

EUROPEAN COMMISSION UNITED NATIONS DEVELOPMENT PROGRAMME

OPERATIONAL GUIDELINES Implementation of Electoral Assistance Programmes and Projects *1st Review*

Whereas it is recognised that the European Commission (hereinafter referred to as 'EC') and the United Nations Development Programme (hereinafter referred to as 'UNDP') have established a strong partnership in the domain of electoral assistance over the last seven years, but remain obviously free to implement projects with other partners;

Whereas the EC and UNDP (hereinafter referred to as "the parties") have signed a Strategic Partnership Agreement in 2004 covering the sectors of Conflict Prevention, Post Conflict Reconstruction and Good Governance, which covers electoral assistance activities;

Noting that the EC and UNDP have signed on 21st April 2006 the "Operational Guidelines for the Implementation of Electoral Assistance Programmes and Projects" (hereinafter referred to as 'the "Guidelines"');

Noting that the parties agreed on a review of the Guidelines after two years of implementation, based on the observations of the relevant EC and UNDP services at Headquarters level, and the feedback of the relevant EC Delegations, UNDP Country Offices and the Electoral Assistance Division of the United Nations Department of Political Affairs (hereinafter UNDP/EA);

Whereas it is recognized that elections are a fundamental building block in the democratic development of every State, and represent a critical channel to enhance citizens' participation in political life and to achieve the interlinked objectives of poverty alleviation and human development, in line with the objectives of the Millennium Development Goals;

Whereas it is understood that electoral assistance has to take stock of all the steps of the electoral cycle and that inter-election periods are as crucial as the build up to the elections themselves, thus requiring regular inter-institutional contact and support activities before, during and after election periods;

Whereas it is acknowledged by both parties that the EC - UNDP partnership can be of increasing value to electoral assistance operations to the beneficiary countries due to a history of sector experience, lessons learned and a mutual understanding of each other's approaches and capacities, and that each partner sees the other as a policy partner and provider of content;

Whereas it is recognised that the continuation and intensification of this relationship between the parties can further promote the effectiveness and efficiency of electoral assistance initiatives to beneficiary countries, leading to better and more timely programming, planning, formulation and implementation, and is in line with the resolutions made in the Paris Declaration on Aid Effectiveness, Ownership, Harmonisation, Alignment, Results and Mutual Accountability;

Noting that the partnership contributes not only to the development of specific skills on electoral matters but also to the better understanding and better handling of the complex set of interactions among EC and UNDP services, electoral management bodies, other electoral assistance providers, multilateral and bilateral development agencies, partner country governments, civil society organizations, political parties and service providers, which are at the core of the provision of effective electoral assistance;

Building on the mutual analytical and evaluation-based work undertaken in 2005 and 2006 by both organisations in a review of present and past electoral assistance and on the significant conclusions and observations which have come to light as a result and which have since become an integral part of the EC Methodological Guide on Electoral Assistance and of the UNDP Electoral Assistance Implementation Guide;

Noting that all EC - UNDP contractual agreements are covered by the Financial and Administrative Framework Agreement (FAFA), signed on 29 April 2003 between the UN and the EC, and that these Operational Guidelines only intend to clarify certain implementation aspects which are of particular relevance to electoral assistance;

Noting that UNDP's involvement in elections within the UN system is governed by the General Assembly resolution 46/137 of 17 December 1991 and its successor resolutions, as well as regulated by an internal agreement between UNDP and the Department of Political Affairs (UNDPA) inside the UN Secretariat. These resolutions commend UNDP for providing advisory services and technical assistance to Member States, and acknowledge that UNDP plays the lead UN role at the country level in coordinating donor assistance and the activities of a broader range of international and national actors;

Noting that the EC minimum criteria for involvement of assistance include: the request of the host country; the consensus of the main political parties and other stakeholders; a previous political monitoring of the country's specific situation; an adequate timeframe for the holding of the process and free movement for the EU assistance providers; the complementarity of the project within the State commitment to the electoral process; the political advisability of a given project; a clear definition of the intended results, that is to say the anticipated usefulness of a project within the democratization and development context¹;

Noting that the UN has no precise formula for determining when a pre-election situation precludes UN assistance and that therefore the decision to support an electoral process is ultimately a political judgment by the UN Focal Point for electoral assistance activities (the Under-Secretary-General for Political Affairs) in consultation with the Secretary-General. The UN focal point is supported in this function by the UNDPA/EAD². At a minimum UNDP must receive an official written request for electoral assistance before it provides any such assistance and the UNDPA must be satisfied that the main contesting political parties and representatives of civil society support UN involvement;

Whereas it is understood that relevant Government authorities and local Electoral Management Bodies (hereinafter EMBs) of the partner countries benefiting from the EC - UNDP electoral assistance will open the possibility to domestic observation and invite international election observation missions that will carry out their activities according to the "Declaration of Principles for International Observation" as signed in New York at UN HQ on 24 October 2005³;

Whereas it is understood that the EMBs of the partner countries benefiting from the EC - UNDP electoral assistance will engage in carrying out the elections exercise in line with their constitutional mandates, the benchmarks for election standards contained in the international treaties ratified by the State in the context of the UN⁴ and with non-treaty election standards adopted in the context of the Regional Organizations they belong to;

The EC and UNDP have agreed to the following:

Article 1. Definition of electoral assistance initiatives

Article 1.1 Electoral assistance is the technical and logistic support given to the electoral, processes and institutions, targeting mainly the entities called to administer the electoral process (Electoral Management Bodies - EMB) and Civil Society Organizations (CSOs). Electoral assistance

1 Communication from the Commission on EU Election Assistance and Observation, COM (2000)191 - 11/04/00 and 2003 Working Paper on the Implementation of the 2000 Communication, SEC (2003) 1472/19/12/2003.

2 UNDPA/EAD - United Nations Department for Political Affairs - Electoral Assistance Division.

3 Declaration of Principles for International Election Observation and Code of Conduct for International Observers. Commemorated October 27, 2005, at the United Nations, New York. Endorsing Organizations as of October 24, 2005: African Union, Asian Network for Free Elections (ANFREL), The Carter Centre, Centre for Electoral Promotion and Assistance (CAPEL), Commonwealth Secretariat, Council of Europe - European Commission for Democracy through Law (Venice Commission), Council of Europe - Parliamentary Assembly, Electoral Institute of Southern Africa (EISA), European Commission, European Network of Election Monitoring Organizations (ENEMO), Electoral Reform International Services (ERIS), IFES, International IDEA, Inter-Parliamentary Union, International Republican Institute (IRI), National Democratic Institute (NDI), Organization of American States (OAS), Organization for Security and Cooperation in Europe, Office of Democratic Institutions and Human Rights (OSCE/ODIHR), Pacific Islands, Australia & New Zealand, Electoral Administrators' Association (PIANZEA), Pacific Island Forum, United Nations.

4 International Covenant on Civil and Political Rights (ICCPR), International Convention of the Elimination of Racial Discrimination (ICERD), Convention on the Elimination of all form of Discrimination against Women (CEDAW), Convention on the Political Rights of Women (CPRW).

programmes/projects target one or more areas within the electoral cycle, ranging from legal reform, electoral administration, planning and operations, registration of voters and political parties, training of election officials and education of voters, domestic observation and media monitoring, polling activities, counting and results tabulation, electoral dispute resolution and developing into post- and inter-election activities.

Article 1.2 There are different entry and exit points to the cycle depending on the aim of the programmes/projects specified in short, mid and long-term cooperation objectives. All projects will adopt a sustainable approach to promote local ownership by enhancing the domestic capacity to administer electoral processes and consolidate developments in democratization.

Article 1.3 Within the collaboration between the parties, key areas of programmes/projects have included and shall continue to include institution building and capacity development of Electoral Management Bodies (EMBs), procurement of electoral material, support for the establishment and maintenance of civil and voter registers, results tabulation, civic and voter education, media development and domestic monitoring, with a specific long-term view to generating sustainable national capacity.

Article 1.4 Other emerging areas that could be considered for increased collaboration include the support to and strengthening of political parties and the resolution of electoral disputes - both areas in which UNDP's comparative advantage is its non-partisan approach. The work with political parties can cover initiatives to involve political parties in voter registration and education efforts, to improve party campaign and media strategies, to strengthen party caucuses within legislatures and to make parties accountable for their commitments to address gender imbalances at the leadership level. This type of assistance will take into account the need for equal access for all legally recognized parties as far as is feasible and will aspire to maintain the principles of impartiality of the United Nations and the EC.

Article 1.5 While post-conflict elections are a critical area of collaboration between the parties, the majority of electoral programmes/projects continue to be within the domain of transitional democracies organizing their second or third generations of elections and address issues of the credibility, cost effectiveness, ownership and sustainability of electoral processes.

Article 2. Purpose and scope of these Guidelines

Article 2.1 These Guidelines fall within the context and are in full respect of the provisions laid out in the existing Financial and Administrative Framework Agreement (FAFA) between the EC and the UN and following the indications of the Communication of the EC to the Council and to the Parliament over the 2005 UN Summit.

Article 2.2 The Guidelines aim to clarify implementation aspects and outline practical measures that will facilitate the EC/UNDP collaboration on electoral assistance so as to further promote its effectiveness and efficiency through better and timelier planning, formulation and implementation of activities. They will also act as a catalyst for aligning modalities for the participation of the other development partners in electoral assistance projects.

Article 2.3 These Guidelines rationalize a "*de facto*" partnership that existed at country level and draw upon the experience gained in the past seven years of cooperation. They should be used by the EC Delegations and UNDP Country Offices in the identification, formulation and implementation of joint electoral assistance projects. EC and UNDP have the liberty to implement projects with other partners. Any activity that the parties may decide to undertake in the framework of the partnership in the electoral assistance field, shall be regulated through the standard contribution agreements approved by the authorised officials of both parties, in conformity with their respective applicable regulations, rules and policies.

Article 2.4 The parties agree that in future cooperation agreements in the field of electoral assistance, there shall always be the possibility for them to introduce in the specific agreement targeted clauses on a number of aspects of their cooperation that can best reflect the past experience and the redefinition of their mutual cooperation provided that they adhere to previous agreements such as the FAFA and the Strategic Partnership Agreement and with the financial rules in place within each organization.

Article 3. Key components of EC-UNDP partnership in electoral assistance

Article 3.1 Joint Task Force on Electoral Assistance (JTF)

3.1.1 The parties agree to strengthen the joint monitoring and quality support mechanisms available at Headquarters levels for the improvement of the implementation of the operations on the ground, through the establishment of the “EC UNDP Joint Task Force” (hereinafter JTF). The JTF has the aim of increasing the overall efficiency and adherence of the projects to the common EC/UNDP strategic approach.

3.1.2 The JTF is coordinated by the UN/UNDP Brussels Office and is composed of the relevant EC and UNDP staff and advisors dealing with electoral assistance at Headquarters level⁵ and external experts recruited by UNDP after consultation with the EC.

3.1.3 The focus of the JTF is on identification, formulation, implementation support and monitoring of all the EC UNDP projects of electoral assistance whenever needed and demanded by EC Delegations and/or UNDP Country Offices. The lessons learned are consolidated and codified so that they can effectively feed into the implementation of the new electoral assistance projects, into the joint EC-UNDP training on Effective Electoral Assistance and into the knowledge practitioners’ network within the ACE project. The JTF will aim to maintain a pool of part-time external experts, familiar with the procedures and strategy of EC and UNDP regarding electoral assistance that could be used for support activities in these aspects.

3.1.4 The JTF has designed and will continue to manage the website⁶ dedicated to the EC UNDP partnership on electoral assistance presenting the common approaches, the activities carried out, the lessons learned and the tools and methodologies available.

Article 3.2 Joint Formulation Missions

3.2.1 The parties agree that it is mutually beneficial, where any new action of electoral assistance is to be launched in a partner country, and following a due request of the respective national authorities and the respective internal decisional processes of the parties, to undertake joint project formulation missions. These missions would be carried out by members of the Joint Task Force according to the specific needs of the project/programme being discussed and will rely on a preparatory work from the EC Delegation and UNDP Country Office in terms of information to be exchanged with Headquarters and initial drafting of parts of the project documentation related to the political scenario, complementary actions, economic and social situations and development policy of the beneficiary country.

3.2.2 The missions will identify the overall results sought from the electoral assistance, the activities to be carried out and the related operations, implementation methodologies and needed technologies for the implementation of the given electoral assistance. They will assess the needs and capacity of the electoral management bodies and civil society organisations, as well as the timing, costs and procurement aspects of the registration and electoral processes. A joint report will be produced reflecting the common position of both organisations and if possible a list of electoral experts drawn from the rosters maintained by UNDP/A/EAD and EuropeAid will be submitted to the UNDP Country Offices and EC Delegations for selection and subsequently agreement with the national authorities. The joint formulation missions will usually last eight to ten working days which can be eventually extended with the input of external expertise, specifically recommended by the JTF.

3.2.3 A close collaboration will be established with the UNDP/A/EAD in order to evaluate the overall environment to hold democratic elections in the given country and to provide a realistic assessment of the existing conditions for the conduct of elections including legal, political, human rights, material and institutional situations. This collaboration will be context specific but may take two primary forms: first, in certain countries, UNDP/A/EAD could organise a Needs Assessment Mission (hereinafter NAM) or Desk Review in advance of a joint formulation mission by UNDP and the EC. Detailed discussions on the results of the NAM (if one is undertaken) would take place prior to the fielding of the EC-UNDP mission. The second form would be the option of a joint EC-UNDP-UNDP/A/EAD mission⁷.

⁵ EC Directorate for Operations Quality Support at EuropeAid; UN/UNDP Brussels Office, UNDP Bureau for Development Policy (BDP) in New York; UNDP Procurement Support Office (PSO) in Copenhagen.

⁶ On line at www.ec-undp-electoralassistance.org.

⁷ Following the modality implemented in Yemen in March 2007 and in Guinea Conakry in June 2007. In both cases NAM reports of UNDP/A/EAD will be routinely and confidentially shared with the EC and the EC-UNDP Joint Mission Reports will be copied to UNDP/A/EAD.

3.2.4 These missions will support both the UNDP Country Offices and the EC Delegations while liaising with all the other stakeholders of the electoral assistance project in the given beneficiary country. The UNDP Country Offices will be supported in the production of the Project Document and its budget and in reinforcing the links with the EC Delegation. Where applicable and desirable, the mission will support the UNDP Country Offices in the formulation of a Memorandum of Understanding (MoU) between Development Partners supporting the electoral assistance project/programme and the relevant national authorities; The EC Delegation will be supported in the production of the Project Identification Fiche, of the Action Fiche, the Financing Agreement and its budget and for the preparation of the first draft of the Contribution Agreement to be signed with the UNDP services.

3.2.5 For UNDP's part, any project commitment for electoral assistance requires a decision by the UN Focal Point on Electoral Assistance, which is based on a UNDP-EAD's assessment of the overall environment and conditions to hold democratic elections in the country. This assessment relies on a Needs Assessment Mission (NAM) or a Desk Review.

3.2.6 For the EC's part, formulation of projects will take due consideration of the experience gained from previous projects and recommendations of EU Election Observation and Assessment Missions previously deployed in the country.

Article 3.3 UNDP and EC Project/Programmes Documentation

3.3.1 The parties agree that the wording and content of their respective official project documents to be signed separately with State authorities, should be harmonised to ensure an efficient follow up within their respective organizational channels and reflect complementary actions. It is understood that the format of the respective documents will remain unaltered.

3.3.2 The parties agree that the projects/programmes will be financed through the existing standard contribution agreement signed between the EC and UNDP. In the case of multi-donor contributions, a basket fund will be established to manage the pooling of resources among development partners. Contributions to the basket fund will be based on existing standard UNDP cost-sharing and/or closed trust fund agreements.

3.3.3 The first draft of the Contribution Agreement will be produced by the EC Delegations following the content of the UNDP Project Document, the related project budget and the EC Financing Agreement. The draft will be submitted to the UNDP Country Office and will have to be cleared by the UNDP Brussels Office before signature takes place. In consideration of the particular nature of the electoral assistance activities, it is preferable that the text of the final draft Contribution Agreement is available by the end of the joint formulation mission to ensure that it is signed immediately after the adoption of the EC Financing Agreement.

3.3.4 The EC and UNDP project documentation should refer to the relevant articles of these Operational Guidelines adapted to the country context. Where appropriate and desirable, and in addition to the UNDP Project Document and Contribution Agreement, an MoU can be signed between UNDP, the EC and all Development Partners contributing to the basket fund, EMBs and other partners at country level, to elaborate on the results sought from the electoral assistance and necessary financial and management arrangements. This MoU, the UNDP Project Document and the UNDP-EC Contribution Agreement should be aligned. The activities and performance indicators will be set out in the UNDP Project Document following agreement with the electoral management bodies of the given country. They can be elaborated upon in the MoU where appropriate.

3.3.5 It is recommended that projects/programmes within the scope of these Operational Guidelines should preferably be directly executed by UNDP or have UNDP as the implementing partner.⁸ In this context, the EC Delegation might, where appropriate, adopt a modality of centralised management being allowed by the National Authorising Officer to sign on its behalf the contribution Agreement directly with UNDP.

3.3.6 UNDP Country Offices will ensure necessary project/programme implementation capacity. Preferably, a Technical Assistance team (taking the form of a PMU - programme management unit - or small team of advisors) should be established and the first jointly selected electoral experts should be in

⁸ Depending on whether it is a non-harmonized or harmonized context.

the country when the joint formulation mission leaves or no later than 20 working days after this date. The Technical Assistance team will be composed of electoral experts as needed and will be constituted as the day-to-day management component of the project. When developing their work, the experts will provide support and transfer knowledge and skills in a capacity development perspective in favour of the EMBs and/or the beneficiary Civil Society Organizations dealing with the electoral process. UNDP Country Office Senior Management will be responsible for setting up and managing the Technical Assistance team.

Article 3.4 UNDP Financial and Technical Input for Preparatory Activities

3.4.1 The sensitivity of electoral assistance - which is often a critical part of the stabilisation and/or reconstruction of a country - as well as the frequently complex environment in which it takes place, often means receiving a late request for assistance from the local authorities. Therefore, whenever the EC financial contribution cannot be mobilised with sufficient anticipation for the project identification and formulation phases, UNDP could mobilize resources for preparatory activities. Such activities would not be reimbursed after a contribution agreement is signed.

3.4.2 The parties agree that it is possible to start up an agreed Project/Programme through a limited use of core or other resources of the UNDP Country Office to support the identification and formulation phases leading to the signature of the EC UNDP contribution agreement. The activities will cover the costs of specific electoral assistance expertise through the *Joint Task Force* for the drafting of the necessary project documentation and monitoring activities in liaison with UNDP Country Offices, EC Delegations, local authorities and EMBs. The resources applied by UNDP in this instance are considered a UNDP contribution and would not be considered pre-financing of the joint initiative. They would not, therefore, be reimbursed after a contribution agreement is signed.

3.4.3 In a second phase, on the basis of a duly signed contribution agreement between the EC and UNDP, and in accordance with UNDP's and EC's Financial Regulations and Rules, UNDP will be in the position to advance funds from the day of the signature of the contribution agreements that will be reimbursed when the resources of the EC contribution become available.

Article 3.5 EC participation in the steering and monitoring of the projects and Visibility issues

3.5.1 UNDP acknowledges the importance of ensuring the appropriate EC tenure and visibility during all phases.

3.5.2 The parties agree that specific measures and initiatives shall be undertaken to ensure participation and adequate perception of the EC efforts among all the stakeholders of the electoral process. These shall be discussed and agreed upon by EC Delegations and UNDP Country Offices. UNDP will strengthen the important objectives for a broader EU visibility and seek to communicate the positive results of the EC-UNDP cooperation, in line with the Joint Visibility Guidelines for EC-UN Actions in the field. To this extent, expenses for visibility actions are considered eligible project expenses. This aside, it is recommended that UNDP Country Office submits a specific electoral assistance visibility plan to the local EC Delegation for consideration within the first month of project start up. This visibility plan can be evolving throughout the project's implementation and could include joint press releases, TV spot, joint presentations, photo opportunities and policy type publication in specialist press. UNDP will ensure that any internal required political clearance regarding public statements related to election matters is sought.

3.5.3 In this context, EC Delegations are encouraged to take a more proactive role in promoting EC-funded activities implemented through UNDP. EC Delegations may take on additional responsibilities in steering committees and increase efforts to follow technically the implementation of the programmes/projects, also with the support of external expertise. On the matter, the EC Delegations may consider recruiting electoral operations experts that would liaise with the EMBs and the UNDP COs in the follow up of the project.

3.5.4 The parties agree that for any future collaboration specific steering and technical committees shall be formed.

3.5.5 The steering committees shall include the relevant EMBs and development partners supporting the respective project/programme. Where appropriate, the UNDP will chair the Committee - with the representative of the local EMBs as relevant - and will provide the secretariat with the support of internal or externally recruited electoral assistance expertise.

3.5.6 The decisions within the steering committees shall preferably be taken by consensus. However, in the absence of a consensus and as a last resort, there will be a weighted vote - linked to contributions made - the result of which must have UNDP's backing as it is responsible for the management of the project.

3.5.7 The parties agree that restricted technical committees will be formed and can include the respective electoral experts of the major donors plus the representatives of the EMBs. These committees will be tasked with preparing the issues to be discussed within the Steering Committee.

Article 3.6. Selection of Electoral Assistance Experts for the Programme Management Unit

3.6.1 The parties agree that the selection of electoral assistance experts to work in Projects/Programmes shall be done in collaboration and in agreement between UNDP Country Offices, the EC Delegations, other Developments Partners contributing to the UNDP managed basket fund and especially with the local EMBs, with specific support from UNDP/EAD and Europe Aid. It is recommended that a pre-selection of candidates be done in a coordinated manner between EAD and Europe Aid, which both maintain a roster of international experts, in accordance with the requirements of competitive review and diverse applicant pools. EAD, in coordination with EC UNDP Task Force, will aim to submit a list of candidates to UNDP country offices, EC Delegations and local EMBs for consideration and selection in a fifteen working days timeframe after the end of the joint formulation mission. To this end, EAD and EuropeAid agreed to collaborate towards the establishment of a comprehensive shortlist of experts for the sake of efficiency.

3.6.2 The selections shall be carried out by the UNDP Country Office, EC Delegation, other Developments Partners contributing to the UNDP managed basket fund and local EMBs, within a standard timeframe of maximum fifteen days after a suitable candidature has been proposed to or by UNDP/EAD and the EC services. To respect this calendar, the feedback on a potential candidate should be provided within seven days.

3.6.3 UNDP agrees that clearance for the selection of experts shall be provided in an expeditious manner and the selection of the entire set of experts required may be completed at different stages in order to allow the immediate implementation of the project. Recruitment of experts shall be done in accordance with UNDP regulations, rules and procedures.

Article 3.7. Performance indicators, benchmarks and phased disbursements

3.7.1 UNDP agrees that the disbursement of the EC financial contribution may be subject to the meeting of specific performance indicators, conditionalities and/or benchmarks previously set by the EC (e.g. in Country Strategy Papers, National Indicative Programmes, EC Financing Agreement). These will be indicated also in the UNDP Project Document, and, where applicable, MoUs, and devised during the formulation stage of the project via a consultation process with the electoral management bodies.

3.7.2 The EC agrees to undertake a periodical review of such benchmarks, in accordance with the related developments of the political situation.

3.7.3 In addition to these project indicators, the UNDP Project Document should also integrate the appropriate EC standard indicators for aggregating the effects of external aid projects financed by the European Commission.⁹

Article 3.8. Reporting Requirements

3.8.1 The parties agree that, in addition to the standard reporting requirements laid out in the FAFA, specific reporting mechanisms may be agreed upon by the UNDP Country Offices with the EC Delegations during the Project Formulation phase.¹⁰ In general terms the reporting will follow the indications of the joint guidelines on reporting obligations under the FAFA.

⁹ The EC standards indicators for electoral assistance project can be found in EuropeAid's instruction note on the "Pilot phase introducing standard indicators for aggregating the effects of external aid projects financed by the European Commission" (Kooch Richelle, n° 11557, 19 June 2007).

¹⁰ Refer to the joint EC UN guidelines on reporting approved at the 4th EC/UN on 16 April 2007.

3.8.2 Preferably, the Technical Assistance team should act as a common information point for all development partners supporting the respective Project/Programme. The Technical Assistance team can take responsibility for circulating information to the relevant partners as appropriate. The reports should be also sent to the permanent members of the EC UNDP Joint Task Force and include, but are not limited to the following: a) One page reports that could be used as a basis for joint press statements also to be reissued at Headquarters' levels whenever justified; b) Technical progress report (monthly) outlining progress of activities against the outcomes and performance indicators articulated in the UNDP project document; c) Substantive report (quarterly) reflecting the status of the activities funded within the wider context of electoral preparation and implementation, drawing attention to any key issues that would impact on elections calendar implementation; and providing provisional financial information; d) Decisions and proceedings of Steering Committee Meetings. It is recommended the establishment of a Project Website to be updated according to the needs.

Article 3.9 Procurement of Specific Election Material

3.9.1 The parties agree that the procurement of sensitive or highly specific or costly election materials should preferably be done in close collaboration and involvement of the UNDP Procurement Support Office (hereinafter referred to as UNDP/PSO) and, where applicable or desirable, conducted via UNDP/PSO.

3.9.2 Where the services of UNDP/PSO are requested by the UNDP Country Office, UNDP shall ensure that timely and resumed information on the tenders' results and selection process shall be provided to all development partners including the EC Delegation and relevant EC Services.

3.9.3 In the event of very costly procurement actions for highly technical electoral materials, the parties furthermore agree that particular additional mechanisms such as pilot and validation tests shall be put in place to enhance transparency of the process before the selection of the vendor is completed, in line with UNDP procurement procedures.

3.9.4 Where requested, UNDP/PSO can provide to UNDP Country Offices ad-hoc training courses on UNDP rules and regulations related to elections procurement.

3.9.5 Upon request UNDP/PSO can also assist UNDP country offices in developing procurement plans to ensure timely and cost-efficient deliveries of electoral equipment.

Article 4. Specific elements for enhanced collaboration on projects/programmes support, on the production of content and participation to specialised networks

Article 4.1 ACE - The Electoral Knowledge Practitioner's Network

4.1.1 The parties agree to continue collaborating on initiatives and networks for the production of knowledge products and services for the support of electoral processes, such as the electoral knowledge network "Administration and Cost of Elections" (hereinafter ACE) project. The parties intend to continue supporting ACE using materials and tools derived from their experience of project implementation, from the EC and UNDP Guides on Electoral Assistance and from the Training on Effective Electoral Assistance. It is expected that EC Delegations and UNDP Country Offices dealing with electoral assistance projects and local EMBs will benefit significantly from this package of initiatives, which will be enhanced by interaction with specifically selected Regional Electoral Resources Centres within the ACE project.

4.1.2 The parties agree to undertake studies of mutual interest, such as those on the synergies between civil and voter registration linked to the increased used of ICTs, on the issues of conflict, security and elections and on the issues of disadvantaged group and elections.

Article 4.2 Joint Training and Global Platform on Effective Electoral Assistance

4.2.1 The parties agree to continue collaborating towards the refinement and delivery of joint training curricula on effective electoral assistance for the respective officers in charge of Electoral Assistance Projects at headquarters and country levels. Cooperation, interaction and synergies will be sought with the ACE network. The objectives of these curricula are to introduce UNDP and EC staff with the current policy framework that governs both EU and UN involvement in elections, to share experiences, and to sensitize practitioners to the electoral cycle approach. The trainings shall be particularly focused on the

4.2.2 The parties agree to co-chair the subgroup on Effective Electoral Assistance of the Joint Donors' Competence Development Network - Train4Dev (hereinafter, JCDN) and promote the development of training activities and knowledge development with other JCDN partners through the "Global Training Platform on Effective Electoral Assistance".

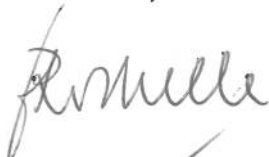
4.2.3 The parties agree to collaborate with the SatElections project, developed and funded by a consortium of European research and space agencies and industry, by providing recommendations and technical expertise for the production of eLearning programmes on electoral assistance. The parties will ensure the coordination and synergies with the related activities developed through Train4Dev/ Global Training Platform.

Article 5. Entry into force and implementation

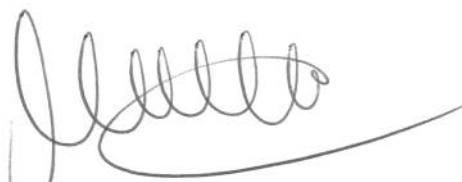
5.1 These Guidelines enter into force on the date of signature by the duly authorized representatives of the UNDP and of the EC and may be amended at any time with the mutual written consent of the two parties.

5.2 The parties agree to monitor, assess and take the necessary corrective measures on the implementation of these Operational Guidelines as need arises. As a partner of both UNDP and the EC in electoral assistance, although not a party to these current Guidelines, UNDP-EAD will be invited to participate in the review of the Guidelines' implementation.

Done in Brussels, on 07-07-08



Koos Richelle



Ad Melkert

Director General - EuropeAid

UNDP Associate Administrator