Country Window Guidelines

Global Programme on Electoral Cycle Support

13 September 2010

Democratic Governance Group
Bureau for Development Policy

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1. Overall summary of the GPECS

Elections are the cornerstone of democracy. Yet elections that reflect the will of the people depend on far more than how voting day is run. Their credibility depends on a complex interplay of electoral laws, rights, systems and institutions that transcend any one election event. In addition, as necessary as elections are, they alone are not sufficient for democratic governance. Democratic governance requires inclusive participation, responsive institutions and respect for human rights, equality, accountability and transparency.

With this comprehensive picture in mind, and in response to a growing demand for its support, UNDP has established the first Global Programme for Electoral Cycle Support (GPECS). This programme sets out a harmonized and process-driven, rather than event-driven, approach to electoral support. It helps ensure that developing countries receive the support they need while offering donors a single window through which to invest strategically in elections and in deepening democracy.

GPECS is designed to help deepen democracy and accelerate human development. The programme will deliver on four key areas:

i. **Global**: UNDP will provide leadership, advocacy and capacity development on electoral assistance by developing and maintaining global tools, innovative policies and knowledge products. This includes: studying issues such as electoral management design, applying technology to voter registration, and political party finance and regulation to improve the policy support on offer to developing countries; strengthening ways to assess the quality of an election; and developing and rolling out education programmes for election officials.

ii. **Regional**: UNDP will enhance the exchange of good practices between all regions – Africa, Asia-Pacific, the Arab States, Latin America and the Caribbean and Europe/CIS. The greatest emphasis will be on Africa, given it accounts for nearly half of all UNDP's activities in elections.

iii. **National**: UNDP will work with Electoral Management Bodies (EMBs) so that they are increasingly able to administer professional, transparent and credible elections; and to enhance relationships between those bodies and other critical stakeholders in electoral processes: political parties, civil society and the media.

iv. **Empowering women**: In addition to these three levels, UNDP will include the cross cutting issues of inclusive participation and empowerment of women. UNDP will also look specifically at post-conflict environments where the constitution, electoral law and other texts are being redrafted, to ensure that the right checks and balances are built in so that women can and do play a stronger role in shaping their political landscape.

The GPECS is a global programme of the Bureau of Development Policy's Democratic Governance Group (BDP/DGG) that deploys staff in BDP headquarters in New York (in DGG and the Gender Team); in the Regional Centers in Dakar, Johannesburg and Bangkok; in the UN/UNDP Office in Brussels; and in the Procurement Support Office in Copenhagen.

The GPECS is directly executed by BDP/DGG in consultation with the donors and other partners. However, the various components will be implemented by different offices or bureaux, depending upon their nature. All implementation will be done under the oversight of

the GPECS Programme Manager under the strategic direction of a Steering Committee. See the GPECS project document and GPECS organigram (in section 8 of this document) for a full description of the Programme Management Team and the constellation of GPECS staff and duty stations.

2. Country Window Guidelines

What these guidelines cover. These guidelines will cover the GPECS national component, or country window, only. They refer to those countries which receive a financial allocation for electoral assistance through the GPECS country window. The other three windows (global, regional and gender), follow distinct procedures. These guidelines will be reviewed after six months of implementation with a view to revising and improving them.

Users of these guidelines. The primary users of these guidelines are country offices (COs) who will submit Expressions of Interest (EOIs) to GPECS. The other main users will be staff supporting COs in the drafting, implementation and management of country window-funded projects. Following this logic, sections 1-4 are intended to cover important information for country offices while section 5 describes the roles and workflow for the GPECS team.

Distinction between GPECS Guidelines and the DGTTF Guidelines. The GPECS is a global programme 'housed' within the Democratic Governance Thematic Trust Fund (DGTTF) for the purposes of policy and programme alignment. The GPECS is more than a funding mechanism; it is a multifaceted programme that seeks to ensure global policies reflect country realities, country experiences inform global policies, and the regional element informs both. As such, country-level work implies responsibilities on the part of country offices and GPECS management alike to keep in regular communication and to request and provide technical assistance as required. A partnership is required as country offices are responsible for implementing the projects and GPECS is responsible for effectively delivering the programme.

The area where the DGTTF and GPECS Guidelines correspond is the need to submit Annual Project Reports, or APRs (more is covered on reporting requirements below).

3. Applying to GPECS

Who Can Apply. Any UNDP country office can apply for funding from the GPECS. At the same time, the lead donor, which is Spain, has a list of priority countries for electoral support. This priority list is as follows:

- Afghanistan
- Angola
- Côte d'Ivoire
- DRC
- Iraq
- Mauritania
- Namibia
- Niger
- Palestine
- Senegal
- Sudan

In addition, there are three groups of priority countries indicated in Spanish Development Cooperation Master Plan 2009-2012. This Master Plan currently includes 19 African countries + Saharan peoples, 19 Latin American countries, 6 Asian countries and 5 countries from Middle East. More specifically:

- ***Group A (Countries with which Spain is looking for a broad partnership):*** Algeria, Bolivia, Cape Verde, Dominican Republic, Ecuador, El Salvador, Ethiopia, Guatemala, Haiti, Honduras, Mali, Mauritania, Morocco, Nicaragua, Niger, Palestine, Paraguay, Peru, Philippines, Saharan Population, Senegal, Vietnam

- ***Group B (Countries with which Spain is looking for a focalized partnership or Countries in situations of fragility/conflict or other kind of vulnerability***): Afghanistan, Angola, Bangladesh, Cambodia, Colombia, DRC, Equatorial Guinea, Gambia, Guinea, Guinea Bissau, Iraq, Lebanon, Sudan, Timor Leste

- ***Group C (Middle Income Countries with which Spain is looking for Partnership***): Argentina, Brazil, Costa Rica, Cuba, Egypt, Jordan, Mexico, Namibia, Panama, Syria, Tunisia, Uruguay, Venezuela

The GPECS Steering Committee has agreed to give priority to these countries. At the first Steering Committee on 1 July 2009, it was decided that "at least 50% of the funding at country level should be directed to Sub-Saharan Africa" and the Sub-Saharan African region was defined as including Somalia, Sudan and Djibouti. It was also decided that for the country window, "no country from Latin America or the Caribbean would be eligible for Spain's funding given that this region is covered through another mechanism".

The Steering Committee also agreed that if there are interesting proposals that are presented from countries not on the priority lists, where there is a national request for electoral assistance and such assistance is approved by the UN Focal Point they may be considered. These will get second priority after the targeted countries, but if the activities fit the overall criteria of the GPECS and gain the support of the GPECS Steering Committee, they can be approved.

All country-level GPECS projects, regardless of whether in a priority country or not, will follow the normal UN procedures for providing electoral assistance, as embodied in the UNDPA-UNDP Note of Guidance (see Annex 1).

Funding Scope. There is approximately US$20 million available in the country window for GPECS, although at the time these guidelines were drafted approximately US$10 million had already been allocated to 13 countries.

Country-level projects under the GPECS will not have a pre-determined funding limit. However, to ensure that there is adequate coverage, the GPECS will endeavor to fund country-level initiatives at a reasonable level per country in order to ensure an adequate number of country offices are included.

Funding allocations will be made to countries over the lifetime of the GPECS (three years, from July 2009 through June 2012). That is, countries receiving an allocation from GPECS will receive one allocation only during the lifetime of the project and are

expected to spend this allocation over the three years of the programme. At the same time, country offices have the discretion to decide how the funding allocation should be used over this time.

The GPECS funds will be subject to a distinct project document and will be recorded in Atlas as a separate project.

Proposal Selection Criteria/Allocation Process. The criteria for country-level support, as detailed in the GPECS project document, and approved by the GPECS Steering Committee are indicated below.

The GPECS country window projects seek long-term engagement aimed at increasing the credibility, professionalism and sustainability of electoral institutions and processes. In addition, they must:

- Respond to a request from national counterparts
- Adopt a longer-term electoral cycle approach (rather than election event); specific areas to look for include:
    - EMB capacity development
    - Engaging other stakeholders (e.g., civil society, domestic observers, political parties, media, etc.)
    - Procurement advice, resources and communication
    - Gender mainstreaming or gender targeted interventions
- Reflect a mix of country typologies
    - Pre-transition
    - Immediate post-conflict/situations of fragility
    - Longer-term post-transition/development
- Reflect a mix in type/level of UN involvement
    - Peacekeeping or political missions
    - Regular development contexts
- Reflect a mix of electoral cycle timing
    - Election mode
    - Post-electoral period
    - Inter-election period
- Provide potential for learning and innovation
- Consider access to other development funds (low versus high access)
- Be results oriented
- Have been discussed with the Spanish mission in country and other potential partners
- Adhere to the UN policy framework on electoral assistance
- Other (including, for example, other democratic governance work being undertaken or planned by the country office; internal capacity of the country office to deliver based on previous electoral assistance, DGTTF or other projects; relative funding levels from donors in country; etc.)

The number and scope of activities to be included in the EOI, based on the above list, will be decided by the CO. It is therefore up to the country office to choose any combination thereof.

Expression of Interest (EOI) Specifics. There will be no call for proposals for the GPECS. Rather, in countries that are identified for support from the priority lists or from other

means – such as through GPECS project management, policy specialists, regional Electoral Advisors or the Joint EC-UNDP Task Force – country offices will prepare a brief Expression of Interest.

The Expression of Interest (see Annex 2) describes the types of activities that the country office proposes to be funded from the programme. The UNDP country office should have discussed the proposal with the Spanish mission in the particular country/sub-region before submission of the Expression of Interest in order to ensure proper information flow and communication; other potential donors to the country-level activities should be consulted in advance of submission of the Expression of Interest and agree with its content. However, there is no formal clearance role of the Spanish mission or any other donor at country level.

Depending upon the country and context, the Electoral Assistance Division of the Department of Political Affairs (EAD/DPA) may decide to conduct a needs assessment either in country or via desk review on behalf of the UN prior to finalization of a country project document under GPECS or may simply decide to provide technical and political input on the Expression of Interest and eventual GPECS project document. If EAD/DPA decides that a needs assessment mission is warranted, this would normally be conducted between the approval of the Expression of Interest and the finalization of a GPECS project document in the country in question.

More detailed information on the process of the elaboration of Expressions of Interest can be found below 'Roles and Responsibilities' and 'How it will Work'.

Approval Process. The Expression of Interest will be submitted to the GPECS Steering Committee for a decision on funding. Prior to that, once an Expression of Interest is finalized, it is submitted to the JTF Coordinator and to the GPECS Programme Manager, who will review it for adherence to the format and GPECS guidelines. The Programme Manager will then submit the EOI with recommendations for review by the GPECS Steering Committee on a rolling basis (see more on EAD/DPA's role below under 'Roles and Responsibilities').

The Expressions of Interest must be approved by the Steering Committee which will endeavor to meet in person at least twice a year; however, it can also agree to utilize a Fast Track Mechanism whereby the Expressions of Interest will be submitted and considered on a rolling basis via email. The average time for consideration by the Steering Committee through the Fast Track Mechanism is approximately two months from start to finish of the process.

If an EOI is approved conditional either to adjusting programmatic elements or decreasing funding levels, the CO will need to resubmit the EOI within one week after it has been informed of the Steering Committee's decision. In cases where funding levels need to be adjusted, the EOI will need to reflect the activities covered and a justification of the results that will be prioritized for GPECS.

Countries from which EOIs are not approved by the Steering Committee may choose to resubmit an EOI at a later stage.

Focal Point for Country Offices. The regional Electoral Advisor is the frontline responder to country office demand and plays the pivotal role in development of Expressions of Interest, implementation support and monitoring. The regional

electoral advisor is therefore the focal point for country offices requesting assistance with EOI. Where there is no regional Electoral Advisor posted in a regional center, the GPECS Policy Specialists based in DGG headquarters will play this role.

Therefore, the regional electoral advisors are:

Africa Mr. Joram Rukambe, Regional Service Center, Johannesburg
Mr. Gianpiero Catozzi, Regional Service Center, Dakar

Asia Pacific Ms. Sophie Khan, Regional Service Center, Bangkok

Arab States Ms. Aleida Ferreyra, Policy Specialist, BDP/DGG NY

Europe/CIS Ms. Aleida Ferreyra, Policy Specialist, BDP/DGG NY

Latin Am/Carib Mr. Miguel Alonso Majagranzas, Policy Specialist, BDP/DGG NY

Country offices are responsible for monthly updating and periodic reporting and as per the relevant sections of these guidelines.

Regional Electoral Advisors are responsible for ongoing monitoring of project implementation, with support from JTF Coordinator and GPECS Policy Specialists (where they are not playing the role of Regional Electoral Advisor). They are supported and report to the Programme Manager.

4. Country Office project document

Drafting and finalizing the project document. The country office will need to submit a project document following approval of the EOI. In the interest of swift project development, country offices should finalize the project document as quickly as possible after the EOI is approved, subject to political and technical exigencies. A maximum of three months will be allotted to country offices to complete the project formulation task. If more time is needed for political, technical or administrative reasons, country offices need to submit a request for time extension to the GPECS Programme Manager.

The project document should focus on long-term capacity development even if it is implemented in parallel to a large multi-donor election basket fund. In these cases, activities could be implemented towards an electoral event considered as 'seed' funding but focused on the post-electoral period.

The GPECS projects use the simplified project document format available in UNDP User Guide. Consequently, the project document should be drafted in a similar manner as any other UNDP project. As with the elaboration of the EOI, and reflecting the practice architecture, the regional electoral advisor is available to assist in the drafting of the project document as required. This may include participating in project formulation missions at the request of the country office, or offering support from the Regional Center. Similarly, the Programme Manager and JTF Coordinator should be informed and consulted with respect to possible resource mobilization synergies with the European Commission.

In those cases where it seems likely that a GPECS contribution will be received in a country where the European Commission also intends to provide electoral assistance through UNDP, the regional Electoral Advisors may be requested to participate in joint formulation missions with the European Commission (and other donors as relevant), as per the EC-UNDP Operational Guidelines. The composition for Joint EC-UNDP formulation and trouble-shooting missions will be decided on a case by case basis in consultation with the JTF Coordinator (who will lead on the interactions with the colleagues of the European Commission), the GPECS Programme Manager, and the UNDP Deputy Director in Brussels.

Budgeting in ATLAS. As this is a new project that is fully funded from a GPECS allocation, you need to create a new project in ATLAS with the activities and budget equivalent to the approved amount. The GPECS allocation is channeled through the Democratic Governance Thematic Trust Fund on Electoral Cycle Support which is specifically created to manage the GPECS resources. The fund code to be used in ATLAS while budgeting a GPECS allocation is **20012 "DGTTF on Elect Cycle Support."**

GMS. All the funds allocated to your project are net programmable and are to be spent on project activities! The 7% GMS is withheld by BDP and will be distributed to the relevant units at the end of the year once the final expenditures of the year are available. Country offices do not need to include GMS in their ATLAS project budgets. The "GMS Off the Top" option should be selected in ATLAS to reflect the GMS method.

Based on UNDP cost recovery policy the GMS distribution for GPECS funds falls under "Global projects" category. However, considering the role of country offices in the implementation of projects at the country level BDP agreed to the following distribution of GMS for the national component:

Global projects	**Country Office**	**RegionalBureaus/PB**	**BDP**	**Central Services**
GPECS CO component	3.33%	0.33%	2%	1.33%

The Programme Management Team will distribute the GMS once the financial books for the year are closed and credit the XB of relevant units.

Timeframe for Allocation and Spending Funds. As noted above, the timeframe for spending country window funds under GPECS corresponds to the lifetime of the programme (three years, from July 2009 through June 2012). The allocation will be issued in tranches (minimum 2) based on the annual work plan (AWP) and reporting requirements.

Implementation Arrangements. The overall GPECS programme is directly implemented by BDP. However, it is up to the UNDP country offices that receive allocations under GPECS to decide which implementation arrangements they will use for the country-level initiatives supported by GPECS, although the majority of country-level UNDP electoral assistance projects continue to be direct implementation as per the Note of Guidance signed between UNDP and UNDPA.

Checklist: Release of Funding. There are three documents required on record before the GPECS Programme Management Team will release funds to the UNDP country office. These are:

- ✓ A completed Expression of Interest.
- ✓ A record of approval by the GPECS Steering Committee of the country allocation as articulated in the Expression of Interest (usually indicated in Steering Committee minutes).
- ✓ A copy of the signed project document reflecting the EOI with the detailed Annual Work Plan reflecting the GPECS allocation (a new project document in which the activities and the budget are detailed is required).

The Country Office will need to assign a focal point responsible for monitoring and oversight coordination as well as reporting to GPECS.

Issuance of Authorized Spending Limits (ASLs). Once a country office has submitted the above documentation to the GPECS Programme Management Team, the Operations Manager will assign the ASL according to the annual workplan submitted as part of the project document action.

Monitoring. The main monitoring mechanism of GPECS country window project implementation is the day-to-day collaboration and information sharing on substantive progress between country offices and their regional Electoral Advisors. The designated focal point for the GPECS project in the CO is responsible for sending a brief monthly email mentioning activities underway that month, activities planned for next month and risks arising, if any. This email should not exceed one third of a page. Alternatively, upon agreement between the GEPCS Regional Advisor and the CO focal point, a phone call may be used for this information sharing. In turn, GPECS will circulate the project MATT (monthly activities tracking table) illustrating monthly progress of all country support projects as well as activities at the regional and global windows (find sample in Annex 3).

Reporting. Country offices that receive allocations through the country window of GPECS must submit quarterly highlight reports (maximum 3 pages), describing activities carried out and results achieved, to the GPECS Electoral Regional Advisor or to the Policy Specialist, as specified on page 8.

In addition, Annual Project Reports (APRs), which are a requirement of DGTTF projects and rate output to outcome progress and reflect decisions on policy issues, should be submitted. The DGTTF Manager will advise country offices when APRs must be submitted and will codify the progress reported for inclusion in the DGTTF annual report, as relevant, and to support the GPECS Programme Management Team in reporting. Special focus should be paid to activities, results and impact of GPECS contribution as well as lessons learned.

Additionally, any CO-initiated outcome, programme or project evaluations, which are time-bound, independent exercises to measure results and management, should be brought to the attention of the GPECS Programme Manager and DGTTF Manager if they include GPECS activities within their scope. Otherwise, the reporting, monitoring and evaluation requirements for the GPECS country window projects will be detailed in the respective country-level project documents.

5. Roles and Responsibilities

There are a number of different individuals and offices involved in delivering the GPECS country window. A summary of the roles and responsibilities of each is as follows:

GPECS Programme Management Team: The GPECS Programme Manager is the head of the GPECS Programme Management Team and overall manager of the GPECS programme and staff and is responsible overall for the final delivery of GPECS and its component parts. It is up to the Programme Manager to lead the discussion on the comparative merits of submitting EOIs. This process will entail looking at the priority country list, the criteria for EOI approval, regional balance, and taking into account resources already committed with a view to determining the best strategy for EOIs as whole, rather than taking EOIs on a 'first come, first served' basis. The GPECS Programme Manager will consult with the Regional Electoral Advisors and/or the GPECS Policy Specialists and the JTF Coordinator early in the identification process, before an EOI is drafted, as to whether the country in question is one where an EOI should be encouraged. If necessary, the GPECS Programme Manager will conduct an informal consultation with the Steering Committee to gage the level of interest and receptivity to an EOI from any given country. The GPECS Programme Manager remains engaged in the EOI formulation process as outlined in these guidelines. With the support of the JTF Coordinator, the GPECS Programme Manager will consolidate and submit to the GPECS Steering Committee Expressions of Interest, as well as an analysis of the pros and cons of supporting each proposal so that the Steering Committee can focus its discussions. The GPECS Programme Management Team will act as a Secretariat to the GPECS Steering Committee. Once an ASL is assigned to a country office or other unit, it becomes the primary responsibility of that unit to implement the activities for which funding has been received. The role of the GPECS Programme Management Team then shifts to one of monitoring and oversight. The GPECS Programme Manager, in particular, plays an important role along with other advisors under GPECS in the substantive support to country offices and other units directly implementing activities under GPECS.

Regional Centers: In line with UNDP's practice architecture, the Regional Center colleagues are designated as the frontline responders to country office demand. This is also the case within the GPECS. Responding to country office demand includes the regular provision of on-demand policy and programming support for all electoral assistance-related activities, as well as substantive support in the design of Expressions of Interest for GPECS and the design and implementation of an eventual GPECS project. GPECS Electoral Advisors are deployed in the Regional Centers in Bangkok, Dakar and Johannesburg for this purpose (see below). For those regions where no regional Electoral Advisor is deployed in the Regional Center (Arab States, Latin America & the Caribbean and Europe/CIS) the GPECS Policy Specialists will take this role and provide substantive support to country offices in the elaboration of Expressions of Interest and GPECS project documents, in close coordination with the Democratic Governance Practice Leaders in the Regional Centers. Regional Electoral Advisors will deliver their assistance in close coordination with the Programme Manager and JTF Coordinator.

Regional Electoral Advisors and/or GPECS Policy Specialists should ensure that consultations on the Expressions of Interest include the national electoral management bodies and other national and international stakeholders. Regional Advisors and/or GPECS Policy Specialists will routinely convene specific teams to

support country offices in the elaboration of Expressions of Interest. These may provide assistance through virtual discussions, as appropriate. This support will include expertise from within UNDP on gender and elections, electoral policy, and resource mobilization and partnerships.

EC-UNDP Joint Task Force: The country window support will be delivered drawing on the expertise of the Joint Task Force (JTF) in order to maximize coordination with European Commission-funded electoral projects and avoid duplication of electoral assistance in certain countries. The JTF Coordinator will support the GPECS Programme Manager in coordinating the country component. This means that the JTF Coordinator should be informed by the regional Electoral Advisors and/or by the GPECS Policy Specialists as early as possible about likely development of an Expression of Interest to GPECS. Similarly, if the JTF Coordinator (or any other colleague in the system, such as HQ advisors, GPECS project management, etc.) receives information that a country office intends to develop a project proposal, the regional center colleagues should be informed immediately in order that they may follow up directly with the country in question and draw on other parts of the system as required. The Programme Manager should be informed in all cases of any EOI under development, at which time a conversation among regional advisors, the JTF Coordinator and the Programme Manager will ensue to exchange ideas on how to move forward on the country in question. The JTF Coordinator will act as a clearing house for country-level Expressions of Interest and ensure that GPECS proposals are cross-referenced with the list of EU/European Commission funded country initiatives, including from the perspective of formulation mission planning. The JTF Coordinator will ensure that Expressions of Interest submitted formally to the Programme Manager have followed the protocol in these guidelines, and that they have benefited from input from various parts of the system.

Gender Team: Expressions of Interest and the development of GPECS country-level project documents must include the advisory input of the Gender Team colleagues. This gender input will be provided by the global Gender Advisor in New York. In the case of West African countries, additional in-country support to design and implement projects will be provided by the Gender and Elections Specialist in the Dakar Regional Center. In other cases, there are Gender Advisors in regional centers, unrelated to GPECS, who should also be tapped for input. The regional center Electoral Advisors or the GPECS Policy Specialists will be responsible for ensuring that the Gender Team provides input on GPECS Expressions of Interest and project formulation. In the capacity of coordinator of the country component, the JTF Coordinator will likewise be responsible for ensuring that Expressions of Interest that are submitted to the GPECS Programme Manager for onward transmittal to the GPECS Steering Committee have benefited from early engagement of the Gender Team.

Democratic Governance Group HQ: The GPECS Policy Specialists in DGG provide policy advisory services to country offices and to regional focal points in the area of electoral systems, institutions and processes, in response to country office needs. They also are responsible for maintaining, with UNDP's Electoral Advisor, the relationship and liaison with the Electoral Assistance Division of DPA on all GPECS country activities. This latter function includes sharing information early in the development process of GPECS country activities with the relevant EAD country cluster focal point and discussing strategy on country-level GPECS support (see below under EAD/DPA). To ensure adherence to the UN electoral policy framework, the GPECS Policy Specialists must be informed as early as possible with respect to any probable country-level GPECS

support. In those cases where there is no dedicated Electoral Advisor in a Regional Center, the GPECS Policy Specialists will also provide policy and programming support to UNDP country offices in elaborating Expressions of Interest and project documents. They will do so in close coordination with the Democratic Governance Practice Leaders and the JTF Coordinator (see below).

In addition, the DGG Director, Electoral Advisor and DGTTF Manager have roles in the implementation of GPECS country support. The Director of Democratic Governance, Bureau for Development Policy, is the overall project executive of the GPECS and the Chair of the GPECS Steering Committee. The DGG Director is ultimately responsible for the project on behalf of BDP under the Direct Execution arrangement. The lead UNDP Electoral Advisor supports the DGG Director in the role of project executive and provides oversight and project assurance to the GPECS overall. In terms of delivery of the country window, this includes regular communication and liaison with DPA, DPKO and other UN entities involved in electoral assistance to update on the progress of the GPECS. The Electoral Advisor leads the service area of electoral systems and processes within UNDP, and GPECS is a fundamental component of this service area. As such the Electoral Advisor must be kept informed of country window activities and may also be called upon in terms of policy and programming expertise on GPECS country level activities throughout the electoral cycle. The DGTTF Manager keeps a close eye on country level progress reported by UNDP country offices (see below under reporting) and ensures linkages and synergies with other DGTTF initiatives.

Electoral Assistance Division, Department of Political Affairs: The Electoral Assistance Division of the Department of Political Affairs (EAD/DPA) is UNDP's key UN partner in the design and delivery of electoral assistance. Before the UN can provide any electoral assistance – directly or on behalf of another actor – it is important to assess the context and needs of the requesting Member State or territory. EAD/DPA should be engaged as early as possible in the process of EOI development. The GPECS Policy Specialists in DGG should take the lead in liaising with EAD/DPA on country window EOI preparations, in close coordination with the GPECS Programme Manager, the JTF Coordinator and the relevant Regional Advisor. EAD/DPA feedback on the substance and strategy of the EOI will be sought during formulation, and then the finalized EOI will be shared with EAD/DPA formally and for a last round of comments at the same time as the EOI is shared with the Steering Committee for decision.

How it will work - Steps in the EOI workflow

Preliminary Discussions

1. Request from a UNDP CO to corresponding Regional Advisor or another GPECS team member
2. The Regional Advisor, JTF Coordinator, UNDP Electoral Advisor and GPECS Programme Manager discuss the viability of the country and the content areas
3. The Regional Advisor or team member responds to the UNDP CO (copying relevant colleagues), with message outlining the EOI process, or offering other policy or programming assistance

Drafting

4. The Regional Advisor assists UNDP CO in preparing the draft EOI, when required
5. The draft EOI is sent to the JTF Coordinator

6. JTF Coordinator circulates it to the larger team for comments. The team includes Policy Specialists, Gender Advisors, procurement advisor, regional democratic governance Practice Leaders, UNDP Regional Bureaux and programme assurance (UNDP Electoral Advisor, UNDP Gender Practice Manager, and RBA Partnership Specialist)
7. After 5 working days of consultation, the JTF Coordinator consolidates comments and sends to the CO
8. CO will forward the final version to the JTF Coordinator who will in turn circulate it to the team

Analysis

9. Programme Manager sends EOI to EAD/DPA and Policy Specialists follow up for additional input
10. JTF consults with the European Commission and Global Programme for Parliamentary Strengthening (GPPS) for potential synergies
11. Regional Advisors seek feedback from Service Centers and Regional Bureaux
12. Policy Specialists, Gender Advisors, JTF Coordinator and Regional Advisors forward consultation information and their own analysis to Programme Manager
13. Programme Manager prepares supporting analysis and final recommendations for GPECS Steering Committee consideration

Review by SC

14. Programme Manager sends EOI and analysis to Steering Committee
15. Committee reviews for 15 working days
16. Decision is made by SC and communicated to PM

Post Decision by SC

17. PM consolidates the feedback from the SC and conveys this to the CO
18. CO revises document and sends final version to PM
19. PM shares the final version of document with SC for validation and for the record
20. PM officially informs UNDP COs

project document finalization

21. Regional Advisor or Policy Specialist assists CO in writing the draft
22. The draft project document is sent to the JTF Coordinator and Policy Specialists (if not previously done)
23. JTF Coordinator circulates it to relevant UNDP colleagues for comments
24. Policy Specialists circulate to EAD/DPA for comments
25. After 10 working days, Policy Specialists forward EAD/DPA comments to JTF Coordinator for consolidation with other comments received from inside UNDP
26. Regional Advisor forwards comments to CO
27. CO revises draft project document based on comments and forwards signed version of project document to the JTF Coordinator and to the Programme Manager
28. ASL transferred by Operations Manager upon receipt of required documentation

Implementation Monitoring

29. Implementation of activities begins

30. Regular communication and monthly monitoring by Regional Advisor (e-mail or phone call) with UNDP CO
31. Regional Advisor provides assistance as needed
32. Regional Advisor informs Programme Manager and JTF Coordinator of any implementation problems
33. JTF Coordinator assists and consolidates information from Regional Advisors and provides regular updates on the country window to Programme Manager

6. Key Background Information on the Web

The following resources are available online to support country offices in implementing GPECS activities:

- DGTTF website: http://dgttf.org/
- EC-UNDP JTF website: http://www.ec-undp-electoralassistance.org/
- GPECS brochures: http://www.undp.org/governance/focus_electoral.shtml
- GPECS webpage: http://www-beta.undp.org/governance/topics_GPECS_start.shtml
- UNDP Democratic Governance: http://practices.undp.org/democratic-governance/
- UNDP Teamworks: https://teamworks.beta.undp.org/
- UNDP User Guide: http://content.undp.org/go/userguide/
- UNDPA/EAD: http://www.un.org/Depts/dpa/electoral.html

7. Contact Information

For more information, contact the GPECS team or BDP/DGG headquarters, as indicated below.

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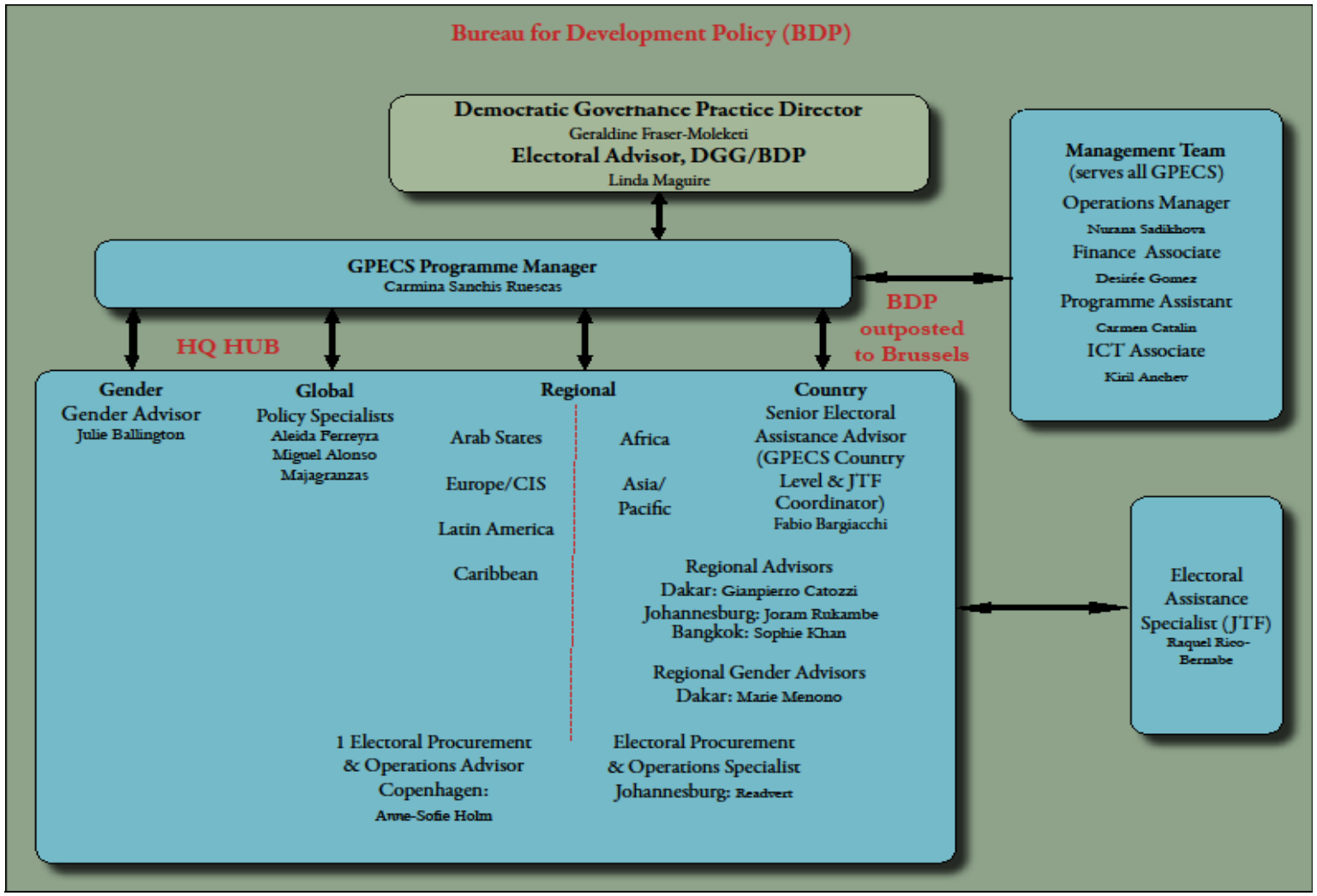
8. GPECS Organigram (blue portions are GPECS specific)



9. Annexes

Annex 1: UNDPA-UNDP Note of Guidance
Annex 2: GPECS Expression of Interest form
Annex 3: Sample MATT
Annex 4: GPECS Management Arrangements Chart

Annex 1. UNDPA-UNDP Note of Guidance

(To be added once signed in 3rd Quarter 2010)

Annex 2. GPECS Expression of Interest form (Country-level Support)

GENERAL INFORMATION	
Name of the Country	
Date of EOI submission	
Project title for the EOI	
Country program outcome	
Requested amount	
Name and Position of the Responsible at CO Level	
Email	
Telephone numbers	
Is there an approved CPAP with electoral component?	

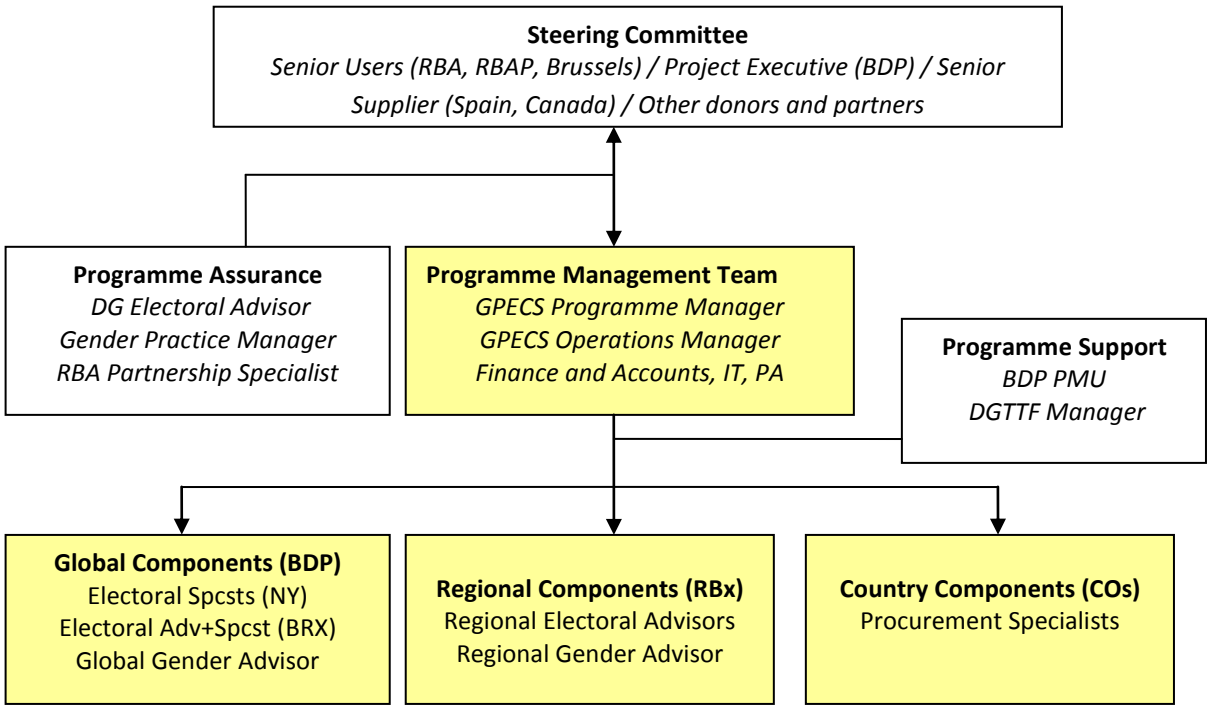
EOI	
Purpose and Expected Outputs	
Activities Proposed indicating USD for each	
If procurement or staff costs are involved, what is the % of funds each represents?	
Length of Project	
In what way is the project related to the GPECS objectives?	
How does the project relate to the electoral cycle approach?	
How is gender mainstreamed in the project?	
What could be the impact of this contribution on the country?	
Please, elaborate on the financial and technical sustainability aspects of the support	
Potential Risks	
OTHER FUNDING	
TRAC	
Government	
EC	
Other major donors	
How much is the international electoral assistance package costing?	
BACKGROUND INFORMATION	
What is the electoral cycle timing? Pre-electoral, election or post-electoral	
Elections Type (general, local etc) and Date	
What is the country typology: Pre-transition, Immediate post-	

conflict/situations of fragility, Longer-term post-transition/development	
Population and number of voters	
Governance areas supported by the UNDP country office (decentralization, anti-corruption, judiciary, parliamentary, civil society, media, political parties, human rights, others)	
Has the Spanish mission been informed in country?	
Have other potential project partners been consulted?	
Other information	

Annex 3. Sample MATT

Expression of Interest (EOI)	Content EOI	Current Status	Next Steps	Notes
LEBANON 1,000.000 US$ 2 years **Cycle Period Supported:** 2008-2010 **Upcoming Elections:** June 2010 witnessed the holding of the municipal and *mokhtar* 2010 elections. **Workplan Code:** 3.2.1 (%63616)	• Civil registry • Civic education campaign • Capacity building of women in political parties EOI AWP for 2010 finalized with a total budget of 758,699 US$	**Program:** The funds have contributed to reinforce the civic education campaign as well as the efforts to raise capacity of women in political parties. The media outreach campaign during May 2010 focused on: the secrecy of vote; encouraging women participation; insuring diversity in candidate's lists; encouraging the participation of disabled; voting for a program and not only for the candidate; and post-elections ads announcing the beginning of work for local councils. The four rounds of municipal and *mokhtar* elections were held over four Sundays in May 2010. **Expenditures:** 2009: $ 177,019 2010: $ 624,043 (as per 21 June 2010)	**Program:** Project finalized	**Approved by SC:** pre-authorization prior to project launch **Focal Person CO:** Gaelle Kibranian, +961 1 980 583, gaelle.kibranian@undp.org **Existing PRODOC:** yes **Basket Fund:** yes **EC:** independent project for 09 E **UNDP governance efforts:** judiciary, parliament COMMENTS: Voter turnout: 47% out of 3,311,000 registered voters. As per the result of women's participation in political parties, the analysis of the results show an increment -in comparison with the results of 2004 elections- of the percentage of seats won by women candidates from the total number of seats. A percentage of 4,68% of the seats were won by women candidates on the 2010 municipal elections, while only 1,83% were won in the 2004 elections. As per the *mokhtar* elections, a 4,22% of the seats were won by women in 2010 while in 2004 the percentage was of 2,71%.
GUINEA BISSAU 272,108.84 US$ 1 year	• Electoral management • Electoral operations	**Program:** 2009 AWP approved and all activities were successfully	**Program:** Project ended in 2009 and final reporting submitted. NB: Expenditures on GPECS	**Approved by SC:** pre-authorization prior to project launch **Focal Person CO:** Lalao Raharisoa - lalao.raharisoa@undp.org

Annex 4. GPECS Management Arrangements



(Yellow portions represent posts funded through GPECS)