# GPECS II

**Global Project**
**for Electoral Cycle Support II**

**UNDP**

*Empowered lives.*
*Resilient nations.*

# Global Project for Electoral Cycle Support

# Phase II

## Annual Report - 2015

**United Nations Development Programme**

**DEMOCRATIC GOVERNANCE**

# Table of Contents

# Abbreviations

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|---|---|
| AU | African Union |
| BRIDGE | Building Resources in Democracy, Governance and Elections |
| CARICOM | Caribbean Community |
| CEA | Chief Electoral Advisor |
| CO | Country Office |
| CORE | Cost of Elections and Registration |
| CTA | Chief Technical Advisor |
| DPA | Department of Political Affairs |
| DPKO | Department of Peacekeeping Operations |
| EAD | Electoral Assistance Division |
| EMB | Election Management Body |
| GPECS | Global Project for Electoral Cycle Support |
| HLPF | High Level Policy Forum |
| ICMEA | Inter-agency Coordination Mechanism for Electoral Assistance |
| ICT | Information and Communications Technology |
| IFES | International Foundation for Electoral Systems |
| INE | Instituto Nacional Electoral |
| IPP | Inclusive Political Processes |
| JTF | Joint Task Force |
| LAC | Latin America and the Caribbean |
| LAS | League of Arab States |
| LTO | Long-term Observation |
| NAM | Needs Assessment Missions |
| OIC | Organization of Islamic Cooperation |
| PNG | Papua New Guinea |
| RBA | Regional Bureau for Africa |
| REA | Regional Electoral Advisor |
| RRF | Results and Resources Framework |
| SAFE | Secure and Fair Elections |
| SDD | Sex-disaggregated data |
| TtF | Train the Facilitator |

## Executive Summary

Phase II of the Global Project for Electoral Cycle Support was launched in March 2015 as an imminent successor to the highly successful phase of GPECS I (2009-2015). GPECS I and II have been designed to respond to the overall growing demands of UNDP electoral assistance worldwide and to ensure global coherence in the delivery, as well as in the development and implementation, of UNDP electoral policy and capacity development. GPECS II assists partner countries to manage long-term, sustainable and inclusive electoral processes. The Project's activities are clustered in three mutually reinforcing outputs on global, regional and national level, which are complemented by a fourth output, focusing on gender mainstreaming in electoral assistance and promoting the political participation of women.

Global Level Interventions focused on a) policy development, research and knowledge production; b) maintenance and expansion of existing global tools, platforms and partnerships, and c) supporting the EC-UNDP Joint Task Force on Electoral Assistance. With substantial input from the GPECS team, two global policies were developed and issued through the UN DPA hosted Interagency Coordination Mechanism for Electoral Assistance (ICMEA). The "Policy Directive on UN Statements and Public Comment around Elections," clarifies the roles and responsibilities of different parts of the UN system in issuing statements or making public comments on elections and electoral processes. Secondly, the "Policy Directive on the Conduct of UN Personnel in and around Electoral Sites" sets the parameters for the conduct of UN personnel in and around electoral sites. The purpose of the directive is to ensure coherence and consistency in UN actions and comments and to make certain that the public perceives the UN to be independent and impartial. Further GPECS activities within ICMEA included a substantial amount of work in the population and relaunch of the UN 'Single Electoral Roster' (SER) and the governing Policy Directive for the roster. The SER will address one of the major challenges in UN Electoral Assistance, the timely selection and deployment of electoral experts to support field missions and UNDP Country Offices. In regard to thought leadership and research, GPECS identified a major policy gap in the field of identity management and subsequently developed a mapping on 'UN Activity in Support of Identity Management: Findings and Policy Recommendations', which documents current identification management practices and policies across nine different UN agencies that have experience with identification systems and/or are engaged in related activities. The report provides a set of recommendations aimed at facilitating a preliminary engagement of the UN system for the creation of a UN system-wide policy framework for identification management. Furthermore, GPECS developed several important knowledge tools, such as the 'Inclusive Electoral Processes: A Guide on Electoral Management Bodies and Women´s Participation', focusing on the role of EMBs in encouraging the participation of women and a trilingual (Arab – French – English) 'Lexicon on Electoral Terminology'.

The Brussels based Joint Task Force on Electoral Assistance (JTF)[1] manages the partnership between UNDP and the EC and is mandated to support all UNDP electoral assistance projects that receive EU funding. In 2015, the JTF provided in-country and remote assistance to a number of countries at all project stages, from formulation and resource mobilization, to inception of the project, recruitment and reporting (see Annex 2). Additionally, a high level policy dialogue (HLPD) between UNDP Administrator Helen Clark and EU Commissioner for International Cooperation and Development Neven Mimica was facilitated that resulted in revised Guidelines on the cooperation in the field of electoral assistance. The total budget of

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[1] The JTF is an integral part of GPECS.

EU funds allocated for UNDP electoral assistance for 2015 amounted to almost 70 million USD, which is an increase of more than 50% compared to 2014.

In order to provide global capacity development sources and provide practitioners with an easy to access forum for knowledge exchange, GPECS continued to provide support to the ACE Electoral Knowledge Network and BRIDGE (Building Resources in Democracy, Governance and Elections). The support to ACE has resulted in a significant increase in users over the last years, which also reflects a continuous and further growing demand in regard to knowledge and expertise.

In order to provide tailor-made support to EMB staff and other practitioners, UNDP/GPECS' contributed significantly to updating the BRIDGE Curriculum. This included for instance a review of the existing modules, a review and trialing of the Train the Facilitator and a subsequent commitment to revise and update the existing curricula (and significantly reduce the total amount of modules by eradicating duplication). While a significant amount of work in this regard was carried out in the reporting period, the curricula revision will continue throughout 2016.

In collaboration with International IDEA and the Electoral Integrity Project, UNDP developed the first ever electoral security curriculum. The Secure and Fair Elections (SAFE) Workshop Model Curriculum combines academic and practitioner perspectives to provide a holistic insight into the principles, challenges and good practices related to electoral security. The SAFE curriculum, which was first successfully rolled-out prior to the transitional elections in Myanmar, can be incorporated in electoral assistance programming, and will further assist other national and international stakeholders interested in safe elections.

Regional Level Interventions were severely affected by the lack of funding and thus mainly reduced to activities that were financed through UNDP Country Offices, such as the conduction of needs assessment (NAM) and other in-country support missions, as well as remote-support through Regional Electoral Advisors. In total 52 UNDP Country Offices and five regional organizations received support from GPECS advisors. The support varied from NAMs, to crucial support to COs and EMBs during critical stages of the electoral cycles, for instance provided to Bougainville (PNG), Guyana, Myanmar and Togo, to wider governance programming support (for instance Bangladesh and Maldives).

An exemption in regard to regional activities is the Arab States Region, which had a significant budget based on Sida funding. Among the most significant success of the Arab States GPECS' component is the creation of a regional EMB association, namely the 'Organization of ArabEMBs'. GPECS supported the gathering of EMBs from six countries (Iraq, Jordan, Lebanon, Libya, the State of Palestine and Yemen) to formally launch the Organization of Arab Electoral Management Bodies. Within six months of the launch event, the newly established organization expanded its membership with the addition of Sudan as its seventh founding member. The new organization also pursued cooperation with other similar networks resulting in the signing of a memorandum of agreements with the Association of European Election Officials (ACEEEO) and the Venice Commission. The regional GPECS component furthermore intensified its working relations with the League of Arab States, supporting the regional organization in enhancing its election observer capacities and facilitating regional exchange and South-South cooperation.

National level interventions were severely affected by the lack of funding during the beginning part of GPECS Phase II. National electoral cycle implementation was supported through global and regional electoral advisors through advisory services, yet planned activities such as seed-funding, project piloting or financially supporting projects during critical stages was not possible. Further resource mobilization

efforts are ongoing and it is expected that resources for country level interventions will be available in the future.

Gender mainstreaming and women empowerment activities during the reporting period include policy development, knowledge management and advisory support to Country Office (as financial resources were insufficient to provide financial support). GPECS has internally and externally been recognized as a champion in regard to promoting women's political participation throughout the electoral cycle and in regard to mainstreaming gender adequately in all its activities. The second phase has again implemented a two-pronged approach to gender mainstreaming: consequent mainstreaming gender throughout all outputs, plus one output explicitly dedicated to gender. Advisory services in regard to gender mainstreaming have been provided to UNDP Country Offices in Pakistan, Philippines, Solomon Islands and South Africa. In regard to knowledge development, the 2015 published 'Inclusive Electoral Processes: A Guide for Electoral Management Bodies on Promoting Gender Equality and Women's Participation' (which had already been mentioned) was very successful.

## Introduction

Phase II of the Global Project for Electoral Cycle Support ('GPECS') was officially launched in March 2015 to build on the successes and achievements of GPECS, and to concentrate efforts on additional areas that (external) evaluations and lessons learned had identified as relevant for strengthening UNDP's impact on electoral assistance. GPECS has been designed to respond to the overall growing demands of UNDP electoral assistance worldwide, and to ensure global coherence, in the delivery, as well as in the development, of global UN electoral policy and capacity development. As with the first phase, GPECS II focuses on assisting Member States to manage long-term, sustainable and inclusive electoral processes, rather than to help them simply deliver one-time electoral events.

The main objectives of GPECS Phase II are to: 1) provide leadership, advocacy and capacity development in the field of electoral cycle support at the global level; 2) support peer cooperation and promoting regional knowledge development, exchanges and capacity; 3) support electoral cycle interventions and lessons learned at the national level; 4) and mainstream gender in electoral assistance and promoting women's political participation. GPECS is organized around four outputs related to each of these objectives, with a decentralized team structure of electoral experts based in Addis Ababa, Amman, Bangkok, Brussels, New York, and Panama. GPECS compliments country level projects through the provision of advisory services (through missions and remote support); regional activities and networks; as well as global policies and capacity development tools. Furthermore, the GPECS regional components are closely interlinked and jointly promote initiatives. GPECS Arab States and GPECS Asia/Pacific, for instance, jointly developed a curricula on the prevention of electoral violence.

## Output 1: Advocacy, capacity development and knowledge generation at the global level strengthened

Electoral Assistance is a highly complex and constantly evolving field within the broader framework of democratic governance and peacebuilding. Ever evolving and transitioning political contexts, but also the continuous progress and innovations regarding the availability and usage of information and communications technology (ICT), require constant research and capacity development. In order to prevent and/or mitigate non-intended negative consequences (such as, for instance, data protection and privacy issues regarding biometric data), the development of new policies and guidance on the usage of ICT, as well as the establishment and maintenance of global partnerships and South-South Cooperation, is necessary. In this regard, UNDP, through GPECS, plays an important role regarding thought leadership and innovation in electoral assistance and electoral cycle support. The role of GPECS is to assure that all UNDP electoral assistance projects at the country level have access to and benefit from state-of-the-art policies and knowledge tools, as well as assuring that the design of new and the implementation of current electoral assistance projects reflect the latest trends and dynamics, and are coherent with the policy framework of the United Nations and other major stakeholders in electoral assistance, such as the European Union (EU).

GPECS global level interventions focus on three different areas: a) global level policy development, research and knowledge production; b) maintenance and expansion of existing global tools, platforms and partnerships, and c) supporting the EC-UNDP Joint Task Force on Electoral Assistance.[2]

## Policy Development, Research and Knowledge Production

As per the UN normative framework, UN-wide electoral policies are issued by the USG for Political Affairs in his capacity as the UN Focal Point for Electoral Assistance. The policies are drafted by the Electoral Assistance Division (EAD) in the Department of Political Affairs (DPA), who support the Focal Point, together with the other UN agencies and programmes in the Inter-agency Coordination Mechanism for Electoral Assistance (ICMEA). ICMEA is a body for exchange, knowledge generation and policy development and GPECS global electoral advisors represent UNDP in this UN coordination body. ICMEA brings together all UN entities engaged in electoral assistance to assure coherence and efficiency regarding the provision of UN electoral assistance, which is ultimately determined by the parameters set by the Member States in the General Assembly.

With substantial input from the GPECS team, two important policies were finalized, issued and disseminated during 2015. The first one was the "Policy Directive on UN Statements and Public Comment around Elections,"[3] which clarifies the roles and responsibilities of different parts of the UN system in issuing statements or making public comments on elections and electoral processes, and provides guidance on key considerations, content and the consultation process required. Given the sensitivity of statements around elections and the high visibility of the UN and its staff (especially in post-conflict countries), this policy is important in order to avoid misperception or misinterpretation of UN statements around elections and the potential abuse of such messages (which could be counterproductive to the overall objective of the UN to promote peace and democracy).

Secondly, the "Policy Directive on the Conduct of UN Personnel in and around Electoral Sites"[4] sets the parameters for the conduct of UN personnel, including uniformed personnel, in and around electoral sites, particularly on election day itself. It focuses on what UN personnel should not do and say in order to avoid certain misperceptions (such as the UN "observing" or "monitoring" or "endorsing" the electoral process). The purpose of the directive is to ensure coherence and consistency in UN actions and comments, to ensure respect for national sovereignty, and to make certain that the public perceives the UN to be independent and impartial (and carrying out tasks in accordance with its mandate).

Further GPECS activities within ICMEA included a substantial amount of work in the population and relaunch of the UN's 'Single Electoral Roster' (see explanation in box below), and the governing Policy Directive for the roster, as well as a 'Policy Directive on Preventing and Mitigating Election-related Violence.'[5] ICMEA furthermore serves as a peer-review mechanism for all electoral publications and

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[2] Activities in this areas are mainly implemented by the New York and Brussels based staff, but require the support of the Regional Electoral Advisors (REAs) in order to assure the different regional perspectives and needs are adequately reflected and addressed.
[3] Issued in July 2015.
[4] Issued in August 2015.
[5] Eventually issued in June 2016.

capacity development tools. The institutionalised and regular ICMEA meetings facilitate the exchange between the different agencies and provide a platform to identify synergies and joint activities and to avoid duplications.

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**Single Electoral Roster 2014-2015 Campaign**

In 2011, the Secretary-General, through a decision of his Policy Committee, mandated that a framework for a single UN electoral roster of experts be developed to be used by the UN Secretariat and Agencies, Funds, Entities or Programmes. This policy directive details the agreed framework and was issued on 5 February 2016. The campaign to populate the relaunched roster lasted from June 2014 – November 2015. At the conclusion of the process, a total of 459 individuals (303 male, 156 female) were approved for the new roster, from D1 to P3 level, from the 2,288 applications received (some roster members appear in more than one level of the roster). The roster includes separate sections for English, French and Arabic speaking experts in order to address arising staffing needs efficiently. Central to the finalization of the process was the conduct of close to 500 interviews, in English and French, in New York and Amman, for which staff from all five UNDP Regional Bureaux, as well as many Country Offices (COs), contributed interview panel members.

The roster assists UNDP Country Offices (as well as DPKO and DPA peacekeeping or special political missions) in speeding up the recruitment process of personnel for electoral assistance projects.

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In regard to thought leadership and research, GPECS identified, in 2015, a major policy gap in the field of identity management. GPECS commissioned research and subsequently developed a mapping on "UN Activity in Support of Identity Management: Findings and Policy Recommendations," which documents current identification management practices and policies across nine different UN agencies that have experience with identification systems and/or are engaged in related activities. It highlights areas of consensus as well as gaps in legal frameworks, policy and differences in implementation approaches. In addition, the report provides a set of recommendations aimed at facilitating a preliminary engagement of the UN system for the creation of a UN system-wide policy framework for identification management, as well as informs debates on best practices in the field of technology-assisted, sustainable identity management and population registration. GPECS will work on this initiative throughout 2016, with the ultimate goal of closing the identified policy gap with a UN wide policy and potentially a GA resolution on ID management. The inspiration for conducting this study was the increasing requests UNDP Country Offices are receiving for support to digital ID and national ID card systems, often in the absence of national data protection legislative frameworks, which often follow support that UNDP has been providing with regards to biometric voter registration. It is expected that the findings and recommendtions from this study will be the impetus to a larger, UNDP-led inter-agency initiative on UN support in this area in 2016.

Another topic of concern to the UN, as highlighted by the SG in his biennal report to the General Assembly on Electoral Assistance in 2013 and 2015, are the costs of elections (which in some countries are extremely high, often related to the decision on the type of technology to procure) and involved risks of sustainability. In order to address this issue, a methodology and a web tool for data collection on the 'Cost of Elections and Voter Registration' (CORE) were developed and peer reviewed among electoral practitioners and electoral management bodies in 2015 as part of the plan to update the 2005 publication 'Cost of Elections and Registration Report.' However, proceeding with the initiative and completing the next two envisioned steps (data collection and development of country case studies on CORE; and the development of Guidance on CORE) were hindered by insufficient financial resources. Additional funding to move the initiative forward is yet to be mobilized.
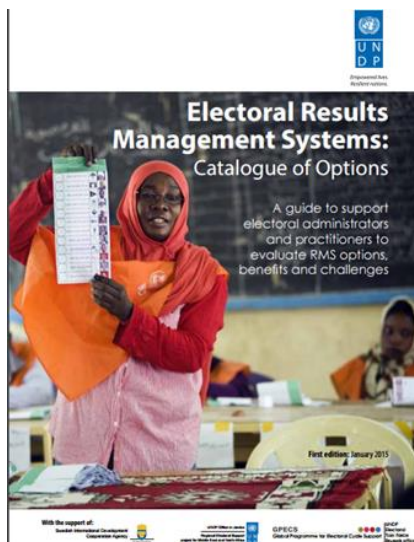


Regarding the development of global, cutting-edge knowledge and guidance material, GPECS developed several publications and conducted research on key electoral issues of global relevance throughout 2015. The first of this publications, developed by the GPECS Brussels-based Electoral Advisors form the EC-UNDP Joint Task Force on Electoral Assistance, is Electoral Results Management Systems: Catalogue of Options - A guide to support electoral administrators and practitioners to evaluate RMS options, benefits and challenges.[6] The publication was inspired by the fact that many cases from the field had stressed that a significant delay or a lack of confidence in electoral results can derail an entire electoral process and potentially lead to violence and instability. The guide was developed to support electoral administrators and practitioners to evaluate result management systems (RMS) options, benefits and challenges.

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[6] The "Electoral Results Management Systems: Catalogue of Options - A guide to support electoral administrators and practitioners to evaluate RMS options, benefits and challenges" publication offers a description of the main options of RMS and the different chapters aim to shed light on the various models of results management systems currently in use, highlighting advantages and disadvantages of each. The purpose is to increase the understanding of the different models and sub-models of results management systems and to facilitate the selection of the most appropriate RMS option specific to the country context and also the one most likely to be accepted by stakeholders on the ground. In addition to the written publication, an e-learning training course on Electoral Results Management was developed and it is publicly available in Arabic and English.
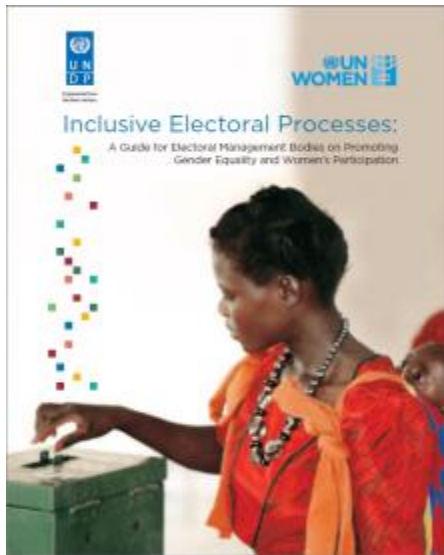
In addition, the publication Inclusive Electoral Processes: A Guide on Electoral Management Bodies and Women´s Participation[7] focusing on the role of EMBs in encouraging the participation of women, was jointly developed by UNDP and UN Women. The Guide highlights the important work being carried out by the UN and by EMBs, offering concrete examples of steps that can be taken to remove remaining barriers that continue to affect women's participation in electoral processes. Through e-launches and outreach campaigns, as well as through regional and national launches and its availability in seven languages, the Guide was made available to a wide and diverse audience and the feedback received on the content and necessity was overwhelmingly.

## Strengthening of the EC-UNDP Partnership in Electoral Assistance

The EU and UNDP are two of the largest electoral assistance providers globally and share a common vision of the fundamental role that elections play in supporting the long-term improvement of countries' democratic capacities. The decade-long partnership in electoral assistance has allowed both organizations to combine their strengths and to partner on more than 100 electoral assistance projects, since 2006, for a total value of over 1 Billion USD.

The Joint Task Force on Electoral Assistance (JTF), a Brussels-based unit comprised of two staff members from UNDP (GPECS Electoral Advisors) and EC (DG DEVCO) respectively, manages the partnership between both institutions. The JTF is mandated with providing support to all UNDP electoral assistance projects that receive EU funding. In 2015, the JTF provided in-country and remote assistance to a number of countries at all project stages, from formulation and resource mobilization, to inception of the project, recruitment and reporting (see Annex 2). In 2015, a high level policy dialogue (HLPD) between UNDP Administrator Helen Clark and EU Commissioner for International Cooperation and Development Neven Mimica on key aspects of the partnership among both organizations took place. The HLPD was vital as both organizations committed to continue working together in the field of electoral assistance globally in the future. Discussions focused on the past 10 years of the EC-UNDP partnership in electoral assistance,[8]

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[7] Divided into two parts, the Guide presents strategies to mainstream gender equality within the organizational structure of EMBs (to ensure women participate at all levels of decision-making; data collected is disaggregated by sex; that the organization formalizes its commitment to gender equality through a gender policy) and in the organization and administration of the election by the EMB (voter education and outreach; candidate and voter registration processes; ensuring all voters are able to securely access a polling station). The Guide is available in Arabic, English, French, Romanian, Russian, Spanish and Vietnamese

[8] Following the HLPD it was decided that both organizations through the JTF would organize joint trainings to bring together key field staff from both institutions in order to familiarize them on the inner workings of both organizations. Secondly, the JTF will deliver a mandatory joint EUD-UNDP CO training at the inception of each electoral assistance project. This training will have as a goal not only sharing of information about respective organizations, but also bringing together key in-country staff members from each organization in order to improve information sharing and communication.

reviewing and analyzing the challenges faced and successes accomplished. These challenges were pre-identified with the collaboration of COs and EU Delegations that have jointly implemented electoral programmes in the field. These challenges were codified and inserted into the new EC-UNDP Guidelines that both organizations negotiated in 2015 and signed on 15 April 2016.
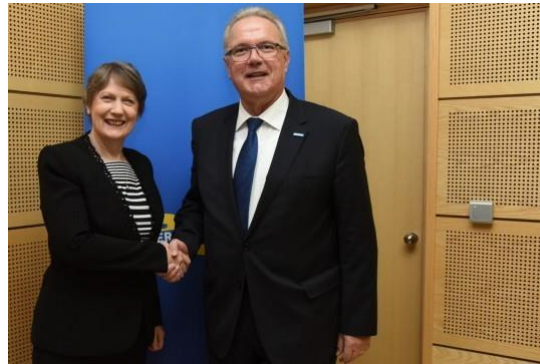


*UNDP Administrator Helen Clark and EU Commissioner for International*
*Cooperation and Development, Neven Mimica at the High-Level Policy*
*Dialogue, 27 April 2015. Photo: European Commission*

Both the JTF and accompanying EC-UNDP Electoral Assistance Guidelines reflect the significance of the partnership between the EU and UNDP in electoral assistance. As one of the world's largest donors, the EU channels the vast majority of its electoral assistance budget through UNDP, which is by far the largest provider of electoral assistance in the world. In 2015, a total of 10 new contracts were signed totaling more than USD 68 million (see Annex 3: EU Contributions to UNDP Electoral Assistance Projects). This close relationship between two independent organizations, each with its own unique regulations and priorities, is fundamental to foster inclusive and credible electoral processes worldwide and continues to require special attention.

The EC-UNDP Electoral Guidelines[9] represent the framework of cooperation between the EU and UNDP when designing and implementing electoral assistance projects worldwide. The new Guidelines are the second revision of the document originally signed in 2006 and first revised in 2008. The Guidelines outline available modalities for all project stages, from formulation to recruitment, training of both EU and UNDP staff, to reporting and troubleshooting. The negotiations on the revised Guidelines started in November 2014 and finalized in April 2016. The JTF led and coordinated this long process that involved consultations with all key departments from both organizations.

In addition to working jointly in Brussels, the JTF, as a matter of good practice, ensures that the formulation of electoral projects is always a joint effort where representatives of both organizations take an active part. This approach ensures that the views of both organizations are taken into account from the very start, which eliminates the need for multiple revisions of the project document and leads to a much timelier provision of assistance, which – given the sensitive timeliness around elections – in certain

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[9] Signed on 15 April 2016 in Washington DC.

cases has a significant impact on the overall quality of the electoral process. Consequently, the revised EC-UNDP Guidelines include four types of missions to institute the joint formulation of projects. Second, it provides for a coherent approach to electoral assistance provision world-wide, including the electoral cycle approach, gender mainstreaming and, as of September 2015, mainstreaming the targets of the Sustainable Development Goals (SDGs). Third, it facilitates the mobilization of resources to the basket fund, which in turn often creates a snowball effect, e.g. other development partners contribute to the EU-funding.

## Global Electoral Tools and Partnerships

GPECS supports UNDP contributions to key electoral global networks, tools and partnerships. In 2015, GPECS provided support to the ACE Electoral Knowledge Network[10] and BRIDGE (Building Resources in Democracy, Governance and Elections) Professional Development Course. GPECS' continuous support to ACE has led to a significant increase in users over the last years, which also reflects a continuous and further growing demand in regard to knowledge and expertise around elections. The comprehensive and freely accessible knowledge provided through the ACE network serves as a knowledge source to electoral practitioners, scholars and politicians worldwide.

### ACE Electoral Knowledge Network

In 2015, the ACE Electoral Knowledge Network Partnership included the following organizations: The Electoral Institute for Sustainable Democracy in Africa (EISA), Elections Canada, the Mexican Instituto Nacional Electoral (INE), the International Foundation for Electoral Systems (IFES), International Institute for Democracy and Electoral Assistance (IDEA), the United Nations Development Programme (UNDP), the Electoral Assistance Division of the UN Department of Political Affairs (UNEAD), the United Nations Department of Economic and Social Assistance (UNDESA) and The Carter Center (TCC).

Some of the highlights from 2015 are:

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[10] As the world´s leading resource in elections, the ACE Electoral Knowledge Network promotes credible and transparent electoral processes with emphasis on sustainability, professionalism and trust in the electoral process. Using the ACE website as a tool, this objective is achieved through the provision of knowledge resources (Encyclopedia, Electoral materials, Comparative data, Observation Portal etc.) and services (Practitioners' Network), as well as outreach efforts through key actors in the field.

➢ Changes in management and partnership – a new ACE Partner Memorandum of Understanding (MOU) signed in December 2015 covering the period 1 January 2016 – 31 December 2017, new MoU with A-WEB[11] signed on 28 December 2015.

➢ Knowledge resource developments – In total the ACE website attracted 2,260,520 visitors. This figure represents the highest visitor statistics to date. Also the updating of the ACE Encyclopedia continued in terms of general updates, topic area fact checks and translations. Moreover eight (8) new case studies were published.

➢ Several outreach activities were carried out with the aim of increasing access and use of ACE by relevant target audiences. Continuous efforts in social media and promotional materials and presentations and a multiple referencing of ACE in scientific publications.

Figure 1: ACE Annual Site Visits 2008 - 2015
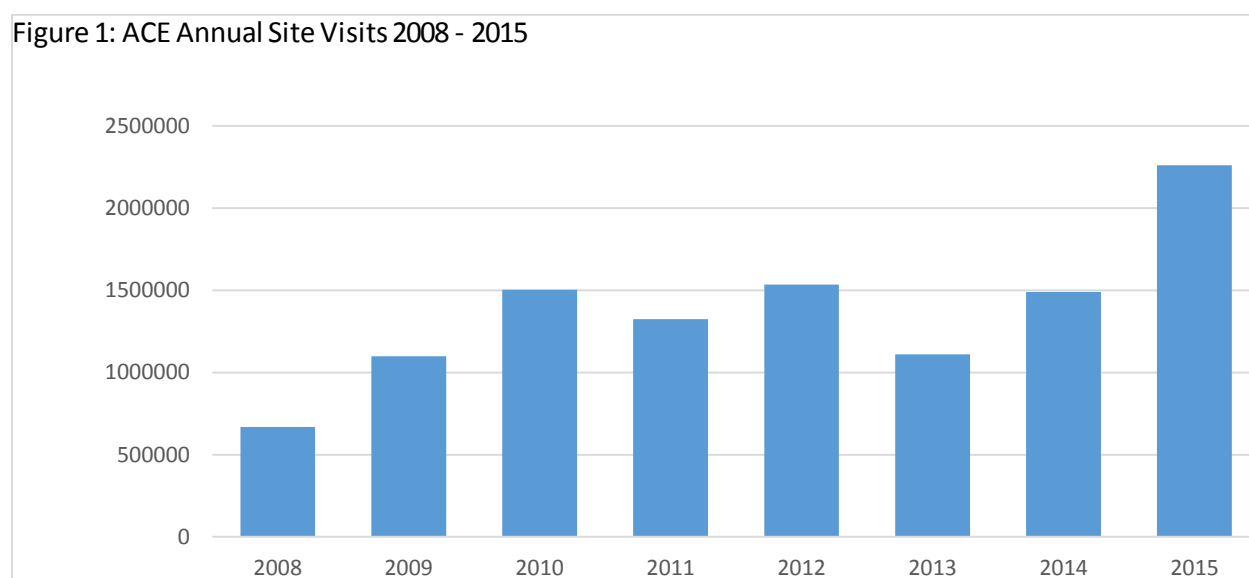


### BRIDGE Professional Development Programme

BRIDGE[12] is a modular professional development programme with a particular focus on electoral processes. BRIDGE represents a unique initiative where five partners[13] in the field of elections and democracy have jointly committed to developing, implementing and maintaining the most comprehensive curriculum and workshop package available in the area of electoral administration, designed to be used as a tool within a broader capacity development framework. More than 100 BRIDGE

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[11] The Association of World Election Bodies (A-WEB) was founded to support nascent democracies to achieve good governance and sustainable socio-economic improvements. A-WEB supports EMB's capacity building efforts and provides training for election officials and organizes various election observations. A-WEB also plans and implements country programmes to improve electoral democracy and works in collaboration with other international organizations with a goal of promoting democratic election systems around the globe and taking actions responding to the political and electoral issues of our time.

[12] See more at: http://www.bridge-project.org/en/

[13] Australian Electoral Commission (AEC), International IDEA, International Foundation for Electoral Systems (IFES), UN Electoral Assistance Division (UN EAD) and UNDP.

workshops are conducted worldwide annually, approximately one third of them implemented by UNDP electoral projects in the field.

Based on the BRIDGE Partners commitment to maintain the relevance of the course, BRIDGE Partners decided, in 2014, to move towards BRIDGE Version 3 and do a major update of the curricula. Through the contracting of a consultant tasked with the 'BRIDGE Curriculum Content Management' in early 2015, UNDP/GPECS' efforts in updating the BRIDGE Version 2 Curriculum have been substantial. In order to assess the status and determine needs of the BRIDGE Curriculum, GPECS carried out:

- A thorough review of the 24 modules and the resources comprising Version 2 that aimed at identifying overlaps and redundancies, as well as outdated, missing and contradicting information and resources throughout the curriculum;
- A thorough review and trialing of the Train the Facilitator (TtF) Course to identify ways of improving its methodology and of further increasing the quality and appropriateness of 'graduating' BRIDGE facilitators;
- Consultations and interviews with BRIDGE facilitators and election experts to identify gaps and needs in the curriculum and required developments within thematic areas of relevance;
- A review and overall consolidation of previous BRIDGE assessments, evaluations and recommendations, and;
- An analysis of the BRIDGE Survey that filled in by the BRIDGE community on the needs of the curriculum and the priorities of EMB's and BRIDGE facilitators. These efforts produced a set of recommendations for the BRIDGE Partners, which outlined suggested actions and priorities for improving, simplifying, updating and harmonizing the BRIDGE Curriculum (including the TtF). Based on UNDP's assessment and recommendations, the BRIDGE Partners agreed to:
  - o Merge, re-write, update, rename, develop and/or delete Version 2 modules, creating a fresher, more accurate and more structured curriculum;
  - o Update, delete, add and harmonize the hundreds of BRIDGE resources to ensure their consistency in style, accuracy and relevance;
  - o Update the TtF course and improve the Train the Facilitator methodology;
  - o Establish new accreditation requirements for facilitators;
  - o Improve and adjust the criteria for assessing future BRIDGE facilitators, and;
  - o Make changes to the facilitator levels in order to avoid a growing community of partially accredited facilitator.

In 2015, GPECS contributed to the update of BRIDGE in the following way:

**BRIDGE methodology and resources**

- Conducted research on content management and training methodologies, with the aim of improving the use and management of BRIDGE resources and methodologies;



*Figure 1 Version 3 BRIDGE Curricula Structure*

- Developed a Manual, style guides, guiding principles, templates and checklists for updating BRIDGE Version 2 modules and resources;
- Created a new 'Tasks for Facilitators' document that gathers important information, tasks, duties and responsibilities for BRIDGE facilitators;
- Created a Module Overview document and for easy reference of BRIDGE Version 3 modules.

**BRIDGE Modules and TtF**

- Reviewed the Version 2 Strategic and Financial Planning module to identify the needs for an update;
- Reviewed the draft of the new Strategic Planning module and developed materials, resources and activities for the module;
- Reviewed the update of the Voter Registration module and developed missing materials, resources and activities for the module;
- Aligned Voter Registration manual to new style guides and guidelines; and
- Improved the navigation within modules by adding hyperlinks and clickable short commands.

**Resources**

- Developed a proposal for simplifying the management, development and updating of BRIDGE resources, and based on this proposal;
- Renamed, re-categorized and restructured the BRIDGE resources for a simplified, more logical and user-friendly resource management system;
- Identified and merged or deleted redundant and duplicated resources;
- Modernized and reduced the resource base by replacing over-head projections with PowerPoint slides and by identifying and deleting resources that were repeated in several modules; and

- Improved resource by updating outdated resources and adding relevant ones.

While most of the above contributions by UNDP were accomplished in 2015, other contributions are still ongoing and will be finalized upon completion of the update of the BRIDGE Version 3 Curriculum. With the update and revision of BRIDGE modules, GPECS and the other BRIDGE partners assure that BRIDGE remains a leading and up-to-date capacity development tool and hence suits the needs and demands of EMB staff and other electoral practitioners around the globe.

## Strengthening Capacities for Credible and Inclusive Electoral Processes

The GPECS global team support capacity development efforts through face to face trainings, e-learnings, community of practice meetings, and other learning events. GPECS electoral advisors based in the JTF have organized annual thematic conferences and developed e-learning courses on different electoral cycle areas of programming, as well as developed and conducted trainings related to the implementation of electoral projects with the European Commission. GPECS electoral advisors in New York, on the other hand, have led on global practice meetings as well as key global level conferences and events.

### *Training on EU and UNDP Partnership in Africa[14]*

The GPECS electoral advisors working on the EC-UNDP JTF team participated in a week-long training for Africa COs held in November 2015 in the Regional Hub in Addis Ababa, Ethiopia. This was a unique opportunity to meet the senior leadership of all African UNDP COs in one place and explain the work and assistance available to them in Brussels, including the outline of the new EC-UNDP Electoral Assistance Guidelines. In addition, the team took the opportunity of one free day to organize a special session for the Chief Technical Advisors, as well as other key UNDP country office staff working on electoral projects, and train them on the specifics requirements of working with the EU on electoral assistance projects.

### *Electoral E-learning*

GPECS global electoral advisors in Brussels have been developing a series of e-learning courses based on each annual thematic conferences and their face-to-face workshops in order to expand the capacities of electoral administrators and practitioners. In 2015 an e-learning course on Electoral Results Management Systems was developed and is available in Arabic and English.



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[14] See more information in the GPECS Africa Component in page 14.

Between 2010 and 2015 1414 people have been certified using the EC-UNDP e-learning portal,[15] with 335 people receiving a certification in 2015.[16] The EC-UNDP e-learning portal on electoral assistance is managed by the GPECS electoral team in Brussels.

### *Global Chief Electoral Advisor and Chief Technical Advisor Meeting 2015*

DPA/EAD organized, in cooperation with UNDP and DPKO, a Global Meeting of UN Chief Electoral Advisors (CEA) and Chief Technical Advisors (CTA). The event was held at the UN Headquarters in New York and brought together more than 50 CEAs and CTAs and other senior experts delivering the UN's electoral assistance worldwide. In addition, HQ and regional staff from EAD, UNDP and DPKO participated, thus bringing together nearly all senior level election practitioners from across the United Nations system. During the event, which was



organized with the purpose of "learning and exchanging," the UN-wide coordination role of DPA/EAD and the Focal Point for UN electoral assistance, as well as integrated approaches to delivering electoral assistance and further crucial topics, such as sustainability, women's empowerment, prevention of electoral violence and credibility of electoral processes were discussed.

The event was opened by the UN Focal Point for Electoral Assistance, Under-Secretary-General (USG) for Political Affairs, Jeffrey Feltman, and UNDP Administrator Helen Clark. The two-day gathering allowed for senior experts to meet each other, as well as colleagues at the headquarters – many for the first time – and exchange experiences, challenges and achievements from their projects around the world. In that sense, the event proved to be a unique opportunity for CEAs/CTAs to meet their counterparts in HQ and regional offices face-to-face and build closer professional relationships. More specifically, the participants were informed about new electoral policies and trends in electoral assistance; briefed on UN HQ procedures, policies and, most importantly, the new Single Electoral Roster, a topic which was highlighted by the participants in the forefront of the meeting and hence a key issue on the agenda.

Following the formal opening, eight sessions, six thematic and two focused on human resources issues, unfolded over two days, each facilitated by experts from the field and HQ. The meeting was an important step to strengthen the community of UN electoral practitioners and allow for the sharing of lessons and knowledge among UN electoral colleagues in the field, regional offices and headquarters.

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[15] http://elearning.ec-undp-electoralassistance.org/

[16] The breakdown within the different e-learnings is the following: 1) Course on Electoral Results Management Systems: 95 in 2015 and 109 total; 2) Reinforcing Credibility and Acceptance of Electoral Processes: 70 in 2015 and 78 in total 3) Sustainability in Electoral Administration: 40 in 2015 and 249 total; 4) EU and UNDP working together in electoral assistance: 40 in 2015 and 226 in total; 5) ICT and Elections Management: 34 in 2015 and 375 in total; and 6) Effective Electoral Assistance: 56 in 2015 and 365 in total.

*Inclusive Political Processes Meeting*

On the side to the Global Chief Electoral Advisor and Chief Technical Advisor Meeting, an Inclusive Political Processes (IPP) meeting was organized on 2-3 December 2015, including 89 UNDP staff working in different areas of inclusive political processes in country offices, regional centres and headquarters. During the meeting, a wide array of themes ranging from inclusive constitution-making; growing civil space and empowering civil society; good electoral cycle processes; effective parliamentary outreach; inclusive accountable political parties; to women's equal political participation and autonomous decision making, were covered. The objective of the event was to bring practitioners working on the above mentioned thematic areas together and discuss UNDP's new IPP approach, as well as positioning IPP work within the 2030 development agenda. The meeting was opened by UNDP Administrator Helen Clark, who stressed the importance of democratic governance and the IPP programming approach as front and central to UNDP's business and its fundamental role in providing entry points for other development programming.

## Output 2: Regional level advocacy, capacity development and knowledge generation enhanced

GPECS' regional work, designed specifically for each of UNDP's five regions,[17] focuses on building regional networks, as well as supporting the capacity development of different regional stakeholders, as well as on the provision of country support. GPECS works closely with regional organizations that are mandated to enhance democratic space and support democratic and inclusive elections. Thereby, GPECS support is often requested with a focus on building the capacities of domestic observers, gender mainstreaming and youth participation. Depending on the context of a certain region and the mandate and capacity of regional actors, GPECS activities and partners vary widely and cover high profile organizations such as the African Union and the League of Arab States, but also small regional NGOs and other CSOs. However, given the critical funding situation of GPECS II during 2015, there were no financial resources available for regional electoral activities beyond the Arab States, hence the Regional Electoral Advisors (REAs) focused predominantly on measures that were financed by UNDP Country Offices, e.g. which was largely country support (support missions and remote/desk support in terms of strategic advice, project formulation and design, technical backstopping, quality assurance, HR support, etc.).

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[17] Africa, Arab States, Asia-Pacific, Latin America and the Caribbean, Europe and CIS.

## Africa

Due to limited financial resources from both GPECS and the electoral component of the RBA Regional Programme, most of the regional work focused on providing policy and programming support to country level projects. However, a number of activities were carried out, mostly funded by COs.

In 2015, the Addis-based Regional Electoral Advisor participated in a number of EAD-led electoral Needs Assessment Missions (NAM). These included missions to Benin (February and September 2015), Uganda (April 2015), and The Gambia (July 2015). Following the deployment of NAMs, advisory services and support were provided to a number of UNDP COs in terms of formulation of project documents and budgets.[18] The bulk of support to UNDP Country Offices in the Africa region consisted of policy and programming advisory services, mainly to countries organizing elections in 2015 and 2016.[19] However, the REA also provided ad-hoc support and deployed to Togo on very short notice to support the UNDP CO during the critical phases of the elections (from polling day to the announcement of results). During his deployment, he advised the RC and other UNDP senior management in regard to assessing the credibility of the electoral process and in regard to UNDP statements and positioning towards the electoral results. Since elections are often accompanied by a certain unpredictability in terms of outcomes and related events, with a potential for election related violence, having an electoral expert on the ground was crucial for the UNDP CO and the RC, who would have been an important mediator, if it would have come to electoral violence or political unrest around polling day.

In terms of partnerships and collaboration with other organizations and institutions, the REA contributed to a number of events and trainings, focusing on elections in fragile and conflict affected contexts and stabilization efforts.[20] In terms of knowledge products, the publication "African Union – Towards Long Term Election Observation" was finalized and produced. This publication is a product of the collaboration between UNDP and the African Union Commission's Democracy and Electoral Assistance Unit. Such cooperation included the study on AU Long-term Observation Framework, which has culminated into the mentioned publication. This Long-term Observation (LTO) Framework does not only chronicle the path towards the adoption of LTO methodology but it also gives expression to the AU's commitment to credible electoral processes and democratic consolidation in Africa. The Framework also serves as a guide for AU Elections Observation Missions from pre-election assessment missions to follow-up missions in a manner that enhances efficiency and effectiveness. It is hoped that the Framework will serve as a useful reference

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[18] Benin, Chad, Ghana, Niger, Uganda and Zimbabwe.

[19] Benin, Burkina Faso, Burundi, Chad, Republic of the Congo, DR Congo, Guinea, Madagascar, Niger, and Togo.

[20] This activities include: (1.) Presentation of a paper on 'Elections and Transitions to Democracy in Africa' at the ISS – Institute for Security Studies – Training on Governance and Human Security, held in Addis Ababa (July 2015); (2.) Lecture on Election Monitoring and Management, at the Post-Conflict Recovery Course for senior African military officers, organized by the International Peace Support Training Center in Addis Ababa (November 2015); (3.) Presentation of a paper on "Democracy and Service Delivery" at the Southern Africa Region Policy Dialogue, organized by International IDEA in Pretoria, South Africa (November 2015); (4) Contribution to the Strategic Meeting on Election Risk Management in West Africa, jointly organized by UNDP, International IDEA and OSIWA – Open Society Initiatives for West Africa – in Dakar, Senegal (December 2015); and (5.) Contribution and presentation of a paper to the first session of Regional Policy Dialogue in Central Africa, organized by International IDEA in Libreville, Gabon (December 2015).

point for AU observers and all who desire more understanding of how AU Elections Observation Missions are conducted.

Given that the international community foresees a strong and leading role of the AU regarding conflict prevention, peacebuilding and democracy on the continent, the contributions of UNDP in terms of building electoral and violence preventing capacities within the relevant departments of the AU are key fulfilling its mandate and vision.

## Asia Pacific

The Asia Pacific region is hugely diverse and covers countries from Afghanistan, with huge and comprehensive electoral assistance projects, to countries like the Philippines, which has a very capable EMB and yet requested UN Electoral Assistance for very specific areas (related to new technologies). Furthermore, the region is facing grand challenges in regard to women's political participation, human rights discourses and partly political transitions and stability. These differences of characteristics highlight the huge spectrum of expertise and knowledge that is required to be able to respond to all requests for electoral assistance in the region. In 2015, GPECS focused mainly on the provision of policy and programming support to electoral and governance projects, including crucial support to the high-profile elections in Myanmar. Furthermore, a curricula for a course of secure and fair elections (SAFE) (see box below) and mainstreaming inclusion in electoral assistance have been developed under the leadership of the REA.

### *Policy and Programming Electoral Support*

Country support was provided to an increasing number of countries in 2015 reflecting the importance of elections in political transitions and the continuously growing request for support and expertise by Member States and UNDP Country Offices. The REA developed several project documents and provided strategic in-country support to numerous countries.[21] Furthermore, he represented UNDP in NAMs to the Solomon Islands, the Philippines and Bougainville (Papua New Guinea). There are critical elements of support, provided through the GPECS REA that contributed to greater stability and the creation of political space in transitional junctures. The first was the support to the Bougainville elections, which was timely, efficient and able to assist local elections where national authorities would not have been able to deliver. UNDPs neutrality and capacity to deliver has provided an environment that the PNG Government and the Autonomous Government of Bougainville will be able to engage on the constitutionally mandated referendum process for Bougainville.

In Myanmar, the transition from military rule to democratic rule reached another milestone with the national authorities' successful implementation of national elections in 2015. The support from UNDP centered strategic advice to the Country Office to engage on critical areas of transparency and security. This support resulted in 100,000 solar lamps being procured to ensure there was ample light in rural polling stations to provide a transparent environment for voters and authorities, and key education of authorities on how to manage the election period in a peaceful and inclusive manner.

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[21] Bangladesh, Cambodia, the Maldives, Myanmar, Nepal, Papua New Guinea, Papua New Guinea's Bougainville, Solomon Islands and Timor-Leste.

## Enhancing Capacities and Partnerships for Secure Elections

In collaboration[22] with International IDEA and the Electoral Integrity Project, UNDP developed the first ever electoral security curriculum. The Secure and Fair Elections (SAFE) Workshop Model Curriculum[23] combines academic and practitioner perspectives to provide a holistic insight into the principles, challenges and good practices related to electoral security. The SAFE curriculum can be incorporated in electoral assistance programming, and can play an important role in strengthening the capacity of election practitioners and security-sector agencies. It will further assist other national and international stakeholders interested in safe elections.[24]

## Mainstreaming Gender and Inclusion of Vulnerable Groups in Electoral Assistance

Together with International IDEA and UN Women, UNDP commissioned a study on how political parties can mainstream gender into their platforms and structures to increase women's political participation in the region. Studies have been undertaken in Fiji, Nepal, the Philippines and Timor-Leste and will be published with regional recommendations in 2016. In regard to support in drafting and implementing National Action Plans on Gender Equality in Elected Offices, activities were held in Bhutan, Indonesia and Vietnam. In Bhutan, the National Commission for Women and Children (NCWC) finalized the National Plan of Action on Gender Equality in Elected Offices (NAPGEEO)[25] which was developed with consultation with all the different stakeholders including the parliamentarians. The NAPGEEO was developed based on the draft action plan formulated as an outcome of the two day consultative workshop amongst the different partners on "Enhancing Women's Participation in Elected Office" by the NCWC with support from UNDP Bangkok Regional Hub in 2013 and the recommendations from the "National Conference on Women in Politics" organized by NCWC in partnership with Bhutan Network for Empowering Women in 2014. Reviewing legislations and policies from a gender perspective and making it conducive for women's participation was identified as one of the important interventions in the National Action Plan. UNDP supported, by providing technical assistance, the review of legislation from the perspective of enhancing gender equality in elected office and the recommendations were

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[22] The partnership with International IDEA and the Electoral Integrity Project brought together the Electoral Integrity Project's academic and theoretical experience in electoral security, UNDP's on the ground experience in implementing and assisting national partners implement electoral security arrangements, and International IDEA's global knowledge management niche. The curriculum would not have been possible to develop without the partnership, and benefitted tremendously from the three organization's inputs.

[23] The curriculum consists of 14 modules and 9 practical sessions. Topics cover a variety of perspectives, including security and integrity considerations in elections, analytical methodologies, the role of the media, justice mechanisms, and the use of information and communications technologies in the provision of electoral security.

[24] See more information at: http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/electoral_systemsandprocesses/secure-and-fair-elections.html

[25] The main objective of the NAPGEEO is to enhance women's representation in the elected offices towards achieving the 11th FYP National Key Results Area, "gender friendly environment for women's participation" and it will also guide the interventions of different stakeholders in enhancing women's participation.

submitted to the government. The pieces of legislation reviewed in 2014 are the Election Act 2008, Public Election Fund Act and the Civil Service Act 2010.

In Indonesia, UNDP supported the country office SWARGA programme, aimed at improving women representation in the parliaments as well as increase their capacity. Existing networks such as the Women's Parliamentary Caucus need strengthening to improve information sharing and coordination between women representatives working in the same field of interest across party lines and across different elected bodies at national and subnational level to push common agendas. During the campaign for legislative elections, UNDP provided training on how to run an effective campaigns for women candidates. As a result, while their numbers might have fallen by one percent point in the national parliament, this slight setback was eclipsed by increases within the local parliament. Data from the General Election Commission suggest that the number of elected women in UNDP target provinces has increased.

In Vietnam, Women Candidate Training Programmes – including also the production of short films – were developed with the objectives to develop an on-line training program for potential women candidates in a manner that increases accessibility and participation; to provide support material to the trainers of candidates; and to improve the quality and consistency of former women candidate training program.

## Arab States

The Regional Electoral Support Project for Middle East and North Africa, the Arab States component of GPECS, focuses on engaging and supporting entities and initiatives that promote democratic institutions, raise public awareness and knowledge on democratic policies and practices, and strengthen regional cooperation in these areas. Given that several of the countries in the Arab States region are currently on challenging paths of political transition and that democratic spaces have significantly been reduced in certain countries, building partnerships and accumulating voices for peace and democracy have become more important than ever. With support from the Swedish International Development Agency (SIDA), the project continues to connect and build the capacities of electoral practitioners; develop and implement regional initiatives that are of relevance to national stakeholders; and to support national electoral projects and UNDP COs in the region through ensuring coherence in electoral assistance, with a focus on the following main outputs: strengthening regional cooperation and regional electoral networks; enhancing regional knowledge and know-how on electoral issues; and promoting the greater and more effective role of women and youth in the electoral process.

In 2015, significant progress was made towards the goals and objectives with the following key successes to report, most notably the establishment of the Organization of Arab EMBs, the first regional association of EMBs in the Arab States (ArabEMBs).

## *Launch of the Organization of Arab Electoral Management Bodies*

Following more than a year of consultations including the formation of a preparatory committee in 2014 to look into the creation of a regional entity dedicated to strengthening regional cooperation on electoral matters, GPECS supported the gathering of EMBs from six countries (Iraq, Jordan, Lebanon, Libya, the State of Palestine and Yemen) to formally launch the Organization of Arab Electoral Management Bodies.

Within six months of the launch event and with support of the regional electoral support project, the newly established organization expanded its membership with the addition of Sudan as its seventh founding member and with positive discussions underway with other EMBs in the region; the new organization also pursued cooperation with other similar networks resulting in the signing of a memorandum of agreements with the Association of European Election Officials (ACEEEO) and the Venice Commission. In addition, the Organisation also focused on enhancing regional exchange of information and knowledge through the holding of a regional workshop on voter registration. The organization of the workshop itself, is notable, as it brought together, for the very first time, voter registration experts from nine Arab EMBs to share experiences and lessons learned on voter registration, and identify areas of regional cooperation. Promoting regional exchange on various electoral and civic topics, from both, technical and non-technical perspectives, is crucial in a region that is experiencing dramatic change, political conflict and generational struggle for inclusion. Regional electoral activities also enable the outreach to national electoral practitioners, some of which are not traditionally recipients of UN electoral assistance. Regional organizations such as the League of Arab States (LAS) and the Organization of Islamic Cooperation (OIC) are becoming more active in the field of elections and have the potential to play a key role when it comes to the promotion of democracy and democratic electoral principles in the Arab States. Regional and also South-South cooperation continued to be a priority and main pillar of GPECS in 2015 and partnerships with the League of Arab States, Mexico National Elections Institute (INE), and the Organisation of Arab EMBs and with other national and regional initiatives working on strengthening democracy and the field of elections were consolidated and reinforced.

## *Strengthened collaboration and partnership with the League of Arab States*

The League of Arab States is a key partner and throughout 2015, in collaboration with EAD, a number of initiatives that consolidated the partnership, promoted mutual goals and objectives, and paved the way for broader engagement and impact on elections in the region were facilitated. Key events include the advocacy for and endorsement by the LAS Council of holding LAS's first ever conference on elections. The Security Council endorsement of this proposal by the LAS Election Department represents a major achievement by the Department which has worked extensively over the past year to promote, both within the organization as well as among its member states, the professionalization of elections in the region. The conference, which eventually took place in May 2016, was the first time electoral bodies of all 22 LAS Member States countries come together to exchange experiences on the practice of elections in their

respective countries. This dialogue is an important step towards further expanding the dialogue on elections and democracy in the region and supporting regional actors in being the main drivers and stakeholders of such processes.

### *Promotion of regional south-south cooperation on elections and democratic practices*

In order to expand networking and knowledge exchange beyond the regional perspective, a MOU was already signed between GPECS and Mexico's National Electoral Institute (INE) in 2014. In an effort to foster this partnership and promote and advocate for broader discussions in the Arab States on elections and democracy, GPECS Arab States supported the participation of an Arab delegation (LAS, ArabEMBs, and civil society, media and youth groups) at the 6th Latin America Democracy Forum held in Mexico in October 2015. The event encouraged LAS and ArabEMBs to look into the feasibility of organizing and institutionalizing a similar practice for the Arab States region, as well as building bi- and multilateral networks with the respective EMBs from Latin America. In addition to the Democracy Forum, the GPECS Arab States also collaborated with INE on the holding of a regional training on results management system and the importance of a strong RMS to the professionalism and credibility of an electoral process, as well as to the prevention and mitigation of electoral violence.

In addition to its partnerships with INE, GPECS continued to work with and support EAD in strengthening its engagement with the OIC. GPECS, for instance, supported the OIC-UN Jeddah Roundtable Discussion on the Role of Civil Society in supporting Electoral Integrity through domestic election observation.

### *Promotion of the participation of women and youth in political and electoral processes*

In collaboration with UNDP's regional gender project, GPECS designed and implemented activities that promoted networking among women groups, enhanced awareness and knowledge on civic and political participation of women and youth, and their role throughout the electoral cycle. Through conferences, workshops and trainings, GPECS strengthened the capacity of the network of women in constitution making, created a database of more than 7,000 youth engaged and interested in civic and political participation, imparted problem solving and leadership skills to 105 young men and women active in their communities. GPECS also carried out BRIDGE trainings including BRIDGE workshops on Gender and Elections, conducted in collaboration with IFES in April 2015.

### *Support to and partnerships with UNDP country offices, national projects and Regional Hub*

UNDP country offices and national electoral projects continued to be an important partner and beneficiary of GPECS Arab States. GPECS represented UNDP in a strategically highly important NAM to Iraq, reviewed and planned regional initiatives during its annual chief technical advisors meeting, held joint interventions

with national electoral projects including collaboration on substantive and operational aspects of events, and provided advisory services through missions focusing on support to national electoral projects on different technical inputs: Pro-Doc finalization; negotiations with national partners as well as the deployment of consultants to national electoral projects and country offices.

GPECS Arab States worked extensively with the UNDP Arab States Regional Programme in implementation of its activities, particularly the gender output which is led by the Regional Programme's Mosharka Project. The Mosharka Project supports the design and implementation of GPECS Arab States' gender initiatives and some of its youth activities; the GPECS provides Mosharka with a shared staff member for the implementation of its gender and youth activities. In 2015, GPECS also implemented initiatives jointly with the Regional Hub Amman, in particular the holding of the first Youth Innovation Forum which was a partnership between the Arab States Regional Programme, the Regional Elections Project, and UNDP Egypt.

## Latin America and the Caribbean

Most countries in the LAC region are recognized for having the necessary technical capacity to conduct elections in a professional and credible manner, with electoral authorities mostly being perceived as professional and committed to the realization of elections in respect of the legal framework and international principles. Despite the above, there is a growing demand for electoral support linked to different technical aspects, basically related to electoral reform, particularly regarding political parties and campaign finance regulations. There has also been an increasing interest by the use of technology in elections, the adoption of electronic voting and electronic systems for announcement of results. GPECS LAC works closely with the Country Offices in the identification of technical needs as well as in the design of the strategic support to be provided and the various implementation modalities/activities. This is done in the perspective of sustainability and institutional capacity development.

In 2015, the GPECS regional component for Latin America and the Caribbean (LAC) focused on providing direct technical assistance to EMS in the region and supported UNDP COs in all aspects related to electoral assistance (NAMs, identification of strategic areas of work, writing of project documents and work plans, production of technical documents and proposals (polling and counting procedures, communication, training)), and promoted regional exchange of experiences and best practices regarding access and inclusiveness and accessibility to electoral processes. In its work, GPECS LAC promotes South-South cooperation solutions, identifies technical experts from the region and facilitates the exchange of experiences and knowledge amongst the electoral management bodies and other stakeholders relevant to electoral processes within the region.

All the actions taken and the work developed promote measures towards more citizens' participation and inclusive electoral processes that give more importance to gender equality, youth engagement and representation of disadvantaged groups, such as indigenous people and afro-decedents.

### *Key Country Support provided in 2015:*
**CARICOM:** The GPECS REA participated in a NAM to the Caribbean Community (CARICOM) to identify areas in which the organization may benefit from technical support to enhance its capacity in the areas of

electoral observation as well as political mediator in the Caribbean region, as has happened in the past. Based on the NAM´s findings, a proposal for a capacity building plan has been developed, and in a first step, a workshop jointly organized with EAD with the participation of representatives from international electoral observation organizations, to enhance CARICOM´s methodology on electoral observation, was conducted in early 2016.

**Grenada:** UNDP has been involved in both the draft of the Constitutional Reform and the assistance to the organization of the required referendum to approve the Constitutional reforms. GPECS was part of the NAM, participated in the writing of the project document and work plan. It has also been involved in its implementation, particularly at the level of the civil society organizations involvement in the public awareness campaign about the new Constitution and the Referendum. The GPECS actively contributed to the establishment of the framework of the Small Grants Programme to allow the civil society organizations to actively participate in the public outreach campaign regarding the Referendum. A workshop was conducted with civil society organizations, which contributed to improve the political dialogue with the opposition, which actively participated in the workshop and discussions around the referendum. As a result, suggestions were put forward to separate some issues part of the bills, reflecting the participant´s concerns. Those suggestions were accepted by the Parliament, an indication of will to make the process inclusive and participatory. This example from Grenada clearly highlights the importance of dialogue facilitation, consultations and outreach in regard to political decision-making.

**Guatemala:** Following an official request from the local authorities, a NAM was conducted to identify the areas to which UNDP could provide technical support to the electoral process for the general elections. Based on the NAM recommendations, GPECS has provided support to the UNDP CO in *(i)* identifying and selecting technical experts*, (ii)* writing of the project document under which the electoral assistance will be placed and *(iii)* the design of the work plan to the project´s implementation. The electoral support project was established in a very tight timeframe (five weeks before elections) nevertheless, it was crucial to contribute to the good conduct of elections. Not only through the legal support provided to the EMB that under a sensitive political context had to take decisions and interpret the law in a way never experienced before, but also through technical support to the communications and ICT areas. Following the electoral process, the project also organized a Lessons Learned exercise[26] which helped the EMB to identify intervention areas to the coming period between elections. The first initiative following this event was the organization of a workshop on strategic planning[27]. The EMB of Guatemala has expressed the appreciation for the UNDP contribution and the interest to continuing counting on the UNDP support to build the technical capacity of the institution and even analyze a possible reform of the same.

**Guyana:** GPECS collaborated with the Country Office and provided support to the Guyanese EMB GECOM during critical stages of the general elections in 2015. The elections were highly contested and had the potential for electoral violence. One of the potential key triggers for electoral violence that were pre-identified by GECOM and UNDP, was the time between closing of polling centres and the announcement of results, e.g. the tabulation of results. In order to mitigate these risks, GPECS in identified an ICT expert

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[26] In collaboration with IFES.
[27] Also jointly organized with IFES.

who provided support to the electoral data base system, particularly the tabulation and announcement of results, and the REA deployed to Guyana during the elections to advise GECOM on the design of a communication plan around the announcement of results. The key result of this assistance to GECOM was the creation of an accurate data system that – in case of an audit or a challenge of the results – allows for easily accessing the data from any polling station in the country, as well as time-sensitive and appropriate messaging around polling day. The general elections in the country remained peaceful, the results were accepted by the majority of the population and the government handed over power to the opposition.

**Haiti:** The LAC REA was involved in a NAM, together with EAD and DPKO, as well as providing support to the UNDP team in the identification and selection of technical experts in various areas. The electoral expert has also provided support with the communications strategy on the tabulation and announcement of results phases. The LAC REA also contributed to the identification of suitable technical candidates for the various positions within the project and its timely implementation.

**Honduras:** The ongoing electoral support project in Honduras follows the logic of electoral cycle, focusing on capacity development of electoral stakeholders in the period between elections. The project is also playing an important role in the organization of events to promote open and inclusive discussions on electoral and political reforms. The LAC REA has participated in a conference on "Electoral Reforms" organized by the UNDP, NDI, IDEA and the Netherlands Institute for Multiparty Democracy and has provided inputs to the CO in the design of the project document and work plan.

## Output 3: Targeted National level electoral cycle intervention implemented

National electoral cycle implementation was supported through global and regional electoral advisors through country policy and programming support (see Annex 2). However, no GPECS funding was available for financially supporting projects or interventions in 2015 beyond the assistance provided outlined in the other chapters (the design of GPECS, however foresees strategic country-level interventions, such as seed-funding, quick intervention and other measures that require financial resources). Further resource mobilization efforts are ongoing and it is expected that resources for country level interventions will be available in the future.

## Output 4: Gender is mainstreamed in Electoral Assistance

GPECS has internally and externally been recognized as a champion in regard to promoting women's political participation throughout the electoral cycle and in regard to mainstreaming gender adequately in all its activities. The second Phase, GPECS II is following the successful path of GPECS I, and has again, a two-pronged approach to gender mainstreaming: consequent mainstreaming gender throughout all outputs, plus one output explicitly dedicated to gender, is implemented. While the gender related activities mainstreamed in the other outputs are mentioned under the sections for the respective outputs,

this section focuses specifically on activities delivered under Output 4: Gender is mainstreamed in Electoral Assistance.

## Knowledge Development and Policy Dialogue

In regard to policy dialogues and gender mainstreaming in electoral cycle support, the alignment of GPECS II with SDG 5 "'*Achieve gender equality and empower all women and girls'*, needs to be highlighted. For credible and inclusive electoral processes, the adequate participation of women in the three dimensions, voters, political candidates and elected offices, as well as electoral administrators is crucial. While women usually represent about 50% of the eligible voters, they are yet often critically underrepresented within political parties, the electorate and within EMBs. Therefore, as outlined above, GPECS II mainstreams gender issues in all three outputs, and has additionally one output that explicitly focuses on promoting women as leaders and supporting their access to decision-making processes. Therewith, GPECS explicitly addresses SDG 5 targets 5.1 *'End all forms of discrimination against all women and girls everywhere'*, and 5.5 '*Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*'. Designed to build global public knowledge and support the development of gender strategies, guidelines and manuals related to electoral processes, GPECS II contributes also to target 5.c '*Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels'.* Additionally, GPECS II, through the earlier mentioned initiative on ID management, as well through continuously promoting the responsible use of biometric voter registration, and through seeking to utilize ICT and social media for more accessible, participatory and transparent electoral cycle processes, GPECS II addresses target 5.b '*Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women*'.

Through its continuous efforts of preventing discrimination and political violence against women and supporting the government in its international commitments towards eradicating all forms of violence against women, such as CEDAW, GPECS II also implicitly contributes to target 5.2 '*Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.*'

Regarding UN internal **policy dialogues and knowledge development**, the DPA, UNDP and DPKO electoral advisors meeting that took place in December 2015, discussed, during the two day event, a thematic sessions focused on "promoting women's participation and representation." The presentation and discussion, noted in particular the discrepancy between the number of NAMs that recommend assistance on promoting gender equality and women's participation, and the lower number of project documents that actually included these activities. Furthermore, the importance of sex-disaggregated data (SDD) was highlighted as being a crucial element in promoting women's participation. SDD are still not consequently collected and are not a priority for many EMBs. The significance of holistic approaches to promote women's participation, focusing attention on capacity-development, sensitization and training programmes was also pointed out. Another key aspect mentioned was the partial lack of 'buy-in' from senior UN leadership on the ground. Emphasizing existing obligations such as CEDAW and the SDGs, and utilizing donors to further push the agenda, were stressed as effective measures.

In regard to knowledge development, the 2015 published "Inclusive Electoral Processes: A Guide for Electoral Management Bodies on Promoting Gender Equality and Women's Participation" which is already mentioned under the reporting to Output 1 has been very successful.

In order to support UNDP COs in the development of electoral projects with strong gender components, an indicator database, containing 44 example indicators targeting the measurement of EMB capacities (related to gender mainstreaming); women voters; women's political participation; and women's role in electoral dispute resolution and prevention of electoral violence. The database also lists the potential data sources of the indicators, which are available in English, French and Spanish.

A further knowledge product, a handbook on 'violence against women in elections' (VAWE), has not been published as planned, but is foreseen for 2016.

### Quick Intervention Fund for Transitional and Post-Conflict Environments

Due to the lack of funding during 2015 for GPECS II, activities foreseen under 4.2; Quick Intervention Fund for Transitional and Post-Conflict Environments; could not be carried out as planned.

### National-level Gender Activities and Advisory Services

Advisory services in regard to Gender Mainstreaming have been provided to UNDP Country Offices in Pakistan, Philippines, Solomon Islands and South Africa. While several activities, such as Gender Mappings/Audits with the EMBs of Jordan, Pakistan and the Philippines were originally planned, they were later on postponed due to conflicting schedules and priorities of the partner EMBs. This demonstrates again that the entry point and window for promoting women's political participation within the electoral cycle, can sometimes be narrow, depending on the capacities, electoral schedule and/or political will of the partner institutions.


## GPECS Financial Reporting[28]

### GPECS financial situation - 2009 to 2015


| GPECS Phase I resources : From 2009 to 31 March 2015 | | | |
|---|---|---|---|
| Donors | Contributions 2009 - 31 Mar. 2015 | Expenditures 2009 - 31 Mar. 2015 | Closing balance as of 31 Mar. 2015 |
| GOVERNMENT OF SPAIN | $ 36,447,740 | $ (36,447,740) | $ - |

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[28] Financial reporting as per 31 December 2015

| | $ | $ | $ |
|---|---|---|---|
| SWEDISH INT'L DEVELOPMENT COOPERATION AGENCY | 3,657,979 | (2,139,308) | 1,518,671 |
| CANADIAN INT'L DEVELOPMENT AGENCY | $ 239,617 | $ (239,617) | $ - |
| EUROPEAN COMMISSION | $ 184,016 | $ (184,016) | $ - |
| UN WOMEN | $ 71,250 | $ (12,939) | $ 58,311 |
| INTERNATIONAL IDEA | $ 48,439 | $ (48,439) | $ - |
| UNITED NATIONS CHILDREN'S FUND | $ 27,070 | $ (27,070) | $ - |
| UNITED NATIONS DEVELOPMENT PROGRAMME | $ 1,488,488 | $ (766,356) | $ 722,132 |
| **Total** | **$ 42,164,599** | **$ (39,865,485)** | **$ 2,299,114** |

| GPECS Phase II resources : From April to December 2015 | | | |
|---|---|---|---|
| **Donors** | **Contributions/carry-over 1 Apr. - 31 Dec. 2015 (\*)** | **Expenditures 1 Apr. - 31 Dec. 2015** | **Closing balance as of 31 Dec. 2015** |
| SWEDISH INT'L DEVELOPMENT COOPERATION AGENCY | $ 3,376,544 | $ (2,235,542) | $ 1,141,002 |
| UN WOMEN | $ 58,311 | $ - | $ 58,311 |
| UNITED NATIONS DEVELOPMENT PROGRAMME | $ 722,132 | $ (417,498) | $ 304,634 |
| **Total** | **$ 4,156,987** | **$ (2,653,040)** | **$ 1,503,947** |

(\*): This figure includes the carry-over from phase 1 plus the income received during phase 2

While the total budget of GPECS Phase II has been set at US$ 38,928,444, a large funding gap remained throughout 2015 and hence, GPECS was only able to implement components where resources had been mobilized and carried forward from Phase I. The available funding was largely earmarked for regional electoral activities in the Arab States region and other components of the project were heavily underfunded, which partly resulted in a focus on country level support activities in the form of advisory support missions and remote desk support, but did not allow for numerous of the indicated activities in the Annual Work Plan. The current funding situation also hindered the foreseen recruitment of a Senior

Electoral Expert to support UNDP's advisory service to respective units of the African Union (AU) and support the multiple UNDP Country Offices, who are providing Electoral Assistance in numerous African countries. Given the conflict potential and the political sensitivity around elections in all regions, but in Africa in specific, the underfunding of GPECS Africa component is not only a threat to UNDP's democracy promoting efforts, but also to its conflict prevention and stabilization efforts.

Despite the current lack of financial resources, it is expected that additional resources will be mobilized and that the project will have sufficient funds for implementing all foreseen activities during 2016 as outlined in the RRF/Annual Work Plan.

## Summary and 2016 Outlook

Despite a critical funding situation, GPECS has been able to deliver significantly on the outputs defined in the Results and Resources Framework (RRF). GPECS was able to deliver critical support to UNDP Country Offices and EMBs in critical stages of the elections and hence contributed to peaceful and constitutional political transitions.

In the Arab States, a region challenged by fundamental political and social cleavages, the GPECS Regional Component has become a strong regional advocate for peace, democracy and human rights and has succeeded in building bridges and facilitating exchange between CSOs, National Human Right Institutions, EMBs and high ranking officials. Furthermore, it facilitated and supported South-South cooperation between the Arab States and the LAC region and facilitated the creation of a regional association of ArabEMBs, an entirely new entity in the field of elections with great potential to act as a vehicle for promoting the principles of inclusive and credible elections throughout the entire region.

For 2016, GPECS has already started two cutting-edge initiatives, one of ID management and one on the political rights of forcefully displaced people. With this initiatives, GPECS continues to be a thought-leader in electoral assistance and assures that new trends and dynamics, as well as current crises are adequately reflected in and addressed by UNDP policy and programming support.

GPECS will continue to provide ad-hoc and long-term support to UNDP COs and electoral assistance projects in all regions, as well as organize conferences and other events of global relevance in order to assure that electoral practitioners' demand for capacity building and knowledge exchange are met by state-of-the-art expertise, tools and materials.

# Annexes

## Annex 1 - Results Reporting 2015

**RRF for Global Project for Electoral Cycle Support Phase II (2015- 2017)**

| | |
|---|---|
| **SP Outcome 2:** Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance | |

**Output 2.1.** Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions

**Output 2.1. Indicators:**

2.1.1 c) Number of Electoral Management Bodies (EMBs) with strengthened capacity to perform their functions, including; financial and operational planning, conducting operations for elections and referenda, voter information and stakeholder outreach to hold credible and inclusive elections

2.1.2 Number of registered electors

2.1.3 Number of additional women participating as candidates in national elections

**GPECS Phase II Outputs:**

Output 1: Global level advocacy, capacity development and knowledge generation strengthened

Output 2: Regional level advocacy, capacity development and knowledge generation enhanced

Output 3: Targeted National level electoral cycle intervention implemented

Output 4: Gender is mainstreamed in Electoral Assistance

| GPECS II Outputs | GPECS II Output Indicators | Baseline( 2014) | Target (2015) | Result (2015) | 2015 Narrative Reporting |
|---|---|---|---|---|---|
| Output 1: Global level advocacy, capacity development and knowledge generation strengthened | No. of Focal Point policies via ICMEA mechanism | 2 | 2 | 2 | UN electoral policies are developed through the Interagency Coordination Mechanism for Electoral Assistance (ICMEA) and issued by the USG for Political Affairs. During 2015, two policies were finalized and issued: |

| | | | | |
|---|---|---|---|---|
| | | | | 1) UN Policy Directive on UN statements and public comment around elections approved on July 2015. The policy is available in English and French; and |
| | | | | 2) The Policy Directive on the Conduct of UN personnel in and around electoral sites approved on August 2015 and available in English, French and Arabic. |
| | | | | In addition, ICMEA has been working on other policies which will be finalized in 2016, such as the UN Policy Directives on Single UN electoral roster, Preventing and Mitigating Election-related Violence. |
| | | | | Furthermore, GPECS has been promoting the updated of two existing policies on UN electoral needs assessments and Principles and Types of UN electoral assistance within ICMEA, yet it is not clear if this processes will commence in 2016. |
| No. of Agreements signed annually with the EU, as facilitated by the GPECS Brussels Team | 6 | 8 | 10 | Contribution agreements were signed with the EU for electoral projects in the following countries (Afghanistan, Burundi, CAR, DRC, Georgia, Guinee Conakry, Jordan, Liberia, Zambia and Zimbabwe) for |

| | No. of global UNDP publications developed | 2 | 2 | 4 | a total of 68,823,709.05 Euro (approx. 74 million US dollars) |
|---|---|---|---|---|---|
| | | | | | Three new global publications and knowledge products on electoral cycle programming were finalized in 2015: 1) Electoral Results Management Systems: Catalogue of Options - A guide to support electoral administrators and practitioners to evaluate RMS options, benefits and challenges available in English and Arabic; and 2) an e-learning based on Electoral Results Management Systems, available in English and Arabic; 3) Inclusive Electoral Processes: A Guide on Electoral Management Bodies and Women´s Participation together with UN Women and available in Arabic, English, French, Romanian, Russian, Spanish and Vietnamese; 4) the report on the Mapping UN Activity in Support of Identity Management: Findings and Policy Recommendations. In addition, a Methodology for Data Collection on Cost of Elections and Voter Registration and a web tool for data collection on Cost of Elections and Voter Registration was developed and |

| | | | | | peered review among electoral practitioners and electoral management bodies in 2015 as part of the plan to update the 2005 publication Cost of Elections and Registration (CORE) Report. However, moving the initiative forward and completing the next two envisioned steps (data collection and development of country case studies on Cost of Elections and Voter Registration; and the development of Guidance on Cost of Elections and Voter Registration) will require significant funding, which is yet to be mobilized. Furthermore, the publication "African Union – Towards Long Term Election Observation" was finalized and printed. However, due to the lack of required financial resources to courier it to Addis Ababa, the hard copies are still in South Africa, where they have been printed. This delay poses a risk to the good collaboration with the African Union Commission. |
|---|---|---|---|---|---|
| | No. of page views/consultations on ACE website | 1 million per year | 1.1 million per year | 2 million per year | In 2015, UNDP continue to support the ACE Electoral Knowledge Network, together with the other ACE partners (EISA, |

| | | | | |
|---|---|---|---|---|
| | | | | Elections Canada, IFES, INE Mexico, International IDEA, The Carter Center, and UNEAD. During the year, an enormous increase of visits to 2million/year (compared to 1.2 million around 2014). The greatest increase was registered in the Spanish and English sections of the site. Arabic and French stayed around the same. |
| | No. of BRIDGE modules/curricula updated | 25 BRIDGE modules need to be updated | At least 4 modules | 25 reviewed and edited; 1 majorly updated. | In 2015, BRIDGE partners decided to move towards a new version of the BRIDGE curricula (V3), which launch will be on stages. The first module launched is the new module of Voter Registration.<br><br>BRIDGE is the main capacity development tool in the area of electoral administration. Over a hundred BRIDGE workshops are organized yearly worldwide. One third of those, by UNDP electoral assistance projects. Update the curricula to ensure that remains at the forefront of thinking and the needs in the field is paramount.<br><br>New modules on Access to Electoral Process and Strategic Planning are expected to be launched in early 2016. |

| No. of persons undergoing in-person and online training | 250 | 280 | 335 e-certified. | A total of 335 people got certified in 2015 through the electoral e-learnings. In total 1414 people have received a certification between 2010 and 2015. The breakdown within the different e-learnings is the following:<br><br>1) Course on Electoral Results Management Systems: 95 in 2015 and 109 total;<br><br>2) Reinforcing Credibility and Acceptance of Electoral Processes: 70 in 2015 and 78 in total;<br><br>3) Sustainability in Electoral Administration: 40 in 2015 and 249 total;<br><br>4) EU and UNDP working together in electoral assistance: 40 in 2015 and 226 in total;<br><br>5) ICT and Elections Management: 34 in 2015 and 375 in total; and<br><br>6) Effective Electoral Assistance: 56 in 2015 and 365 in total.<br><br>The in-person annual conference of the EC-UNDP Joint Task Force, focusing on the topic of Inclusion in Electoral Process was planned to take place in Nepal, but due to the |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | earthquake that stroke the country was postponed for 2016.<br><br>Several trainings in person trainings took place in 2015 as part of the Arab States component: |
| **Output 2: Regional level advocacy, capacity development and knowledge generation enhanced** | **Africa Regional Component** | | | | |
| | No. of needs assessment conducted by GPECS electoral advisors | 10 | 10 | 4 | NAMs were conducted to Benin, The Gambia, Guinea, and Uganda. Additionally, GPECS facilitated the participation of non-GPECS UNDP staff in NAMs in Rwanda and Zimbabwe and contributed to a Desk Review for Sierra Leone.<br><br>GPECS furthermore delivered high-level advisory services to countries at critical stages of their political transitions. A GPECS Advisor for instance advised the UNDP Country Office in Benin on the ground during the critical stages of the elections and participated in strategic planning meetings on the 2015 elections with the Cabinet in Burkina Faso and participated in a technical mission ahead of the presidential elections in the Central Africa Republic. GPECS also provided strategic advice to Senior UNDP Management in Burundi |

| | | | | |
|---|---|---|---|---|
| | | | | during the critical phases of the disputed elections. |
| No. of electoral projects developed with the GPECS electoral advisors | 5 | 6 | 5 | GPECS Advisor developed Electoral Cycle Support Projects in Benin, Ghana, Guinea, South Africa and Zimbabwe. Furthermore, remote support was provided to the project development in Niger.<br><br>Intense programming support was provided through GPECS to the UNDP Country Office in Guinea for commencing the electoral assistance project. |
| No. of regional institutions that have implemented a capacity development plan | 2 | 2 | 0 | No donor funding for this component in 2015 |
| **Asia and the Pacific Component** | | | | |
| No. of needs assessments conducted by GPECS electoral advisors | 2 | 3 | 2 | NAMs were conducted to Afghanistan, Solomon Islands, Philippines and Bougainville, Papua New Guinea (PNG) |
| No. of electoral projects developed with the GPECS electoral advisors | 3 | 3 | 6 | Electoral Cycle Support Projects were developed for Afghanistan, Myanmar, PNG and Timor-Leste. Furthermore, Project Revision Missions to adopt programming to changed socio-political conditions were conducted in Bangladesh and the Maldives, |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | Mid-term reviews were conducted by GPECS Advisors in Nepal and Solomon Islands and the mid-term review for Tonga was remotely supported. |
| | No. and type of regional knowledge products developed | 0 | 1 | 1 | Secure and Fare Election (SAFE) training curricula on the security of electoral processes in partnership with International IDEA and the Integrity Project in Sydney University; |
| | **Arab States Component** | | | | |
| | No. of needs assessment conducted by GPECS electoral advisors | 1 | 2 | 1 | A NAM was conducted in Iraq, including both, the capital Bagdad and the autonomous Kurdish areas in the North. Furthermore, a strategic advisory mission was conducted to support the LEAP Project in Libya during a critical stage. |
| | No. of electoral projects developed with the GPECS electoral advisors | 2 | 2 | 1 | The Project Formulation for Libya was finalized through the GPECS Advisors, furthermore, the GPECS advisors played a crucial role in regard to terminating the Electoral Assistance Project in Yemen due to the intensification of the conflict. |
| | No. and type of mechanisms, processes and agreements in place to strengthen the capacity of electoral regional bodies | 0 | 3 | | |
| | **Latin America and the Caribbean** | | | | |

| | No. of needs assessment conducted by GPECS electoral advisors | 2 | 3 | 5 | NAMs were conducted by GPECS advisors in Grenada, Guatemala, Guyana, and Mexico and to the regional Organization CARICOM. Desk review process in Peru and Chile were supported during 2015. |
|---|---|---|---|---|---|
| | No. of electoral projects developed with the GPECS electoral advisors | 2 | 3 | 2 | A project to support the Grenada constitutional referendum was developed through GPECS and a draft project document for Guatemala developed. Furthermore, a GPECS advisor participated in a special mission to Haiti undertaken by EAD, DPKO and UNDP and supported the team in developing a training plan and a voter education strategy. Furthermore, GPECS provided critical on the ground support during the election days in Guyana and advised the EMB on communication and results management aspects. Additionally, contribution was made to the design of the project in Honduras. |
| | No. of advocacy events and knowledge tools to enhance the electoral participation of women, youth | 0 | 2 | 1 | Voting from Abroad in 18 Latin American Countries in partnership with National Electoral Institute of Mexico (INE) and available in English and Spanish. |
| | **Europe and the CIS** | | | | |

| | No. of needs assessment conducted by GPECS electoral advisors | 2 | 2 | 2 | GPECS electoral advisors participated in a NAM in Kyrgyzstan and a strategic assessment mission in Moldova. In addition, remote support was provided for the desk review process in Albania as well. |
|---|---|---|---|---|---|
| | No. of electoral projects developed with the GPECS electoral advisors | 2 | 2 | 2 | Project developed was supported in Kyrgyzstan and Moldova through in country missions. Project advisory support also provided remotely to Albania. |
| **Output 3: Targeted National level electoral cycle intervention implemented** | No. of countries where electoral projects are operational with support from GPECS | 0 | 4 | 0 | No donor funding for this component in 2015 |
| **Output 4: Gender is mainstreamed in Electoral Assistance** | Percentage of electoral project outputs that score 2 or higher in the gender marker | 61.9 percent | 65 percent | 50 percent | |
| | No. of gender sensitive electoral activities supported by Quick Intervention Fund in transitional and post-conflict Environments | 0 | 3 | 0 | No donor funding for this component in 2015 |
| | No. and type of knowledge products and capacity development tools on women's inclusive electoral participation developed and rolled out | 1 | 1 | 1 | In 2015, the publication Inclusive Electoral Processes: A Guide on Electoral Management Bodies and Women´s Participation as developed together with UN Women and available in Arabic, English, French, Romanian, Russian, Spanish and Vietnamese. The Guide was presented in 2015 at country level events Tunisia and Paraguay, a regional for Pacific countries in PNG and at the global |

| | | | | | IPP CoP meeting in New York. Further presentations are foreseen at a regional gender events for Arab States and a regional event for CARICOM countries in Guyana, both in March 2016. An electronic version of the Guide will be distributed to country offices, electoral projects and all regional service centres governance and gender teams, together with a power point and two page summary for country offices to use for further dissemination. An e-learning based on the Guide is being planned for 2016.<br>In addition, a complete first draft of publication Violence against Women in Elections: A Framework for Analysis and Prevention was developed in collaboration with UN Women. Further editing and additional examples are required. Guide is planned to be completed in 2016. |
| --- | --- | --- | --- | --- | --- |

## Annex 2 List of GPECS Advisory Services

| Country/Regional Organization | Type of support | In country mission / remote support | Support provided by |
|---|---|---|---|
| Afghanistan | Needs assessment mission (NAM) and project formulation; expert referrals; technical advice | In-country missions | HQ Advisors |
| Albania | Support on desk assessment, support to training organization, expert referrals. | Remote support | HQ Advisors |
| Bangladesh | Project revision | In-country mission | Regional Electoral Advisor |
| Benin | NAM and project formulation mission; Advisory services on policy and programming | In-country mission and remote support | Regional Electoral Advisor |
| Bhutan | Identification of experts, substantive input into gender programming | Remote support | Regional Electoral Advisor |
| Burkina Faso | BRIDGE Training for members of the transitional Parliament; Strategic planning meeting with the Cabinet for the 2015 elections; Advisory services | In-country mission and remote support | Regional Electoral Advisor |
| Burundi | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |

| Central African Republic | Procurement Support – Voter Registration; Resource Mobilization and Negotiation; Technical Assessment Mission; Advisory services; Expert Referral; Ongoing policy and programming support | In country mission and ongoing remote support | JTF Advisors; HQ Advisors; Regional Electoral Advisor, PSO in Copenhagen |
|---|---|---|---|
| Chad | Policy and programming support; project staff recruitment; expert referral, resource mobilization | Remote support | HQ Advisors, JTF Advisor; Regional Electoral Advisor |
| Comoros | Policy and Programming Support | Remote support | Regional Electoral Advisor; HQ Advisors |
| Congo | Advisory services on electoral policy | Remote support | Regional Electoral Advisor |
| DR Congo | Policy and Programming Support, donor relations support, Resource Mobilization | Remote support | JTF Advisors, HQ Advisors |
| Ethiopia | Policy and Programming Support | In-country and remote support | Regional Electoral Advisor |
| Gambia | Electoral NAM and Advisory services | In-country mission and remote support | Regional Electoral Advisor |
| Ghana | Project Formulation Mission and Advisory services | In-country mission and remote support | Regional Electoral Advisor |
| Grenada | Needs Assessment Mission; Project formulation; technical assistance to the organization of the referendum on the constitutional reform. | In-country mission and remote support | Regional Electoral Advisor; HQ Advisors |
| Guatemala | Policy and Programming Support; Needs Assessment Mission | In-country mission and remote support | Regional Electoral Advisor (Arab States Advisor back-stopped for NAM) |

| | | | |
|---|---|---|---|
| Guinea | Needs Assessment Mission, Formulation Mission, Mission to launch the project; Advisory services | In-country missions and ongoing remote support | JTF Advisors; Regional Electoral Advisor |
| Guyana | Needs Assessment Mission; Technical support to the organization of the elections; Technical support to the communications strategy around the announcement of the electoral results | All 3 In-country mission | Regional Electoral Advisor; HQ Advisors |
| Haiti | Electoral support project on going; Technical support to the team regarding design of training plan, voter education and other aspects; Contribution to the special mission undertaken by EAD/DPKO/UNDP; Expert referrals | In-country mission and remote support | Regional Electoral Advisor; HQ Advisors |
| India | Advice on electoral policy | Remote support | HQ Advisor; Regional Electoral Advisor |
| Iraq | Needs Assessment Mission | In-county support | Regional Electoral Advisor |
| Kenya | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |
| Lesotho | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |
| Liberia | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |
| Libya (mission to Tunisia to support Lybia's project) | Strategic Support Mission to Libya LEAP project; Technical Inputs – Voter Registration; project document finalization; Negotiations with National Partner. | In-country mission and remote support | Regional Electoral Advisor; JTF Advisors |

| Madagascar | Donor relation support | Remote support | JTF Advisors |
| --- | --- | --- | --- |
| Malawi | Donor relation/resource mobilization support | Remote support | JTF Advisors |
| Mali | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |
| Maldives | Reform pro-doc for 2015 | In-country mission | Regional Electoral Advisor |
| Mexico | NAM and Pro-DOC formulation | In-country mission and remote support | HQ Advisors |
| Moldova | Post electoral support/conference | Remote support | HQ Advisors, JTF Advisors |
| Myanmar | Pro-Doc Formulation and back-up support | In-country mission and remote support | Regional Electoral Advisor |
| Nepal | Mid-Term Review; Electoral Workshop Preparations | In-country mission and remote support | Regional Electoral Advisor; JTF Advisors |
| Niger | Inputs to the project formulation; Interview Panel – Recruitment of the Team Leader Democratic Governance, Resource Mobilization/Donor relation | Remote support | Regional Electoral Advisor, JTF Advisors |
| Nigeria | Donor relation support; Advisory services on policy and programming | Remote support | JTF Advisors; Regional Electoral Advisor |
| Paraguay | Donor relation/resource mobilization support | Remote | JTF Advisors; HQ Advisors |
| PNG | Needs assessment and project formulation | In-country missions ongoing remote support | HQ Advisor, Regional Electoral Advisor |
| Romania | Support in training organization (concept note, expert referral, etc.) | Remote support | HQ Advisors |
| Rwanda | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |
| Sierra Leone | NAM desk review support | Remote support | HQ Advisors; Regional Electoral Advisor |

| Solomon Islands | Mid-Term Review | In-country mission | Regional Electoral Advisor |
|---|---|---|---|
| South Africa | Project formulation; Advisory services on policy and programming | In-country mission and ongoing remote support | HQ Advisor; Regional Electoral Advisor |
| Tanzania | Advisory services on policy and programming | Remote support | Regional Electoral Advisor |
| Timor-Leste | Project formulation | In-country mission | Regional Electoral Advisor |
| Togo | Advisory services – 2015 elections; Expert referrals | Remote support & Country Mission | Regional Electoral Advisor; HQ Advisors |
| Tonga | Mid-term evaluation review | Remote support | Regional Electoral Advisor |
| Trinidad & Tobago | Discussions on request for support by national authorities: framework and identification of potential candidates/experts | Remote support | Regional Electoral Advisor |
| Uganda | Electoral Needs Assessment Mission - NAM; Advisory services on policy and programming | In-country mission and remote support | Regional Electoral Advisor |
| Yemen | Final Reporting support | Remote support | HQ Advisor and Regional Electoral Advisor |
| Zambia | Policy and programming support | Remote support | HQ Advisors; JTF advisors; Regional Electoral Advisor |
| Zimbabwe | Policy support; Project formulation mission | Remote support and in-country mission | HQ Advisors; JTF advisors; Regional Electoral Advisor |
| Regional Organization - CARICOM | NAM Mission and project formulation | In-country mssion and remote | Regional Electoral Advisor; HQ Advisors |
| Regional Organization - ECF SADC | Advisory services – Annual General Assembly and Strategic Planning 2015-2017 | Remote support | Regional Electoral Advisor |

| African Union Commission | Advisory services – Revitalization of AAEA | In-country mission and remote support | Regional Electoral Advisor |
|---|---|---|---|
| Regional Organization - Pan-African Parliament | Drafting a paper on electoral systems in Africa for the Sixth Ordinary Session of the PAP Permanent Committees – 18-30 May 2015 | Remote support | Regional Electoral Advisor |
| Regional Organization - African Union Commission | Publication of the AU Methodology for Long-term Election Observation | In-country mission and remote support | Regional Electoral Advisor |

## Annex 3: EU Contributions to UNDP Electoral Assistance Projects

| | | | **2015** | | |
|---|---|---|---|---|---|
| **Year** | **Country** | **Project title** | **Reference** | **Total amount (EUR)** | **EU contribution (EUR)** |
| 2015 | DRC | Appui au cycle electoral révisé 2011-2015 | FED/2014/353-724 | € 1,683,926.58 | € 1,256,434.05 |
| 2015 | Afghanistan | Support to Electoral Assistance in Afghanistan | DCI-ASIE/2015/368-884 | € 15,500,000.00 | € 15,500,000.00 |
| 2015 | Burundi | PROJET D'APPUI AU CYCLE ELECTORAL 2015 (PACE 2015) | 2015/356-092 | € 23,853,887.00 | € 7,700,000.00 |
| 2015 | CAR | PROJET D'APPUI AU CYCLE ELECTORAL EN REPUBLIQUE CENTRAFRICAINE (2014- 2016) – PACEC- | FED/2015/357-916 | USD 43,883,745 | € 18,000,000.00 |
| 2015 | Georgia | Study and Research on Election Media Coverage for 2016 Parliamentary Elections in Georgia | ENI/2015/371-244 | € 300,000.00 | € 300,000.00 |
| 2015 | Jordan | Enhanced Support to the Independent Electoral Commission and the Judiciary in Jordan (2016-2017) | ENPI/2015/365-717 | € 756,163.00 | € 737,923.00 |
| 2015 | Liberia | Support to the Liberian Electoral cycle | FED/2015/367-723 | € 10,937,236.00 | € 10,000,000.00 |
| 2015 | Guinee Conakry | Projet d'Appui au Cycle Electoral de la Guinée – PACEG | FED/2015/367-390 | € 19,429,547.00 | € 10,000,000.00 |
| 2015 | Zambia | Support to the 2015-2017 Electoral Cycle | 2015/363-147 | € 9,122,688.00 | € 5,250,000.00 |
| 2015 | Zimbabwe | Preparatory assistance for capacity strengthening of the Zimbabwe Electoral Commission | FED/2015/368-564 | € 214,609.00 | € 79,352.00 |
| | **Number of projects** | **10** | | | **68,823,709.05** |
| | | | **2014** | | |
| 2014 | Nigeria | EU Additional Support to Nigeria Electoral Cycle (2011-2015) II | FED/2014/345-373 | | € 15,000,000.00 |

| 2014 | Guinee-Conakry | Programme d'Appui au Cycle Electoral | 2013/322-415 | | € 597,095.70 |
|------|----------------|-------------------------------------|--------------|---|---------------|
| 2014 | Solomon Islands | Strengthening the Electoral Cycle in the Solomon Islands (SECSIP) | FED/2013/328-922 | | € 3,500,000.00 |
| 2014 | Afghanistan | Enhancing Legal and Electoral Capacity for Tomorrow – Phase 2 (ELECT II) | IFS-RRM/2012/280-155 DCI-ASIE/2014/346-211 (addenda) | | € 7,000,000.00 |
| 2014 | Libya | European Union Support to the Libya Electoral Assistance Project | ENPI/2014/337-689 | | € 2,000,000.00 |
| | **Number of projects** | **5** | | | **28,097,095.70** |
| **2013** | | | | | |
| 2013 | Guinea Bissau | Projet d'Appui au Cycle Electoral 2013 -2014 | 2013 / 327-658 | | € 2,000,000.00 |
| 2013 | Guinee Conakry | Programme d'Appui au Cycle Electoral | 2013/322-415 | | € 1,702,102.50 |
| 2013 | Madagascar | Projet d'appui au cycle électoral à Madagascar | FED/2013/311-593 | | € 11,900,000.00 |
| 2013 | Malawi | Malawi Electoral Cycle Support Project-MECS | FED/2013/321-549 | | € 1,500,000.00 |
| 2013 | Malawi | Malawi Electoral Cycle Support Project-MECS | FED/2013/321-549 (addenda) | | € 3,500,000.00 |
| 2013 | Mali | Appui au lancement du processus électoral | 2013/316-254 | | € 2,000,000.00 |
| 2013 | Mali | Projet d'appui au Processus Electoral du Mali | 2013/319-110 | | € 14,800,000.00 |
| 2013 | Haiti | Appui au Processus Electoral en Haïti 2013-2014 | IFS-RRM/2013/329-635 | | € 5,000,000.00 |
| 2013 | Lebanon | Lebanese Electoral Assistance Programme for the 2013 Parliamentary Elections | ENPI/2013/316-094 | | € 3,000,000.00 |
| 2013 | Lebanon | EU Support to the Lebanese Elections Assistance Programme (LEAP): Building Sustainability for Implementation of Electoral Reforms | ENPI/2013/333-144 | | € 1,810,000.00 |
| 2013 | Georgia | Professional Media for Elections | IFS-RRM/ 2012/297-991 (addenda) | | € 80,000.00 |
| | **Number of projects** | **11** | | | **47,292,102.50** |

| Number of projects 2013-2015 | 26 | | | 144,212,907.25 |
| --- | --- | --- | --- | --- |