

**GOVERNMENT OF ARAB REPUBLIC OF EGYPT**

**National Council for Human Rights**

**And**

**United Nations Development Programme (UNDP)**

Project Title:

**Support for BRIDGE training for electoral process stakeholders**

**Award: 00049417**

**Project: 00060241**

**Brief Description**

The project is contributing to the electoral reform process in Egypt by increasing awareness of stakeholders about electoral procedures and providing tools with which to spread that understanding. UNDP-Egypt and IFES-DC, in cooperation with the National Council for Human Rights (NCHR) ran a BRIDGE training course (Building Resources in Democracy, Governance and Elections) in 2007. The present project is a response to the demand for more such training. Participation protocols will be signed with various stakeholders, including the High Elections Council, and course material will be adapted to be appropriate for each stakeholder group.

The other major component of the project is to strengthen the Election Monitoring Unit at the NCHR. Training will be provided and the project will develop election-related documents for NCHR to distribute. An evaluation of activities will be undertaken and lessons learned will be documented, along with making recommendations for how NCHR can continue to strengthen its role in Election Monitoring.



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SIGNATURE PAGE

Country: Egypt

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

**Expected Outcome(s)/Indicator(s):** CP Outcome 9: Democratic institutions and practices strengthened and a culture of rights through active citizenship is promoted.

**Expected Output:** National Stakeholders in the election process have awareness of the benefits and tools for running good elections in Egypt.

**Implementing partner:** National Council for Human Rights (NCHR)

**Responsible parties:** National Council for Human Rights (NCHR)

<b>Programme Period:</b> 2007-2011 <b>Programme Component:</b> 2008 <b>Project Title:</b> Support for BRIDGE training for electoral process stakeholders. <b>Project ID:</b> 00060241 <b>Award ID:</b> 00049417 <b>Project Duration:</b> 10 months (March – Dec 2008)	<b>Budget including GMS US \$Total budget:</b>  <b>UNDP US\$275,000</b>  <b>Source of funding :</b> <b>UNDP Democratic Governance Trust fund</b>
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**Agreed by:**

For the Implementing Partner  
(executing partner)

**H.E. Ambassador Mokhles Kotb**  
Secretary General of the National Council for Human Rights

Signature

Date



2/04/08

For the Ministry of Foreign Affairs:

**H.E. Dr. Mahy Hassan Abdel Latif**  
Deputy Assistant Foreign Minister & Director of International Cooperation  
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*Mahy Hassan*

2/4/08

For the UNDP:

**Mr. James. W. Rawley**  
UNDP Resident Representative

*James W. Rawley*

2 April 2008

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## ***I: SITUATION ANALYSIS***

The 2005 Presidential election marks a turning point in the Government of Egypt's attitude to elections. There were 10 candidates running for president in the November 2005 presidential election and the incumbent president, Mr. Hosni Mubarak, won the election, but it was a landmark event in Egypt's political history because it opened the door to multi-party elections and constitutional reform.

An extensive consultative process with a wide range of stakeholders, including public consultations, preceded the constitutional referendum that was held in Egypt on 26 March 2007. The most significant amendment (in the present context) is Article 88 of the new constitution, which reduces the traditional role of judges in the supervision of elections, replacing it with an electoral commission.

Article 88 of the 2007 Constitution refers to a new body to supervise Shura Council Elections, People's Assembly Elections, and referenda, stating as follows:

"An independent and impartial higher committee shall supervise elections in the manner regulated by the law. The law shall set out the functions, method of formation and guarantees for the committee, which shall have among its members current and former members of judicial bodies. This committee shall form general committees to supervise elections in constituencies as well as committees to administer the balloting process and vote tallying and sorting committees. The general committees shall be composed of members of judicial bodies and vote tallying and sorting shall be made under the supervision of the general committees in accordance with the rules and procedures stipulated by the law".

The law referred to is Law 73 of 1956, to which amendments were introduced in May 2007 to comply with this new provision of the Constitution concerning an independent and impartial higher committee to supervise elections. The new committee is known as the High Elections Commission (HEC).

### ***High Elections Commission (HEC)***

The High Election Commission (HEC) is responsible for the administration of People's Assembly and Shura Council elections and for referendums. The commission is composed of 11 commissioners and a general secretariat. The following amendments were made to Law 73/1956:

#### ***Article 1***

The following shall replace article 3 of Chapter One (bis), the first, second, third and fourth paragraphs of Article 24 and the second paragraph of Article 34 of Law No 73/1956 on exercising political rights:

#### ***Chapter One (bis)***

##### ***The High Elections Commission***

The elections of the People's Assembly and Shura Council shall take place within the course of a single day and shall be held under the supervision of the High Elections Commission in accordance with Article 88 of the Constitution.

#### ***Article 3 (bis) (A)***

The High Elections Commission shall be formed as follows:

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- ~ The Head of the Cairo Court of Appeals as Chair;
- ~ The Head of the Alexandria Court of Appeals as member;
- ~ An assistant judge at the Court of Cassation; and a replacement; a deputy chairman of the Council of State, and a replacement chosen by the Council of Administrative Affairs; and
- ~ Seven members, three of whom shall be former affiliates of Judicial Authorities and four of whom shall be public figures; all seven shall be vouched for as unbiased and as unattached to any political party. Of these, the People's Assembly shall choose four, two of whom are former affiliates of Judicial Authorities; the Shura Council shall choose three, one of whom is a former affiliate of a Judicial Authority. Each of the two Chambers shall choose two replacements, one of whom shall be a former affiliate of a Judicial Authority.

Candidates shall be named by the two Chambers' General Committees.

The High Elections Commission shall assume the status of a natural person, with its headquarters in Cairo and with its Chair being its representative.

***Article 3 (bis) (B)***

The Speakers of the People's Assembly and of the Shura Council shall submit to the President their choice of members of the High Elections Commission. The chairs of the Supreme Council of the Judiciary and of the State Council shall also acquaint the Minister of Justice with the names of the members chosen. The Minister of Justice shall in turn inform the President of those names. A Presidential decree shall be issued with the Commission's formation. All members, whether former judges or public figures, shall take the following oath before beginning their assignments: "I swear by God Almighty to carry out my assignments with honesty, integrity and objectivity and to respect the Constitution and the Law."

***Article 3 (bis) (C)***

The term of membership in the High Elections Commission, for those who are currently not members of a Judicial Authority, shall be three years effective the day the Presidential Decree is issued. Should the Chair of the Commission object to the presence of a member, he/she shall be replaced by the next in line, in which case it shall be the oldest President of a Court of Appeals. Should an obstacle [prevent] a Commission member [from fulfilling his/her job], his/her replacement shall substitute for as long as the obstacle remains. Should the obstacle be permanent the replacement shall substitute for the remainder of the term.

***Article 3 (bis) (D)***

The Commission shall be convened upon the invitation of the Chair. Meetings shall not be valid unless the chair and at least seven [other] members are present. Debates shall be held in camera and decisions shall be adopted by a majority of at least 8 members. The Commission shall develop the regulations needed for organizing its work and fulfilling its assignments. The Commission's organizational decisions shall be published in the State's Official Gazette. Meanwhile, an adequate summary shall also be published in two widely-circulated morning papers.

***Article 3 (bis) (E)***

The Commission shall carry out its assignments independently and without bias. Unless caught in the act, no criminal charges may be brought against a Commission member,

whether a former affiliate of a Judicial Authority or a public figure, without the Commission's prior permission. Meanwhile, the Commission shall develop the rules and procedures of applying for such permission, for investigating it and for taking whatever action it decides regarding it.

***Article 3 (bis) (F)***

In addition to the assignments enshrined in this Law, the High Elections Commission shall undertake:

- A) To establish general elections, balloting and vote-counting committees, as determined by this law, provided that a secretary is appointed to each committee.
- B) To develop the rules whereby election lists are prepared, revised, purged, updated and monitored.
- C) To propose constituency-defining rules.
- D) To develop the rules necessary for organizing publicity campaigns in accordance with Article 5 of the Constitution and Article 11 of Law No 38/1972 on the People's Assembly, provided that the use of religious slogans and symbols, that [all] activities of religious background or nature and that [all] action discriminating against gender or origin are banned.
- E) To develop and apply the elections symbol system to the political parties and their nominees, and to independent candidates in all elections.
- F) To receive, and investigate reports and complaints made about violations of election regulations and then take action on those proved true.
- G) To contribute to election awareness-raising efforts and to developing guide rules for the process.
- H) To monitor commitment to election-related codes of ethics.
- I) To announce the results of general elections and referendums.
- J) To give its opinion on election-related draft laws.
- K) To develop the rules organizing the contribution of Egypt's civil society institutions in monitoring the ballot and the vote count.

The HEC's role in the Shura Council Elections of May 2007 was the first practical expression of the new arrangements. Subsequently, in its Decree number 4 for 2007, the HEC passed the responsibility for organizing the contribution of Egypt's civil society institutions in monitoring the ballot and the vote count (Item K above) to the National Council for Human Rights (NCHR).

***National Council for Human Rights (NCHR)***

The National Council of Human Rights was established on June 19, 2003 by law no.94 of 2003 as a subsidiary to the Shura Council with aims related to promoting and developing human rights, consolidating their values, spreading awareness of these rights and ensuring their practice.

In order for the NCHR to implement the HEC delegation regarding Egyptian civil society organizations, NCHR is establishing an Election Observation Unit. The present project will provide assistance to NCHR to establish and train such a unit, assist with developing registration criteria for NGOs wishing to be authorized as election observers, and establishing a database for NGOs for the Unit. Furthermore, as electoral procedures

are to be debated again during the 2008 parliamentary sessions, in anticipation of further amendments to the electoral law prior to the Peoples' Assembly elections due in 2010, the preparation of authoritative information about election procedures for distribution by NCHR is included in the project.

### ***Previous Related Activities***

With the aim of contributing to the electoral reform process in Egypt, IFES-DC and UNDP-Egypt in cooperation with the NCHR organized BRIDGE (Building Resources in Democracy, Governance, and Election) training in 2007. The workshop brought together selected participants representing various election stakeholders in Egypt to enhance their understanding of the principles that underpin the electoral process and share with them comparative experience from the region and other parts of the world as a framework in which to assess their own local experience and draw on best practices and lessons learned and was delivered by "IFES-Democracy at Large". IFES is one of the BRIDGE partners and lessons learned and was delivered by "IFES-DC-Democracy at Large". IFES-DC is one of the BRIDGE partners along with EAD, UNDP, IDEA and the Australian Election Commission (AEC).

IFES-DC has extensive experience in delivering the programme around the world, including in Arab-speaking countries. They have trained Arabic-speaking facilitators and have access to this human resource on a consultancy basis for BRIDGE workshops in other countries. Based on the success of the 2007 BRIDGE training in Cairo, UNDP Egypt – in cooperation with NCHR – decided to offer further technical assistance to different electoral stakeholders in Egypt. A Concept Paper was developed and submitted to DG-TTF for funding.

## ***2. OVERVIEW OF PROJECT***

### ***2.1 Project Strategy and Outcome***

The strategy of the project is to use a well-tested international training model, namely BRIDGE, to transfer knowledge about electoral processes into Egypt.

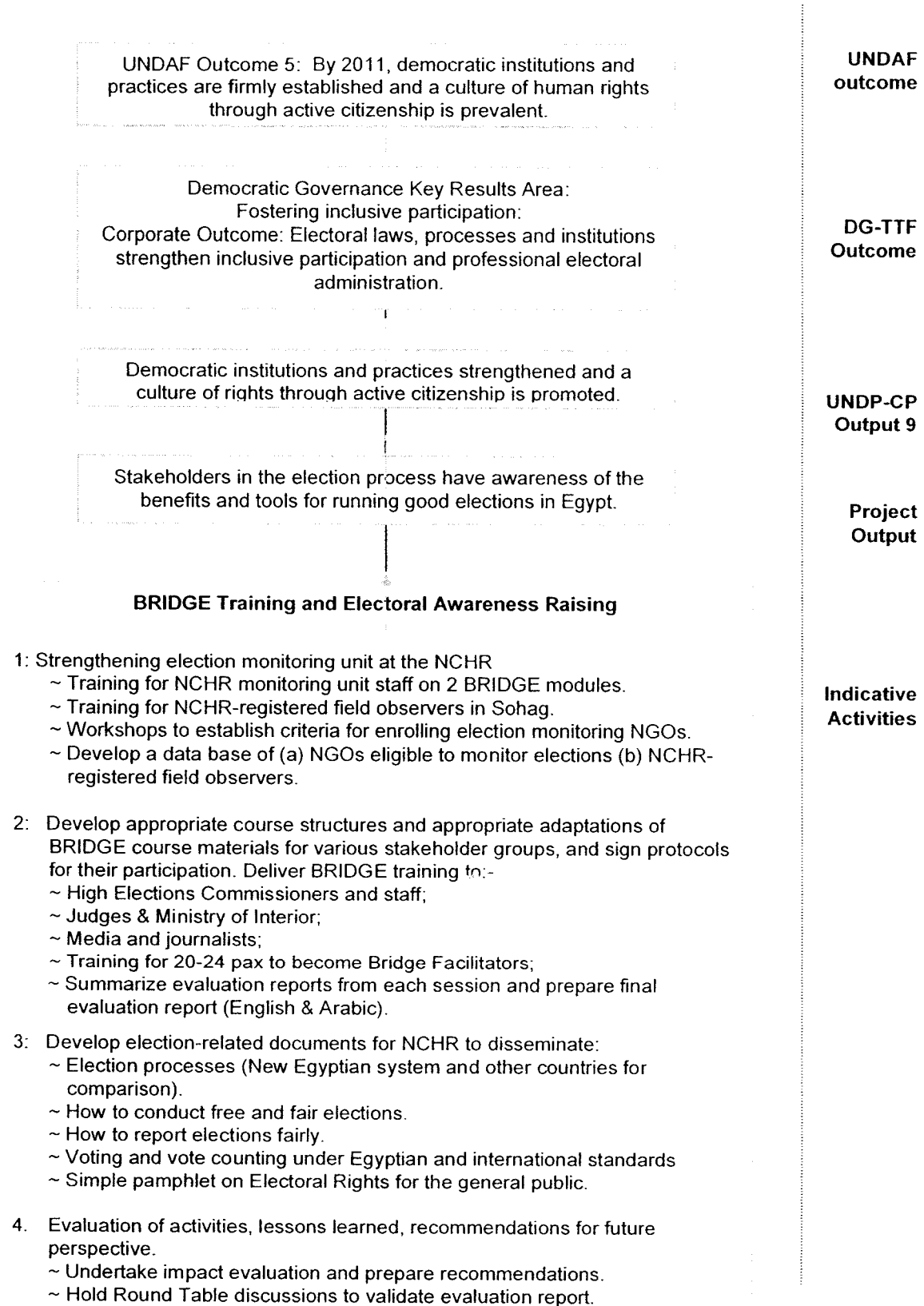
#### ***UNDP Strategy***

UNDP is strongly involved with election matters, seeing free and fair elections as central [because of their centrality to democracy and to support for MDGs. In a document entitled "UNDP and Electoral Systems and Processes" it stated that "UNDP's electoral assistance is moving toward longer-term support to electoral systems and processes that help to sustain democratic societies and their institutions. Electoral administration is a priority area of assistance for UNDP in building independent and permanent electoral management bodies (EMBs). This assistance takes the form of strengthening institutions, assisting with legal reform; offering professional-development programmes to electoral administration staff, building greater public information and outreach capacity, and helping countries with election-related resource management.

The present project fits into the current Country Programme (2007-2011) outcome 9: Democratic institutions and practices strengthened and a culture of rights through active citizenship is promoted.

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**Figure 1: Relationship of UNDAF, UNDP Country Programme and Project**



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### **3: DESCRIPTION OF ACTIVITIES**

A detailed workplan will be developed during the inception period and will be shared with various stakeholders at a workshop to determine the technical feasibility of its components.

#### **3.1 Assisting NCHR with management of Election Monitoring NGOs**

The Higher Elections Commission (HEC) is an independent committee established by the constitutional amendment of 2007. HEC is responsible for issuing observer passes and at the time of the 2007 Shura Council elections the HEC gave permits to almost 2,000 Egyptian civil society observers from 12 NGOs. As only two of these NGOs submitted reports, some changes to selection criteria were required and some stipulations such as that submission of reports on their observations be a mandatory condition of registration and an Election Observer Organization.

The HEC delegated the responsibility for receiving civil society organizations' electoral monitoring requests to the NCHR, including establishing monitoring indicators and methods for issuing permits. These are controversial issues that need to be handled with sensitivity and objectivity. The GoE favours internationally agreed principles of free and fair election monitoring to be applied by local observers. Consequently, the task is to develop an appropriate set of criteria that will need to be met in order to obtain (and keep) registered observer status. The NCHR will act as facilitator for NGO monitoring of elections.

This project will develop the criteria to be applied by NCHR in deciding whether to accept applicants for registration as authorized election observation organizations, and will develop the database for those organizations at NCHR. Many people received some election observation training through USAID funded programmes as part of their \$4.5M of aid directed at ensuring fair elections at the time of the 2005 Presidential elections. NCHR needs some criteria for evaluating the suitability of these previously-trained election observers to be registered for future election observation. In the interests of avoiding charges of favouritism, these criteria should be drawn up by an international expert in the field.

Egypt has more than 20,000 polling stations and 32.5 million eligible voters so, aside from registering already-trained observers, many more election observers need to be trained, but that lies outside the scope of the present one-year project..

The planned activities for assisting the NCHR's Election Observation Unit are:

- Review the geographic availability and knowledge level of persons already trained as election monitors, and develop criteria for registration of Election Monitors for use by NCHR (hire consultants-one international and an Egyptian partner).
- Validate criteria at stakeholder workshops. Present enrolment criteria and future training programmes for observers to NCHR.
- Provide BRIDGE training to relevant NCHR personnel in the following topics:
  - Electoral Observation (2 days)
  - Polling and Counting Process (2 days).

- NCHR is about to introduce its own accreditation for election observers. These may be NCHR staff or persons normally employed elsewhere but registered on the NCHR database as NCHR-approved field observers. A trail will be undertaken in connection with the Elections in Sohag in April, prior to which a training course in field observation of elections will be given to selected participants.
- Develop a data base for NCHR of:-
  - NGOs authorized to undertake election monitoring, including information on employees' qualifications and experience in election observation
  - NCHR's accredited field observers.

### ***3.2 BRIDGE training workshops:***

Electoral Management Bodies (other than the NCHR) who will be given BRIDGE training are the High Elections Commission (commissioners and their staff), judges (Cairo, plus governorates), Ministry of Interior staff (Cairo and some from their branches in the governorates). There will also be some BRIDGE training for media personnel (radio, TV, and press journalists).

The BRIDGE curriculum covers all aspect of elections and uses an activities-based adult learning methodology to build capacity and enhance professionalism. The training is global in scope and seeks to use comparative examples to illustrate options and best practice. IFES-DC and UNDP are official BRIDGE partners along with the founding partners (International IDEA and the Australian Election Commission (AEC)). A series of BRIDGE training workshops will be delivered to the following stakeholders:

#### ***High Election Commission (HEC):***

The commission is composed of 11 commissioners and a general secretariat. The number of staff can be expected to increases greatly in preparation for future elections. Several BRIDGE modules would suit different administrative levels within the HEC. These are as follows:

- Introduction to Electoral Administration
- Electoral Management Design
- Electoral Systems
- Legal Framework
- Training of Electoral officials

The responsibility for negotiating participation by Commissioners in the training programmes rests with the Director General of the NCHR, who will encourage and urge their participation as being in the national interest. Also the number and level of staff at the HEC who may be involved with BRIDGE training will be negotiated and included in the Memorandum of Understanding (MOU) that will be signed between HEC and NCHR.

#### ***Judges and Ministry of Interior (MOI):***

Administrative Courts are charged with the resolution of electoral disputes and claims while the MOI is a primary implementing partner in the electoral process from the early stages of voter registration and boundary limitation, through various other stages of the electoral cycle. The following BRIDGE modules address relevant aspects of the role of both institutions in elections:

- Electoral Contestants
- Electoral Dispute Resolution
- Voter Registration
- Boundary Delimitation
- Security

The responsibility for negotiating participation of judges and officials from the Ministry of Interior rests with the Director General of the NCHR. The agreement will be documented in the MOUs that will be signed between MoI and NCHR.

***Media and Journalist:***

The following BRIDGE modules would be suitable for media and journalists.

- Introduction to Electoral Administration
- Media and elections
- Electoral Systems
- Voter Information

Invitations to media will not be limited to the major national newspaper. Invitees will include specialist press (e.g. those focussing on NGO activities) and rural press, radio and TV.

***Session evaluations:***

All participants are asked to evaluate their sessions and the facilitators also complete evaluation forms. All this feedback is collated into an evaluation report.

***Training BRIDGE Facilitators:***

In order that BRIDGE training can be made available to many more people in subsequent years, the project will undertake training of 20-24 people as BRIDGE facilitators. Some participants in the early courses will be selected for this training, which consists of a 10-day intensive programme followed by practical experience assisting fully qualified facilitators in delivering a variety of other modules. Full accreditation requires a more varied practical experience that can be obtained in this project framework but the semi-accredited persons from this project activity will be invited to participate in other BRIDGE programmes in Egypt or in the region and thereby enabling them to become fully accredited English/Arabic BRIDGE Facilitators early in the following year (i.e. the project's financial commitment will end by 31 December 2008. The transition from semi-accredited to fully accredited BRIDGE facilitators will occur at the expense of the future training programmes in which the semi-accredited facilitators will be invited to participate).

***3.3 Research and dissemination of information on free and fair elections:***

As a contribution to the national debate on the proposed further amendments regarding parliamentary elections (People's Assembly and Shura Council), the project will prepare several booklets on behalf of NCHR regarding election matters:

- ~ Election processes. UNDP has produced a compendium of comparative electoral laws in the 'Election {Process Information Collection (EPIC) with International IDEA and IFES-DC, (both BRIDGE partners). The project will contextualize the relevant information from this source with Egypt's new electoral environment.
- ~ How to conduct free and fair elections.
- ~ How to report elections fairly.

- ~ Voting and vote counting under Egyptian and international standards.
- ~ Simple pamphlet on Electoral Rights for the general public.

The project will also assist NCHR to host a workshop to discuss different systems of representation before a discussion takes place in parliament. The study will focus on different electoral systems, their advantages and disadvantages of each, as well as local governance and local councils. With participants from legislative bodies and think tanks, e.g. People's Assembly, Shura Council, Al-Ahram Center for Political and Strategic Studies (ACPSS), Bibliotheca Alexandrina (BA), Faculty of Economics and Political Science, Cairo University (FEPS), Faculty of Law, Ein Shams University and others. The project will prepare inputs for discussion and the results of these debates could be published for the benefit of a larger audience.

### ***3.4 Evaluation***

The effectiveness of the activities will be subject to independent evaluation with a view to identifying lessons learned and making recommendations for future directions and activities to be undertaken by the NCHR. The project is just the first step as far as NCHR is concerned. The Election Monitoring Unit needs to become a permanent function and the purpose of this evaluation (and Round Table discussion of it) is to assist NCHR to proceed efficiently into the next stage of development of the Unit's activities.

## PROJECT RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:</b> UNDAF Outcome 5: By 2011, democratic institutions and practices are firmly established and a culture of human rights through active citizenship is prevalent				
<b>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.</b> CP Outcome 9: Democratic institutions and practices strengthened and a culture of rights through active citizenship is promoted				
<b>Project title and ID (ATLAS Award ID):</b>				
Intended Outputs	*	Indicative Activities	Respons. parties	Inputs
National Stakeholders in the election process have awareness of the benefits and tools for running good elections in Egypt  <b>1: Establish/strengthen Election Monitoring Unit at the NCHR.</b>  <b>Baseline:</b> The Unit does not exist but is needed to deal with new functions assigned to the NCHR.  <b>Indicator:</b> Staff hired and trained, HGO criteria workshop held; database consultants hired.	1	1.1 Training for NCHR monitoring unit staff on 2 BRIDGE modules. 1.2 Training for NCHR-registered field observers in Sohag. 1.3 Workshops to establish criteria for enrolling election monitoring NGOs. 1.4 Develop a data base of (a) NGOs eligible to monitor elections (b) NCHR-registered field observers.	NCHR, UNDP.	PMU and Election Monitoring Unit staff, Workshops, Consultants  UNDP funds. NCHR Unit 55,000 PMU 70,000

\*The column omitted here is called "Output Targets" and the instruction is to "Use this column for the more complex projects where an output takes more than one year to produce". This project is for 10 months of 2008 and is therefore not applicable.

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<p>2. BRIDGE training delivered to EMBs</p> <p>Baseline: Only 15 persons have taken the BRIDGE course in Egypt to date.</p> <p>Indicator: Attendees at courses</p>	<p>2.1 High Elections Commissioners and staff; 2.2 Judges &amp; Ministry of Interior; 2.3 Media and journalists; 2.4 Training for 20-24 pax to become Bridge Facilitators; 2.5 Summarize evaluation reports from each session and prepare final evaluation report (English &amp; Arabic).</p>	<p>UNDP IFES-DC</p>	<p>Locations and logistics for training events, Consultants.  IFES \$54,000 UNDP \$97,500</p>
<p>3. Election-related documents for NCHR to disseminate</p> <p>Baseline: NCHR has no pamphlets available for distribution on election topics.</p> <p>Indicator: Consultants hired to adapt and simplify international documents.</p>	<p>3.1 Election processes (New Egyptian system and other countries for comparison). 3.2 How to conduct free and fair elections. 3.3 How to report elections fairly. 3.4 Voting and vote counting under Egyptian and international standards 3.5 Simple pamphlet on Electoral Rights for the general public.</p>	<p>NCHR</p>	<p>Consultants UNDP funds \$32,000.</p>
<p>4. Evaluation of activities, lessons learned, recommendations for future perspective.</p> <p>Baseline: This is all new for Egypt, so documenting achievements and drawbacks is very important for future planning.</p> <p>Indicator: Consultants hired for impact evaluation.</p>	<p>4.1 Undertake impact evaluation and prepare recommendations. 4.2 Hold Round Table discussions to validate evaluation report.</p>	<p>NCHR, UNDP</p>	<p>Consultants Round Table UNDP funds. \$25,000</p>

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#### **4: IMPLEMENTATION ARRANGEMENTS**

The project will be executed by the National Council for Human Rights (NCHR) and will run for one year commencing January 2008. NCHR will provide fully equipped office space for the project management unit (PMU) consisting of four people: Project Coordinator, accountant and 3 assistants. Concerning item 2 – the BRIDGE training – which is partly funded by parallel financing from IFES-DC, NCHR may issue a letter which transfers the administrative and financial responsibility for Item 2 to UNDP, as a BRIDGE partner. However, NCHR will make the agreements with election management bodies (EMBs) to participate in BRIDGE training.

NCHR will co-ordinate with other development agencies involved in similar work to ensure that there is no overlap. UNDP is supporting NEX and will provide administrative and procurement training to the PMU staff.

An MOU will be signed between NCHR, UNDP and IFES-DC setting out the responsibilities of each. There will be no transfer of funds between IFES-DC and UNDP.

##### **4.1 Project Period and Sustainability**

The project must end on 31 December 2008, as required by conditions of the UNDP Democratic Governance Trust Fund (DG TTF). Any unspent monies at that date will be returned to DG TTF. No extensions are permitted.

##### **Sustainability**

The ongoing operation and maintenance of the Election Monitoring Unit at NCHR after December 2008 is the responsibility of the NCHR. However, UNDP will enter into negotiations with NCHR during the implementation period regarding additional activities to support the development of the Unit and its activities and will assist in searching for continuing support from other donors.

##### **Partnership Strategy**

IFES-DC, as a BRIDGE Partner, will provide quality assurance for all BRIDGE aspects of the project and will supervise the on-the-job training of two persons. IFES-DC is also funding four training sessions. Additional training courses may be added to the project (via a substantive revision) if there is demand for more training and if additional funds become available to IFES-DC.

Two persons, funded by the project, will receive full-time on-the-job training in BRIDGE course management from the IFES-DC Team Leader, such that at the end of the project they will be able to organize similar training efforts.

All furniture and equipment purchased by the project will be clearly marked with the UNDP logo. The project will operate in accordance with UNDP regulations, including those for procurement, accounting, management structure and monitoring.

##### **4.2 Management Arrangements**

The management arrangements for the project are in line with UNDP requirements. The relationships are illustrated in the figure 2 on the next page. The Project Board is the decision-making entity. The Project Coordinator is responsible for implementation of

the agreed activities and for delivery of the specified results. All variations from the agreed Annual Work Plan (AWP) have to be made by the Project Board. The Project Assurance role reports to the Board.

**The Project Board** consists of three roles, each of which may comprise several persons. It is also permitted for the Executive role to double as the supplier role or the user role, i.e. the minimum size for the Board is two persons and there is no mandatory upper limit.

- The Executive role is the chairperson and is appointed by the NCHR.
- Senior Supplier represents the group of development partners funding the project and in this case will be UNDP.
- The Users' Representative represents the beneficiaries of the project as MOFA and may be several persons as there are sub-groups of stakeholders.

The Project Board approves the Annual Work Plan as presented by the Project Manager. At any time in the project cycle, individual members of the Project Board can request an extraordinary Project Board meeting when ad-hoc direction of the project is required. As this is a one-year project, after the initial meeting there is no need for others unless the Project Coordinator requests a substantial variation to the AWP or a Board member or the Assurance Role see fit to call a meeting.

**The Project Assurance** role provides a vital information input for the Board by regularly updating the risk log and issue log and giving an objective and independent report on progress towards outputs (as opposed to describing activities). The Project Assurance Role is the responsibility of UNDP. Normal quarterly reporting on activities against the workplan is done by the project coordinator.

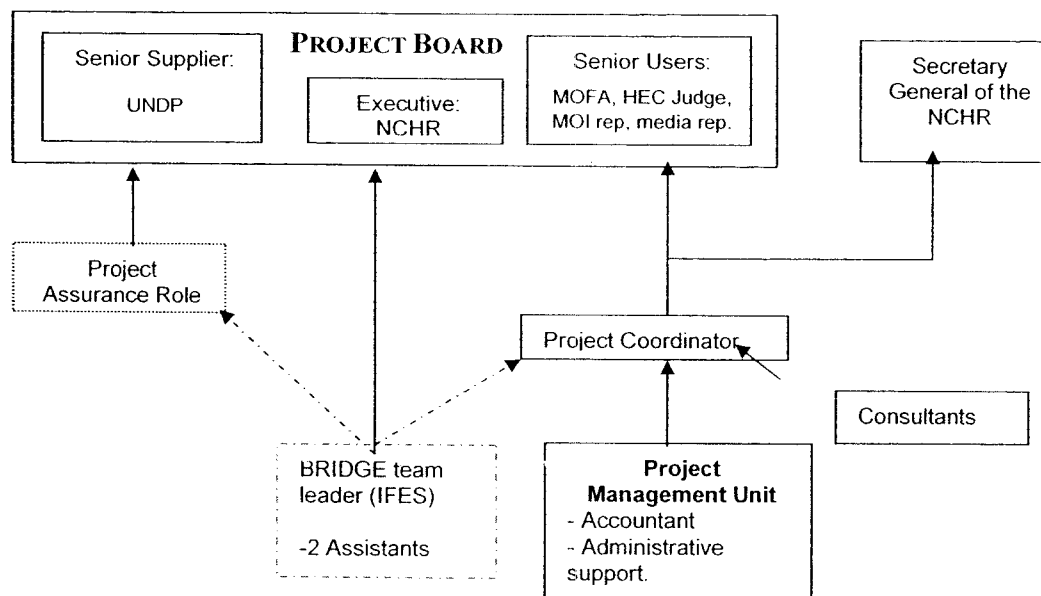
**The Project Coordinator** is responsible for the day-to-day implementation of the project, (excluding item 2, which is the responsibility of BRIDGE Partners IFES-DC and UNDP). The Project Coordinator must ensure the quality and timeliness of project activities 1, 3 and 4 and outputs, formulate and submit requests for project funds, prepare Quarterly and Annual Progress Reports; liaise with the Project Assurance role and request ad-hoc directions from the Project Board when required.

Selection of the Project Coordinator will be through a competitive process and the interview panel will have representatives from NCHR, UNDP, IFES-DC and others as deemed appropriate.

**BRIDGE Team Leader:** The BRIDGE Team Leader shall be an experienced member of the IFES-DC staff and will be responsible for Quality Control of all aspects of the BRIDGE training components of the project.



Figure 2: Project Structure



#### 4.3 Monitoring & Evaluation

The monitoring and evaluation of the project is based on dialogue and regular meetings between the Project Manager, Team Leader and the Project Assurance role. The monitoring tools are the documents listed below, with the primary mechanism being the detailed management annual work plan and budget. The Project Manager Project Coordinator is responsible for producing the following documentation to be submitted to UNDP:

- Detailed annual work plan
- Annual budget
- Quarterly detailed workplan/budget requests
- Quarterly progress reports
- Annual progress report
- Annual financial report
- Minutes of Board meetings
- TORs for contracts that are to be funded by the project.

The Quality Assurance Role reports to the Board with a focus on indicators of progress towards intended outcomes and compare the actual activities to what was stated in the annual workplan for the quarter in question, and investigate changed circumstances in the Issues Log and the Risk Log.

#### Parallel Financing

UNDP's partner in BRIDGE, IFES-DC, is bringing parallel financing from USAID for at least four of the training sessions. If additional finance becomes available, IFES-DC may increase the number of training sessions provided to the High Elections

Commission, Judges, Ministry of Interior and National Council for Human Development.

***Operational Unit for Development Assistance (OUDA):***

The recruitment of local staff and the procurement of local equipment for the PMU might be implemented by OUDA in consultation with UNDP. Any OUDA fees for implementation would be part of the budget lines.

***Implementation Support Service (ISS):***

ISS costs will be recovered and charged the same budget line as the project input itself, based on the universal price list.

**5: LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Egypt and the United Nations Development Program, signed by the parties on January 19, 1987. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she has assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or additions of, any of the annexes of the project document;
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.
- Mandatory annual revisions to re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Activities	Q1: Jan-March 2008 Inception Period	Q2: April-June 2008	Q3: July-Sept 2008	Q4: Oct-Dec 2008	Responsibility	UNDP	Parallel financing IFES-DC
<b>Output A: BRIDGE Training and Electoral Awareness Raising</b>							
Inception phase: To establish PMU, develop detailed work plan, and make protocols for BRIDGE training courses.	Establish PMU: Hire Coordinator, accountant and assistants. NCHR sign protocols with: ~ High Elections Commission; ~ Judges & Min. of Interior; Develop detailed workplan and budget request for Q1 and Q2 Meet with stakeholders to discuss technical evaluation of workplan.			(This \$70,000 is to cover all PMU costs throughout 2008)	PMU UNDP	\$70,000	
		Subtotal for PMU			\$70,000		n/a
A1 A1.1 Develop registration criteria for election monitoring NGOs (for NCHR to apply).	Prepare TORs for international and national consultants to review criteria and knowledge levels.	Review knowledge status of NGO's involved in 2007 electoral monitoring. Develop criteria for registration.	Hold workshop with stakeholders to review criteria.	Prepare recommendations for NCHR on registration criteria for election monitoring NGOs.	UNDP	\$20,000	
A1.2 Deliver BRIDGE training to: ~ NCHR personnel; 2 topics Electoral Observation Polling and Counting Process	Preparation of selected materials; Arranging facilitation.	April workshop with 2 training topics (UNDP financed)			IFES-DC UNDP	\$12,500	
A1.3 Deliver training for local field observers (Sohag) to monitor April elections.	Identify NGOs who will participate and select appropriate course components.	Deliver Training and assist with election monitoring in Sohag in April (UNDP financed)	Collect feedback from monitors and draw lessons learned.		UNDP	\$5,000	
A1.4 Develop database for NCHR including (a) NGOs authorized to undertake election monitoring (2) NCHR election field observers.	Identify and hire d/b consultants.	Provide sample data for database structure. Review proposed d/b structure.	Approve structure of database. Prepare specifications for supply and installation.	Test. (NCHR staff to populate the database)	UNDP	\$13,000	
		Subtotal for A1			\$50,500		n/a
A2 A2.1 Deliver BRIDGE training to: ~ High Elections Commission. 5 topics Introduction to Electoral Administration Electoral Management Design Electoral Systems Legal Framework Training of Electoral officials	Preparation of selected materials; Arranging facilitation.	April training session (IFES-DC financed)	June training session DC financed)	October training session (UNDP financed)	IFES-DC UNDP	\$12,500	\$25,000

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Activities	Q1: Jan-March 2008 Inception Period	Q2: April-June 2008	Q3: July-Sept 2008	Q4: Oct-Dec 2008	Responsibility	UNDP	Parallel financing IFES-DC
A2.2 ~ Judges & Ministry of Interior: 5 topics Electoral Contestants Electoral Dispute Resolution Voter Registration Boundary Delimitation Security	Preparation of selected materials; Arranging facilitation.	June training session (IFES-DC financed)	July training session (IFES-DC financed)	October training session (UNDP financed) December training (UNDP financed)	IFES-DC UNDP	\$25,000	\$25,000
A2.3 ~ Media: 4 topics Introduction to Electoral Administration Media & elections Electoral Systems Voter information	Preparation of selected materials; Arranging facilitation.	July training session (UNDP financed)	Summary of session reports	November training session (UNDP financed)	UNDP	\$25,000	
A2.4 Evaluation: Summarize evaluation reports from each session and prepare final evaluation report (English & Arabic).	Summary of session reports	Summary of session reports	Summary of session reports	Summary of session reports Evaluation Report	pmu IFES-DC		\$4,000
A2.5 Deliver Training the Facilitators (TTF) to 20-24 pax, who will subsequently (2009 i.e. not in this project) deliver Bridge training	Identify precise expectations and requirements.	Select candidates	TTF 10-day training course (UNDP financed)	Facilitation on-the-job training.	IFES-DC UNDP	\$35,000	
A3 Research and dissemination of information on free & fair elections Preparation of 4 brochures for NCHR 1-Election processes 2-How to conduct free and fair elections 3-How to report elections fairly. 4-Voting and vote counting under Egyptian and international standards 5-Simple pamphlet on Electoral Rights.	Issue TOR for collating and editing materials for NCHR electoral brochures.	Review, in conjunction with NCHR and electoral observation NGOs	Supervise brochure writing; review, arrange printing of sample copies Arrange translation into English.	Subtotal for A2	\$151,500	\$97,500	\$54,000
A4 Evaluation of activities, lessons learned, recommendations for future perspective, and Round Table to discuss findings.		Begin evaluation of impact.	Circulate preliminary report to Round Table participants. Report from Round Table.	Subtotal for A3 & A4	PMU UNDP	\$32,000	n/a
	UNDP \$275,000 + IFES-DC \$54,000 = \$329,000			TOTAL	TOTAL	\$275,000	\$54,000

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Election Observation NCHR, UNDP, IFES-DC						
<i>Activity</i>	<i>Donor</i>	<i>Acc.ID</i>	<i>Budget Description</i>	<i>DG-TTF</i>	<i>Parallel Financing IFES-DC</i>	<i>Total</i>
<b>Observation Unit at NCHR (A1)</b>	UNDP	71300	Local Consultants	4,500		4,500
	UNDP	71400	Contractual Services - Individuals	8,000		8,000
	UNDP	71200	International Consultants	9,000		9,000
	UNDP	71601	Travel	4,500		4,500
	UNDP	72100	Contractual Services-Companies	13,000		13,000
	UNDP	72700	Hospitality/Catering	3,000		3,000
	UNDP	74200	Audio Visual&Print Prod Costs	3,200		3,200
	UNDP	74500	Miscellaneous Expenses	1,996		1,996
	subtotal				47,196	
Facilities & Administration 7%				3,304		
<b>Item A1 subtotal</b>				<b>50,500</b>		
<b>BRIDGE Training (A2)</b>	UNDP	71300	Local Consultants	2,500		2,500
	IFES-DC	71300	Local Consultants		2,500	2,500
	IFES-DC	71400	Contractual Services - Individuals		18,000	18,000
	UNDP	71400	Contractual Services - Individuals	8,000		8,000
	IFES-DC	71600	Travel		13,500	13,500
	UNDP	71200	International Consultants	50,000		50,000
	IFES-DC	72100	Contractual Services-Companies		5,000	5,000
	UNDP	72101	Contractual Services-Companies	10,000		10,000
	UNDP	72700	Hospitality/Catering	12,000		12,000
	IFES-DC	72700	Hospitality/Catering		10,000	10,000
	IFES-DC	74500	Miscellaneous Expenses		5,000	5,000
	UNDP	74500	Miscellaneous Expenses	8,622		8,000
	subtotal				91,122	54,000
Facilities & Administration 7%				6,379		
<b>Item A2 subtotal</b>			<b>\$151,501</b>	<b>97,501</b>	<b>54,000</b>	
<b>Information Documents and Round Table (A3 +A4)</b>	UNDP	71300	Local Consultants	5,000		5,000
	UNDP	72100	Contractual Services-Companies	12,000		12,000
	UNDP	72500	Supplies	2,200		2,200
	UNDP	72700	Hospitality/Catering	20,000		20,000
	UNDP	74200	Audio Visual&Print Prod Costs	10,000		10,000
	UNDP	74500	Miscellaneous Expenses	4,071		4,071
subtotal				53,271		
Facilities & Administration 7%				3,729		
<b>Items A3 and A4 subtotal</b>				<b>57,000</b>		
<b>PMU</b>	UNDP	71300	Local Consultants	8,000		8,000
	UNDP	71400	Contractual Services - Individuals	25,000		25,000
	UNDP	72100	Contractual Services-Companies	4,000		4,000
	UNDP	72800	Information Technology Equipment	10,000		10,000
	UNDP	72200	Equipment and Furniture	5,000		5,000
	UNDP	72500	Supplies	1,500		1,500
	UNDP	74200	Audio Visual&Print Prod Costs	5,000		5,000
	UNDP	75100	Miscellaneous Expenses	6,921		6,921
subtotal				65,421		
Facilities & Administration 7%				4,579		
<b>PMU item subtotal</b>				<b>70,000</b>		
<b>Total Activities (without Facilities &amp; Administration)</b>				<b>257,010</b>	<b>54,000</b>	<b>310,388</b>
<b>Facilities &amp; Administration</b>				<b>17,991</b>		
<b>Total UNDP Thematic Trust Fund v9-BRIDGE budget</b>				<b>275,001</b>		



## Annual Work Plan

Egypt - Cairo

Award Id: 00049417

Award Title: Support for BRIDGE Training for Electoral Process Stakeh

Year: 2008

Report Date: 19/2/2008

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			
			Start	End		Fund	Donor	Budget Descr	Amount US\$
00060241	Support for BRIDGE Training fo	BRIDGE Training			National Council for Human Rig	UNDP	71200	International Consultants	50,000.00
					National Council for Human Rig	UNDP	71300	Local Consultants	2,500.00
					National Council for Human Rig	UNDP	71400	Contractual Services - Individ	8,000.00
					National Council for Human Rig	UNDP	72100	Contractual Services-Companie	10,000.00
					National Council for Human Rig	UNDP	72700	Hospitality/Catering	12,000.00
					National Council for Human Rig	UNDP	74500	Miscellaneous Expenses	8,622.00
					National Council for Human Rig	UNDP	75100	Facilities & Administration	6,379.90
					National Council for Human Rig	UNDP	71300	Local Consultants	5,000.00
					National Council for Human Rig	UNDP	72100	Contractual Services-Companie	12,000.00
					National Council for Human Rig	UNDP	72500	Supplies	2,200.00
					National Council for Human Rig	UNDP	72700	Hospitality/Catering	20,000.00
					National Council for Human Rig	UNDP	74200	Audio Visual&Print Prod Costs	10,000.00
					National Council for Human Rig	UNDP	74500	Miscellaneous Expenses	4,074.77
					National Council for Human Rig	UNDP	75100	Facilities & Administration	3,729.33
					National Council for Human Rig	UNDP	71200	International Consultants	9,000.00
					National Council for Human Rig	UNDP	71300	Local Consultants	4,500.00
					National Council for Human Rig	UNDP	71400	Contractual Services - Individ	8,000.00
					National Council for Human Rig	UNDP	71600	Travel	4,500.00
					National Council for Human Rig	UNDP	72100	Contractual Services-Companie	13,000.00
				National Council for Human Rig	UNDP	72700	Hospitality/Catering	3,000.00	
		National Council for Human Rig	UNDP	74200	Audio Visual&Print Prod Costs	3,200.00			
		National Council for Human Rig	UNDP	74500	Miscellaneous Expenses	1,996.00			
		National Council for Human Rig	UNDP	75100	Facilities & Administration	3,308.00			
		National Council for Human Rig	UNDP	71300	Local Consultants	8,000.00			
		National Council for Human Rig	UNDP	71400	Contractual Services - Individ	25,000.00			
		National Council for Human Rig	UNDP	72100	Contractual Services-Companie	4,000.00			
		National Council for Human Rig	UNDP	72200	Equipment and Furniture	5,000.00			
		National Council for Human Rig	UNDP	72500	Supplies	1,500.01			
		National Council for Human Rig	UNDP	72800	Information Technology Equipm	10,000.00			
		National Council for Human Rig	UNDP	74200	Audio Visual&Print Prod Costs	5,000.00			
		PMU							

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Annual Work Plan

Egypt - Cairo

Award Id: 00049417

Award Title: Support for BRIDGE Training for Electoral Process Stakeh

Year: 2008

Report Date: 19/2/2008

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		PMU			National Council for Human Rig		UNDP	74500	Miscellaneous Expenses	6,911.21
					National Council for Human Rig		UNDP	75100	Facilities & Administration	4,578.78
<b>TOTAL</b>										<b>275,000.00</b>
<b>GRAND TOTAL</b>										<b>275,000.00</b>

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## TOR for Project Coordinator

**Project Title:** Support for BRIDGE training for electoral process stakeholders.

**Project No:** 00060241

### **I. Background:**

The project is contributing to the electoral reform process in Egypt by increasing awareness of stakeholders about electoral procedures and providing tools with which to spread that understanding. UNDP-Egypt and IFES-DC, in cooperation with the National Council for Human Rights (NCHR) ran a BRIDGE training course (Building Resources in Democracy, Governance and Elections) in 2007. The present project is a response to the demand for more such training. Participation protocols will be signed with various stakeholders, including the High Elections Council, and course material will be adapted to be appropriate for each stakeholder group.

The other major component of the project is to strengthen the Election Monitoring Unit at the NCHR. Training will be provided and the project will develop election-related documents for NCHR to distribute. An evaluation of activities will be undertaken and lessons learned will be documented, along with making recommendations for how NCHR can continue to strengthen its role in Election Monitoring.

### **II. Responsibilities:**

#### **1) Management:**

- a) Assumes operational management of the project in consistency with the project document.
- b) Ensures that UNDP rules and regulations are implemented in all projects' activities, procurement and recruitment cases and others;
- c) Manages project staff;
- d) Participates in all project meetings and annual reviews;
- e) Liaises with UNDP programme officer on daily/weekly basis to ensure proper monitoring and realizing results;
- f) Supports resource mobilization efforts to increase resources in cases where additional outputs are required and insures cost sharing paid on time where applicable.
- g) Supports to media/communications work of the project;
- h) Ensures that UNDP is invited to all important meetings.

#### **2) Technical:**

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- a) Assumes overall responsibility for the successful execution and implementation of the project towards achieving the outputs.
- b) Prepares annual and detailed quarterly work plans and discusses draft with UNDP and executing agency.
- c) Obtains approval on quarterly work plans and annual work plan from Project Steering Committee.
- d) Implements quarter work plan and monitors activities.
- e) Ensures proper resources and level of effort provided to insure timely delivery of activities.
- f) Plans and arranges, in consultation with UNDP, the procurement of project services in line with laid out process;
- g) Shares with UNDP draft document and outputs for comments, as well as final products.
- h) Prepares ToR for relevant project's staff and consultants and follow up their work.

### **3) Financial**

- a) Acts on behalf of the executing agency in preparing and adjusting commitments and expenditures.
- b) Acts as the sole authorizing officer for all project financial transactions (i.e. approve all financial expenditures and sign all direct payments.)
- c) Authorizes commitments of resources and expenditures for inputs including staff, consultants, goods and services and training
- d) Acts as the Responsible officer for delivery of project's services and achieving annual financial delivery targets;
- e) Manages the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project and maintain asset register;
- f) Ensures that appropriate accounting records are kept and organized;
- g) Facilitates and cooperate with audit requirements at all times, as required.

### **4) Reporting**

- a) Prepares draft technical and other documents as required including the reporting on the following requirements:
  - Monthly and quarterly technical reports of progress on project activities and financial statements of expenditure for the project.
  - Annual project reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats.
  - Final financial report at the end of the project.
  - Technical, policy and briefing papers as requested by UNDP and the executing agency.
  - Any documents needed for the TPR meeting and other meetings.

### **5) Facilitation**

- a) Ensures that UNDP's name is mentioned in all publications, workshops, and project's activities;
- b) Serves as the focal point of the project for coordination of the project activities with UNDP, the Government and other partners.
- c) Ensures that the Government in kind inputs for the project are available;
- d) Leads efforts to build partnerships for the support of outputs indicated in the project document;
- e) Any other business as required.

**IV. Reporting Line:** - Contractually to the UNDP Resident Representative.  
- Technically to the executing agency and UNDP (Steering Committee).

**V. Evaluation:** Renewal of contract will be based on satisfactory midterm and final performance evaluation by UNDP and the executing agency.

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