

## UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENTTunisiaEmpowered lives.  
Resilient nations.

**Project Title:** Tunisia Electoral Assistance Project II (TEAP II)  
**Project Number:** 00131403  
**Start Date:** 1 January 2021 **End Date:** 31 December 2025  
**PAC Meeting date:** 19 October 2020

**Brief Description**

Building on the lessons learned and recommendations of previous electoral support and considering the recurring request for electoral assistance by the Government of Tunisia, the United Nations Development Programme is establishing a new electoral assistance project in line with the upcoming electoral cycle, to be implemented between 2021-2025. The project aims to enhance and consolidate electoral capacities, as well as strengthen and solidify electoral institutions and processes through support to electoral authorities in legal reform, strategic planning, gender-sensitive policies, inclusive political and electoral processes, and digital transformation of electoral processes. By enhancing electoral management, planning, structural and legal frameworks, and digitizing electoral processes, the project aims to enhance the effectiveness and transparency of electoral processes.

The project will work with electoral authorities, in particular the Tunisian Independent High Authority for Elections (ISIE) and the independent media commission to enhance the capacities of the audio-visual and digital media to play an effective role in all stages of the electoral process as well as enable electoral authorities to work together with all stakeholders to enhance the electoral process including gender equality and inclusive political processes that promote the participation of marginalized and vulnerable communities.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

**Outcome:**

*The civil, political and administrative institutions are fully operational, in the respect of Universal Principles of Human Rights, Democracy and Gender Equality<sup>1</sup>*

Indicative Output(s) with gender marker<sup>2</sup>:

**GEN2: Output 1:** Strengthened efficiency, transparency and effectiveness of the electoral management and administration through improved institutional capacity, digitization and legislative reforms. **Output 3:** Effective role of audio-visual and digital media promoted in the electoral process.

**GEN3: Output 2:** Enhanced inclusiveness of the electoral process through the participation of vulnerable and marginalized groups.

<b>Total resources required:</b>	<b>US \$ 11,118,900</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

<sup>1</sup> When this project document was approved, UNDAF and CDP 2015-2020 applied. This project document will be aligned with the upcoming UNDAF and CPD.

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality).

Agreed by (signatures):

Government	UNDP	Implementing Partner
		
Print Name:	Print Name: Steve Utterwulge resident	Print Name: Representative
Date:	Date: 30-Oct-2020	Date:

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## **List of Abbreviations**

APR	Annual Progress Report
ArabEMBs	Organization of Arab Electoral Management Bodies
AWP	Annual Workplan
COVID-19	Corona Virus Disease 2019
CSOs	Civil Society Organizations
CTA	Chief Technical Advisory
CPD	Country Programme Document
DPC	Direct Project Cost
EAD	Electoral Assistance Division of the UN Department of Political and Peacebuilding Affairs
EMB	Electoral Management Body
EOM	Election Observation Mission
EU	European Union
GBV	Gender-based violence
GMS	General Management Support
HAICA	High Independent Authority of the Audio-visual Commission
ICA	Independent Commission of the Audio-visual Media
ICT	Information and Communications Technology
ID	Identity card
IDEA	International Institute for Democracy and Electoral Assistance
IFES	International Foundation for Electoral Systems
ISIE	Independent High Authority for Elections in Tunisia
LNOB	Leaving no one behind
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
NAM	Needs Assessment Mission
NGOs	Non-governmental Organizations
POPP	UNDP Programme and Operations Policies and Procedures
PSU	Project Support Unit
PWD	Persons with Disabilities
QPR	Quarterly Progress Report
SDG	Sustainable Development Goals
SEPT	Support to the Electoral Process in Tunisia (2011-2015)
TEAP	Tunisia Electoral Assistance Project (2015-2020)
TEAP II	Tunisia Electoral Assistance Project II (2021-2025)
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework

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## I. BACKGROUND

After the Tunisian revolution in 2011 sent shock waves across the country, it sparked an opportunity for change and spread optimism for different groups across the nation for a more democratic future. The transitional authority established at the time seized this opportunity, initiating a call for transformative elections. With the request from the Tunisian authorities, the UN deployed its first high-level political Needs Assessment Mission (NAM) to Tunisia, followed by an electoral NAM headed by the UN Electoral Assistance Division (EAD). The recommendations from the NAM, deployed in 2011, led to the formulation of the first electoral assistance project implemented by UNDP with three main objectives: establishing the independent election management body (ISIE), supporting the institutional framework and structure, and finally offering support to the electoral process. The Support to the Electoral Process in Tunisia (SEPT) supported the 2011 Constituent Assembly elections and the 2014 parliamentary and presidential elections, the first after the adoption in January 2014 of the new Tunisian constitution. The 2014 elections saw a record voter turnout of over 60 percent in all the three rounds and the election of the late president Beji Caid Essebsi.

Upon the end of SEPT, and a second request for electoral assistance from the Tunisian Government, the UN EAD deployed a second NAM in 2015, which recommended the continuation of electoral assistance for the cycle 2015-2019. In October 2020, the Under-Secretary General for Political Affairs approved the recommendations of the remote needs assessment desk review. The review recommended continued institutional development of the ISIE including support with consolidation and upgrade of its structure with establishment of a digital platform relating to human resources, finance, procurement, logistics, and information management with various stakeholders, continued advice and support with legal reforms, voter registration, civic and voter education, external relations, electoral dispute resolution mechanisms, coordination of international electoral assistance, procurement, gender mainstreaming. It also recommended the UN advice and assistance to focus on supporting the national media regulatory body, women's participation in political and electoral process, youth, disabled, other marginalized groups as well as conflict prevention.

With this context in mind, the current project document is designed based on the recommendations and lessons learned that were brought up in both cycles of electoral support as well as the needs assessments, and internal evaluation. This new project aims at building on current progress made, setting up sustainable and effective electoral authorities, ensuring clear and strong administrative and operational processes and capacities, promoting effective communication and coordination among all the electoral authorities, strengthening the technological capacity of electoral authorities to achieve digital transformation, and finally, solidifying the professionalization of effective election management.

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## II. DEVELOPMENT CHALLENGE

A new Constitution, promulgated in 2014, ushered in a new era of electoral democracy in Tunisia that saw the establishment of five independent constitutional bodies including the "Independent High Authority for Elections" (ISIE), mandated to organize and conduct national and local elections to various elected bodies. In line with basic principles of a democratic society, chapter II of the Constitution enshrines various fundamental freedoms including freedom of association, expression, assembly and movement. Tunisia has also ratified the main international instruments relating to human rights and the holding of democratic elections. At the regional level, it has ratified the African Charter on Human and Peoples' Rights and the Charter of the League of Arab States. Presidential, legislative and referendum elections are guided by the electoral law adopted in

2014, after which the country has made significant progress in its transition to democracy including the holding of six national elections since 2014.

While much progress has been made, the country continues to face many development challenges including in ensuring an environment conducive to the holding of inclusive and transparent elections. These challenges include necessary reforms to the electoral legal framework that will strengthen the electoral system and fill gaps in the existing election legislation. Assessments of the electoral legal framework recommend a particular focus on the timely consolidation of the Constitutional Court and the five constitutional bodies, especially the independent constitutional commission for audio-visual communication (ICA), in preparation for the upcoming electoral events. Despite the successes achieved by ISIE, the electoral body can be further strengthened by capacity building, digital transformation, gender inclusion and strategic planning to consolidate its gains in preparing for and conducting national and local elections, instilling institutional measures to maintain the public confidence it enjoys, and putting in place mechanisms that enable the full and inclusive engagement of citizens in the different phases of the electoral process. Given the various entities that play a role in the electoral process, another area that can be further strengthened is coordination and collaboration between ISIE and the other electoral entities such as those work in the judiciary, government, the media among others. Lastly, an overall challenge that affects development and has a particularly negative impact on the electoral process is the spread of fake news. With the increasing reliance of political parties, candidates and the electoral process at large on social media, the threat of disinformation campaigns is increasingly present. Disinformation affects electoral processes and can decrease citizen trust in the electoral stakeholders and the overall process. Therefore, it is necessary to assist the electoral authorities in identifying disinformation and support to raising awareness of fake news among journalists and social media practitioners first of all, and among citizens too throughout an electoral cycle.

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### **III. STRATEGY**

The implementation strategy for the **Tunisia Electoral Assistance Project II (TEAP II)** moving into the next electoral cycle of 2020-2025 is developed around the following guiding elements:

- a. Programming frameworks of UN and UNDP;**
- b. Baselines, source and data;**
- c. Theory of change;**
- d. Electoral cycle approach;**
- e. Regional and multidisciplinary partnerships;**
- f. Digital transformation;**
- g. National ownership;**
- h. Continued electoral support through global pandemic**
- i. Leaving No One Behind (women, youth, people with disabilities, identity for all, etc.)**

a. **Programming frameworks of UN and UNDP**

TEAP II has been designed in coherence with the strategic programming frameworks of the United Nations and UNDP, this includes the following:

*UNDP Strategic Plan at global level (2018-2021)*: to “Strengthen effective, inclusive and accountable governance, strengthen collaborative engagement, partnership and coordination and mainstream gender equality and women’s empowerment.” In this regard, the project will continue to support the strengthening democratic institutions, effective management of electoral events and inclusive participatory processes by promoting partnerships and targeting the main factors that create exclusion and social and political marginalization.

*The Tunisian United Nations Development Assistance Framework (UNDAF 2015-2020)*<sup>3</sup>: This framework is in line with national priorities especially those related to strengthening democratic principles, the establishment of rule of law, the creation of an innovative approach to more inclusive and cohesive societies based on freedom, good governance, social justice and citizen involvement. The engagement of the United Nations has been implemented through the following strategic outcome: “Democratic Governance: Civil, political and administrative institutions are fully operational in the respect of the principles of universal human rights, democracy and gender equality.”

*UNDP Tunisia Country Programme Document (CPD 2015-2020) and Country Programme Action Plan (CPAP)*<sup>4</sup>: the consolidation of the democratic system is inherent to the establishment of a new institutional architecture and organic laws to add to the constitution. In this perspective, the continuity of UNDP’s support to the electoral process is of critical importance for ensuring output 1.2 of the CPD: “the citizen’s participation and institutional capacities as a checks and balance are strengthened, allowing a strong accountability to the people.”

*The Sustainable Development Goals (SDG) 2030 Agenda*: In line with the United Nations Sustainable Development Goals (SDG) Agenda for 2030, TEAP II will directly respond to and align with the universally adopted SDG with a focus on Goal 5 (gender equality), Goal 10 (reduced inequalities) and Goal 16 (peaceful societies, rule of law and institutions). Goal 16 aims to build peaceful, just and inclusive societies, where the project will work towards three specific targets of Goal 16: a) ensuring responsive, inclusive, participatory and representative decision-making at all levels; b) providing legal identity for all; and c) ensuring public access to information and protect fundamental freedoms. Goal 10 aims to reduce inequalities within and among countries, where the project will work towards two specific targets: a) ensuring equal opportunity and reducing inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and b) empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. It will also contribute towards Goal 5 and its targets of a) ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life; and b) adopting and strengthening sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

b. **Baselines, sources and data**, lessons learned from previous interventions, needs assessment missions and independent reports from the previous cycles (2011-2015 and 2015-2020):

TEAP II builds upon ongoing institutional development support to electoral authorities in Tunisia, to promote their sustainability, institutional capacity, efficiency and independence. It is guided by

<sup>3</sup> When this project document was approved, UNDAF and CDP 2015-2020 applied. This project document will be aligned with the upcoming UNDAF and CPD.

<sup>4</sup> See previous footnote.

the recommendations of a NAM conducted by UN EAD in February of 2015, which formed the basis for UN's electoral assistance to the electoral cycle 2015-2020. The project is integrating good practices arising from the implementation of the previous projects (SEPT and TEAP) and incorporating an analysis of the lessons learned from previous electoral events, electoral management and support to electoral authorities. The project also takes into consideration the recommendations from national and international election observation missions (EOMs) including the EU EOMs. All the elements presented below were crucial in putting together a strategy for the new project, they make up important, valuable, expert and reliable documentation and technical contextualized data that represents the basis of the development of a new project document.

Upon completion, as part of the reporting, internal assessments and monitoring and evaluation mechanisms, the projects underwent lessons learnt exercises. The findings and conclusions of these exercises are documented in the UNDP reporting that include the challenges and issues encountered during the implementation of the projects, as well as in evaluations and management responses of TEAP I. The project document takes into consideration earlier programme evaluations and audit reports. It addresses the areas of intervention suggested by the "2018 Independent Country Programme Evaluation of UNDP Contribution: Tunisia"<sup>5</sup>, including capacity building needed to fill gaps in post-electoral institutional strengthening and improving voter education and participation particularly of the youth in electoral processes. In accordance with the recommendations of the 2017 Audit of the UNDP Country Office in Tunisia, it aligns staffing to the level of activities by maintaining the Project Support Unit (PSU) staff cost below 3.5 % of total expenditures.

TEAP II is integrating recommendations that are based on an analysis of the lessons learned, the results of the evaluations as well as the feedback from management response. Lessons learned are found in annual progress reports from previous projects and include the importance of electoral cycle approach to support electoral authorities, continuing a low profile visibility approach, maintaining support by the international community and the willingness of stakeholders to engage with the project, enhancing communication and coordination between and among the electoral authorities, need for strengthening participation of women in electoral processes, engaging youth groups in electoral processes, assessment of status of electoral participation of marginalized groups, importance of national ownership to the effectiveness of international electoral assistance, and continued efforts to conduct regular coordination meetings between international organizations providing electoral assistance in Tunisia.

Based on the request of the Tunisian Government, two NAMs were deployed to Tunisia. In September 2020, EAD conducted a remote needs assessment desk review, approved by the Under Secretary General for Policial Affairs on 14 October 2020. The assessment recommended continued institutional development of the ISIE including support with consolidation and upgrade of its structure with establishment of a digital platform relating to human resources, finance, procurement, logistics, and information management with various stakeholders, continued advice and support with legal reforms, voter registration, civic and voter education, external relations, electoral dispute resolution mechanisms, coordination of international electoral assistance, procurement, gender mainstreaming. It also recommended the UN advice and assistance to focus on supporting the national media regulatory body, women's participation in political and electoral process, youth, disabled, other marginalized groups as well as conflict prevention.

Other important elements to the process of developing the strategy for support to the next cycle are the interdependent reports issued by election observation groups, especially the EU EOMs recommendations after the completion of each of the previous electoral events. The reports issued

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<sup>5</sup> <https://erc.undp.org/evaluation/evaluations/detail/9405>

contain relevant findings, analysis, data and a set of recommendations that constitute reliable references, baselines, technical input and indicators for future support.

c. **Theory of Change** in the programme development and implementation:

A theory of change methodology is utilized in the design and development of the project strategy to explain how the project and its outputs and activities are expected to lead to development changes. It was done by identifying the purpose, vision and strategic priorities of the electoral support, with pathways of change to reach them.

The project was developed based on the key principles of the theory of change:

- a) Development challenges were identified and assessed with partners, the UN and international electoral community through consultations and reflections with all relevant stakeholders;
- b) Key strategic interventions were designed using data and technical know-how to address these challenges;
- c) Evidence and context analysis used to provide linkages between key areas of intervention and the achievement of desired change;

Using this causal analysis, the overall theory of change of the project is that:

***If***

- the efficiency, transparency, effectiveness and business continuity of electoral authorities are improved, including during times of shocks and crises (in legal, administrative, financial and digitalization areas, among others),
- coordination and collaboration mechanisms with other actors and stakeholders engaged in elections are put in place,
- inclusion and diversity mechanisms are put in place to ensure leaving no one behind,
- information and voter education are put in place to raise awareness and combat misinformation,

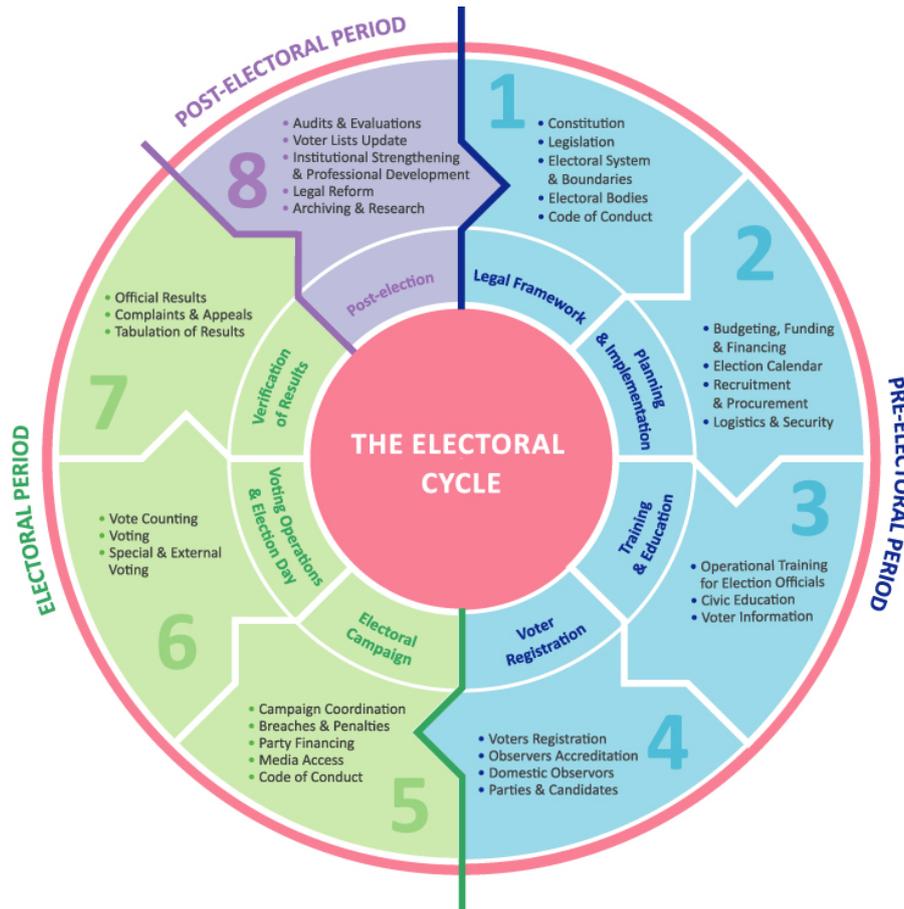
***Then***

the electoral authorities can implement transparent, inclusive and sustainable elections that would strengthen public trust in democratic processes.

***Because***

- the electoral authorities will plan, implement, budget and administer resources and coordinate with other actors and stakeholders engaged in elections in a transparent and efficient manner,
- the electoral authorities will put in place inclusion mechanisms and technological tools to ensure LNOB and business continuity including during times of shocks and crises,
- the electoral authorities will work closely with the media to inform and educate the voters.

d. **Electoral cycle approach** in the provision of technical assistance and advisory support:



Project planning and implementation is taking into account a comprehensive understanding of electoral assistance through the various components, stages and entry points of an electoral cycle. The electoral cycle approach continues to provide important channels for targeted assistance as well as flexibility to respond to emerging needs of electoral stakeholders. The electoral cycle approach allows the project to better plan and respond to sudden and urgent electoral support and to clarify what is achievable and needed in the short-term as well as identify longer-term initiatives.

Recognizing the different needs and activities related to each stage of the electoral cycle (as seen in the diagram above) is essential for appropriate programme identification, formulation and implementation, as well as identifying areas for stakeholder engagement and international coordination.

In the Tunisian context, the electoral cycle has been an essential tool for identifying the appropriate support to each electoral authority, especially as it pertains to the pre-electoral phase, where capacity building in planning and electoral administration has allowed for more effective organization of electoral events. Lastly, the electoral cycle provides opportunities for institutional growth at various stages of the electoral process.

Based on this approach, TEAP II will assist electoral authorities in the holding of any next round of elections during the cycle 2021-2025 through continued technical support, digitalisation transformation and support to electoral operations, including procurement of electoral material as per request of the authorities. Municipal elections were held in May 2018 and the mandate of the elected representatives is for five years. The next cycle of concurrent municipal elections should be held in 2023. Municipal by-elections are allowed in case of breakdown of a municipal council. No scheduled date is currently set for Regional Elections, but they are expected to be held during the 2021-2025 cycle. The holding of regular Presidential and Parliamentary elections is scheduled for 2024.

e. **Regional and multidisciplinary partnerships**, a partnership approach to the implementation of its activities:

Recognizing that electoral support provides an important and secure entry-point for wider interventions to support democratic governance development, such as the promotion of human rights (including the political participation of women, youth, marginalised groups and persons with disability), media development and the reinforcement of the rule of law, the project maximizes synergies with other UNDP Democratic Governance projects in Tunisia and with UNDP in the region, in particular with the UNDP regional electoral assistance project and places particular importance on building partnerships within and among Tunisian authorities and stakeholders towards achievement and sustainability of these efforts. Partnership building is aimed at mobilizing and engaging the various electoral authorities and stakeholders in ensuring that citizens and voters participate in electoral processes in Tunisia. Particular focus will be given to partnerships towards electoral authority coordination of efforts, achieving gender equality and women's participation and youth engagement and awareness raising. In its implementation, TEAP II will ideally bring together governmental actors, civil society at central and local levels, and other UNDP projects to maximize outreach and impact. In addition, the project will continue to work in close coordination with other international electoral support organizations in Tunisia to avoid replication and overlap.

f. **Digital Transformation**

The project is utilizing a digitalization methodology to electoral assistance through the electoral cycle. The project's approach to digitalize parts of the electoral administration and specific functions of various electoral authorities is aimed at ensuring the efficiency, effectiveness, transparency and sustainability of the overall electoral process. The project's strategy to digitize electoral institutions will contribute to establishing procedures that allow for accessibility, transparency and inclusiveness of the electoral process, as well as increase institutional credibility through the various digital channels accessible to the public. The digital transformation of the electoral process is also aimed at contributing to systematization and streamlining of electoral processes, including opening up of communication channels among and between electoral authorities and their regional counterparts.

g. **National ownership:** minimal project visibility and low-profile approach for technical assistance:

Based on the recommendations and lessons learned from previous interventions, and its contribution to the success of previous electoral cycle support, a low-profile minimal visibility approach is crucial to the strategy of the project in the next cycle. This approach is used to emphasize national ownership among electoral authorities and stakeholders of any electoral achievements, milestones, events, decisions, solutions and progress. Ensuring national ownership is a key element of effective international electoral assistance as it is important in building positive public perception of elections and electoral authorities, leading to enhanced citizen trust in the electoral authorities and in the electoral process, as well as its importance to the sustainability of results and achievements made through the electoral cycle.

**h. Sustained electoral support through global pandemic:** alignment of electoral support to global pandemic affecting electoral operations:

At the time of drafting the project document, the world is going through a global health crisis caused by the spread of the novel coronavirus (Covid-19). The spread of the virus has caused unprecedented impacts on many aspects of public life, including elections and electoral operations. In Tunisia, much like many other parts of the world, the virus has forced into place national emergency response measures to prevent public gatherings and slow down the spread, a measure that affects not only electoral events but also the nature of electoral support given to our partners as well as the way the project can operate. As part of its strategic approach, the project is taking into consideration the sustainability of its support through Covid-19 or any other similar conditions caused by global pandemics. This effort includes ongoing consultations with the electoral authorities and partners to identify affected electoral operations and events and ensure that technical and advisory support continue to be delivered should Covid-19-related conditions persist. The project thus notes that the output results throughout the electoral cycle will continue to be achieved through the digitization approach, as the support to electoral operations is done online through remote ICT capacities. The capacity of electoral authorities through Covid-19 will be strengthened through the project's support to the digital transformation of electoral operations. In addition, the project team is well equipped to proceed with support to the production of electoral manuals and publications, trainings and advisory support remotely. Any specific COVID-related support to future elections will be considered as per the request of the electoral authorities and in consultation and agreement with the development and financial partners.

**i. Leaving No One Behind (women, youth, people with disabilities and identity for all, etc.)**

In accordance with the 2030 Agenda for Sustainable Development, and following a human rights-based approach, TEAP II is enhancing democratic and electoral processes guided by the pledge to Leaving No One Behind (LNOB), through the inclusion of gender, youth engagement and the inclusion of vulnerable and marginalized groups, including persons with disabilities (PWD), throughout its activities. The overall results of the project activities will include gender and age disaggregated data collection, targeted policy advise and increased efforts at producing studies and research aimed at enhancing inclusive processes. By aiming to enhance electoral processes in Tunisia, this programme directly promotes the Universal Declaration of Human Rights. Given the role of electoral authorities with respect to the administration and management of electoral processes in Tunisia, citizens will benefit in ensuring that elections are conducted in an inclusive and transparent manner. A gender element has been mainstreamed throughout the programme and will be incorporated into all activities. Gender equality principles will be considered in all recommendations and advisory support to the electoral authorities on policy and processes.

## IV. RESULTS AND PARTNERSHIPS

### *Expected Results*

#### *Expected Results*

**Output 1:** Strengthened efficiency, transparency and effectiveness of the electoral management and administration through improved institutional capacity, digitization and legislative reforms.

**Output 2:** Enhanced inclusiveness of the electoral process through the participation of vulnerable and marginalized groups

**Output 3:** Effective role of audio-visual and digital media promoted in the electoral process

#### **Output 1: Strengthened efficiency, transparency and effectiveness of the electoral management and administration through improved institutional capacity, digitization and legislative reforms.**

This output focuses on strengthening the institutional and staff capacities of ISIE, HAICA/ICA, Court of Auditors, Administrative Tribunal and other electoral authorities through the provision of technical advice and capacity building, with the overall goal of sustainable and long-term development. The activities under this output will support a) legislative reform efforts that aim to enhance existing electoral laws and regulations, b) capacity building interventions aimed at both departmental and individual development that responds to need for enhancing knowledge, information, decision-making and data-management systems, c) support discussions and in-depth examination of aspects of the electoral process leading to suggesting and implementing reforms and d) facilitate the digitalization of the different phases of the electoral process that can lead to more efficient, effective and transparent electoral administration. Through its implementation, this output will contribute to enhanced partnerships between electoral authorities and their key stakeholders including security agencies, civil society, media, legislative drafting committees among others.

These interventions will be guided by strategic plans of ISIE and other electoral authorities and be informed by previous electoral assistance projects and recommendations from international and domestic observation mission reports. In particular, the identification of the main areas of institutional support addressed above was based the lessons learned by the earlier project of electoral support, TEAP I, as they proved to be a key factor contributing to the institutional sustainability of the electoral management body during past institutional crises.

#### **Activity result 1: Strengthened institutional capacity of electoral authorities to plan, organize and conduct credible and transparent electoral events**

This activity is designed to promote the role of ISIE in legislative review processes and its role in electoral legal reform. Activities under this result aim to strengthen ISIE' capacity to assess existing legislative and regulatory frameworks, identify gaps and areas of needed reform, and draft/contribute to drafting of laws and procedures that promote more inclusive, transparent and

credible elections. Interventions will also include support to research capacities including on data collection and analysis, facilitating broad stakeholder dialogues, and developing and distributing knowledge products that benefit key stakeholders.

### **Key activities**

- Support the assessment of the legislative and regulatory framework and recommendations to fill gaps and inconsistencies in the electoral code
- Capacity building and technical input to drafting of legislation and regulations pertaining to ISIE and the different phases of the electoral process
- Facilitation of broad-based dialogue on electoral legal framework ensuring the participation of all segments of society including women, youth, and marginalized communities
- Support the review and refinement of ISIE procedures, regulations, codes of conduct and policies, as well as electoral procedures
- Support to the development/refinement of codes of conduct for electoral offices, domestic and international observers, political parties, media, security forces
- Conduct post-election review and lessons learned exercises, feeding into the broader capacity building efforts of ISIE and the project

### **Activity result 2: Professionalization of the administrative planning, management and budgeting capacity of ISIE**

This activity result is designed to enhance the professionalism and efficiency of ISIE administration at the central and field level, enabling it to operate more efficiently with regards to financial planning, human resource management, project management and record keeping. Through technical advisory support and capacity building interventions, the activities under this output will support ISIE in modernizing its internal administration and conducting research and assessments on potential areas for innovation in election delivery. The overall aim of the output is to enable the ISIE to operate more optimally leading to more constructive dialogue with stakeholders and increased public trust and confidence in its decisions and administration.

### **Key activities**

- Technical advisory input in the areas of finance, procurement, HR, administration and other key departments; these interventions will aim to build both individual and institutional capacities.
- Support to the enhancement of manuals of procedures for the different activities of the institution, with a focus on introducing innovation in practice.
- Capacity building activities that strengthen both individual and institutional capacities in administration, management and oversight
- Support to the development and enhancement of management systems including asset management, institutional memory, operational planning and budgeting, and human resource management.
- Support to conducting regular surveys of staff satisfaction with recommendations that feed into ISIE decision-making and capacity building efforts

### **Activity result 3: Enhanced strategic partnerships between and among electoral authorities**

To ensure elections are held in a credible and transparent manner, it is critical that all entities engaged in elections work together in an effective and efficient manner. This activity area is designed to support these efforts by supporting interventions that facilitate systemic and systematic cooperation and collaboration between and among the various electoral authorities including: ISIE, HAICA/ICA, the Court of Auditors, the Administrative Tribunal and other institutional electoral stakeholders. Through the proposed activities, TEAP II will support strategic partnerships that strengthen public confidence and trust in electoral institutions and the electoral process overall.

#### **Key activities**

- Support in detailing and clarifying the roles of the varying institutions involved in the election process in the electoral code;
- Support in facilitating cooperation and collaboration between the varying institutions involved in the election process
- Support in developing mechanisms of engagement that enable institutionalized cooperation and collaboration
- Support the development of awareness raising material and information on the role and mandate of the various institutions engaged in the electoral process

### **Activity result 4: Strengthened institutional capacity through support for continued improvement and development of electoral processes**

Utilizing the electoral cycle approach as a guiding framework, the project will provide technical assistance to electoral authorities on all substantial and operational matters pertaining to electoral operations including reinforcing the institutional capacity to develop strategies for operationalization of different electoral functions including communications, training and results management. This activity result aims to provide support to the overall coordination of electoral events to ensure effective operational management and planning operations in the field, as well as provide advisory support to ISIE on procedures and mechanisms for coordination of each component and activity of the electoral cycle. The project will also provide support to the Tunisian electoral commission by procuring the electoral materials necessary for upcoming elections, following the principles of sustainability and efficiency in procurement.

#### **Key activities**

- Support the electoral authorities in:
  - development of electoral training strategies, monitoring and implementation
  - development of manual guides pertaining to various operational processes
  - development of policy papers to assess and improve electoral processes
  - development of strategies and communication plans during electoral periods, including follow

up on implementation

- development of external relations strategies including follow up on implementation
- establishment of centres for collecting and aggregating election results
- Procurement of electoral resources and materials
- Provision of expertise and consulting

### **Activity result 5: Support to the digital transformation processes in electoral authorities**

This activity results in the strengthening of electoral authorities by supporting the institutional capacity to develop and implement effective, transparent and sustainable electoral processes through digital platforms, as well supporting the government's efforts in e-governance programs. Considering that there are a number of electoral authorities in the Tunisian context that hold different mandates and perform various functions throughout the electoral cycle, this activity result aims to digitalize three different processes that consist of an interlinked combined effort by various of those electoral authorities. The objective of the digitalization of those processes is to put in place a sustainable, efficient and transparent pathway for the flow information and electoral data between the electoral authorities, allow for more effective and transparent monitoring of electoral processes and create electoral processes that are rooted in well designed and developed systematized electoral and legal business processes. The digitalization efforts are also intended at making information and election-related data more readily accessible to other electoral authorities as well as to the general public as services that can be delivered in a more transparent and efficient manner.

In addition, the digitalization of electoral processes will allow electoral authorities to continue operating and implementing crucial electoral and judicial processes through the Internet especially during extraordinary situations. By identifying the parts of the electoral process in the Tunisian electoral context that can be implemented online and which information and data can and should be digitized to further sustain and systemize the process, the electoral authorities with the support of the project have identified three areas for electoral digital transformation: Electoral dispute resolution, Financial supervision of electoral campaigns, political parties and associations, Digitalization of the Court of Auditors workflow and Management of financial disputes.

*Support to the electoral dispute resolution process by the Administrative Tribunal:* this portal will decentralize the process by connecting the twelve regional chambers of the administrative tribunal, with open access to each other, to the central one. This will be done by an automatic and fluid exchange of digital documents. The portal will consist of a national digital database that consists of digitized judgement results and legislations accessible to the public through a search engine which can be used by magistrates, researches, judges, students, etc. The portal will also provide online services for citizens who are under trial.

*Support the financial supervision of electoral campaigns, political parties and associations:* this platform will digitalize the process of overseeing the financing of political parties and associations by automating the political financing control operations and creating a coordination channel for communication between all the relevant parties. It will contribute to the increased transparency and accessibility of political financing to citizens and civil society, as well as audit political parties and electoral lists through the controlling authority. TEAP II will support the Court of Auditors in the construction of a national database for the platform, consisting of data on political party financing.

This data can later be used by researchers, practitioners and civil society as indicators, statistics and dashboards on political financing.

*Digitalization of the Court of Auditors workflow and management of financial disputes:* this web platform will serve to connect the Court of Auditors regional chambers to the central one through an automatic exchange of information and digital data. The portal will cover the Court's different functions as they relate to jurisdictional control and the evaluation of political party finance. The platform, a national database for reports and Court of Auditors jurisprudence, will facilitate research and access to information to different reports and legislation, support the government in its efforts in E-governance through the provision of online services for citizens, and decentralize the process by connecting the regional chambers to the national database.

#### **Key activities**

- Implementation of the following digital platforms:
  - Platform one: Electoral Dispute Resolution (Administrative Tribunal)
  - Platform two: Campaign Finance Oversight (Court of Auditors)
  - Platform three: Digitalization of the Court of Auditors workflow

#### **Output 2: Enhanced inclusiveness of the electoral process through the participation of vulnerable and marginalized groups**

Inclusiveness, active and meaningful participation, equitable and fair opportunities, equal rights and responsibilities and leaving no one behind (LNOB) are core values of any democratic process and elections. In this regard, TEAP II will give particular attention and focus on these key areas and will strive to engage women, youth, marginalized groups and persons with disabilities (PWD), and ensuring identity for all in its activities and initiatives. This output aims at ensuring the principle of inclusivity in the electoral cycle through the increased participation of women, youth and marginalized or vulnerable communities and the removal of barriers and obstacles to their participation. Electoral processes are enhanced with the participation and representation of all segments of society. Women, making up half of society, who played an important role in the political transition in Tunisia and are increasingly participating in the electoral process as election administrators, observer and voters, continue to be an underrepresented part of the electorate. With nearly 20% of Tunisian society between the ages of 15-29, youth groups in Tunisia are also an undeniable asset to a strong and sustainable democracy in Tunisia, yet current civic education schemes are not sufficient in reaching all of the society's youth groups and support this area is needed to increase their awareness and their role in elections. This output aims at supporting electoral authorities in eliminating barriers to women's participation and enhancing access of women and youth to the knowledge and tools necessary for their participation, gender-specific policy support and programmes as well as through education and awareness campaigns. Lastly, this output aims to build the trust and confidence of more segments of the public in the electoral authorities in Tunisia, by supporting authorities in extending access to voting rights to marginalized and vulnerable communities such as people in hospitals and persons with disabilities (PWD) and also prisoners. This output includes building the capacity of electoral authorities to increase the participation of women, youth and other marginalized groups through identifying legal gaps, making gender-mainstreamed policies or policies in support of increasing women's participation

## Activity result 1: Women's participation in electoral processes increased

Women in Tunisia continue to face social and institutional barriers to their political and electoral participation, this is especially the case for women living in rural regions in Tunisia. This activity result aims to increase women's political participation by offering comprehensive support to electoral authorities in putting in place and following up on the implementation of concrete policies and programmes for gender-mainstreaming policy making, the fight against gender-based violence in politics and elections and developing partnerships towards achieving increased women's political and electoral participation. Through technical assistance and policy advice, the project will expand the previously piloted programme for the provision of national Identity cards (IDs) for women living in rural areas. Having successfully piloted this initiative in the previous cycle (2015-2020), the project aims to support authorities in expanding it to other regions in Tunisia. TEAP II, in partnership with stakeholders and relevant government entities such as the Judiciary, will support the provision to women living in rural areas with the National IDs necessary for accessing public services as well as voting. By supporting the national authorities in providing women with these ID cards, the project aims to increase the number of women from rural regions in Tunisia on the voter register and therefore as voters.

This activity result will also reinforce the institutional capacities of electoral authorities to integrate gender in their public policies, to conceive and implement public policies related to gender, and to the fight against gender-based violence (GBV) occurring at different stages of the electoral cycle. Lastly, the project aims to develop and support partnerships between electoral authorities and civil society organizations in order to promote women's political participation and the fight against GBV in politics.

### Key activities

- Implement programme for national ID cards for women in rural areas
- Registration of rural women in the electoral register
- Support in implementation of Judicial decisions made concerning the programme
- Activities to raise the awareness of rural women on their rights to participation
- Support to electoral authorities in gender mainstreaming policies
- Identifying legal and technical gaps in policy through advisory support
- Support to electoral authorities in fight against GBV
- Design, develop and implement activities, studies, reports related to GBV
- Engage CSOs working in the field of gender equality and civil rights towards increasing women's political participation
- Gender focused surveys
- Engage men and women members of ISIE with UNDP-Arab EMBs Regional Network for Women in Elections trainings and activities

## Activity result 2: Enhanced awareness and knowledge of youth on political participation

In addition to the support to women's political participation, this activity result aims at increasing the awareness and knowledge of youth groups in Tunisia on democratic practices and civic rights. Through electoral and civic education awareness raising campaigns, activities under this output will raise the awareness of youth groups on their role their importance and role in the electoral cycle and civic participation from early stages. This activity result will be put into place mainly through partnerships with universities and relevant government institutions including with the a) ministry of national education in the conception of new digital teaching/educational tools and methodologies that highlight civic education to students in different levels of education), the b) ministry of higher education in organizing debates and cultural events with students on the relevant themes of citizenship and civic and political participation of youth, and the c) ministry of youth, to implement activities that are targeted to and inclusive of youth from marginalized urban neighbourhoods. The project will support and facilitate extensive work with youth and students' groups at central and regional levels in an attempt to build confidence and trust in the electoral institutions and processes.

### Key activities:

- Civic and voter education campaigns for students and marginalized youth
- Online tools including e-learning for all educational levels
- Cultural events:
  - Thematic exhibitions
  - Documentaries
  - University camps
  - Theatre and the arts
- The Electoral Academy
- Youth focused surveys
- Develop and implement a digital learning system for students of all levels
- Conceive and put in place partnerships for digital electoral education
- Thematic online application/games to inform youth about voting procedures and stages of elections
- Organized focus groups with youth on political participation

## Activity result 3: Inclusion of marginalized communities in electoral processes strengthened

This activity result aims to support electoral authorities in an analytical and advisory capacity for the inclusion of vulnerable and marginalized groups in the electoral process. Currently in Tunisia groups such as people in hospitals on long-term basis as well as persons with disabilities (PWD) and prisoners are not able to vote. The project will offer support to the electoral authorities in the identification of legal and policy gaps in this regard, as well as a comprehensive study on the barriers to the participation of the identified groups. This activity result will be enhanced through partnerships with the relevant UNDP Democratic Governance projects in Tunisia, public authorities, civil society organizations and independent commissions.

Activities implemented under this output will motivate and encourage voters from marginalized groups and PWD to participate in the elections and learn more on their rights and responsibilities, accountability and transparency and the electoral process.

### **Key activities**

- Conduct analysis of legal framework pertaining to the electoral participation of identified vulnerable and marginalized groups
- Identify policy pathways for the integration of voting rights of vulnerable and marginalised groups
- Systemization of voting solutions for vulnerable and marginalised groups

### **Output 3: Effective role of audio-visual and digital media promoted in the electoral process**

The media, including national media authorities, journalists, audio-visual media and digital media, are an important stakeholder in the electoral process in Tunisia. The media play a role in guaranteeing fundamental freedoms that are essential to the electoral process, including the freedom of information and expression, as well as participation. In their role in the electoral process, the media must maintain professionalism, accuracy, transparency and impartiality. The media is involved in election campaigning, election-day reporting and monitoring and post-election result announcements. The media can portray the electoral process in various ways and play an important role building citizen-trust in electoral authorities and electoral integrity, as well as informing the public of elements and stages of the electoral process and collecting and disseminating election-related data while fairly representing different layers of the society, including gender representation.

Through this output, TEAP II will engage with electoral authorities and audio-visual media and journalists to enhance their capacities in performing their election-related roles during the electoral process, including in the pre-election and post-election periods. The support also targets their capacities in monitoring the role of media in elections, including gender representation. With the persistent rise of disinformation campaigns as well as hate speech and polarisation in the Covid-19 and post- Covid-19 period, this output also aims to provide technical assistance to electoral authorities to combat these challenges.

Through partnerships between electoral and media authorities and capacity building of media stakeholders on their role in elections, this output will contribute to transforming some of these functions to digital media initiatives, where media and electoral authorities are capable and have the technical expertise in online platforms that monitor social media online, fight hate speech and the spread of disinformation in politics and elections, inform the public of their roles and responsibilities in elections as well as those of electoral authorities and inform on the presence and participation of marginalized groups in elections. Effective media in elections is aware and has the know-how of electoral events, processes and needs. Through building the knowledge and capacities of stakeholders in the media and elections realm as well of electoral authorities on the effective use of media, and building partnerships and developing and implementing digital platforms, the project will be able to support in creating sustainable effective processes that can perform those functions in future Tunisian elections.

### **Activity result 1: Improved capacity of audio-visual media to perform during electoral cycle**

The project will support the independent audio-visual communication authority (the present HAICA or the future ICA) through technical assistance and advisory support. TEAP II aims to build the institutional capacity of HAICA/ICA in its responsibilities during an electoral cycle. This will be done through building strategic partnerships with and among electoral authorities. Support to media authority will cover the areas of regulating and monitoring audio-visual activities in electoral campaigns, reinforcing the capacity of journalists and media establishments in electoral matters, conceiving and establishing a strategic partnership between electoral authorities and the media in order to come up with strategies for mobilizing the electorate, specifically targeting women and youth.

#### **Key activities**

- Capacity building to monitor an electoral process in the media
- Increasing knowledge and know-how of media authority to raise awareness, knowledge and capacity of journalists and media establishments
- Building partnerships between electoral and media authorities
- Design, development and implementation of an audio-visual media monitoring platform (audio-visual signal reception, achieving, political pluralism, infractions, audio-visual indexation, reporting, etc.).

The proposed audio-visual media monitoring system is a web platform that ensure the acquisition and consolidation of audio-visual data coming from different Tunisian media outlets. The proposed system will serve as a platform for monitoring audio-visual media, and during an electoral campaign. It helps to generate statistics and reports related to audio-visual content and offers access to different video and audio material for the public as well as statistics and reports related to elections to journalists, researchers, and the general public. The platform will also offer an independent, technical, dependable and coherent method for monitoring audio-visual media. It will consist of a database of national audio-visual archives from different media outlets that allows for accessible and advanced research mechanism to the public. The platform also aims to support Tunisian government efforts to facilitate access to information and exposure of citizens to audio-visual materials, statistics, and election-related research.

### **Activity result 2: Enhanced role of social media monitoring during election**

With the increasingly critical role of social media in electoral process, from public policy discourse, electoral campaigns, voter education and dissemination of data to the spreading of hate speech and disinformation, the project aims to build the capacities of electoral authorities so they can take advantage of the benefits of social media while also tackling the challenges it presents. The project aims to support electoral authorities in their awareness of, and ability to, monitor social media in elections, take advantage of its benefits and mitigate its negative impact.

#### **Key activities**

- Support electoral authorities in the development of a comprehensive manual of social

media monitoring during the electoral cycle

- Design, development and implementation of a digital media monitoring unit that can monitor social media during electoral periods
- Dedicated Trainings/workshops for journalists and electoral and media authorities
- Support to electoral authorities in conducting a study on the presence of women and youth in social media during elections
- Production of studies, notes, reports on the presence of women and youth presence on social media

### **Activity result 3: Improved capacity of electoral authorities and media to fight against disinformation and hate speech during elections**

The spread of disinformation and hate speech is a threat to the fundamental freedoms practiced during an electoral process. This activity will result in enhanced knowledge and awareness among electoral authorities of what constitutes disinformation and hate speech, particularly as they pertain to the electoral cycle, and improved institutional and technical capacity to tackle these challenges through digital platforms and trainings and analysis of existing regulatory frameworks to identify gaps in identifying and fighting hate speech and disinformation as they related to electoral campaigning and the practice of freedom of speech and right to information to safeguard democratic processes.

#### **Key activities**

- Conceive and put in place partnerships aimed at fighting disinformation and hate speech during electoral periods
- Conduct studies, events and reports related to the fight against disinformation and hate speech
- Support the design, development and implementation of a unit of factchecking (in partnership with the audio-visual communication authority, journalists, TV and radio outlets etc.)
- Conduct a study about the effects of disinformation during elections
- Develop a platform that can analyse and detect hate speech throughout the electoral cycle

#### ***Cross-cutting issues***

##### ***Human Rights***

By aiming to enhance electoral processes in Tunisia, this programme directly promotes Article 21 of the Universal Declaration of Human Rights, which states: (1) Everyone has the right to take part in the government of his country, directly or through freely chosen representatives. (2) Everyone has the right of equal access to public service in his country. (3) The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

Given the role of electoral authorities with respect to the administration and management of electoral processes in Tunisia, citizens will benefit in ensuring that elections are conducted in an inclusive and transparent manner. The institutional development support that electoral authorities receive will enable them to fulfil their mandate in a more effective manner and thus, help ensure that all Tunisian citizens can participate fully in forthcoming electoral processes. This will also

hopefully encourage all Tunisian citizens, including the more disadvantaged and marginalized, to take part actively in electoral processes and thus, ensure the full exercise of their democratic rights. Additionally, the project contains a component which assesses the appropriate inclusion of persons with disabilities, people in hospitals and prisoners in electoral processes (Output 2.3), thus promoting inclusive processes based in human rights principles and the UN SDG concept of leaving no one behind (LNOB).

### **Gender**

A gender element has been mainstreamed throughout the programme and will be incorporated into all activities. Gender equality principles will be considered in all recommendations and advisory support to the electoral authorities on policy and processes. Gender considerations will be particularly relevant in the area of human resources management, included under Output 1.2, in dedicated activities under Output 2.1: “Women’s participation in electoral processes increased” , and finally through gender-disaggregated data collection and field studies and gender considerations in the digital platforms and outputs.

Additionally, it is expected that both men and women will benefit from the proposed project activities. Although, the selection of the participants in capacity building activities is the responsibility of the electoral authorities and will be carried out based on the needs identified by them, earlier phases of the programme have promoted the inclusion of participation of women in agreed capacity-building activities, appropriate to the defined target groups. By continuing in this manner, the programme will be able indirectly to contribute to the achievement of SDG 5, promoting gender equality and empowering women.

### **Resources Required to Achieve the Expected Results**

#### **Partnerships**

The activities included in the working plan will be developed and implemented in coordination and close cooperation with governmental stakeholders, independent bodies, other UNDP Democratic Governance projects in Tunisia, other UN entities, the media, civil society and international organizations.

#### **Risks and Assumptions**

The following table identifies potential risks associated with the implementation of the project and possible risk management measures that will be taken to minimize the potential negative impact.

Description	Type of Risk	Risk Probability (P) & Impact (I) <sup>6</sup>	Countermeasures/Management Response
Global health pandemic (COVID-19) emergency measures continue to affect electoral operations and events	Security  Operational	P: M  I: H	The project will continue to assess the effects of the pandemic and the national measures on elections in Tunisia as well strategically align project activities in a sustained manner through the conditions including ensuring the appropriate delivery of the technical and advisory support.

<sup>6</sup> H: High, M: Medium, L: Low

The political, social and economic context in Tunisia affects the project's implementation	Political	P: L I: M	The project will continue to be flexible and responsive to emerging needs and priorities signalled by national counterparts in relation to the country's context. It will do this through a continuous analysis of developments including conducting regular political and context analysis of the country's conditions to enhance preparedness and flexibility of operational response.
Terrorist activities, particularly targeting foreigners, affect the continuation of UN activities in the country	Security Political	P: L I: H	Relative to previous years, the security situation in Tunisia has generally improved, however, the project remains vigilant in strictly following UNDSS security instructions such as those pertaining to safe movement within Tunisia, as well as conducting conflict analysis in the planning phase to mitigate risks on implementation.
Insufficient funding to ensure proper project financing and implementation	Financial	P: M I: H	Project management will ensure continuous efforts for resource mobilization and partnership building throughout the planning and implementation of the project, working closely with UNDP Tunisia management to identify potential for resource mobilization.
Insufficient coordination of international technical assistance provided by various organisations could generate inconsistencies and duplication of efforts and reduce the project's effectiveness	Operational Organizational	P: L I: M	The project will work on maintaining coordination efforts with providers of electoral technical assistance and other international actors involved in Tunisian elections.  The project team also works to identify areas for joint implementation of activities where it applies to reduce possible duplication of efforts and maximise efficiency of electoral support.
Lack of coordination and communication between and among electoral authorities, affecting operational support and efficiency of electoral technical assistance	Technical Strategic	P: M I: M	The project will maintain efforts in partnership building between electoral authorities, including focused efforts on communication and collaboration channels between them.  The project will also continue to apply a strategy of low profile in order to enhance trust of electoral

			authorities.
New technical assistance needs arise during the implementation of the project	Operational  Strategic	P: M  I: M	Project management identifies electoral needs in advance in cooperation with the electoral authorities as well as apply a strategic approach designed to respond to emerging needs and requests from electoral authorities.
Uncertainties over whether one of the elections scheduled will be postponed for technical/political reasons	Political	P: L  I: M	Continuous analysis of developments and support to necessary measures for holding elections on time.  Contingency planning and development of alternative scenarios.
Perception of lack of inclusiveness of political and electoral process continues	Political  Strategic	P: M  I: M	Project will be mitigating this risk by focusing an output on inclusivity of groups of women, youth and other marginalized groups currently not a part of the electoral process.

### ***Stakeholder Engagement***

In the previous electoral support cycle, TEAP was able to initiate meaningful dialogue between electoral authorities and other relevant stakeholders in the electoral process. TEAP II aims to build on these established mechanisms of engagement in order to strengthen relations between authorities on electoral matters, and between electoral authorities and the public, enable real-time information sharing, and ensure public voice is considered in the design, planning and implementation of electoral activities. This will be achieved through extensive programs at central and local levels engaging women, youth and marginalized groups, as well as central and regional branches of electoral authorities.

The following serve as the key stakeholders of the project:

**Electoral Authorities:** several institutions play a role in the electoral process in Tunisia. These include ISIE as the main electoral management body mandated with conducting elections<sup>7</sup>, HAICA/ICA<sup>8</sup> on ensuring the role of media in elections, the Court of Auditors as the body overseeing electoral campaigning financing and the Administrative Tribunal which works on electoral disputes. Others judicial bodies have a role in the prosecution and repression of electoral offences and electoral crimes; all these bodies are important in ensuring credible, transparent and inclusive elections in Tunisia.

**Parliament:** Parliament as the legislative body plays a crucial role in electoral legal reform, including in drafting, reviewing, debating and adopting laws that impact elections and the electoral process. As such, it is important that electoral authorities engage closely with the Parliament and

<sup>7</sup> ISIE is currently the first of five independent constitutional bodies set in place.

<sup>8</sup> The Tunisian Constitution stipulates that a permanent Independent Commission of the Audio-visual Media (ICA) will replace the current Independent Authority of the Audio-visual Commission (HAICA). It provides for the continuity of HAICA until the establishment of ICA and elections of its members.

parliamentary committees engaged in electoral legal drafting. The project will facilitate the electoral authorities' engagement with the Parliament, particularly with the parliament Committee on Internal Regulations, Immunity, Parliamentary and Electoral Laws, to enhance the quality of and access to information on political processes, on improving consultative processes, and ensuring the political and electoral participation of marginalized groups.

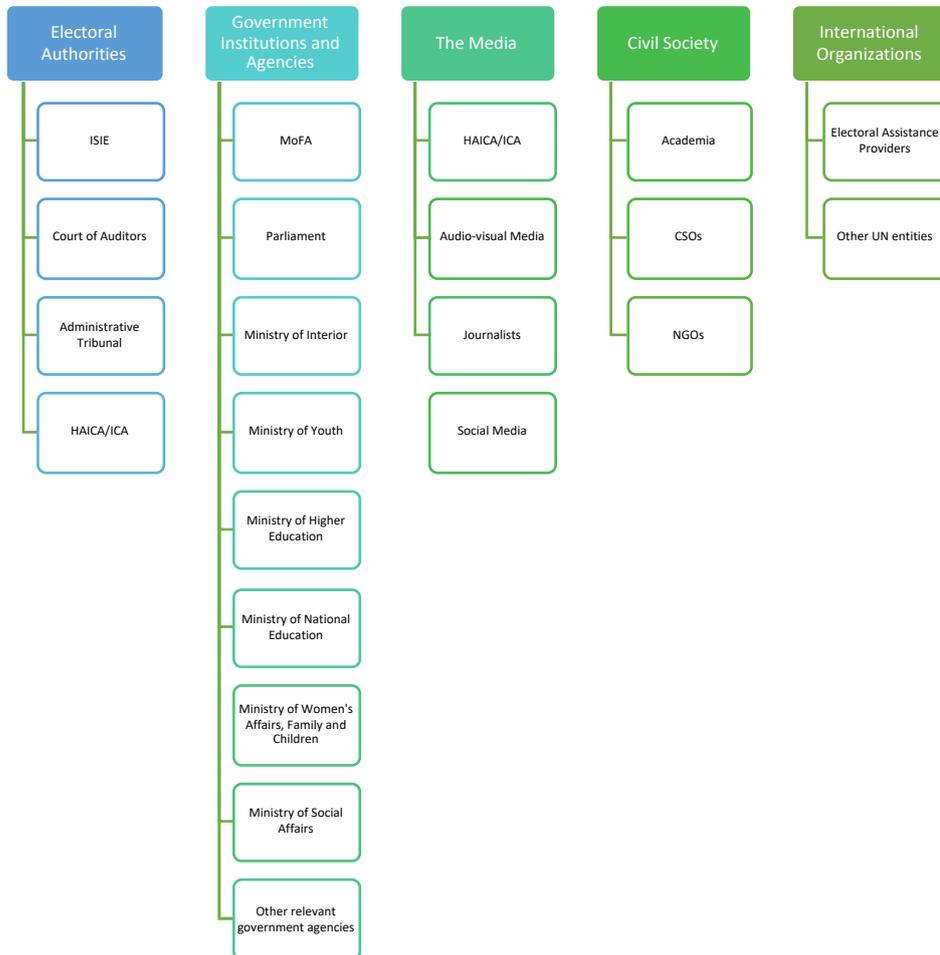
**Civil Society:** civil society in Tunisia, like elsewhere, play an important role ensuring all segments of society take part in the different phases of the electoral process. It is important that Academia and communities of citizens have more access to electoral processes, so that they can help disseminate information and contribute to an informed and responsible citizenry. The project will engage civil society as both partners in the implementation as well as key beneficiaries of activities.

**Media:** the media play a critical role in ensuring the environment is conducive to the holding of credible, transparent and inclusive elections. The media not only play a role in informing and educating the public, but they also have a responsibility of ensuring professionalism in how they cover the electoral process. The project recognizes the important role media play in the Tunisia context including in preventing disinformation, misinformation and fake news; as such, the project has a particular focus on engaging with the media, both audio-visual and digital media.

**Women and youth groups:** Since women and youth participation and representation in electoral processes is low and often peripheral, it is important to engage with women and youth interest groups. Women and youth must be given the space to participate in electoral processes, with advocacy and support to policies and legislation promoting gender equality and youth participation. It is also important to disseminate information and consult on policy development and implementation to improve women and youth access to decision-making positions. On gender, the ISIE has made commitments and progress towards inclusion of women and in 2019, it launched a regional network for women in elections as part of the Organization of Arab Electoral Management Bodies (ArabEMBs).

**Persons with disabilities (PWD):** As emphasized in a number of international and regional human rights instruments, it is important that electoral assistance prioritizes and supports efforts and actions to protect the rights of persons with disabilities. As such, the project will advocate for and support increasing accessibility to all phases of the electoral process so that persons with disabilities can exercising their political rights including their right to vote.

**International Organizations:** The project will also engage in coordination activities with international organizations including development partners that work on and support electoral assistance in Tunisia. The coordination of electoral assistance in Tunisia through partnerships and identification of areas of support is a key area of engagement for the project to avoid the duplication of work and ensure effectiveness of assistance. Other electoral assistance providers include International Institute for Democracy and Electoral Assistance (IDEA) and the International Foundation for Electoral Systems (IFES).



### **Knowledge**

TEAP II will build on the first two projects where a variety of educational materials, knowledge products, guidebooks and manuals were produced with national counterparts and electoral authorities to be shared with national and international stakeholders. For its new phase, the project aims to scale up the research, study, knowledge production and analysis capacities through utilizing the accumulated knowledge and experience and bringing experts and consultants, as required. Also following the implementation of project activities as well as electoral events, the project will conduct lessons learned exercises and will publish reports including recommendations and best practices. In addition, the project will support the conduct of surveys and studies which will be used as the baselines and monitoring tools throughout the project duration.

### **Sustainability and Scaling Up**

The project has been designed upon request and in close coordination with the Government of Tunisia, election authorities and other relevant stakeholders with all findings and recommendations from previous electoral assistance having been discussed and consulted prior to the project

formulation and during the drafting phase. These attest for a strong ownership of the national partners over project objectives. The project document has been designed according to an evidence-based approach and is in line with national development priorities. As the project aims to invest into institutional strengthening, systems, processes, staff capacity and people knowledge and civic awareness, the investment is deemed sustainable on the short and medium term, looking also into the possible changes of route that might occur in the next period. Due to the national ownership ensured through the planning process and the previous interventions, the project builds capacities by implementing activities in a calibrated way, considering supporting national capabilities and creating conditions for context-specific innovations and solutions to emerge, which can be shared and scaled up.

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## **V. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

In the period between 2015-2020, UNDP supported electoral institutions and processes in Tunisia through a dedicated project called TEAP. TEAP II project document builds on the technical capacities and infrastructure provided in the previous cycle to national stakeholders and partners. This includes software and ICT equipment provided to them, and sensitive and non-sensitive materials procured throughout the past electoral cycle. In addition, the upcoming project will benefit and will utilize project facilities, equipment and materials procured in the previous project. All these equipment and materials are preserved and are functional highlighting the special attention given to the efficient utilization of funds and maintenance of equipment. Finally, the new project will be able to utilize the wealth of knowledge and data collected, analysed and archived during the previous project.

### ***Project Management***

The project will be executed under Direct Implementation Modality (DIM) by UNDP in accordance with the established rules and procedures of UNDP. UNDP will ensure the full use of administrative and operational procedures to expedite effective and timely procurement of goods and services. Additionally, UNDP will facilitate partnership coordination to ensure that financial resources are timely and available to support electoral authorities, and electoral processes; in particular, the project will liaise closely with the Regional Electoral Project and will promote South-South initiatives.

The Chief Technical Advisor (CTA) will provide coordination and day-to-day management of the project. The CTA will be responsible for implementing project activities and is accountable to the Project Board. S/he will also be responsible for managing the funds in compliance with UNDP financial rules and procedures, coordinating and preparing a detailed project work plan and indicative budget, and submitting progress and financial reports to donors and the Project Board. UNDP will also be responsible for the procurement of expendable and non-expendable equipment as well as services and individual consultant contracts, in accordance with project work plans and budgets, based on independent needs assessments and in collaboration with the national counterparts and UNDP Country Office senior management.

The electoral authorities, particularly the EMB will provide office space, access to telecommunications, and assign a qualified counterpart for engagement, corresponding to each of the international and national project staff, in order to ensure knowledge transfer within the broader concept of capacity development.

For all three outputs, the electoral authorities will be the main beneficiary. Nevertheless, the project will continue to support meaningful dialogues between the electoral authorities and other relevant stakeholders, including women and youth groups, the media and civil society organizations. The

project will seek to promote linkages with other providers, for the purpose of facilitation, coordination and effectiveness of actions.

The project will participate in a range of different coordination measures to ensure that all forms of electoral assistance provided complement each other, leading to improved results and a reduced risk of duplication. The coordination efforts will also bring all key actors providing electoral assistance in Tunisia together with the aim of sharing information and assessments of external risks that may impact the effectiveness of the electoral assistance. These goals will be achieved through the regular coordination meetings that include actors engaged on the provision of electoral assistance, including donors and implementers, to ensure effective coordination of the work. This mechanism will seek to optimise the efficient use of resources and expertise, eliminate double allocation of funding and minimise potential differences among donors, implementing agencies and stakeholders. The meetings will be held every month or as frequently as may be deemed necessary.

During the delivery of the assistance, UNDP will also engage with support and coordination from the Electoral Assistance Division (EAD) of the Department of Political and Peacebuilding Affairs (DPPA) of the United Nations. This will include status reports on regular basis to the EAD Focal Point, who will also be kept informed of any contemplated project revisions or extensions in order to determine whether a further needs assessment is required or whether the revision or extension can proceed without such an assessment. EAD may also conduct a mission to review progress of the project, assess the political situation, or to offer support to the program. The project will be implemented in an integrated manner within the UN.

### ***Provision of Services***

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be undertaken by responsible parties and service providers, who will be selected using standard procurement requirements for transparency and best value. Costs incurred by the UNDP Country for supporting direct project implementation will be recovered on use basis.

### ***Financial Arrangements***

In accordance with the decisions and directives of Member States on UNDP's Executive Board reflected in its policy on cost recovery, two distinct cost categories related to the provision of support services, namely General Management Support (GMS) and Direct Project Cost (DPC) will be accounted for in the project budget. GMS is recovered generally<sup>9</sup> with a minimum flat rate of 8% for contributions from donors.

Direct Project Costs (DPC) are linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. They include for illustration: transactional costs for payments, disbursements and other financial services, recruitment of staff, project personnel, and consultants; procurement of services and equipment, including disposal; Information Technology equipment licenses and support services for the project; bureaucratic processes, authorizations and accreditations, etc.

### ***Branding and Visibility***

In consultation with the electoral authorities and donors, UNDP will take appropriate measures to publicize the project and give due credit and visibility to the donors. However, because of the need of sensitiveness towards the sense of ownership of the process by the national actors, and in

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<sup>9</sup> The flat rate of GMS is 7% for contributions from European Union (EU) following an agreement between UNDP and the donor.

accordance with the UN Policy Directive on Principles and Types of UN Electoral Assistance of 11 May 2012, the project will opt for low profile and focused support.

### **Monitoring and Evaluation**

To ensure both effectiveness and accountability, the UNDP proposes the adoption of a structured monitoring and evaluation component, using established UNDP methodology and experience for the monitoring and evaluation of its projects. The Project Board may decide upon additional monitoring and evaluation approaches. The project will establish a robust approach to gathering quantitative and qualitative data to monitor the outputs and outcomes of the intervention. An initial list of indicators and baselines for the outputs have been identified; however, these may need to be further refined through stakeholder consultations especially when dealing with substantive outcomes.

The project will undertake two external evaluations of completed activities. All evaluations will be based on extensive assessments of demonstrable impact on the electoral process and other sources of data, including the perception of beneficiaries and stakeholders. The project will be monitored through day-to-day monitoring of implementation and progress through the CTA and the Project Manager and through periodic monitoring of implementation by the UNDP CO. Through both channels, the UNDP CO and the Board will be able to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities, and to identify delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

In accordance with programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP), the project will be monitored through the following:

**Within the annual cycle:** at the end of each quarter, a *quarterly project report* (QPR) that shall record the achieved progress towards the completion of key results, based on quality criteria and methods; an *Issue Log* that shall be activated in ATLAS and updated by the project under the supervision of the CTA to facilitate tracking and resolution of potential problems or requests for change; a *risk log* that shall be activated in ATLAS and regularly updated, by analysis and review of the external environment that may affect the project's implementation. This analysis will be regularly reviewed and updated as appropriate, taking into account any political developments that may impact such analysis; based on the information recorded in ATLAS, *Project Progress Reports* (PPR) shall be submitted to the Project Board; a project *lessons-learned log* shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the lessons-learned report at the end of the project; and a *Monitoring Schedule Plan* shall be activated in ATLAS and updated to track key management actions/events.

**Annually:** the project will conduct an *Annual Progress Report* (APR) to be shared with the Project Board. The APR shall cover the whole year with updated information from activity level QPR inputs as well as a summary of results achieved against pre-defined annual targets at the output level. As for the **Midterm evaluation and at end of project:** an independent *midterm evaluation* shall be conducted during the fourth quarter of 2023 to assess the performance and the results of the project, make recommendations about the ways and means to sustain the gains and propose a synthesis of the lessons learned. In general, the midterm evaluation, which will be available in January 2024, will deal in its conclusions with the quality of the work done by the project during the period of 2021-2023. The assessment could also help in mobilizing partners and resources to achieve the project's results for the period of 2024-2026. Finally, a *final impact evaluation* will be concluded three months before the last meeting of the Project Board with donors and the project's partners. It shall examine the impact of the project, analyse the sustainability of the results and check whether the project has achieved its immediate and global environmental objectives and also whether it has contributed to the objectives of development and UNDP's objective of leaving no

one behind, diminishing the gender gap and enhancing human rights. In addition, it will provide recommendations for follow-up actions.

### ***Audit***

The audit of the project if requested by the donor will be in accordance with UNDP rules and regulations and in close coordination with the Office of Investigation and Audit (OAI). In cases where a donor requires a special audit of its contributions, OAI may conduct a project audit of the project(s) funded by the donor and provides the donor with the audited financial statements of the project(s) and with the Executive Summary of the audit report concerned.

## VI. RESULTS FRAMEWORK<sup>10</sup>

### Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

*The civil, political and administrative institutions are fully operational, in the respect of Universal Principles of Human Rights, Democracy and Gender Equality.*

### Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: N/A

CPAP indicator: The technical capacities of the Electoral Management Body are reinforced.

**Applicable Output(s) from the UNDP Strategic Plan:** Strengthen effective, inclusive and accountable governance, strengthen collaborative engagement, partnership and coordination and mainstream gender equality and women's empowerment.

Indicator IRRF – 2.2.3.1: Country has strengthened institutions and systems supporting fulfilment of nationally and internationally ratified human rights obligations  
2.2.2.1. Number of Electoral Management Bodies (EMBs) with strengthened capacity to conduct inclusive and credible elections.

### Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3 <sup>12</sup>	Year 4	Year 5	FINAL	
<b>Output 1</b> <i>Strengthened efficiency, transparency and effectiveness of the electoral management and administration through improved institutional</i>	<b>1.1</b> <i>Number of conducted elections perceived as credible, with results accepted by stakeholders</i>	<i>Electoral Observer Reports</i>	4	2019	0	0	1	3	0	4	- Evaluation questionnaires conducted at the beginning and end of trainings - Data on procured electoral materials collected at the end of electoral events
	<b>1.2</b> <i>Number of electoral revised regulations integrating Gender equity</i>	<i>Electoral Authorities</i>	4	2019	0	0	3	3	0	6	
	<b>1.3:</b> <i>Percentage of citizens who report increased trust in electoral processes</i>	<i>Perception Surveys</i>	56% <i>(reporting high or relative trust)</i>	2019	0	0	0	60%	60%	0	

<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>11</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<sup>12</sup> Year 3 and Year 4 are electoral years.

capacity, digitization and legislative reforms.	<b>1.4</b> Extent to which electoral authorities integrate targeted digitalization of the electoral process (Scale: 0: No modification; 1: Targeted digital solutions are made available to electoral authorities; 2: Electoral authorities decisions rely on targeted digital solutions instead of paper processes)	Electoral Authorities	0	2019	0	0	1	1	2	2	<ul style="list-style-type: none"> <li>- Reports and assessments of experts and consultants</li> <li>- ISIE and HAICA/ICA websites developed and updated</li> <li>- Independent reports from stakeholders and observers</li> <li>- Opinion surveys and citizen engagement in public outreach activities</li> <li>- Reports and assessments of electoral laws and legal reform</li> <li>- Statistics of digital platforms</li> <li>- Quantity of data exchanged between and among electoral authorities</li> </ul>
<b>Output 2</b> Enhanced inclusiveness of the electoral process through the participation of vulnerable and marginalized groups.	<b>2.1</b> Percentage increase of registered voters	ISIE	7,074,566	2019	0	0	+10%	+10%	0	+20%	
	<b>2.2</b> Percentage increase of citizens under 25 years registered as voters	ISIE	940,028	2019	0	0	+10%	+10%	0	+20%	
	<b>2.3</b> Percentage increase of women registered as voters	ISIE	3,454,983	2019	0	0	+10%	+10%	0	+20%	
	<b>2.4</b> The extent to which gender mainstreaming policies are implemented in line with the strategic plan and/or the gender strategy * * The targets use a scale of 1 to 5: 0: n/a; 1: Not at all; 2: very partially; 3: partially; 4 Largely; 5 fully.	Electoral Authorities	3	2019	3	3	3	4	4	4	
<b>2.5</b> Number of Legal and policy measures taken towards the electoral participation of identified marginalized groups	UNDP	N/A	N/A	1	2	3	3	3	12		
<b>Output 3</b> Effective role of audio-visual and digital media promoted in the electoral process.	<b>3.1</b> Number of articles and posts/tweets/ social media posts processed through factchecking platform	HAICA	6.400	2020	5000	10000	5000	20 000	5000	45 000	
	<b>3.2</b> Extent to which electoral stakeholders are able to track and react to fake news based on a fully operational and sustained factchecking mechanism (Scale: 0: No modification; 1: Factchecking mechanism in place; 2: Electoral authorities communications rely on observed fakenews)	HAICA	0	2018	1	1	1	2	2	2	

	<b>3.3 Annual evolution of visitors to the factchecking platform</b>	HAICA	N/A	N/A	+20%	+20%	+100%	+100%	N/A	+240%	
	<b>3.4 Percentage of news verified and disseminated based on gender sensitive criteria.</b>	HAICA	0	2019	50%	100%	100%	100%	100%	100%	
	<b>3.5 Proportion of trained journalists effectively involved in the fight against fake news (contributing during electoral periods)</b>	HAICA	0	2018	40%	50%	60%	65%	n/a	65%	

## VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (US\$) (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	2.000
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	2.000
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	N/A
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify	Annually	Areas of strength and weakness will be reviewed by project	N/A	4.000

	project strengths and weaknesses and to inform management decision making to improve the project.		management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	N/A	N/A
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		N/A	14.000
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	N/A	2.500

## Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP	Applicable outputs and activities	The technical capacities of the Electoral Management Body are reinforced	December 2023	Electoral Authorities	\$ 25,000 USD
Final Impact Evaluation	UNDP	All project outputs	Democratic principles are reinforced through long-term capacity development of electoral authorities and assistance in implementing institutional reforms, resulting in increased political participation of citizens in electoral processes that are considered credible	August 2025	Electoral Authorities	\$ 50,000 USD

## VIII. MULTI-YEAR WORK PLAN <sup>1314</sup>

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)					RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5			Budget Description	Amount (US\$)
<b>Output 1:</b> Strengthened efficiency, transparency and effectiveness of the electoral management and administration through improved institutional capacity, digitization and legislative reforms.  <i>Gender marker: 2</i>	1.1 Support the assessment of the legislative and regulatory framework and recommendations to fill gaps and inconsistencies in the electoral code		30 000	20 000	50 000			Workshops IC consultant	<b>100 000</b>	
	1.2 Capacity building on and technical input to drafting of legislation and regulations pertaining to ISIE and the different phases of the electoral process	20 000	40 000		60 000	20 000		Workshops Trainings IC consultant	<b>140 000</b>	

<sup>13</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>14</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.3 Facilitation of broad-based dialogue on electoral legal framework ensuring the participation of all segments of society including women, youth, and other marginalized communities		20 000		30 000				Field activities Training IC consultant	<b>50 000</b>
	1.4 Support to the development of the Strategic Planning of Electoral Authorities	40 000							Workshop IC consultant	<b>40 000</b>
	1.5 Support the review and refinement of ISIE procedures, regulations, codes of conduct and policies, as well as electoral procedures	20 000	30 000						Workshops IC Consultants	<b>50 000</b>
	1.6 Procurement of goods and services for the electoral authorities	60 000	60 000	60 000	80 000	40 000			ICT services, Servers Software, Furniture	<b>300 000</b>
	1.7 Conduct post-election review and lessons learned exercises, feeding into the broader capacity building efforts of ISIE and the project		40 000	10 000	40 000	10 000			Workshops	<b>100 000</b>
	1.8 Technical advisory input in the areas of finance, procurement, HR, administration and other key departments; these interventions will aim to build both individual and institutional capacities.	20 000				30 000			IC Consultants Workshops printing	<b>50 000</b>
	1.9 Support to the enhancement of manuals of procedures for the different activities of the institution, with a focus on introducing innovation in practice.	30 000	10 000	50 000	40 000	20 000			IC consultants Printing workshops	<b>150 000</b>
	1.10 Capacity building activities that strengthen both individual and institutional capacities in administration, finance, ICT, management and oversight	40 000		40 000		40 000			Vendor contracting Trainings	<b>120 000</b>

	1.11 Support to the development and enhancement of management systems including asset management, institutional memory, operational planning and budgeting, and human resource management.	20 000		30 000		30 000			Vendor contracting, Trainings	80 000
	1.12 Implementation of ICT systems for the electoral process		60 000		60 000				Vendor contracting	120 000
	1.13 Support in developing mechanisms of engagement that enable institutionalized cooperation and collaboration		20 000	30 000					workshops	50 000
	1.14 Support the development of awareness raising material and information on the role and mandate of the various institutions engaged in the electoral process			40 000	40 000				Vendor contracting Material acquisition	80 000
	1.15 Development of electoral training strategies, monitoring and implementation	40 000	80 000	40 000	100 000	40 000			Trainings IC Consultants	300 000
	1.16 Development of knowledge products pertaining to various electoral processes	40 000	40 000	40 000	40 000	40 000			IC consultants Printing	200 000
	1.17 Development of strategies and communication plans during electoral periods, including follow up on implementation		10 000		10 000				Workshops	20 000
	1.18 Participation in the development of an external relations plan		20 000		20 000				Vendor contracting Services and material acquisition	40 000
	1.19 Support to the results management process and to the establishment of centres for collecting and aggregating election results		25 000		25 000				Support to field activities	50 000
	1.20 Procurement of electoral resources and materials		250 000		450 000				Material acquisition	700 000
	1.21 Provision of expertise and consulting	20 000	20 000	20 000	20 000				IC Consultants	80 000

	1.22 Implementation of a platform on electoral dispute resolution for the Administrative Tribunal		20 000	50 000	100 000	30 000			ICT equipment acquisition And Vendor contracting	<b>200 000</b>
	1.23 Implementation of a platform on financial supervision of electoral campaigns, political parties and associations for the Court of Auditors	25 000	40 000						Vendor contracting	<b>65 000</b>
	1.24 Implementation of a platform on digitalization of the Court of Auditors workflow and management of financial disputes		30 000	30 000	50 000	20 000			Vendor contracting	<b>130 000</b>
	Technical Services of Technical and Legal Advisors P4 and P5	194 326	194 326	194 326	194 326	194 326			FTA international	<b>971 630</b>
	Electoral Legal Affairs Specialist	32 250	32 250	32 250	32 250	32 250				<b>161 250</b>
	Capacity building Specialist	32 250	32 250	32 250	32 250	32 250			National Service contract staff	<b>161 250</b>
	Services of ICT specialist, associate and assistants to the design and implementation of ICT solutions and platforms	37 052	37 051	37 052	37 051	37 052				<b>185 258</b>
	<b>Sub-Total for Output 1</b>									<b>4 694 388</b>
<b>Output 2:</b> Enhanced inclusiveness of the electoral process through the participation of vulnerable and marginalized groups.  <i>Gender marker: 3</i>	2.1 Implement programme for national ID cards for women in rural areas	100 000	50 000	100 000	50 000				Vendors contracting, services acquisition, field activities	<b>300 000</b>
	2.2 Registration of rural women in the electoral register		40 000		40 000				Vendor contracting and services acquisition	<b>80 000</b>
	2.3 Support to access to jurisdiction for people covered by the programme		60 000		60 000				Vendors contracting, services acquisition, field activities	<b>120 000</b>

2.4 Activities to raise the awareness of rural women on their rights to participation		20 000	20 000	40 000				Vendor contracting and services acquisition	<b>80 000</b>
2.5 Support to electoral authorities in gender mainstreaming policies	30 000	30 000	40 000	40 000				Workshops, trainings, Vendor contracting and services acquisition	<b>140 000</b>
2.6 Identifying legal and technical gaps in policy through advisory support	30 000		30 000					IC consultant, workshops	<b>60 000</b>
2.7 Support to electoral authorities in fight against gender-based violence		20 000	20 000					Workshops	<b>40 000</b>
2.8 Design, develop and implement activities, studies, reports related to GBV				25 000	25 000			IC Consultant Printing	<b>50 000</b>
2.9 Engage CSOs working in the field of gender equality and civil rights towards increasing women's political participation					30 000			IC Consulting, workshops	<b>30 000</b>
2.10 Conduct gender focused surveys	20 000		20 000					Vendor contracting, workshops	<b>40 000</b>
2.11 Engage men and women members of ISIE with UNDP-ArabEMBs Regional Network for Women in Elections trainings and activities				20 000	30 000			Study and visit Trips workshops	<b>50 000</b>
2.12 Civic education campaigns for students and marginalized youth		40 000	20 000	40 000				Trainings, IC Consultants, Printing	<b>100 000</b>
2.13 Online tools including e-learning for all educational levels			20 000					IC Consultants	<b>20 000</b>
2.14 Organize cultural events: (e.g. Thematic exhibitions, Documentaries, University camps, Theatre and the arts)		20 000	20 000	10 000				Trainings	<b>50 000</b>
2.15 Electoral Academy (online)	10 000	20 000						IC Consultants	<b>30 000</b>

	2.16 Conduct youth focused surveys	10 000	10 000						Vendor contracting workshops	20 000
	2.17 Develop and implement a digital learning system for students of all levels		20 000	30 000	20 000				Vendor contracting and ICT equipment acquisition	70 000
	2.18 Conceive and put in place partnerships for digital electoral education		10 000		20 000				Vendor contracting, printing	30 000
	2.19 Thematic online application/games to inform youth about voting procedures and stages of elections			20 000	10 000				Vendor contracting, printing	30 000
	2.20 Organized focus groups with youth on political participation		10 000	20 000					Workshops	30 000
	2.21 Conduct analysis of legal framework pertaining to the electoral participation of identified marginalized groups			15 000					IC Consultants	15 000
	2.22 Identify policy pathways for the integration of voting rights of vulnerable groups				20 000	15 000			IC Consultants workshops	35 000
	2.23 Systemization of voting solutions for PWD			20 000	50 000	30 000			Vendor contracting and ICT equipment acquisition	100 000
	Media and Inclusivity Specialist	32 250	32 250	32 250	32 250	32 250			National service contract	161 250
	Graphic designer	24 000	24 000	24 000	24 000	24 000			National service contract	120 000
	<b>Sub-Total for Output 2</b>									<b>1 801 250</b>
<b>Output 3:</b> Effective role of audio-visual and digital media promoted in the electoral process.  <i>Gender marker: 2</i>	3.1 Capacity building for the media monitoring throughout an electoral process		100 000		150 000				Vendor contracting, trainings, workshops	250 000
	3.2 Increasing knowledge and know-how of media authority to raise awareness, knowledge and capacity of journalists and media establishments	20 000		40 000		40 000			IC consultants, workshops, printing	100 000

	3.3 Building partnerships between electoral and media authorities		25 000		25 000				workshops	<b>50 000</b>
	3.4 Design, development and implementation of an audio-visual media monitoring platform (audio-visual signal reception, achieving, political pluralism, infractions, A/V indexation, reporting, etc.).	25 000	25 000	100 000	50 000	50 000			Vendor contracting, ICT equipment acquisition, workshops	<b>250 000</b>
	3.5 Support electoral authorities in the development of a comprehensive manual of social media monitoring during the electoral cycle	25 000	25 000						IC consultant, workshop, printing	<b>50 000</b>
	3.6 Design, development and implementation of a digital media monitoring unit that can detect disinformation and analyse social media during elections		50 000		50 000				Material acquisition, printing, trainings and	<b>100 000</b>
	3.7 Trainings/workshops for journalists and electoral and media authorities	20 000	40 000	20 000	40 000	20 000			Trainings	<b>140 000</b>
	3.8 Support to electoral authorities in conducting a study on the presence of women and youth in social media during elections	30 000	40 000						IC consultants, workshops, printing	<b>70 000</b>
	3.9 Conceive and put in place partnerships aimed at fighting disinformation and hate speech during electoral periods	10 000	10 000	10 000	10 000	10 000			Participation on conferences, workshops	<b>50 000</b>
	3.10 Conduct studies, events and reports related to the fight against disinformation and hate speech	20 000	20 000	20 000	10 000				IC Consultants, workshops, printing	<b>70 000</b>
	3.11 Support the design, development and implementation of a unit of factchecking (in partnership with the audio-visual communication authority, journalists, TVs, etc.)				20 000	50 000			Workshops, trainings	<b>70 000</b>
	3.12 Conduct a study about the effects of disinformation during electoral period	10 000	20 000						IC Consultant, workshops	<b>30 000</b>

	3.13 Develop a platform that can analyse and detect hate speech throughout the electoral cycle		10 000	30 000	30 000	30 000			Vendor contracting, workshops, trainings	<b>100 000</b>
	Technical Services of Technical and Legal Advisors P4 and P5	194 326	194 326	194 326	194 326	194 326			International FTA staff	<b>971 630</b>
	Services of ICT specialist, associate and assistants to the design and implementation of ICT solutions and platforms	37 052	37 051	37 052	37 051	37 052			National Service Contract staff	<b>185 258</b>
	<b>Sub-Total for Output 3</b>									<b>2 486 888</b>
<b>Total Output Costs (Output 1+2+3)</b>										<b>8 982 526</b>
<b>Operational Costs</b>	Offices Rent and Communication and other costs	45 000	45 000	45 000	45 000	45 000			Rent, services and material acquisition	<b>225 000</b>
	Reporting officer	20 000	20 000	20 000	20 000	20 000			National Service Contract staff	<b>100 000</b>
	M&E			25 000		50 000			IC consultants	<b>75 000</b>
	Project Support Staff	66 000	66 000	66 000	66 000	66 000			National Service Contract staff	<b>330 000</b>
<b>Total Operational Costs</b>										<b>730 000</b>
<b>Total Project Cost (output costs + operational costs)</b>										<b>9 712 526</b>
<b>Direct Project Cost (DPC)</b>										<b>582 752</b>
<b>General Management Support (GMS)</b>										<b>823 622</b>
<b>TOTAL Budget</b>										<b>11 118 900</b>

Where applicable<sup>15</sup>, pursuant to paragraph 10(a) of the United Nations General Assembly Resolution 72/279 of 31 May 2018, funding partners shall pay an amount corresponding to 1% of their contributions to fund the UN Resident Coordinator System.

<sup>15</sup> A contribution agreement is potentially subject to the levy if all the following conditions are true:

- 1- The contribution will fund development-related activities.
- 2- The contribution is tightly earmarked to a single entity programme or project.
- 3- The contribution is from the single donor.

Contribution agreements that meet the above conditions will be subject to the levy unless one of the following conditions is true:

- 1- The contribution is from a global vertical fund.
- 2- The contribution is from a United Nations entity.
- 3- The contribution is for an entire entity country programme, without earmarking within the country programme.
- 4- The contribution is to a project/programme funded by multiple donors where funds are co-mingled and no separate donor-by-donor report is provided.
- 5- The contribution is to United Nations inter-agency pooled funds, including joint programmes, or to agency specific thematic funds.
- 6- The contribution is "in-kind".
- 7- The contribution is from a programme country, whether to their own programme or the programme of another country.
- 8- The overall contribution agreement is for less than USD 100,000.
- 9- The purpose of the contribution is to fund activities that the United Nations entity has classified as Humanitarian Assistance (mapped to DAC code 720, 730, 740 and 930), Peace Operations (mapped to DAC Code 15230), or to counter illicit narcotics and crime, or Global Agenda and Specialized Assistance.

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## **IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

### **Project Management Structure:**

- a. Project Board
- b. Project Assurance
- c. Project Team
- d. Project Management Structure

#### ***a. Project Board***

A Project Board will be established with the responsibility of providing oversight of the project management through consensus approval of project plans and revisions and offering guidance on management decisions when sought by the CTA. The Board will meet on a regular basis (at a minimum annually) to ensure the strategic direction of and monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables. The Board will be co-chaired by the Tunisian Ministry of Foreign Affairs (MoFA) and UNDP and will include representatives of the primary project beneficiary, the Tunisian Independent High Authority for Elections (ISIE), contributing donors, other governmental and no-governmental institutions engaged as partners for project implementation and the CTA on behalf of the Project

In order to ensure UNDP ultimate accountability, Project Board decisions are made in accordance with UNDP project management regulations to ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition processes. In case a consensus cannot be reached within the Project Board, all final decisions will rest with the UNDP authority. Regular meetings will follow as frequent as is considered necessary by the Board or when convened by the CTA. Minutes of meetings will be taken; minutes of previous meetings will be circulated in advance. The Project Board's responsibilities will include: agreeing on the project plan and documentation (Annual Work Plan, Risks and Issues); monitoring progress against the plans and agree on any revisions necessary as the project progresses, including revisions to the Project Document; identifying and manage risks and issues, and assisting in problem solving; agree on any re-prioritization of work or reallocation of resources necessary to ensure milestones are achieved and risks managed effectively; and resolve any other issues brought to it.

#### ***b. Project Assurance***

Project Assurance is the responsibility of each Board member, or their designate. The Project Assurance role supports the Board by carrying out objective and independent project oversight and monitoring functions, ensuring project management milestones are managed and completed. UNDP will undertake the Project Assurance role. Project Assurance must be independent from the CTA; therefore, neither the Project Board nor the Project Assurance can delegate any of its responsibilities to the CTA or other project staff.

#### ***c. Project Team***

The project will be headed by the CTA and consist of five units for the implementation of the project on a day-to-day basis. The five units will each be responsible for ensuring the effective and efficient implementation of the project, and are as follows: The Legal unit, the Media/Inclusivity unit, the Capacity Building unit, the ICT unit and the Project Support unit. The project units will be

supported by a reporting officer who will report directly to the CTA. The project will also commission the services of national and international consultants as required by the specific areas of electoral assistance. The project units will continue to operate from an office space provided by the UNDP Country Office.

The specific responsibilities and compositions of each project unit are as follows:

**The Chief Technical Advisor (CTA):** In charge of leading and supervising the provision of electoral technical advice for electoral authorities and the overall management and implementation of the project. The CTA will ensure adherence to the objectives and targets of the project and to the UNDP rules and regulations.

**The Reporting Officer:** Contributes to the drafting and development of the project plans, M&E frameworks and project reports. Assists in the conduct of project evaluations and collect relevant statistical data during the electoral period.

**Legal:** The legal will be responsible for the overall legal advisory support to all project outputs. The unit will provide legal technical support to drafting electoral laws, proposing and drafting electoral legal reforms, performing legal studies and analysis of the electoral law and regulations and identifying legal gaps in the electoral process. The legal will consist of the following members:

- **Legal Advisor-** Provide analysis and advice on legal issues relevant to elections in Tunisia and conduct legal electoral research. The advisor will also provide advice and legal inputs in the drafting and reviewing of legal procedures and regulations according with the electoral laws. This position may be alternatively held by a P4 Electoral Officer recruited from the UN/UNDP electoral roster.
- **Electoral Legal Affairs Specialist-** Provide analysis and advice on the institutional reform of the electoral authorities including administrative and financial reform, contribute to the drafting of laws and institutional reform notes.

**Media/Inclusivity:** This unit will be responsible for providing technical and policy support to inclusive electoral processes in Tunisia, including participation of women, youth, and other marginalized communities and reinforcing the capacity of journalists and media establishments in electoral matters, conceiving and establishing a strategic partnership between electoral authorities and the media in order to come up with strategies for mobilizing the electorate, specifically targeting women and youth. It will do so through assisting the electoral authorities in drafting strategic action plans, conducting studies on the status of women, youth, prisoners, citizen in hospitals and persons with disabilities, and designing and implementing civic and voter education activities. The Media/Inclusivity unit will consist of the following members:

- **Media/Inclusivity Specialist- (youth, women, PWD)** The specialist will design and develop awareness, information and education activities and campaigns targeted at inclusive political participation, including programmes targeted at women and youth. He/she will provide technical assistance and substantive support to all the activities under inclusion and participation with a particular focus on youth and persons with disabilities, assist in the design and development of voter education materials and in the planning of the education campaigns and initiatives, reinforce the capacity of journalists and media establishments in electoral matters, conceiving and establishing a strategic partnership between electoral authorities and the media in order to come up with strategies for mobilizing the electorate, specifically targeting women and youth. The specialist will provide technical support and

advice on policies related to inclusive participation of marginalized groups in elections. If it is not feasible to recruit one specialist to cover both fields of media and inclusivity, one specialist will be hired to cover each of these two fields.

- **Graphic Designer-** Assist the project in the design and production of knowledge products and project publications, assist stakeholders in the implementation of products requiring graphic design, utilize graphic design for communication and information purposes.

**Capacity Development:** Across all of the project's outputs, the capacity development unit will be responsible for ensuring effective capacity development activities are conducted when and where necessary. This includes designing and implementing training modules as well as publications such as manuals, guidebooks and other educational materials. The capacity development unit will consist of the following:

- **Capacity Development Specialist-** Assist in the design, development and implementation of capacity development programs including institutional and personnel capacity development, identifies capacity development needs in collaboration with CTA and legal and media specialists.

**ICT:** The information and communications technology (ICT) unit will primarily be responsible for offering ICT solutions to the project stakeholders. The unit will design, build and ensure the effective implementation of digital solutions and platforms to electoral processes where identified necessary by the project. The ICT unit will consist of the following members:

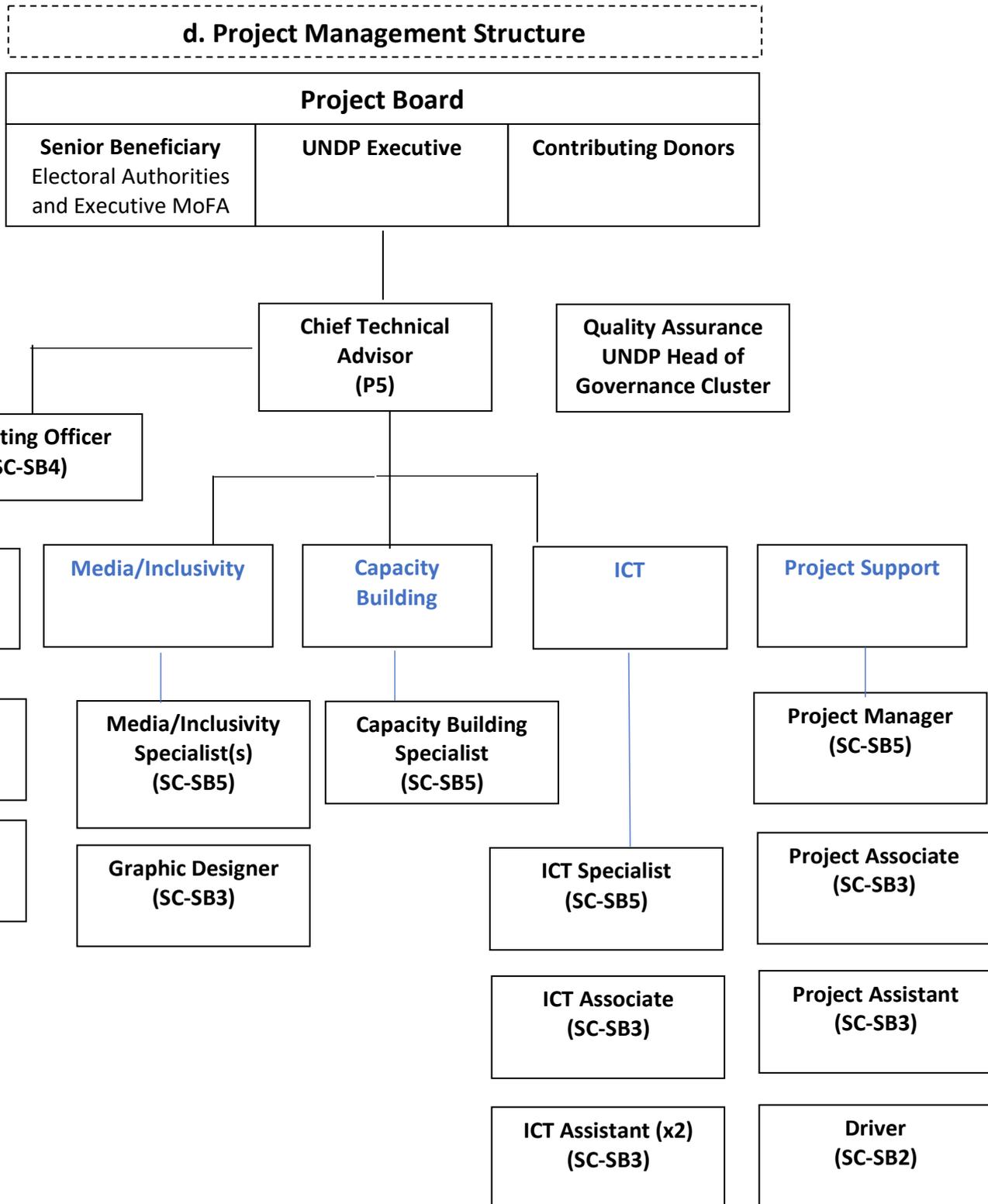
- **ICT Specialist-** Lead the digital transformation of the electoral authorities, diagnosis and architecture of the information systems of the electoral authorities, design and implement ICT platforms and integrated systems for the electoral authorities;
- **ICT Associate-** Contribution to technical specification and drafting of Terms of Reference (ToR) for ICT projects, coordination and monitoring of ICT projects, coordination between the various stakeholders (vendors, national parties, Electoral Project);
- **ICT Assistant** (two positions): contribution to the in-house coding and development of ICT platforms and systems.

**Project Support** Project Support will be responsible for day-to-day implementation of the project, through the provision of all services of operational nature. Project Support ensures the secretariat of the Project Board. Project Support, led by a national project manager and under the supervision of the CTA will prepare and submit the Annual Work Plans, Quarterly and Annual substantive Progress Reports, Issue Log, Risk Log, Lessons Learnt Log, using standard reporting formats provided by UNDP. Project Support will consist of the following members:

- **Project Manager:** Coordinate the negotiations with donors, contribute to preparation of concept notes, prepare and submit the Annual Work Plans, contribute to elaborate the Quarterly and Annual substantive Progress Reports, Issue Log, Risk Log, Lessons Learnt Log, using standard reporting formats provided by UNDP, facilitate the project evaluation, follow up the financial situation of the project;
- **Project Associate-** Supports the project in the area of finance management and operations, contributes to the drafting and development of budgets, contributes to the financial

reporting, and coordinates the support to the team in the administration and logistics required for the preparation and organization of the project activities and electoral processes.

- **Project Assistant-** Assist the project in all logistical preparations and support to implementation of training programs, and workshops, conduct all the necessary actions for the procurement and delivery of the goods and services in an efficient and timely manner, in accordance to the UNDP rules and regulations;
- **Driver-** Ensures transportation and safety of the team during their missions and travel in Tunisia or in the regions and will be managed as part of the UNDP vehicle pool to ensure security, quality and continuity of service.



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## X. LEGAL CONTEXT

### The country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

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

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

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## XI. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>16</sup> [UNDP funds received pursuant to the Project Document]<sup>17</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such

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<sup>16</sup> To be used where UNDP is the Implementing Partner

<sup>17</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
  - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
  - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

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

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## **XII. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis.**
- 4. Project Board Terms of Reference and ToR of CTA**