United Nations Development Programme

Country: Egypt

Project Title: Strengthening of the democratic process in Egypt

UNDAF Outcome(s): Outcome 5: By 2011, democratic institutions and practices are firmly established and a culture of human rights through active citizenship is prevalent

Expected CP Outcome(s): Outcome (9) Democratic institutions and practices are strengthened and a culture of human rights through active citizenship is promoted

Expected Project Output(s): Enhanced national capacity to conduct credible elections

Executing Agency: UNDP

Brief Description

Elections give people a voice in the democratic process. In Egypt, the electoral process is an essential step in the transition period to consolidate the path to democracy. Within this context, the credibility of the forthcoming elections in 2011 as well as the following electoral events in 2012 is of the utmost importance to ensure that the results will accurately reflect the will of the Egyptian people. The purpose of this project is to support national efforts to enhance the credibility and sustainability of electoral institutions and processes, with a particular emphasis on capacity development and women's empowerment. The project is expected to a) strengthen public outreach and voter information on the parliamentary elections; b) strengthen technical and operational capacity of national electoral authorities; c) incorporate lessons learned and best practices of the 2011 elections in the subsequent elections processes; and d) increase access of women and rural dwellers to their citizenship rights in the 2011 and future elections.

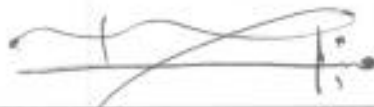|	
Programme Period: 2007 - 2012 Key Result Area: Democratic Governance Atlas Award ID: 00062430 Start date: November 2011 End Date: December 2013 PAC Meeting Date: 10 October 2011 Management Arrangements: DEX	Total resources required: USD 18,362,500 UNDP allocated resources: USD 300,000

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SIGNATURE PAGE

Agreed by:

Moiz

13 Nov 2011

Date: _____

Counsellor Abdelmoez Ahmed Ibrahim
Head of the High Election Judicial Committee

Date: 14 Nov 2011

H.E. Ambassador Omar Abou Eish
Deputy Assistant Foreign Minister
for International Cooperation for Development
Ministry of Foreign Affairs

Date: 13 NOV 2011

Mr. Mounir Tabet,
Country Director, UNDP, Cairo

I. ACRONYMS

AWP	Annual Work Plan
CP	Country Programme
CPAP	Country Programme Action Plan
DEX	Direct Execution
GMS	General Management Support
GoE	Government of Egypt
HEC	High Elections Commission
HR	Human Resources
ICT	Information Communication Technology
IDEA	International Institute for Democracy and Electoral Assistance
IFES	International Foundation for Electoral Systems
ISS	Implementation Support Services
MoFA	Ministry of Foreign Affairs
MoI	Ministry of Interior
MoPIC	Ministry of Planning and International Cooperation
MoU	Memorandum of Understanding
OCV	Out-of Country Voting
PMU	Project Management Unit
QPR	Quarterly Progress Reports
QWP	Quarterly Work plan
RRF	Results and Resources Framework
SCAF	Supreme Council of Armed Forces
SBAA	Standard Basic Assistance Agreement
SIS	State Information Services
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

II. SITUATION BACKGROUND

1. Following the stepping down of President Mubarak on February 11, 2011, power was transferred to the Supreme Council of the Armed Forces (SCAF), the constitution was suspended and the upper and lower houses of Parliament were dissolved. The SCAF announced its intention to hold a referendum on amendments to the constitution, followed by parliamentary and presidential elections in order to return the country to civilian rule by December 2011. Amendments to the constitution were drafted by the Constitutional Drafting Committee, a SCAF appointed committee of eight constitutional and legal experts. Despite time constraints, the referendum was held on 19 March 2011 and was approved by 77% of the voters, with one of the highest voter turnouts in Egypt's history. The amendments dealt, among others, with the formation of political parties and the elections (both parliamentary and presidential). On 30 March, the SCAF issued a "Constitutional Declaration" comprising 63 articles that were approved on 19 March. The electoral calendar was announced with the parliamentary elections planned for the second half of November 2011 and the presidential elections in 2012.

2. In this context, the credibility of the forthcoming elections is of the utmost importance; the Egyptian people need to feel that the future elections will be better than in previous years and that the results will effectively and accurately reflect their political will. While perfect elections do not exist anywhere, elections that are credible and that result in bodies that are representative of the people's will (and are perceived as being so) are an essential part of the transition process.

3. There is considerable electoral operational capacity in Egypt. Physical and technological infrastructure (including ICT) is strong and specialized human resources are available in many areas. The decision by the SCAF in terms of reinstating and enhancing the supervisory role of the judiciary, is a reasonable one as it enhances credibility, as the judges are extremely well regarded and trusted. The decision to use national ID cards for polling is also wise, as it both deals with the problems of the old electoral register and enhances voter turnout. Most importantly, there is a high level of popular enthusiasm and interest in the electoral process.

4. The March referendum saw major gains in terms of credibility: the process was widely accepted by Egyptian society as positive, a much improved electoral exercise from what the country had previously experienced. The legitimacy of the results was not questioned, and was seen as appropriately reflecting the political will of the Egyptian electorate. Above all, the broad and unprecedented voter turnout was highlighted, in stark contrast to previous elections.

5. According to statistics of the Ministry of Interior (MoI) there are almost 50,000,000 Egyptian citizens that are holders of ID cards and almost 2,500,000 that are eligible for but not holders of ID cards and these are primarily rural dwellers and poor women. Studies conducted by UN WOMEN on the political participation of women indicate that the percentage of women without ID cards reached 80% in some villages in rural Egypt. Approximately 3% had an electoral card and participated in the elections under the previous regime.

6. Additionally, an important element contributing to the credibility of an election is the public's level of awareness and understanding of the process. This calls for attention to the areas of public information and voter education. Such efforts need to be tailored to the specific needs of individuals and groups that have been not active in the prior elections.

III. PROJECT STRATEGY

7. The main objective of UNDP's "Strengthening of the democratic process" project in Egypt is to support national capacity building efforts to strengthen the efficiency and transparency of the electoral institutions and processes with a view to enhance credibility and acceptance of the election results. This broad objective is in line with UNDP Strategic Plan 2008-2011 as endorsed by the member states of UNDP's Executive Board in 2007; the Egypt UN Development Assistance Framework (UNDAF)[1]; UNDP Country Programme Action Plan (CPAP) and responds well to the emerging needs of the transition to democracy.

8. The political transformation that was initiated on 25 January 2011 will continue beyond the elections, through the consolidation of new democratic structures and processes as well as designing possible new electoral institutions and practices. Consecutively, the project activities will focus on capacity building of national electoral stakeholders and public information and voter education activities.

9. There are two major target groups:

    (i)   the electoral authorities. The High Elections Commission (HEC) is the highest electoral authority in charge of the parliamentary elections. There are other government agencies involved in support to the HEC, such as the MoI and the State Information Services (SIS);

    (ii) civil society and other stakeholders (women, youth, rural dwellers, media etc).

10. The following are the expected Activity Results and the related activities:

11. **Activity Result 1:** Public outreach and voter information about the Parliamentary elections is strengthened.

    An important element in increasing credibility of elections is the provision of information on the various aspects and procedures of the electoral process to the voters. Public understanding and knowledge about the elections is a fundamental element in building confidence and credibility; it also enhances participation that is both quantitative and qualitative in nature.

    a. *Support the SIS/HEC in the implementation of the HEC's public outreach campaign*
        The outreach campaign will focus on the identification of the target audience, development of gender-sensitive public information and voter education plans, dissemination of materials developed by SIS and approved by HEC, implementation of their media strategy, etc. The project will support the use of both the traditional media (radio, television and printed media) as well as the new social media. In addition, a voter education will target eligible voters, specific electoral events as well as the general electoral process.

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[1] A final draft of the UNDAF covering the period 2012-2016, was formally submitted to the Ministry of International Cooperation (MoIC) on late January 2011, just prior to the events that began on 25 January, with signature planned for February. With the agreement of the MoIC, formal approval of both the UNDAF as well as a number of agency programmes, including the UNDP Country Programme Action Plan (CPAP), have been postponed to incorporate new opportunities for engagement with the interim government and civil society in support of Egypt's democratic transition. Nevertheless, there is broad recognition that the Situation Analysis and programmatic areas defined in the UNDAF remain relevant and should form the basis for any further analytical and programmatic work.

b.   *Support the SIS/HEC in the dissemination of nationally devised gender-sensitive voter information products*

Public information refers to basic information enabling eligible citizens to vote, including the date, time, and place of voting; the type of election; identification-necessary to establish eligibility; eligibility requirements; and mechanisms for voting. These constitute basic facts about the election and do not require the explanation of concepts. Activities will include the production of information material by the electoral authorities (such as printed and multi-media materials) as well as the use of media. The use of media is particularly important for a public information campaign. Generally, traditional media (television, radio and printed media) is used to convey advertizing and informational messages to large audiences. These media are primarily one-way communications, but changing technology ("new media") is improving the ability to engage in two-way communication, where audience response has an impact on succeeding messages. It is best practice to use a variety of media, adapting to differentiated target groups and reinforcing links between one and the others.

c.   *Support SIS/HEC in their production and wide dissemination of gender-sensitive civic and voter education programs for broadcast, TV and print*

Voter education activities are civic education activities related to elections generally or to a specific electoral process. It addresses voters' motivation and preparedness to participate fully in elections. Voter education is designed to ensure that voters are ready, willing, and able to participate in electoral politics. This involves election literacy, educational campaign and confidence that the electoral process is appropriate and effective. The project will also support Egyptian authorities in their efforts to organize orientation and awareness sessions across the country targeting representatives of CSOs with the aim of strengthening civil society engagement in the electoral process.

d.   *Support SIS/HEC in the implementation of their media relations strategy*

The nationally designed media strategy will cover aspects such as: identifying the relevant media and their coverage; being proactive and transparent in releasing information to the media; ensuring that the information given to the media is clear and easily understandable; developing a timetable for providing information so that the media have a steady, accurate flow of information on the Commission's activities; designating a spokesperson for the media and one point of administrative contact within the Commission for the media; setting up a Media Centre to deal with media issues such as media conferences and releases, media tours of electoral activities, a media room, and monitoring media coverage of the SIS/HEC's activities, etc.

12.   **Activity Result 2:** Technical and operational capacity of national electoral authorities is upgraded.

a.   *Exposure to Comparative Experiences*

The project will facilitate experience sharing and networking of Egyptian authorities with electoral authorities in other countries. This will be achieved through organizing study tours and presence on international conferences on electoral issues and organization of workshops to exchange experiences (i.e. Tunisia). UNDP has already facilitated participation of Egyptian officials in workshops and conferences in Barcelona and Bucharest that were attended by senior officials of the HEC, Elections Administration Department in the MoI, etc. Following the completion of the parliamentary elections in November 2011, the project will continue to support the national authorities in view of the future electoral events. The project may provide advisory services in response to eventual requests from the Government.

b.   *Orientation for Electoral Stakeholders on Electoral Procedures*

Orientation sessions for electoral authorities are crucial, since they help ensure consistency in the application of the procedures and contribute to a professional performance. The main objective is to support the briefing of 312,000 poll workers (civil servants) on the agreed procedures of polling, counting and the announcement of results. The briefings will be procedural in nature and will help ensure that polling and counting takes place in accordance with the laws and the regulations in place. Given the very short electoral timeline, the briefing sessions for judges and polling staff will be organized by the HEC, and will constitute an important opportunity to ensure that all election staff understand and apply the polling and counting procedures in a consistent and professional manner throughout the country. To facilitate the orientation and information sessions, the project will support the development by SIS of a simulation video on polling and counting for elections 2011 (30 min). The development time for the video is minimum 15 days to produce from conceptualization to finished product. The script and scenes will be approved by HEC as the final edit before reproduction. Orientation sessions will be organized by the HEC for the resource persons according to the training methodology approved by HEC. To the extent that resources are available, the project will also cover transport costs of poll workers to attend the trainings.

c. *Procurement of Electoral Materials, Equipment and Services*
While there is limited time before the parliamentary elections take place, and depending of resources mobilized, the project will support the local printing of ballot papers, procurement of electoral equipment and services (i.e. operation room, archiving) in accordance to the UNDP procurement rules and regulations.

13. __Activity result 3__: **Subsequent elections processes will benefit from additional support based on lessons learned of the 2011 elections.**

Looking at the longer term, the parliamentary elections cannot be considered as the end of Egypt's transition process, but rather as a first, critical step along the road. Hence, it becomes crucial that the progress achieved upon completion of the parliamentary elections, is adequately supported, sustained and further consolidated in subsequent electoral cycles.

e. *Lessons learned and best practices*
The project will document in a continuous manner the undertaken elections process, extract lessons learned and best practices that can be incorporated into future elections and propose priority measures to be undertaken to ensure the long-term viability and sustainability of the democratic process in Egypt.

f. *Support to Civic Education efforts carried out by national authorities.*
Given the new electoral framework in Egypt and the modification to the electoral system, including the form and basis of representation, structure and functions of electoral authorities, there is a need to support civic education efforts. This could be achieved through the production and wide dissemination of civic education products as well as promoting public discussion of electoral issues. Because of its didactic nature, civic education pertains to relatively more complex types of information about voting and the electoral process and is concerned with concepts such as the link between basic human rights and voting rights; the role, responsibilities and rights of voters; the relationship between elections and democracy and the conditions necessary for democratic elections; secrecy of the ballot; why each vote is important and its impact on public accountability; and how votes translate into seats. Therefore the project will support the continued efforts carried out by national authorities for enhanced Civic Education.

14. **Activity Result 4**: Access of women and rural dwellers to their citizenship rights in the 2011 and future elections is increased.

Promotion of women's participation in the elections and their role in the overall transition process are key components of the project, both through gender mainstreaming and targeted interventions by relevant national authorities. As mentioned in Activity Result 1, public information and voter education efforts will be gender-sensitive; some of the outreach activities and materials will be especially designed to target women and seek to enhance woman's political participation as voters in the elections.

Support to the issuance of 2,000,000 ID cards for rural dwellers and women over a period of three years. An important element in the success of a transition, and of a transitional election, is the inclusiveness of the process and the degree of participation. While voter enthusiasm and administrative measures have increased the expected voter turnout, there are still significant parts of the population that have traditionally not participated in the political and electoral life. UNDP will partner with UN WOMEN-led "Citizenship Initiative" carried out with national authorities to enhance women political participation as well as the political participation of rural dwellers and the disabled by facilitating the issuance of 2,000,000 national ID cards over three years. This component will be part of a UN WOMEN/UNDP Joint Programme that will run in parallel with this project. Funds mobilized for this component will be spent in line with the Joint Programme, but will be spent according to UNDP procurement rules and regulations. In addition, the project will support the design and production of Public Service Announcements (PSA) on the importance of the ID Cards. The registration will enable women in the short run to access polls, vote and seek membership in political parties, as well as in the long run, access government services including medical care in a public hospital, processing for a property title or deed, literacy programs, banking services and working positions.
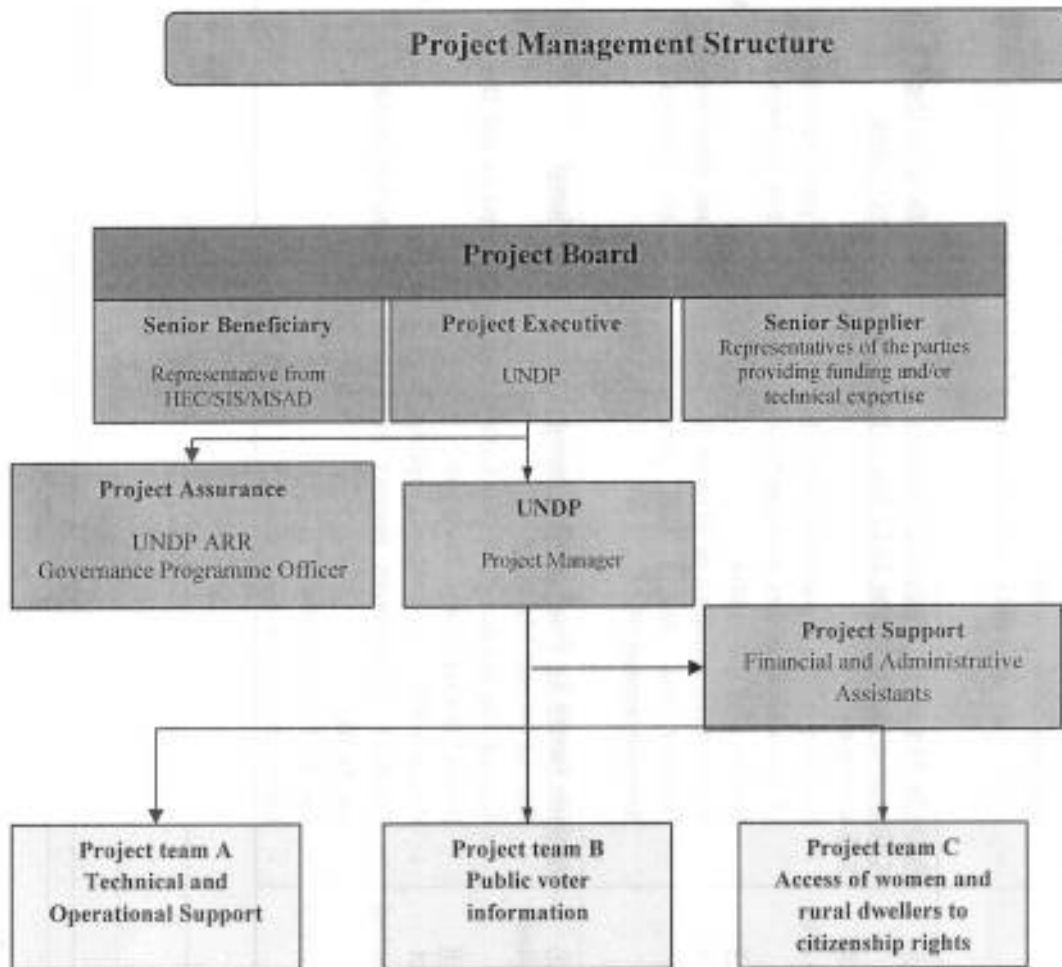
IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results Action Plan (CPAP) and Resource Framework (CPAP):
ome (9) Democratic institutions and practices are strengthened and a culture of human rights through active citizenship is promoted

Outcome indicators as stated in the Country Programme Action Plan (CPAP) Results and Resources Framework, including baseline and targets:
1. # of pro-improvement and updating changes in laws made by government based on parliamentary debates; 2. # of public hearings related to laws. 3. Coordinated anti-corruption strategy adopted by all anti-corruption bodies; 4. Strengthened knowledge management and policy dialogue within parliament; 5. Integrated national plan of action on childhood and motherhood is available.

Applicable Strategic Plan Focus Area: Democratic Governance

Partnership Strategy: The project will partner with the High Elections Commission, MOFA, MSAD, IDSC, MoI, The State Information Services (SIS), UN WOMEN.

Project title: Support to the elections; **ATLAS Award ID:** 00062430

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	PONSIBLE PARTIES	INPUTS
Output Enhanced national capacity to conduct credible elections **Baseline:** - Lack of training on electoral procedures for judges or poll workers under the new laws - Lack of training manuals on electoral procedures under the new laws. - Weak public information and knowledge strategy	By the end of Year I: - Voter information strategy developed - Media strategy developed. - Voter information materials disseminated through traditional and new media By the end of Year II: - Voter information materials disseminated	**Activity Result 1: Public outreach and voter information about the Parliamentary elections is strengthened** *Sub-activity 1: Support the SIS/HEC in the implementation of its public outreach campaign* - Support the SIS/HEC to develop public outreach and voter information strategy targeting eligible voters, specific electoral events as well as the general electoral process. - Support the SIS/HEC develop a strategy to use both traditional media (radio, television and printed media) as well as the new social media - Support the SIS/HEC in the production and wide dissemination of gender sensitive voter information products *Sub-activity 3: Support the SIS/HEC in the implementation of its media management strategy* - Support the SIS/HEC to develop and implement a media management strategy	HEC SIS UN / WOMEN UNDP	Consultants, contractual services, travel costs, supplies, equipment, Audiovisual materials US$ 1,715,000

Indicators	Targets	Activities	Responsible parties	Inputs

- Limited voter awareness of election procedures, roles of the different actors
 	
Indicators:
- Website of SIS/HEC
- Radio and TV spots aired
- Number of study tours organised
- Number of quick reference modules for judges developed
- Number of training packages for polling staff printed
- Number of judges participating in information sessions
- Number of poll workers trained
- Number of public information and voter education materials developed and distributed
- Level of knowledge by other stakeholders for their elections-related role
- Increased number of women participating in the elections
	By the end of Year I:
	- at least 3 study tours to international electoral events and/or EMB have been organized ;
	- training guides
	- polling journals and quick references developed
	- media representatives using the media centre
	- Introduction of new election materials/ equipment in the Parliamentary elections
	
	By the end of Year II:
	- at least 3 study tours to international electoral events and/or EMB have been organized;
	- judges briefed based on materials
	- polling staff trained based on materials developed
		Activity Result 2: Technical and operational capacity of national electoral authorities is upgraded
		Sub-Activity 1: Facilitate exposure to comparative experiences
		- Organize study tours to electoral events and to countries with comparative experiences (i.e. Tunisia)
		- Facilitate participation in regional and international workshops and conferences on elections
		- Identify and mobilize national and international advisory service
		Sub-activity 2: Support the development of a training Plan for Electoral Stakeholders on Electoral Procedures
		- Support SIS/HEC/MOLD in the development of a training plan for supervisors and poll workers
		Sub-activity 3: Support the SIS/HEC/MOLD to develop and produce training materials
		- Support the development of training materials, tools and references such as:
		  a. Guide for Presiding Officers (Judges)[2]
		  b. Polling journal for judges (with logbook, complaints, records and forms all in a booklet), Quick Reference Sheet for polling staff
		  c. Simulation Video
		Sub-activity 4: Support the use of higher standards of election materials and equipment
		- Support SIS/HEC/MOI in the procurement of electoral material such as polling booths or printing of ballot papers
		- Support the HEC in the archiving of the ballots.
			HEC
			
			MSAD
			
			MOI
			
			MOLD
			
			SIS
			
			UN WOMEN
			
			UNDP
				Consultants, Electoral material, supplies, travel costs, transportation costs for poll workers, TOT, study tours, etc
				
				US$ 13,290,000

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[2] The guide (or manual), should be clear, user-friendly, and include illustrations/photos, reflecting the layout of the polling station, the flow of voters, the functions of the polling and counting staff, the polling and counting steps and forms and the material packing procedures

Targets	Activities	Responsible parties	Budget
By the end of Year II - Document lessons learned - Civic education materials produced and disseminated	**Activity Result 3: Subsequent elections processes will benefit from additional support based on lessons learned of the 2011 elections** *Sub-activity 1: Support to key stakeholders in the consolidation of the electoral framework* - extract and document lessons learned and best practices that can be incorporated into future elections *Sub-activity 2: Support to Civic Education efforts carried out by national counterparts* - production and wide dissemination of civic education products	SIS UN WOMEN UNDP	Civic education materials, travel costs, US$300,000
By the end of Year I - PSAs designed - At least 300,000 ID cards for women are issued By the end of Year II - At least 700,000 ID cards for women issued	**Activity Result 4: Access of Women and Rural Dwellers to their Citizenship Rights in the 2011 and future elections is increased** Sub-activities - Support public awareness activities encouraging participation of women as voters and candidates through existing women's forums and the media. - Support the issuance of ID cards for women, the poor, disabled - Support the design and production of Public Services Announcement (PSA)	SIS UN WOMEN UNDP	Production of PSAs, costs related to the issuance of ID cards US$ 1,000,000
By the end of Year I: - Project staff recruited By the end of Year II - Mid-term project evaluation conducted - Final project evaluation conducted	**Activity Result 5: Project Management Unit is operational** - Recruit Project Manager - Recruit the project staff and form the project teams as per the project management structure - Prepare AWP and Progress reports. - Conduct a mid-term project evaluation (post-parliamentary elections) - Conduct project audit - Conduct a final evaluation	UNDP	US$ 542,000
ISS (2%)			US$ 336,940
Facilities and admin (7%)			US$ 1,178,560
Total			US$ 18,362,500

V. MANAGEMENT ARRANGEMENTS

Project Management Structure

Project Board		
Senior Beneficiary Representative from HEC/SIS/MSAD	**Project Executive** UNDP	**Senior Supplier** Representatives of the parties providing funding and/or technical expertise

Project Assurance UNDP ARR Governance Programme Officer	UNDP Project Manager	Project Support Financial and Administrative Assistants

Project team A Technical and Operational Support	Project team B Public voter information	Project team C Access of women and rural dwellers to citizenship rights

15. The upcoming parliamentary elections are planned for the second half of November and project implementation requires speedy delivery and decision making. The designation of either the MoI or the HEC with project implementation would add an administrative burden to the government and other implementation options (i.e. CSOs) would not be feasible at the current situation. The agreement was therefore reached to adopt the direct execution (DEX) modality.

16. The project will be directly executed by UNDP Egypt in consultation with other project partners. The project will operate in accordance with UNDP regulations, including those for procurement and accounting. Staff recruitment will be in accordance with UNDP's principles of transparency and openness, giving full and equal opportunities to all candidates. Selection should be made on a competitive basis with paramount consideration to efficiency, competence and integrity. The TORs for all staff should clearly identify the outputs, remuneration and evaluation process.

17. The project will be coordinated by a **Project Manager** who will be responsible for the day-to-day technical management, smooth functioning of the programme operations consistent with UNDP rules and regulations. She/he will provide strategic operational advice and guidance on resource management and programme management matters related to the Programme. Under the overall

supervision of the CTA of the Programme, the Project Manager will be responsible for ensuring the sound management of financial resources for the realization of the Project outputs through activities, in compliance with UNDP financial rules and regulations as well as specific Fund/donor requirements. In addition, she/he will manage the PMU in all staffing, financial, planning, administrative and monitoring matters.

18. Provide secretariat services for the Steering Committee management and decision making for the project as well as ensuring that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. There will be annual assessment of the performance of the Project Manager, against criteria specified at the commencement of his/her contract. As implementing partner, UNDP assumes overall management responsibility and accountability for project implementation. The Project manager will develop and update project work plans, and report progress to be submitted to UNDP. She/he will be responsible for following up the progress of the project, identifying bottlenecks and suggesting corrective measures when necessary. She/he will also be coordinating, networking and soliciting the participation of all concerned parties.

19 **Project Board**: A project board will be established to take executive management decisions and to provide guidance to the Project Manager, including approval of project revisions and of the project's annual work plan. The project board will provide overall guidance and policy direction to review progress, discuss and amend work plans according to the evolving needs. Project assurance reviews by this group are conducted at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Board will meet periodically and will be co-chaired by UNDP and MOFA. The Board members will include HEC, MSAD, MOI, SIS, UN WOMEN, Civil society organizations, media and other international partners as deemed necessary and agreed to by all Board members. Meetings will be documented and the minutes of the meeting will be circulated prior to the next meeting where they will be approved during the next meeting or corrected and the agreed minutes will be included in the records of the project activities.

20. **Project Assurance:** The Project Assurance role will support the project by carrying out objective and independent project oversight and monitoring functions.[3] This role of the Project Assurance ensures appropriate project management milestones are managed and completed. UNDP is responsible for designating a Programme Officer to provide this oversight, which is mandatory for all projects.

21. **A Technical Working group (TWG)** will be formed within the PB and will be composed of technical staff, representatives of the SIS/HEC and other national and international partners as relevant. The TWG will be co-chaired by the UNDP and national partners and will meet at least monthly and more frequently nearer to the Election Day as needed. The TWG will coordinate on the technical support, logistics and operations.

22. The UNDP Technical advisor on elections (already present in the country), will be fulfilling also the functions of the Chief Technical Advisor (CTA).

23. **Project Management Unit:** The Project will have, at a minimum, a Project Manager (PM), a M&E Officer, 1 Finance Assistant, 1 Secretary. Short term expertise will be recruited in accordance with the project needs.

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[3] Paragraph 41 on page 15 refers to the definition of Monitoring functions

24. **UNDP CO Implementation Support Services (ISS)** will be recovered based on actual costs.

25. **Cost Sharing:** The current project document will be submitted to donors for resource mobilization and cost sharing agreements signed with these donors, will constitute annexes to this project document. Project implementation of some components of the project will be dependent on availability of funds. Soon after project signature and once donor contribution is finalized the project activities will be revised to reflect the actually available budget should the resources mobilized be insufficient for the activities outlined the project.

VII. FINANCIAL ARRANGEMENTS

26. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly.

27. The schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

28. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

29. All financial accounts and statements shall be expressed in United States dollars.

30. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

31. In accordance with the decisions and directives of UNDP's Executive Board:

    a.   The contribution shall be charged: cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

    b.   Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

32. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Audit Arrangements:

33. The overarching objective of the audit exercise is to provide UNDP with assurance as to whether the resources are being properly used. The UNDP Financial Regulations and Rules include the

requirement that each UNDP programme activity is audited "at least once in its lifetime". UNDP programme activities carried out by executing entities, or under the harmonized operational modalities, implementing partners, other than organizations within the United Nations system, are to be audited annually based on the results of applying the risk based methodology. Country offices are ranked by risk category and the risk ranking determines the threshold of expenditure for projects to be audited in a given year.

34. Random audit exercises will be conducted to ensure project's compliance with DIM rules and regulations. It is worth noting that audit exercise accounted for in the Project budget.

VIII. Legal Context

35. This document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement (SBAA) signed on January 19, 1987 by the Government of Egypt and UNDP.

36. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The executing agency shall:

   a.   put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

   b.   Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

37. 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 this agreement.

38. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

39. The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm.

40. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

IX. PROJECT MONITORING FRAMEWORK & EVALUATION

41. The terms "monitoring", "oversight" refer only to the monitoring project implementation and progress and should not be considered as referring to monitoring and/or oversight of the elections or of government agencies' work. Project monitoring will be based on regular dialogue and meetings between the project manager and the project assurance officer, and will be in line with the results-based monitoring policies and procedures outlined in UNDP user guide for project implementation. The monitoring tools listed below are designed to ensure proper documentation of all project activities and knowledge products with a view to consolidate the necessary knowledge base for

project evaluation. It is the responsibility of the project coordinator to produce the necessary documents and reports pertaining to these tools for presentation to UNDP and the Project Board.

42. The project will document in a continuous manner the undertaken elections process, extract lessons learned and best practices that can be incorporated into future elections, and propose priority measures to be undertaken to ensure the long-term viability and sustainability of the democratic process in Egypt.

43. Monitoring and evaluation will focus on progress towards expected results as specified in the outputs and outcomes outlined in the RRF and as measured by identified indicators, project activity and cost effectiveness. Information from monitoring reports will guide future decisions and action taken by the PMU. To this end, an M&E Project officer, will monitor and perform quality assurance of the project.

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

Within the annual cycle[4]

45. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables (to be completed following the signing of the project document).

   - An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
   - Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
   - Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
   - A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
   - A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

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[4] The term "Annual cycle" refers to the project annual cycle and not to the elections cycle.

required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

- A mid-term project evaluation, following the completion of the parliamentary elections will be conducted with the objective of assessing UNDP's support during the parliamentary elections, extracting lessons learned and recommendations for the future elections including the role that could be played by UNDP

- A Final Project Review shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

- A Final Project Evaluation: the project will be evaluated by a team of independent consultants. The timing, TOR and composition of the evaluation Team will be agreed to by the Project Board.

ANNEX I: OFFLINE RISK LOG

Description	Date Identified	Type	Impact & probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
Complete refusal of the electoral authorities for international assistance.	August 2011	Political	This risk is likely and impact is high	Improve working relationship by organizing high-level technical meetings with HEC.	UNDP		Newly identified	Newly identified
Instability of the transition process.	August 2011	Political	This risk is likely and impact is high		UNDP		Newly identified	Newly identified
Refusal by the constituent committee to accept any kind of international support.	August 2011	Political	This risk is likely and impact is high		UNDP		Newly identified	Newly identified
Tight electoral timeframe (Polling in mid November and legal framework still being finalized). Hence, implementing activities in such a short timeframe becomes very challenging	August 2011	Operational	The risk is likely and impact is high	Planning phase should take place as early as possible.	UNDP		Newly identified	Newly identified
Inability in mobilizing resources	October 2011	Financial	The risk is likely and impact is high	Restructuring of the project	UNDP		Newly identified	Newly identified