high quality of work, ensures accurate, timely and properly recorded/documented service delivery.

III. Duties and Responsibilities

Summary of duties and responsibilities:

Summary of key functions:

- Provision of administrative and logistical support
- Provision of reliable and secure driving services

1. Provision of administrative and logistical support

- Performs a variety of administrative duties: e.g. meetings organization, conference room reservation, video-conference and other related administrative issues with regards to project activities, including preparing and/or processing administrative requests/documents (e.g. travel authorization, etc.).
- Contributes to the effective functioning of the project;
- Welcomes visitors to the project;
- Maintains files (both paper and electronic); filing: mission, monthly reports and databases for the project team;

- Takes the lead in the delivery and collection of mail, documents and other items for the project; packaging and packing of material received for dispatch; labelling, inserting material in envelopes and tracking outgoing mail;
- Operates photocopying and duplicating machines, binding, and filing;
- Collects invoices from vendors and contacts vendors for any information and documentation to be
- Oversees regular maintenance and repair of office equipment and also the fire extinguisher and smoke detector systems;
- Assists in physical verification of assets;
- Supports in archiving of documents and items;

2. Provision of reliable and secure driving services

- Driving office vehicles for the transport of authorized personnel and meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required;
- Ensure accurate maintenance of daily vehicle logs, fuel receipts, monthly vehicle check, provision of inputs to preparation of the vehicle maintenance plans and reports;
- Ensure timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, all maintenance-related issues, etc.;
- Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.
- Supports local shopping /purchases including ordering and pickup of office supply.
- Performs other duties as assigned.

IV. Impact of Results

The key results have an impact on the overall efficiency, and effectiveness of the project operations as it relates to the use of corporate resources in the following areas:

- Transparency and accountability in project implementation.
- Effective and timely delivery of operational services.
- High performance of the project activities ensuring operational compliance with UND rules, regulations and requirements.
- Efficient and sound financial accountability.
- Effective support to capacity building and training of the EMBs.

V. Competencies

Corporate Competencies:

- Demonstrates commitment to UNDP’s mission, vision and values and government counterpart;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional competencies:

Knowledge Management and Learning

- Shares knowledge and experience; actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Knowledge of institutional building and governance (public administration) an asset;

- Ability to perform a broad range of project support functions including formulating budgets, maintaining, reporting and recruitment;
- Sound knowledge of financial rules and regulations, and procurement and human resource procedures;
- Strong IT skills.

Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexity.

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • High School Certificate. • Valid driving license.
Experience:	<ul style="list-style-type: none"> • Minimum of 4 years of relevant administrative experience with a minimum of one-year safe driving experience/record. • Previous experience working with UNDP, other UN agencies, international organizations, Government or NGOs would be an asset; • Solid experience in the usage of computers and office software packages (MS Word, Excel, etc.) is essential.
Language Requirements:	<ul style="list-style-type: none"> • Good command of written and verbal English is a key requirement.

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date