



## PROJECT DOCUMENT



**Project Title:** Supporting Elections for Ethiopia's Democracy Strengthening (SEEDS), 2019-2022

**Project Number:** TBD

**Implementing Partners:** UNDP (Lead agency), IOM, UNWomen, UNESCO, OHCHR.

**Timeframe:** June 2019 - February 2022

**PAC Meeting date:** 30 April 2019

### Brief Description

With the opening of the political space and the return of several opposition political parties, the Ethiopian political landscape has witnessed dramatic changes over the last several months. It is expected that the 2020 general elections will greatly depart from previous elections rounds and will witness true and effective political competition. Political parties have started to register with the National Electoral Board of Ethiopia (NEBE) at the design of this project and the number is likely to increase ahead of the elections. The recently legalized opposition parties (some of which had pursued their political agenda through armed struggle) will be joining the political process and contesting the 2020 elections. The elections will constitute a platform to test the system in securing effective and constructive participation, but also and most importantly the changes that have been introduced by the current administration.

The logic of the project is centred on the premise that technically capable, independent and trusted institutions are essential for the conduct of credible, inclusive and peaceful elections. While a multitude of stakeholders play an essential role in doing so, it is the NEBE and its branches that will be on the front lines and bear the brunt of responsibility for a success or failure of this process. The main objectives of the project are two-fold: a) assist the electoral management body (EMB) in becoming a more capable, transparent and ultimately, trusted institution; and b) providing the required assistance necessary for undertaking inclusive, transparent and credible elections. As such, the project strategic approach also aims at supporting the NEBE in ensuring inclusive participation of all groups including women, youth, ethnic groups from all regions in the elections as a key feature for a credible and inclusive process.

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

*By 2020, key Government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development (UNDAF Outcome 12)*

*Democratic and oversight institutions (House of Peoples' Representatives, NEBE, Office of the Federal Auditor General) enabled to perform core functions for improved accountability, participation, representation, democratic elections and gender equality (CPD Output 4)*

Indicative Output(s) with gender marker: GEN 2

**Total resources required:**

**US\$40,004,400**

**Total resources allocated:**

<b>Core funding:</b>	US\$2,000,000
Non-core funding pledged:	US\$33,690,000
<b>Total</b>	<b>US\$35,690,000</b>
<b>Unfunded :</b>	US\$4,314,400

Agreed by (signatures):

**Ministry of Finance (MoF)**

H.E Ato Ahmed Shide  
Minister

**National Electoral Board of Ethiopia (NEBE)**

H.E. Madam Birtukan Midekssa  
Chairwoman

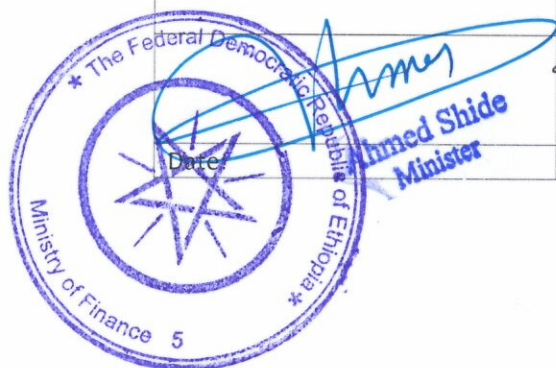
**UNDP Ethiopia**

Mr. Turhan Saleh  
Resident Representative

Date:

Date:

Date:





Ensuring participation and inclusion in development and governance processes are key challenges Ethiopia is facing today. Despite remarkable economic growth, the government has not been able to translate these positive economic indices into effective opportunities for a growing population, and to provide equitable and fair access to resources and wealth. There is inherently a systemic governance deficit that has resulted in discontent among large segments of the population and has spurred on various occasions in violence and a polarization of positions within the political and civic spheres. The violence has also resulted in the internal displacement of more than 3 million people, whose human rights are threatened.

2018 has been a pivotal year for Ethiopia’s transition and marked a new era in internal politics and the relationship of the State with the people. Dissatisfaction had been building for several years and spurred since 2015 into civil unrest, street protests and violence in the country’s two largest states in demographics, Oromia and Amhara and in several other pocket areas. This situation prompted reforms and paved the way for political renewal. A new young political leadership was put in power, with the election of Dr Abiy Ahmed as the new PM and appointment of a new cabinet members. A raft of proclamations followed including promising announcements to open political space, free political dissidents and privatize several parastatals. The Government fulfilled its promises and lifted terror labels from rebel political groups and opened the political space for a peaceful struggle of all political movements and parties. The decision served to build trust, to encourage constructive political dialogue and to pave the way for rebel movements to join peaceful political processes. The reform agenda and the path for democratization was further reconfirmed at the Ethiopian People’s Revolutionary Democratic Front (the ruling EPRDF) 11<sup>th</sup> General Congress held in Jimma in October 2018. The Congress outcomes reconfirmed key policy priority areas for the ruling coalition, which evolved around peace and stability, broadening the political space and strengthening multiparty system, instating Rule of Law, improving productivity and stabilizing the economy, encouraging active participation and empowering youth and women.

Following the Congress, the Prime Minister engaged in a reconfiguration exercise of the Cabinet and governance arrangement at centre of government. The result was a new Cabinet adopting a leaner structure (20 Ministries instead of 28 previously) with full gender parity. In his historic decision in October 2018, the Prime Minister appointed 50 percent women ministers to his cabinet where, for the first time in the history of the country, women headed Ministries that oversee country’s defence and national security. Notable changes were the emphasis put on the Peace portfolio and the creation of a dedicated Ministry of Peace<sup>1</sup> and two dedicated Commissions<sup>2</sup>, in support of the peace and stabilization agenda. The new Cabinet policy priorities were presented in a document issued by the PMO titled *‘Ethiopia: A New Horizon of Hope’*. The new Government priorities evolved around Democracy and Rule of Law, with a clear emphasis on peace and inclusion, justice sector reform, democratization and public service delivery, transparency, accountability and effectiveness<sup>3</sup>. The intrinsic linkage of democratization, opening of the political and civic space and peace and stability was identified as a priority for the Government.

**Gender Equality in Elections - Development Challenge**

Despite the reforms, there is still a general consensus on the need to open more effectively the public space and ensure effective participation, particularly from the youth and women. While the gender gap in leadership at the most upper echelons of power has been addressed, the gender gap in other aspects

<sup>1</sup> Replacing the Ministry of Federal and Pastoralist Development Affairs (MoFPDA)  
<sup>2</sup> Commission on Peace and Reconciliation and the Inter-regional Borders Commission, both of which in the making.  
<sup>3</sup> In addition, the document presented two other priority areas related to job creation and competitiveness internally and externally on the global markets as well as improvement of the enabling environment, with clear investments forecasted in human capital (education, skills), infrastructure (electricity, transport, etc.) and the private and financial sectors.



remains low, including at various decision-making levels (in the civil service at federal level and in regional and local administrations). Overall, women's low socio-economic and political status in society remain in place. Those issues are challenges, but at the same time represent opportunities to replicate and sustain gains made at the national stage and advance inclusivity at all levels.

Given the fact that the current high representation of women in the legislative branch both at national and regional level is due to the voluntary quota the ruling party, that is currently holding 100 percent of legislative seats, adopted; there is a risk of regression in terms of women's representation in the parliament with the opening of the political scene. Maintaining let alone increasing the representation of women in the legislature will depend on both the capacity and the effort by political parties to actively recruit, train, and nominate women to leadership positions both within and outside the party; whether political parties have a gender sensitive code of conduct and the extent to which political parties support their female members and candidates. In addition to political parties, maintaining the current achievement on representation and ensuring that it increases also depends on the capacity and willingness of actors such as the National Electoral Board and CSOs working on the area to ensure that women's rights are guaranteed through out the electoral cycle, the existence of normative frameworks and guidelines to protect women from gender based violence related to election, voter education programs are gender sensitive and consider the needs of different groups of women i.e. urban, rural, women living with disability, illiterate women etc. In addition to actors in the formal political space, women aspirants themselves are challenged with a long-term glass ceiling, cultural and environmental barriers and without a systematic support the next election might as well be a missed opportunity that might push back gains made so far.

The Government launched a wide legal framework review intended to underpin the current reform process and open the public space for a more effective participation. The Office of the Attorney General (OAG) established the Legal and Justice Affairs Advisory Committee (LJAAC) and mandated it to perform a review of the most controversial laws in the country. Special emphasis was put on the Charities and Societies Proclamation, the Anti-Terrorism Law and the Media Law, which were the three pieces of legislations that were restricting civic engagement and public liberties. The Advisory Council's Democratic Institutions Working group was also tasked to reform the National Electoral Board of Ethiopia (NEBE) and at a later stage to look into the reform of the electoral system itself, in an attempt to secure more effective political participation and to prepare for the upcoming general elections in 2020.

Under the current constitution, the country held five general elections, the last being in May 2015. Among all elections, only the 2005 election was characterized by improved political space and competition between political parties. The opposition increased parliamentary seats from 2% to 33%. The election results however, were highly contested and consequently violence erupted, which claimed hundreds of lives. In the aftermath of the elections, the government enacted highly contested laws (such as the Charities and Societies proclamation, the Anti-Terrorism Law, the Media Law, the Electoral Law), all of which are under review as stated above that shut-down the then already narrow political space. In the 2010 general election, EPRDF and its affiliate parties claimed 99% of parliamentary seats. In the 2015 general elections, the last in a row, EPRDF and allied parties claimed 100% of Federal Parliament and State Council seats.

With the opening of the political space and the return of several opposition political parties, the political space has witnessed dramatic changes. It is expected that the 2020 general elections will greatly depart from the previous elections rounds and will witness true and effective political competition. A total of 62 political parties have been registered with NEBE while writing this document (however, the number is likely to increase up to 70 when political parties from abroad are formally registered with NEBE). Of those formally registered, 22 parties operate at national level, with 40 limited to regional states. The recently legalized



opposition parties (some of which had pursued their political agenda through armed struggle) will be joining the political process and contesting the 2020 elections<sup>4</sup>.

The elections will constitute a platform to test the system in securing effective and constructive participation, but also and most importantly the changes that have been introduced by the current administration. Ethiopia will be faced with a challenge in ensuring that the upcoming elections are credible, transparent and inclusive. The government has initiated several reforms to ensure the elections are performed on the basis of a platform that would regain the trust of the people and be fully transparent and allow for a credible and competitive process among the various political groups. This will showcase the effectiveness of the reforms that have been introduced. Securing credible and inclusive elections would result in stronger and more trustful relationship among the political forces and within the population, which would have direct positive impact on sustaining lasting peace, stabilization, democratization and development broadly.

In the current climate of political uncertainty, the potential for electoral violence was largely seen as contextual and related to existing inter-ethnic conflicts. The absence of the culture of electoral competition and the related lack of experience in accepting electoral defeat could be potential drivers of conflict and hence a deliberate effort will have to be made by the political leadership to prevent it as they embark on preparing the elections and opening more widely the political space for competition. There is limited capacity and previous experience of the National Electoral Board of Ethiopia (NEBE) and of law enforcement agencies in addressing these grievances. There is a strong need to pre-empt electoral violence and to establish systemic responses and redress mechanisms that would contain the situation and avoid violence to spread.

The Government has initiated a series of reforms to pave the way to credible and inclusive elections. The National Electoral Board of Ethiopia (NEBE) has recently seen its leadership changed. Former Judge Birtukan Mideksa was appointed in November 2018 as the new Chairwoman of NEBE. The change of NEBE's leadership reconfirmed the Government's commitment to reform the institution and enhance its credibility within the political sphere but also among the general public. NEBE has faced reputational challenges and was heavily criticized for being biased and partial in conducting previous elections. Investment in the Board's integrity and professionalism and effectiveness has been included in the policy priority areas that were captured in the 'New Horizon of Hope' document. Nonetheless, and while the political will is confirmed to invest in the Board, strengthen its independence and rebuild the trust of political parties and the public at large in its capacity to manage the upcoming elections, the Board still faces numerous challenges concerning institutional capacity, adequate infrastructure and resources – human, material and financial. These represent important risks to the conduct of genuinely inclusive and competitive elections in an overall context which differs from that in which NEBE has operated in the past<sup>5</sup>.

In response to the request by the government of Ethiopia, the United Nations fielded a Needs Assessment Mission (NAM) from 24 October to 7 November 2018. The NAM report identified several gaps in the policy/legal and institutional frameworks and have recommended possible areas of support by the international community. Further, the NAM mandated the United Nations to engage in elections support, paving the way for the formulation of this Electoral Process Support Project.

This electoral assistance project would be targeted to support NEBE as an institution by: a) by strengthening the NEBE as a cohesive institution, in the context of its decentralization process, with all its units and departments working towards common goals and objectives; b) enhancing public trust and confidence in the Board and its ability to operate professionally, independently and efficiently, which may involve, among other things, introducing/strengthening various systems, procedures, standards, tools and protocols; c)

---

<sup>4</sup> United Nations Needs Assessment Mission (NAM) Report, November 2018.

<sup>5</sup> United Nations Needs Assessment Mission (NAM) Report, November 2018.



building staff capacities to obtain the required knowledge and skills and demonstrate confidence in electoral processes, particularly in applying any newly adopted technologies; d) enabling NEBE to effectively interact with the media and communicate with the electorate in a more transparent and timely fashion; e) supporting NEBE and through it other relevant stakeholders in detecting and resolving election related disputes (EDR); and f) complementing NEBE’s voter education programmes that promote informed voting and inclusive participation of all segments of society, including women, youth and IDPs, CSOs and political parties<sup>6</sup>. The United Nations support programme will be coordinated by the United Nations Development Programme (UNDP).

**II. STRATEGY**

The logic of the project is centred on the premise that technically capable, independent and trusted institutions are essential for the conduct of credible, inclusive and peaceful elections. While a multitude of stakeholders play a role in doing so, it is essentially the NEBE and its branch offices that will be on the front lines and bear the brunt of responsibility for a success or failure of this process. It is therefore through a capacitated NEBE that a credible, inclusive and peaceful election is secured, in particular in the areas of election operations, public outreach and external communication, and electoral violence mitigation (the three outputs of the project). Ultimately, the Theory of Change (ToC) of the project can be formulated through the outcome: *Capacitated cross institutional platform that ensures a credible, inclusive and transparent electoral process in 2020 and beyond*. In this regard the ToC reflects both the Prime Minister Office (PMO) “New Horizon of Hope” objective toward the organization of “free, fair and credible elections in 2020” and the UNDAF Outcome “Key government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development”.<sup>7</sup>

This assistance will be particularly vital considering that the legislative framework and composition of NEBE is likely to be significantly reformed, as well as due to the fact that upcoming elections are expected to be one of the most inclusive and competitive in the recent history of the country. Therefore, the expectations and pressure on the election management body (EMB) will be enormous. At the same time, given the essential role that many other state and non-state institutions will play in elections, such as CSOs, political parties, courts, the media and others, the project will support their activities. It is to note that this support will be channelled via NEBE. UNDP will ensure that any duplication with other assistance providers active in the field will be avoided.

Moreover, the anticipated amendments of the rules and procedure governing elections as outlined in the new legislation would require NEBE to popularize these rules and procedures and the law itself, and making sure that a broad and sufficient understanding is created among all stakeholders. Sustained ethnic/bound-related tensions and the increasing number of IDPs in the country means that the potential for electoral disputes could be high. The project will work with the key stakeholders such as the courts, law enforcement and security forces, CSOs, media and others to monitor and mitigate potential for electoral conflict. To do so, the project will be able to benefit from a recently developed toolkit on electoral conflict prevention and mitigation. The toolkit, which is a fruit of a long-term research conducted jointly by UNDP and EU, provides all the stakeholders, including EMBs, CSOs, and state institutions, with a wide array of interventions and ideas for action at all stages of the electoral cycle. Although the project will bring together several national stakeholders, including NEBE, Human Rights Commission, security forces and the media, and assist with establishing a joint conflict mitigation mechanism, it is important to note that as with other elements of the intervention, the ownership will rest squarely with the Ethiopian stakeholders.

<sup>6</sup> Ibid.  
<sup>7</sup> See annex 1- Theory of Change



Acknowledging that women are agents of change representing more than half of the Ethiopian population, their participation to the process is essential in ensuring the peaceful and credible management of the electoral process. As a result, throughout this project document all outcomes entail activities involving specific results and actions aiming at the inclusion of women in the electoral process as political actors and citizens contributing through various institutions and organisations to its credibility, inclusivity and transparency. A key feature of the project strategy will be to use the unique opportunity of elections understood as a national civil exercise to localize gender equality and women rights.

The project will aim at incentivizing gender equality through the consistent deployment of activities entailing: gender sensitive needs and risk assessments, gender-balanced decision-making and delivery procedures as well as gender-sensitive monitoring and evaluation reporting. As mention below, the project will benefit from the experience of UNWOMEN to support a consistent strategy based on gender equality throughout the delivery of support.

In implementing the project, UNDP will benefit from the foundations laid by the Governance and Democratic Participation Programme (GDPP), which has established a productive working relationship with several Ethiopian stakeholders including NEBE, the Office of the Attorney General, the House of People's Representatives, the Ethiopian Human Rights Commission, the Ministry of Peace, among others. GDPP already has several national experts imbedded in these institutions and in large part thanks to this fact a lot of preparatory work in terms of establishing contacts and building trust with UNDP has been done. This means that UNDP is well-placed to start project implementation immediately and "hit the ground running". In fact, considering a very tight timeframe, with elections expected in less than 12 months, UNDP already recruited and deployed a senior electoral advisor in country. Moreover, upon government's request, UNDP took the lead in developing a "dashboard" of electoral activities from now until the conclusion of 2020 elections. This document, developed jointly with other international assistance providers, is structured around the electoral cycle approach and presents an overview of all key activities in the pre-electoral, electoral and post-electoral period. As such, it is both a first draft of an operations plan, as well as a tool for coordination of electoral assistance overall.

Considering a very high level of interest among the international community in supporting upcoming elections, this type of early coordination will be essential. It is encouraging that the potential assistance providers already initiated coordination at the formulation stage; it is hoped now this coordination will be continued at the donor level as well. The government already asked the UN to assist with this high-level coordination. UNDP will establish a multi-stakeholder basket- funding arrangement under a single roadmap and the umbrella of a joint electoral assistance framework that is led and coordinated by the government.

Another added value of the project will be the fact that UNDP is able to benefit from the expertise across the UN spectrum. OHCHR will take the lead in ensuring Human Rights are included in the electoral process. IOM, as the leading agency in dealing with Internally Displaced Persons (IDPs) will be instrumental when it comes to ensuring participation of IDPs in elections, be it as candidates or as voters. IOM's data on the numbers and locations of IDPs and expertise in ensuring they are given a voice will be essential. In addition, given the increasingly prominent role of women in the political life of Ethiopia, with 50% of ministers being female, one of the main priorities of the project is to ensure maximum registration of women for the upcoming elections, be it as voters, candidates, observers or elections officials. Therefore, the project will tap into the expertise of UNWOMEN to analyse the situation country-wide and develop a range of tailor-made activities to be conducted with the NEBE to increase participation of women in the electoral process overall. The project aims at both providing assistance to women to exercise their political rights and rely on women individuals and networks as agents of change to undertake action of the elections' inclusivity and credibility. UNESCO will also be called to contribute to the process through its engagement with the media



but also in civic/voter education.

Finally, it is important to emphasize that, although the project is designed to support nearly all components of the electoral cycle, the guiding principle is ensuring national ownership of the entire electoral process - it should be a country-led process coordinated by Ethiopia partners (NEBE, MoF). With that in mind, the activities are designed to build -- not substitute -- the capacity of national partners and institutions. Furthermore, all key operational decisions will be discussed with the main national counterparts, namely NEBE and MoF, while the overall strategic direction of the project will be provided by the Project Management Board (PMB), consisting of all key national stakeholders and financing donors in line with standard procedures.

**III. RESULTS AND PARTNERHSIPS**

**OUTPUT 1: The transparency, efficiency and inclusiveness of the electoral operations are enhanced through the operational support provided to the National Electoral Board of Ethiopia**

The goal of Outcome 1 is to provide NEBE and lower-level commissions with the tools and capacities to be able to deliver a credible, inclusive and transparent electoral process in 2020 and beyond. More specifically, overall objective will be to increase NEBE’s technical capabilities, professionalism and transparency. To do so, the project will support NEBE in conducting a strategic planning exercise to identify the needs and goals of the organization and, based on these findings, design and implement a comprehensive set of trainings and other capacity-building interventions, such as study exchanges and expert on-the-job mentoring. Moreover, the project will assist NEBE in giving its input to the ongoing legislative reform, to ensure that the operational aspects of the reform are realistic and implementable by the election practitioners, i.e. elections management bodies. As part of this support, emphasis will be given to ensure that the NEBE is appropriately equipped and trained to specifically address the challenge of women participation both as candidates and voters. Similar emphasis will be made on the youth, persons with disabilities and other disenfranchised groups.

In the run up to the elections, the project will assist NEBE in developing a detailed operations and calendar plans, in close coordination with other stakeholders such as security forces, courts and others. Based on these harmonized plans, the project will provide targeted assistance to NEBE and other relevant institutions in the targeted implementation stages. Part of this focused assistance will consist of deploying national and international experts to work closely with all departments of the NEBE secretariat, in order to both provide operational support as well as build internal capacity. Moreover, selected number of national experts (UN Volunteers) may be deployed to regional elections commissions to assist them in their work and provide on-the-job training. It must be stressed that the goal of this support is not for the experts to do the work on behalf of election officials but rather to provide them with the tools and skills to independently carry out their missions and ultimately, build the internal capacity of NEBE.

**Sub-Output 1.1: Capacity of the permanent electoral officials enhanced to professionally deliver planning and implementation of gender-sensitive electoral legal reform**

As the leading institution responsible for organizing elections, NEBE’s capacity to deliver credible, inclusive and transparent elections is the single most important component in ensuring a successful electoral process. At the same time, upcoming electoral reform will usher a new era in Ethiopian elections and with it, a new composition of the Board and possibly also the Secretariat. While the change is expected to bring about greater diversity and representation, it will also require a comprehensive and uniform capacity building to ensure all members and staff have the required skills and knowledge to perform their roles. The project will



work closely with the training unit to develop and implement a comprehensive training schedule, based on the strategic plan, which would include NEBE and all permanent members at the secretariat and regional level. This Result will ensure a specific emphasis on women involvement both as trainers and trainees as well as in the design of training materials to ensure greater inclusivity of the institution.

Activity 1.1.1.1: Professional development of the electoral officials

As the first step, the project will support the development of a multi-year (typically five) strategic plan for the NEBE and the 11-permanent regional/city offices. The plan will take into consideration both the immediate needs, i.e. planning and delivering 2020 elections, as well as a comprehensive strategy for turning NEBE into an independent, capable, inclusive and transparent body.

To do so, the project will provide NEBE with an expert in the field of strategic planning to work hand-in-hand with the senior leadership of the Board and identify key elements of the strategic plan, such as for example identifying vision and mission of the Board, short- and long-term objectives, implementation plan and individual/departmental responsibilities, logical framework matrix, budgeting, and monitoring and evaluation framework. The plan will also identify key stakeholders and outline strategy on how to mobilize the external partners to support NEBE in turning the strategic plan into reality.

Based on the strategic plan, the project will support the training unit of NEBE in developing materials for comprehensive training plan, to encompass all permanent electoral officials, starting from the members of NEBE to the secretariat staff and Regional offices. While the exact topics will be determined based on the outcome of the strategic planning, the training methodology will be interactive and the materials (manuals and modules) will be developed to be user-friendly, easily understandable and translated into major local language(s). The trainings will be held centrally in Addis Ababa, as well as in the regions.

With a view to assist in operations of the secretariat and regional offices, as well as provide on-the-job training, the project may embed several national and international experts to provide day-to-day support to the NEBE's departments and offices. Exact profiles of experts will be determined in close consultations with NEBE senior leadership and will likely include experts in communications, operations, civic/voter education and legal/procedural issues. The role of the experts will be to advise and support NEBE staff, rather than to conduct their work for them. In addition, the project may employ a number of national UN Volunteers with relevant experience to further augment regional and, if required, lower-level offices. In recruiting for additional NEBE officials a special attention will be put on gender balance at both headquarters and regional offices, ensuring balanced representation at leadership levels.

Many of the challenges that NEBE will face are not unique to Ethiopia and several countries in the region and the world struggled with issues such as introduction of technology, improving results management systems, or increasing participation of women and young people in elections. Along the way, electoral administrations in the region learned valuable lessons that could now be passed on the Ethiopian electoral officials. The project will support several professional exchanges to selected countries on topics identified during strategic planning. Priority will be given to regional countries and those with similar institutional arrangements and electoral systems.

Activity 1.1.2: Legal reform support

Considering the ongoing reform of the electoral legislative framework, it is essential that NEBE has the expertise to follow and, provide input into this process. To strengthen existing capacity of the legal team at



NEBE, the project will deploy national and international experts to work closely with the legal unit and with the working groups dealing with relevant electoral legislation. A specific feature of this activity will be to improve NEBE's capacity to provide input into the electoral legal reform, building upon the support already provided by UNDP to the Legal and Justice Affairs Advisory Council (LJAAC) and the to the Office of the Attorney General (OAG). Additionally, OHCHR will provide specific expert support to NEBE, to ensure there is conformity of electoral laws with international electoral and human rights standards: the Universal Declaration of Human Rights (UDHR, Article 21), the International Covenant on Civil and Political Rights (ICCPR, Article 25), the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD, Article 25), and the Convention on the Elimination of all forms of Discrimination against Women (CEDAW, Article 7) and the Article 13 of the African Charter on Human and Peoples' Rights (ACHPR)<sup>8</sup>.

Once the electoral laws are revised and approved, NEBE and other stakeholders will have to transform the new legislation into rules and regulations. This will require not only drafting expertise but also close coordination with all relevant institutions and stakeholders, to ensure that the procedures are fair, inclusive, coordinated and clearly understood by those who will be affected by them. The project will therefore, first support NEBE in organizing stakeholder consultations to explain the new legislation and to discuss best ways of implementing the legislation into practice. Specific emphasis will be put on reaching out to women and marginalized groups, in both rural and urban areas. As the next step, the project will assist departments and offices in developing and drafting the actual rules and procedures, including translating them into several local languages to ensure full compliance and coverage.

Finally, in the event the census is finalized in time and that there is a political decision that requires to redefine the constituency boundaries based on new statistics/data, the project will assist the relevant departments of NEBE and other institutions (including by providing IT and expert support) in developing rules and procedures for delineation in line with the legislation. The project will provide international technical assistance to undertake a Study on the Impact of the Census on Constituency boundaries delimitation, adopting a conflict-sensitive approach. The study would inform decision making at the level of the political leadership of NEBE and more broadly the government and electoral stakeholders. It should be noted that constituency delineation often tends to be one of the most contentions and politically sensitive elements of the electoral process and as such, requires careful consultation and significant expertise.

**Activity 1.1.3:** Provide technical assistance to support gender-sensitivity of the legal reform process and following directives, regulations and procedures drafting and implementation

The project will expand the UNDP-UNWOMEN ongoing initiative to promote women political participation and leadership to provide technical assistance in ensuring that the legal framework surrounding the electoral process promotes increased political participation of women at all governance levels. UNDP-UNWOMEN current initiative will provide expertise on the state of the discussion and support the deployment of additional technical assistance in key areas of the legal reform process.

Similarly, gender-sensitive drafting of directives, regulations and procedures within the NEBE will be a key component to ground gender-friendly practices through electoral process. In that regard, it is indeed important to consider how legislations/applied procedures affect women and men differently and might perpetuate disparities between them.

---

<sup>8</sup> Every citizen shall have the right to participate freely in the government of his country either directly or through freely chosen representatives in accordance with the provisions of the law; Every citizen shall have the right of equal access to the public service of his country; And Every individual shall have the right of access to public property and services in strict equality of all persons before the law.



**Sub-Output 1.2: Professional, transparent and inclusive Electoral operations supported**

Electoral operations, as the largest and most intense part of any electoral process, require thorough planning and preparations. Considering that the anticipated date of elections is less than 12 months away, the anticipated change in NEBE composition and the unprecedented competition, it is essential that preparations are launched as soon as possible. The project will support the operations department to develop the plan of action and subsequently support the certain aspects of the implementation. The selection of aspects for assistance, which will be done jointly with NEBE, will be determined based both on the needs and on the added value that the UNDP and other UN agencies can bring to the process.

**Activity 1.2.1: Operational planning**

As the first and most immediate step, the project will support the Operations department in developing an operations plan based on the new legislation and subsequent new rules and procedures. The plan will be based around the electoral cycle approach, with all activities grouped around pre-electoral, electoral and post-electoral periods. The starting point will be the recently developed “dashboard”, which will be developed in further details. In addition, a specific timeline will be developed for each activity which will result in the development of a comprehensive calendar plan, which, according to the current legislation, then becomes a legally binding document which all participants in the electoral process must follow.

In developing the strategic and calendar plan, NEBE is expected to closely coordinate with all relevant institutions and stakeholders, to ensure that all operational plans (such as by the security forces, courts, etc...) are harmonized and mutually reinforcing each other. It should consider consulting women’s associations to ensure that all operations through the country are conducive to the participation of women in the different areas. To that effect and if requested, the project can support NEBE and other stakeholders in organizing joint meetings, workshops and trainings on the operational planning. This will be particularly relevant in relation to the security forces, military and the police, if they maintain their role as the primary providers of transportation for all electoral materials.

Another crucial and demanding aspect of the preparations is identification of locations for voter registration/polling stations. While NEBE and other relevant institutions have the list of the nearly 46,000 voter registration/polling stations used in previous elections, potential changes in the legislation, as well as anticipated increase in the number of voters, may require identification of additional locations. In addition, depending on the potential use of technology, there may be additional requirements for these locations in terms of infrastructure, accessibility and security. Considering potential role of other lower-level offices in voter registration and transmission of the results, these requirements may also apply to zonal and/or constituency offices - meaning their locations may have to be changed as well. This means that NEBE will have to start engaging other relevant institutions as soon as possible, including Ministry of Education (many schools are used for this purpose), local authorities and security forces (to ensure security can be provided at identified sites). The identification of polling locations should take into consideration security for women and other vulnerable groups. Consultation of women groups in the various area would be essential to appropriately select polling locations. The project can support this by providing expert advice, as well as support in deployment of the teams to the field to identify adequate locations.

**Activity 1.2.2: Development of a gender policy within the operational planning**

In developing an operational plan, NEBE should consider the particular needs of women and young voters by developing a gender policy. This clearly acknowledges the place of gender equality within the work



practices, processes and outputs of NEBE. The policy should be accompanied by an action plan to ensure gender equality is achieved, monitored and evaluated across each of the priority areas. Like all action plans, it should be specific in explaining the challenge identified, the possible areas of action, responsible actors, the resources available and the timeframes<sup>9</sup>. The development of this policy should be supported through the UNDP-UNWOMEN initiative on women political participation.

Activity 1.2.3: Recruitment and training of elections officials

More than 250,000 polling officials were recruited in the previous elections. While in the past, civil servants were asked or tasked to serve, it is yet unclear if this will be the case under the new legislation. In the event of change, NEBE will require significant support to develop procedures and recruit the high number of officials on a potentially short notice. Support will consist of advertising campaigns, developing standards for selection, intensive orientation and eventual deployment of recruitment teams country-wide. Every effort will be made to ensure adequate representation of women and young people, as well as to ensure ethnic diversity of the officials. In this regard, emphasis will be put on enforcing and raising awareness on gender-sensitive procedures related to the recruitment of elections officials: for instance, the current framework requires a quota of one woman out of three officials in each NEBE constituency branches. Providing these provisions are not modified through the legal reform, the project will aim at supporting the implementation and enhancement of those or similar initiatives to empower women in their leadership role at local level.

Moreover, the training requirements are also expected to be significantly increased – both in terms of number and content. In the past, a limited number of electoral officials would be trained and expected to informally transmit information to colleagues; in several instances that proved either insufficient or not done at all. In addition, the members did not receive any kind of reference materials. As a result, the chairperson remained the sole “gatekeeper” of knowledge and procedures. For the upcoming elections, all election officials, including members of VR/polling stations, should receive adequate training and materials printed in the language they can understand. The project will therefore, assist NEBE in developing a comprehensive plan for training of all temporary electoral officials (zonal, constituency and VR/polling stations) using interactive and other similar methodology that will provide the officials with practical skills on how to perform their duties. In addition, relevant manuals and guides will be produced in local languages and distributed to all electoral officials. The project will assist NEBE in ensuring that trainers and trainers of trainers also include women.

On the level of zonal and constituency offices, an initial inception training will be followed by a more detailed training of specific issues, such as logistics, conflict mitigation, results transmission and communication. For the VR/polling staff, initial training will focus only on voter registration, followed by training on the polling which should be done closer to the election day. However, it should be noted that in the event new technologies were to be introduced in either or both voter registration and results transmission process, these trainings will have to be significantly expanded and potentially, be repeated to ensure the staff is adequately prepared.

Once the offices are established, it will be essential to ensure communication between directly subordinate offices (regional/zonal/constituency/polling stations), as well as direct link with NEBE. This may be as simple as providing a mobile phone to those offices that are in areas with mobile signal or providing radio and/or

---

<sup>9</sup> For more on gender policy and action plans, please see “Inclusive Electoral Processes: A Guide for Electoral Management Bodies on Promoting Gender Equality and Women’s Participation” ([http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/gender\\_equality\\_electoral-eng.pdf?la=en&vs=1004](http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/gender_equality_electoral-eng.pdf?la=en&vs=1004))



satellite communications to the more remote areas. For the permanent Regional Offices, the project proposes to establish a conference-call communications room, to enable regular multi-member remote meetings between the Regional Offices and NEBE Headquarters. This is not only essential during the electoral period for the obvious operational reasons, but also in between elections in order to foster a team spirit and teamwork between Regional offices and NEBE Headquarters.

To increase efficiency and reduce cost, while at the same time improving the access to information, the project will employ innovative tools and new technologies for training of the election officials with access to online resources. Specifically, the project will develop a series of on-line, e-learning platforms to supplement the face-to-face trainings. The e-learning platforms are online platforms that consist of a series of modules, including text, video and interactive features, that a participant can take at her or his pace and in the language of their choice. Once completed, the participant is tested on each module and, once the entire e-learning is complete, she/he receives a certificate as proof of qualification. The project will ensure that those resources are accessible from mobile and low broadband networks (ensure all videos in the training are supplemented with text resources more adapted for remote areas). E-learning platforms have been used by numerous election commissions and projects world-wide, to streamline the training process by making the training modules available, free of charge, to the officials anytime, anywhere. Moreover, the e-learning platforms are designed so that they can be accessed and completed at their own pace and they remain available even once the training is completed, thus providing a permanent reference tool. Although internet penetration rate in Ethiopia is low, all the electoral officials based in towns with mobile internet connection, including all secretariat and regional office staff, plus majority of the zonal and constituency office staff members, should be able to benefit from this technological solution.

The designing of these online training tools will be completed in full coordination with the EC-UNDP Joint Task Force in Brussels, which has developed several similar e-learning platforms<sup>10</sup>. These online platforms offer an interactive way of learning about all aspects of elections, from administration and operations, to security, electoral dispute resolution and increasing the participation of women and youth in elections. Trainings are housed on-line and are available free of charge.

### **Sub-Output 1.3: Voter registration operations are enhanced promoting inclusive participation of youth, women and disadvantaged groups**

Voter registration is usually the most time and resource consuming part of any election, as it requires the state to ensure both inclusion of all those qualified to vote and exclusion of those who do not or who have attempted to register more than once. In the current context, this operation is foreseen to be one of the most sensitive exercise of the process involving key challenges regarding its integrity and inclusiveness (IDPs, diaspora, youth, women, persons with disabilities for instance).

While it is yet unclear how the current system will evolve, indications are that major changes are expected and may even include the introduction of biometric registration or other technological innovations. Such major changes require not only significant resources but also time to adequately prepare the infrastructure and disseminate information among the population regarding the new procedures. Therefore, until there is clarity on the exact scope and scale of the changes, the project will continue to provide expertise to NEBE and other institutions on different options, experiences and pros/cons of various solutions, including the use of technology.

---

<sup>10</sup> Available here: <https://www.ec-undp-electoralassistance.org/e-learning/>



UNDP has unparalleled experience in supporting voter registration, from the simplest paper and pen version to the most complex biometric capture and recognition of fingerprints/iris. UNDP's voter registration expertise includes all aspects of the process, including legal, procedural, civic/voter education, software development, hardware procurement, training and long-term sustainability. UNDP stands ready to mobilize experts on any of these or other topics to assist the Ethiopian authorities and stakeholders based on their request. Voter registration is a key indicator for inclusive elections and in assessing the impact of voter education. As a result, specific solutions should be deployed to ensure the collection of data on inclusion of vulnerable groups (women, youth, minorities, persons with disabilities) in the process in each region.

Activity 1.3.1: Conduct feasibility study on Biometric Voter Registration

The Project will support the Government of Ethiopia and the NEBE in collecting evidences to support the decision-making process regarding voter registration. The national actors demonstrated interest in biometric voter registration technologies. To ensure all practical, time, legal, social and political features of such system are considered, an expert will be deployed to conduct a feasibility study and adequately inform national counterparts.

Activity 1.3.2: Assistance in modernizing voter registration operations

In Ethiopia, current system of voter registration is simple and straightforward, requiring each voter to come to his/her potential polling station prior to each election and register. However, this process is lacking any safeguards against multiple registration or verifications beyond informal systems of recognition by a registration officer. Therefore, it is expected that one of the goals of the electoral reform will be on the ways to prevent multiple registration of voters. While the use of indelible ink goes a long way in preventing multiple voting even in cases of multiple registration by the same individual, it should not be taken for granted. Even if the ink performs flawlessly, which should also not be taken as a given, multiple registrations may erode the overall trust in the process, as we have witnessed in other countries with similar challenges. Therefore, one of the goals of the reform should be a more robust system of preventing multiple registration or introducing a procedure of “de-duplication” of voters, to identify those who have managed to register more than once. This, of course, can be done by collecting and analysing biometrics data. However, there are other possibilities to do this at the level of constituency, based on names and other non-biometric details.

In line with the decisions on the modality of the voter registration, the project will assist NEBE and other relevant institutions in implementation of these new solutions. This may include procurement and deployment of new technologies, specialized training of staff if necessary, adaption of relevant procedures (such as display and challenges, deduplication, etc...) and timely dissemination of information to voters.

Activity 1.3.3: Technical assistance to support disaggregated voters' lists for women and young voters

Every effort should be made to ensure adequate participation of women and young people, particularly first-time voters. The project can assist NEBE in reviewing procedures and rules on voter registration through a gender and age-specific lens, to ensure that there are no impediments to women and young voters to register. Moreover, specific voter and civic education campaigns should be elaborated and launched by NEBE and possibly, face-to-face meetings organized with the new voters and women. In this respect, expertise and support from the UNWOMEN could be essential and the project should consider forming a partnership with UNWOMEN to specifically encourage women to register and vote. To follow up on the registration of women and collect the data necessary to identify areas and rates of registration per area, the project will support



the deployment of gender disaggregated voters' lists, a simple and low-cost solution to collect accurate data on women registration rates.

**Activity 1.3.4: Technical assistance to support special voter registration procedures**

By some estimates, there are nearly 3 million<sup>11</sup> internally displaced persons (IDPs) in Ethiopia and there is a broad support across the political spectrum to enable them to participate in the upcoming elections. NEBE will therefore, have to develop new procedures on registration of IDPs, both as voters and as candidates, and launch a targeted campaign to bring this message to the areas where IDPs are concentrated. UNDP has significant experience from around the world in this aspect and is well placed to assist and advise NEBE and other stakeholders on this issue.

Furthermore, IOM as the leading agency dealing with IDPs in Ethiopia has valuable data on the displaced population, which is an essential resource for the planning of IDP voter registration. Therefore, UNDP could establish a formal partnership with IOM on this issue and will use their data and resources in the planning to enable as many IDPs as possible to participate in the electoral process. Likewise, as in the past, NEBE will have to enable special registration and voting for those voters who are currently living away from their regular place of residency, such as students, pastoralists and the military. In this regard, specific emphasis should be put on the capacity of women from those groups to vote. Considering the likely introduction of new procedures and possibly technology, the project can assist NEBE in adapting this for use by the mobile and special voter registration teams.

Another important issue to consider is the fact that Ethiopia is hosting a large number of refugees and migrants from the neighbouring countries who do not have the right to vote in Ethiopia. To increase the trust in the process, it is essential for NEBE and other stakeholders to develop robust procedures and mechanisms to ensure non-citizens are not allowed to register and vote. In this regard, using UNHCR's expertise and data on the number and location of refugees in Ethiopia will be extremely valuable.

**Activity 1.3.5: Technical assistance and operational support to the training of NEBE elections officials for voter registration**

Similarly to activity 1.2.3 for polling staff recruitment and training, voter registration activities will require the mobilization of thousands of personnel to ensure all registration operations are completed. In that regard, there is currently no indication whether those will be civil servants or independent recruits. Considering there is a possibility for voter registration processes to be in great extent different from the past, large-scale in-depth training will need to be conducted to ensure the proper registration of voters.

Such activity includes the recruitment of the staff, the development of training modules, the scheduling of training of trainers' session, the design of cascade training methodologies and the programming of this formation ahead of the start of voter registration.

**Sub-Output 1.4: Inclusive and transparent Result Management System (RMS) enhanced**

Results management system (RMS) requires both efficiency and transparency; something that the current system in Ethiopia is lacking. Currently the discussions are ongoing on how to improve it but, much as with the voter registration system, the outcome of this reform is yet uncertain. Nevertheless, NEBE and its branches are expected to continue playing a key role in this process and the project will be ready to support

<sup>11</sup> The Government and partners are working to find lasting solutions and the numbers may go down by the time elections are taking place.



them in both planning and implementation of the new RMS, as soon as it is determined. In the meantime, UNDP can tap into its vast expertise on this subject and deploy senior international experts in this field to provide advice and analysis on this subject to NEBE and others.

Activity 1.4.1: Feasibility Study on RMS

The Project will support the Government of Ethiopia and the NEBE in collecting evidences to support the decision-making process regarding Result Management System design. To accelerate results transmission after polling, the NEBE and national actors expressed interest in modernizing RMS Procedures. To ensure all practical, time, legal, and political features of such system are considered, an expert will be deployed to conduct a feasibility study and adequately inform national counterparts. Although RMS modernization is not in essence a costly activity, it is extremely sensitive politically and involves high risks. In this regard, the expertise deployed will ensure all elements are taken into consideration including for example that new RMS involve adequate training to judges in charge of dispute resolution.

Activity 1.4.2: Develop, procure and implement procedures and materials for the new RMS

Currently it takes up to one month for the final results of the elections to be announced by the NEBE. This is not only inefficient, but it also leaves room for speculations and misinterpretation. Moreover, since the protocols have to be physically shipped to Addis Ababa, they can get lost or mishandled during the transportation. In addition, the process is not transparent in the sense that the results of individual polling stations are not widely available online.

While the specific elements of the new RMS are yet to be determined, the goal is to increase speed of transmission and improve reliability and transparency. At the same time, NEBE and other relevant institutions need to ensure that the system is robust, reliable and most importantly, secure from outside interference. As with voter registration, UNDP has an unrivalled experience world-wide in designing and implementing various RMS solutions and will be able to share that expertise with NEBE and other institutions, particularly when it comes to ensuring security and transparency of the system. Moreover, through the UNDP's procurement network, the project will be able to assist in eventual procurement of materials, hardware and software that may be required.

Activity 1.4.3: Support the integration of gender-desegregated tabulation lists within the RMS

To collect data on women participation and identify rates of participation per area, a simple exercise can be undertaken: gender-disaggregation of tabulation lists. By simply introducing two columns for each gender it allows for the count of voting persons while collecting information on their gender. As a result, it provides detailed information on women's registration rate.

Activity 1.4.4: Training and information on the new RMS

Once the new system is in place, the NEBE staff in the field and HQ will have to be trained on the new procedures and systems. The project will work closely with the operations and training units to develop the trainings, including reference manuals, and deliver the trainings in both Addis Ababa and the regions.

Equally important will be to ensure that other stakeholders, including observers, candidates, political parties and the media, are aware of the new system and have the opportunity to see how it works. For this reason, it is essential to maximise the transparency of the system while preserving the integrity and security from external meddling. NEBE could organize a series of trainings and demonstrations on the new system and, time permitting, should organize a test run prior to the elections, to assess how quickly in reality the new system can transmit the results.



**Sub-Output 1.5: Procurement services availed**

UNDP has developed a unique procurement support capacity/unit specialized in electoral equipment. In coordination with the relevant departments, the project will assist NEBE to develop a procurement plan including specifications and timelines for delivery. UNDP will support the development of specifications abiding by international standards and will be training dedicated staff in NEBE and other relevant departments to enhance the national capacity and knowledge to deal with electoral procurement.

UNDP Procurement Services Unit (PSU) has a number of long-term agreements with suppliers ranging from hardware, software, ballot boxes, to ballot papers and stationery for polling stations. Thanks to PSU’s long term experience in elections, they can also provide invaluable advice on the specifications for any items related to elections. Should the Government of Ethiopia decide to use UNDP’s PSU, the project would mobilize organizational capacity to procure and deliver selected items to NEBE in Addis Ababa.

**Activity 1.5.1: Development of procurement plan and support in training NEBE admin unit**

The SEEDS project will support the NEBE administration department to build its capacity to manage large procurement, manage make resources available to the NEBE and in the development of a procurement plan that will include and consider the existing timeline. The Project will also assist in the development of technical specifications for material and equipment as required. As electoral processes usually include large scale procurement, it is inherent for the sustainability of the capacity development of NEBE to ensure a high level of skills transfer to NEBE’s own staff. It is in this context that UNDP will facilitate and support training activities for the NEBE staff.

**Activity 1.5.2: Procurement support (Electoral material)**

As stated above, electoral processes usually include large scale procurement processes. This is especially the case in the 2020 Ethiopian election, as it will be a significant departure from previous elections as the NEBE is aiming at enhancing transparency and efficiency, which will also be achieved through the deployment of electoral material that are in line with standards and good practices established at international level. The SEEDS project will support the NEBE with the procurement of high-quality material and equipment that respond to international standards.

**Sub-Output 1.6: Post-electoral support provided to assess transparency, credibility and gender equality of the process**

The period immediately following the elections is the time to assess the performance of all the proceses and stakeholders, most notably but not only NEBE. This is the moment when the plans should be compared with the operational realities and when the views of those electoral officials who actually implemented the election are heard.

Since it typically means that another election is far away, post-electoral period is also usually the most fruitful time for updates to the legal and procedural framework. As the elections 2020 will likely be conducted under a new legal framework, this will be a good moment to pause and determine if the reforms had a desired impact and if not, to take corrective measures. However, it must be underlined that this always needs to be an inclusive process which takes on board the views and concerns of a wide array of stakeholders.

**Activity 1.6.1: Lessons-learned conference and reporting**

Soon after the announcement of the final results, the project will assist NEBE in organizing and hosting a large-scale lessons-learned conference, involving observers, CSOs, candidates, parties, media and of course



representatives of electoral officials from all levels and all corners of the country. Given the size and diversity of the country, series of pre-conference meetings and workshops will be organized at the regional levels, to prepare for the national event in Addis Ababa. In addition, and in preparation for the conference the project will compile all the observation reports recommendations, including from domestic and international observers, and assist NEBE in determining the priorities for reform.

The goal of the conference is two-fold: one, to assess the performance of NEBE and other stakeholders vis-à-vis operational planning and their own expectations; and two, to assess to what extent NEBE's long-term strategic plan is relevant and how much updating and modification is required based on the first real "test" in terms of delivering an election. Based on this assessment, NEBE will update the strategic plan and ensure that all potential shortcomings are identified and addressed.

#### Activity 1.6.2: Evaluation and lessons-learned on gender equality and inclusion

It will be essential to collect information on the participation of youth, women and previously disenfranchised groups to monitor to what extent it evolved and to identify follow-up activities to ensure increased participation in the next round of elections. UNWOMEN will support with expertise the evaluation process.

#### Activity 1.6.3: Post-electoral training and lessons-learned

Based on the results of the lessons-learned conference and potential updates to the strategic plan, the project will discuss with NEBE the priority areas for the long-term capacity building of permanent electoral officials. The goal will be to establish a cadre of professional, impartial and competent electoral officials and experts throughout the country. While the trainings, which will be organized throughout the lifetime of the project, will be held in all regions of the country, they will gather electoral officials from throughout the country. Therefore, the purpose will be not only to provide training, but also to foster closer professional relationships between electoral officials.

#### Activity 1.6.4 : Post-electoral legal and procedural reform

Ongoing electoral reform is expected to be one of the most significant and far-reaching in the recent history of Ethiopia. As such, its implementation will likely bring about several desired and possibly some undesired effects. The project can assist NEBE in conducting a thorough review of the performance of the new laws directives and regulations, as well as personnel, during elections to identify which of them may benefit from further review.

This will be particularly the case for voter registration and results management systems. Clearly, expectations are high that these two elements can bring about greater trust and transparency to the electoral process overall. By reviewing their own performance, as well as observers' and media reports, NEBE will be well placed to assess whether those expectations were met. A key feature of this assessment in the Ethiopian context will be the analysis of women and youth participation to the elections and potential causes of non-participation or disenfranchisement. Based on this assessment and feedback from other stakeholders, the project can assist NEBE and others in drafting potential changes to the laws and procedures that should be adopted well before the next elections.

### **OUTPUT 2: The capacity of the National Electoral Board of Ethiopia in conducting public outreach and external communication, including engagement with media and other key electoral stakeholders, is enhanced**

Improved communication has been identified as one of the key priorities for the new NEBE leadership. While NEBE has the experience of organizing several elections, the upcoming contest will be very different for several reasons. First of all, the level of competition is likely to be unprecedented, with potentially dozens of



parties participating, some of them for the first time. This will mean additional pressure on the NEBE to perform its duties in an unbiased manner and to be perceived as an independent and capable arbiter of the electoral process. To do so, the NEBE not only has to increase its capacity but also its perception in the eyes of the political parties, candidates, media and public at large. This would require the NEBE to function as a transparent institution, to develop a consultative approach with the electoral stakeholders, to maintain regular and open channels of communication with the media, parties, candidates and voters, and to design and implement a comprehensive external relations strategy. Improved external relations capacities would include the ability of the NEBE to regularly inform electoral stakeholders, including political parties and electoral observers, register candidates, establish an impartial and transparent system for candidates' representatives to follow the electoral process, and develop codes of conduct in a participative manner.

Additionally, this unprecedented competition in the political process is expected to lead to an unprecedented voters' participation. By some estimates, up to 15 million additional voters may participate in the 2020 election when compared to 2015, bringing the total number of voters to about 50 million. As a result, there will be a critically high number of first-time voters and the project will put emphasis on insuring that high proportion of those are women and youth. In that context, the capacity of media to fulfil its functions in complete freedom and with professionalism will be crucial.

This means that NEBE will have to significantly increase its capacity to engage electoral stakeholders (including political parties and candidates, media and civil society, national and international electoral observers), and its public outreach efforts, both in terms of civic education (importance of elections, role of citizens in a democracy, etc...) as well as voter education (where/how to register and vote, vote secrecy, etc...) for the new voters participating to the process especially youth, women and previously disenfranchised groups. To do so, NEBE's capacity to both deliver and coordinate external relations and voter/civic education resonating with the different groups of the population will have to be significantly increased. With the anticipated change in relevant legislation (including the regulations on the procedures for licensing organisations which intend deliver voter education), it is expected that several CSOs and other stakeholders will also play an active role in voter education, meaning that a need for good coordination will be essential.

### **Sub-Output 2.1: NEBE communication and external relations capacity improved with a specific attention to conflict and gender-specific messaging**

NEBE is now facing a new challenge, the one off having to improve its own image. Considering that an important portion of the electorate needs to improve its perception of the institution, NEBE will need to build and project the image as an institution abiding by the principles of openness, transparency and responsiveness. This means that NEBE will have to develop and maintain their credentials as an impartial, competent body capable of administering the upcoming election cycle.

#### **Activity 2.1.1: Assessment of NEBE's public communication and development of a new strategy and procedures**

As the first step in this direction, the project will support NEBE in assessing the current and past contexts and activities regarding the institution public communication and will consider the needs at all levels.

- Support NEBE to develop a comprehensive public communication strategy and budget. The strategy should include realistic timelines, list of products to be developed and targeted components to support communication strategies adapted to the various groups of the population (urban/rural, women/men, youth, ethnic groups, etc...).



- Assist NEBE in the production and distribution of press releases and public information messages and materials on the role of NEBE in the electoral process.
- For each activity, ensure that women, youth and minorities are considered when conducting surveys and developing messages.
- Provide specific outreach and media training to the Board members , public relations officers, spokesperson(s) and other election officials that are expected to deal with the media.

**Activity 2.1.2:** Technical assistance to support and enhance external communication capabilities of NEBE  
NEBE's capacity to appropriately communicate with the Ethiopian population and other stakeholders presents concrete opportunities to improve the trust in the electoral process. By effectively and transparently communicating on its activities the NEBE will enhance its capacity to collect real-time feedbacks and as an output adapt in a flexible and coherent manner to mitigate grievances, adjust shortcomings or present a proactive front. Concretely, this activity presents promising opportunities for conflict prevention and is key to the overall credibility of the electoral process.

- Support NEBE's communication department in designing and implementing the overall NEBE's external relations strategy, also in engaging national and international experts with a specific attention to gender balance.
- Assist NEBE in developing a consultative approach with the electoral stakeholders throughout the different electoral phases. Ensure also specific consultation mechanisms with women and youth associations at national and local levels.
- Assist the communications department in developing a strategy for creating and maintaining its presence on the Internet, including the use of social media.
- Facilitate in providing communication training to relevant NEBE electoral officials.

**Activity 2.1.3:** Launch NEBE's media campaign

- Assist NEBE in developing a comprehensive media strategy possibly engaging media agencies capable to design, producing and disseminating messaging on television, radio, online, outdoor and mobile in relevant languages.
- Assist the NEBE in media planning and media buying based on the initial survey conducted. Ensure appropriate selection of media outlets to support a comprehensive coverage of the country geographically and socially.

**Sub-Output 2.2:** All electoral stakeholders informed and trained, and Media Centre established to encourage conflict and gender-sensitive messaging

A Media Centre will be the media-friendly location for NEBE to conduct its engagement with media. This means that it will have the necessary space and fittings for events such as press conferences, media briefings, individual interviews and so forth. The practicality of having a Media Centre, and the facilities that are put into it, will improve the quality of media coverage. Gathering the media in a single centre makes many of the basic functions of media management - press releases, press conferences, briefings, etc - much simpler.

**Activity 2.2.1:** Support the establishment of a Media Centre at the NEBE HQ

The NEBE Media Centre will be fitted with the funding of the project with:

- Internet connections, telephones and faxes;
- Computers for media use (and which are linked to the counting results service);
- Television monitor screens;



- Pool feeds for audio and video so that individual journalists do not have to struggle to place their microphones on the speaker's podium or jostle for limited camera space;
- Radio and television studios for conducting interviews.

It is important to have a Media Centre up and running well before the election so that journalists will become familiarized with the facility and the briefing schedule prior to Election Day. Nevertheless, considering the time constraints, the project aims to have the press/Media operational for the local elections, but it is likely that its full operation will only be secured for the election in 2020. The premises and its full rehabilitation will be provided entirely by the project.

- Training of press officers at the regional I level (on how to communicate with media, how to produce content for the website on a regular basis, gender-sensitive reporting, etc...)
- Developing region-based resource centres for CSOs and Journalists

A training expert will be deployed to all regions to ensure that media focal points are trained in drafting press releases, press conferences at every stage of the electoral process. Considering the introduction of ICT in the RMS system, a special training on its functioning will have to be considered.

Activity 2.2.2: Establishing regular communication channels with all participants in the electoral process to ensure the consultation of a plurality of actors across the board of all gender, age, and political orientation

Assist NEBE in establishing regular working groups/meetings with political parties, CSOs, media and other relevant state and non-state institutions to share information on a regular basis. Similarly, considering the inclusivity challenges arising ahead of the coming elections, reporters will be trained to report in a gender-sensitive manner on events and as to involve youth. OHCHR will partner with UNESCO to strengthen the capacity of journalists and media workers on the right to freedom of opinion and of expression, freedom of media and full respect of code of conduct. Similarly, UNWOMEN will provide specific support to leverage women networks through this exercise and ensure they are appropriately consulted and trained to report on the credibility, transparency and inclusivity of the process as a whole (not limit their involvement to women-specific challenges).

Activity 2.2.3: Assist NEBE in developing and delivering trainings to electoral stakeholders

- Assist NEBE in providing training to political parties, human rights commissions, CSOs, media and others in line with its obligations as specified in the legislation and procedures.
- Support the NEBE in training women trainers.

Activity 2.2.4: Registration of relevant electoral stakeholders

- Assist the NEBE centrally and at constituency level in all preparations for the registration of candidates.
- OHCHR will support the NEBE in developing briefing for political parties informing them on the extent of their political rights including: right to vote and to be elected, right to participation in political and public life, right to freedom of assembly, association, and freedom of opinion, among others.
- Assist the NEBE in establishing an impartial and transparent system whereby the candidates and political parties are able to follow the electoral process through their representatives. Support the NEBE in ensuring that the procedures are not discriminatory to any candidate (regardless of age or gender)
- OHCHR to assist the NEBE to develop non-discriminatory codes of conduct in a participative manner (based on consultations with all electoral stakeholders and reflecting on the challenges experienced by vulnerable groups including youth and women)



- Assist the NEBE in registering electoral observers through transparent and inclusive procedures in line with adopted legal framework.

**Sub-Output 2.3: Civic/Voter Education planned and well-coordinated ensuring inclusive participation of women and youth both as coordinators and beneficiaries.**

**Activity 2.3.1: Facilitate the development and implementation of a comprehensive civic/voter education strategy**

- Assist NEBE's relevant departments in developing a civic/voter education strategy and related manual/materials in accordance to the current legal framework.
- In coordination with the media, CSOs and other stakeholders, assist NEBE in implementing the strategy, including through the TV, radio, social media, print as well as face-to-face meetings with the voters. Assist NEBE in ensuring all categories of the population can be reached through this strategy taking into account the situation all categories of the population (rural/urban, women/men, youth, IDPs, persons with disabilities, etc...).
- Pursuant to, ICCPR, Article 25 ; AU, AfCHPR, Article 2. Universal suffrage commands that the broadest possible pool of citizens can participate in voting, inclusive of youth and women eligible voters. OHCHR will provide guidance to effectively engage in civic education campaigns with a rights-based approach.

**Activity 2.3.2: Support NEBE in developing mechanisms to increase the participation of women and youth (first time voters) in the electoral process and analysis of the root causes of low participation**

In order to understand the underlying issues behind participation issues and offer innovative solutions, the project will conduct an in-depth study on the issues of meaningful participation among women and the youth, as voters, candidates and elected politicians. To do so, the project will deploy experts in the field of women's and youth participation to, as the first step, examine the available statistical data, including the review of current register of voters.

Taking this data as the basis, the experts will identify and target parts of the country with the higher- and lower-than average registration data for both youth and women, to conduct a more in-depth research and identify reasons behind these trends. To do so, the experts will design and conduct a series of round tables and focus groups throughout the country with women and young voters. This will be done jointly with national partner organizations (to be identified), which will provide both logistical support and input on the structure and content of the round tables/focus groups. The experts will also benefit from the input by the experts on gender and youth issues in the HQ, regional and Brussels offices. One of the key documents guiding the process of assessing the participation of women will be UNDP-UN Women guide to "Inclusive Electoral Processes: a guide for electoral management bodies on promoting gender equality and women's participation". This guide also features a suggested methodology for the gender assessment; case studies from other electoral gender assessments will also be drawn upon<sup>12</sup>. In addition, the experts will also benefit from a recent publication and related e-learning on the participation of young people in elections, available here: <https://www.ec-undp-electoralassistance.org/>

Based on this qualitative and quantitative data, the project's experts will draft a report outlining the challenges and strategies on how to increase and improve participation of women in the electoral process. This report and relevant recommendations will then form the basis for the development of a national

---

<sup>12</sup> Published examples include [Libya](#), [Moldova](#) and [Nepal](#)



campaign to increase participation of women in elections (see below). Given the time constraints, the emphasis will be on general elections 2020; however, the study could be available and relevant for the local elections as well, and as such, will aim to provide a comprehensive assessment of the issues regarding political participation of women and youth.

**Activity 2.3.3: Developing national campaigns to increase participation of women and youth in elections**

Based on the findings of the study, the project will design an outreach strategy with the aim of increasing the participation of women and youth in the electoral process, and in particular increasing the turnout for the upcoming elections. While the exact details of the strategy will depend on the findings of the study, the approach by the project will be to use innovative tools, including new technologies and social media. With that in mind, the project will benefit from the existing e-learning and publications on youth and women’s participation (available here <https://ec-undp-electoralassistance.org/>), in order to maximise the reach of these valuable resources. The project will be supported in this effort by the e-learning unit in UNDP Brussels, which developed the majority of the existing e-learning and which has the know-how and experience in developing and adapting the e-learning to local contexts.

The amount of outreach activities will by and large depend on the available resources and time constraints.

- Assist NEBE and other stakeholders (media, CSOs, etc...) in designing outreach strategies to specifically target women and young people and encourage them to participate in the electoral process as voters, candidates, observers and electoral officials. All strategies should be designed developed will be appropriately to be
- Facilitate NEBE in conducting activities, such as town hall meetings, university lectures, and public debates on the topic of participation of women and youth in elections.
- Support NEBE in planning and implementing a monitoring and evaluation process to adequately assess the effectiveness of the campaigns.
- OHCHR will support NEBE with the development of human rights sensitive education campaigns.

**Activity 2.3.4: Assist NEBE in improving coordination on civic/voter education with other stakeholders**

- Assist NEBE in establishing a coordination mechanism with CSOs and media on civic/voter education activities.
- Facilitate NEBE in providing training on civic/voter education to relevant stakeholders (CSOs, media, political parties, etc...).

**OUTPUT 3: The capacity of the National Electoral Board of Ethiopia and other key stakeholders to identify, manage and respond to electoral violence enhanced**

Ethiopia is experiencing a new opening of its political landscape. As such, expectations related to the May 2020 elections in Ethiopia are high and the process shapes as a critical stress-test on the ongoing national reconciliation process. The redefinition of the political arena with the return of many opposition parties enhanced requirements regarding the guarantees given by the state institutions for a “fair” competition. The high expectations related to the levelling of the electoral playing field and the generally high stakes of these elections constitute a sensitive factors combination raising potential risks of electoral violence.

To ensure that the electoral process will allow for the peaceful resolution of the social and political divisions and will not impact negatively the current reconciliation process, specific electoral conflict prevention measures should be deployed. The objective of this outcome is the conduct of peaceful elections with any isolated incidents identified and contained using carefully designed electoral violence mitigation strategies. These proposed activities and strategies are the fruit of the “Sustaining Peace through Elections” European Union - United Nations Development Programme initiative developed to inform evidence-based



programming on electoral conflict prevention. Electoral risk factors and their evolution occur over a continuum and are not simply forged in the moment of elections. There is a need to analyze and prevent the risks of electoral violence; this needs to start well before an electoral process begins to allow for preventive measures to impact on behaviours.

The remedies and actions to mitigate and respond to electoral violence rest primarily with national authorities and institutions. As such, the project will specifically aim at supporting national actors' capacity to detect, analyse, and address risks of electoral violence and build their knowledge to develop flexible and efficient solutions to electoral violence in the long term. In this regard, the NEBE is identified as the central actor to lead the prevention of electoral violence effort and the project will support its capacity to involve actors across the board to design efficient and responsive mitigation mechanisms. Finally, a specific feature of this outcome identifies women as actors of change both particularly vulnerable to violence in elections and with the capacity to positively impact peaceful management of issues at local and national levels. As a result, each of the following activities will be conscious to involve women and youth to translate gains of balanced gender representation at the national level to the local levels to open new avenues for conflict prevention.

### **Understanding the link between elections and violence and response mechanisms**

In terms of the nexus between election and violent conflict, the following assumptions are made:

- The shift towards greater political openness in Ethiopia has created a groundswell of hope and expectations. It has also allowed for the expression of latent tensions and violent conflicts at the Region- and Woreda-level. There are over 100 local-level mid- to high-intensity violent conflicts and areas at risk of electoral violence in the country.
- Political reforms are underway, and much will change between now and the elections. These reforms will alter the power dynamics at different administrative levels and in different parts of the country, which may or may not instigate tensions, even conflicts.
- Elections will aggravate some existing conflicts and lead to violence in some localities. Conversely, new, existing and unresolved violent conflicts will prevent elections from taking place in some areas.
- Many violent conflicts are intertwined and multi-layered. Local conflicts are connected to political conflicts, and conflict-drivers are complex at the local level (e.g. unclear boundaries, land disputes tied to "settler-Indigene" tensions, etc.).
- 
- The potential for protests remains high in many Regions, Zones, Woredas, and towns. There are credible allegations that violence is and will be orchestrated as part of power plays in high risk localities. Protests and violence will be orchestrated through traditional and non-traditional means. Social media, messenger apps, and local radio are likely to be used to incite protest and violence.
- There are new actors who will play a determining role when it comes to protest and violence in the run-up to, during, and after the elections. These include influential opinion leaders, ethnically-based youth groups (Qeerro (Oromia), Fano (Amhara), Ejito (Sidama), Zerma (Gurage), and Yelega (Wolayta)), who are not yet co-opted into established power-structures.

Assumptions related to responses to violent conflicts and the risk of electoral violence include:

- There are many stabilising factors at play too across Ethiopia. The mix of hope and optimism, strong conflict management capacities and conflict fatigue in many areas, and ongoing reforms, underpin stability in different parts of the country.
- Many conflicts at the local level are being resolved by traditional and religious leaders, and regional authorities. There is also a push to return and rehabilitate the IDP population.



- The capacities of some Regional governments to resolve, manage, and/or prevent some violent conflicts are at times compromised by the regional political leadership's indirect or direct involvement in local violent conflicts.
- There is a significant amount of work that needs to be done to ensure peaceful, inclusive and fair elections in May 2020. What is left undone may affect violent conflict dynamics in the country in different ways.
- The census, ongoing changes to administrative boundaries within the Regions, and how the IDP issue is addressed will affect how peaceful elections are in some localities.
- There is much happening behind the scenes between national and regional elites. These power games, alliances and realignments will play themselves out also at the local level and are difficult to capture.

### **Sub-Output 3.1: NEBE and its partners capacity to prevent electoral violence enhanced through a monitoring and early warning and response system (EVER)**

To ensure the delivery of a trusted, transparent and responsive electoral platform, the NEBE will need to coordinate the prevention of electoral violence effort. To allow NEBE to take this role in an independent and empowering manner, the project will aim at supporting the development of a responsive, credible and election-specific well-organized mechanism encompassing a situation room for early warning (reception, processing and analysis of reports of electoral violence) that could feed into the elaboration of informed preventive and response actions through a Joint Election Operation Centre for early response (coordination of electoral stakeholders in responding violent events) that could deter perpetrators from inciting violence by escalating the risk of detection. The delivery of such mechanism requires joint efforts of national actors across the board to be efficient; for instance, one actor conducting risk analysis may not be best suited to conduct response actions.

Building such system from the beginning can be extremely resource and time intensive and may not be applicable in the short time frame ahead of the 2020 elections. While general early warning mechanisms often lack granularity to monitor for electoral-specific types of violence, various initiatives in Ethiopia have already set the premises that would allow the development of an electoral-specific mechanism. The project aims at supporting the NEBE in building upon those existing initiatives.

Based on the assumptions listed above regarding conflict and violence dynamics, there are several strategic implications for EVEWs capabilities in terms of monitoring and analysis, and what they need for response and the prevention of violence. However, it is important to stress that most EVEWs operating today in other countries are at best able to deliver on the specifications given below.

To provide effective support for preparedness, prevention and responses to electoral violence and conflicts, an Ethiopian EVEW would need to:

- Capture the risk of elections aggravating violent conflict and triggering violence, and where/how violent conflict will affect the ability of people to vote. This entails monitoring latent and emerging local level violent conflicts and having broad coverage across the country. This will require the application of a *conflict system* monitoring approach in some regions.
- Go beyond a focus on latent and emerging local level violent conflicts and at-risk areas for electoral violence, and include a predictive early warning capability that tracks: (a) rapidly evolving power dynamics at different administrative levels and stakeholder dynamics in high risk localities; (b) key tension points between political parties and between the government and political parties in the run-up to the elections; and (c) the activities of influential opinion leaders and ethnically-based youth



groups. It will also need to include the capacity for thematic deep-dives on key topics (census, changes to boundaries, IDP returns).

- Include a group of local level monitors to report on high-risk locations, as well as the capacity to monitor social media and local radio for protest/violence orchestration.
- Provide operationally relevant analysis and convene key responders to formulate actions that help: (a) strengthen the work of traditional and religious institutions, and the national and regional administrations to resolve existing and emerging violent conflicts; (b) improve the effectiveness of efforts to return and rehabilitate IDPs, including understanding when return will fuel further conflict and put people at risk; and (c) bolster existing stability drivers and the positive effects of political reform.
- Include interfaces with key responders to better manage unforeseen violent conflict events, and a preventive strategy that engages social media and messenger app providers, and local radio stations. It will need also to be able to mediate in political-level conflicts, and leverage key actors to support the de-escalation of local violent conflicts that are aggravated by the elections.
- Be independent of regional governments to operate effectively and neutrally in some areas.

#### Activity 3.1.1: Support the conduct of a conflict mapping and Electoral Violence Risks Analysis

In the absence of previous exercises on conflict prevention within the NEBE, it is essential to support the conduct of a baseline electoral violence risk analysis to inform any broader electoral conflict prevention activity. It will allow for the coherent and sustainable deployment of prevention mechanisms. Such risk analysis should be delivered through a flexible framework allowing for its continuous adaptation as new elements will be inputted as time goes. This exercise will also be essential to the identification of often unreported types of violence, such as the violence against women during elections. A qualitative analysis encompassing those elements will allow for the subsequent coherent development of mitigation solutions.

The project aims at enabling this activity through the following set of actions:

- Support the NEBE in developing a conflict mapping, risk analysis and need identifying electoral risk factors as well as a capacity needs assessment for potential response mechanisms. Such baseline risk analysis would inform the establishment of a typology of electoral violence events adapted to the Ethiopian context. Ultimately, the mapping, the analysis and the capacity-needs assessment can support long-term monitoring allowing for coherent data reporting through electoral cycles informing institutional knowledge on electoral violence risk factors.
- Based on the electoral violence risk analysis, support the NEBE and relevant institutions in informing their electoral strategic planning with activities to mitigate potential sources of violence but also to ensure that potential vulnerable populations are provided with support to ensure their safe participation to the electoral process.
- Ensure the risk analysis translates further in all electoral processes through the adequate adaptation of trainings: e.g. training to NEBE officials, training to elections temporary staff, security planning, training to security forces.

#### Activity 3.1.2: Support the development of an Electoral Violence Early Response system for the NEBE

**Purpose:** the EVER system will help: (a) identify and proactively resolve electoral disputes that could turn violent; (b) identify and effectively respond to situations of impending or ongoing electoral violence; and (c) ensure that election operations are implemented in a conflict-sensitive way.

**Structure:** the EVER system rests on 20 multi-stakeholder platforms, which are called Joint Electoral Operations Centres (JEOCs) at the national , regional and city (Addis Ababa and Dire Dawa) levels, and sub-



region levels in hotspot locations. The JEOCs are mandated to identify and resolve electoral disputes and situations of impending or ongoing electoral violence. Each JEOC brings together approximately 20 carefully selected key actors (under NEBE chairmanship) from government (including security forces), civil society (including youth, student, and women’s groups, traditional and religious leaders), and political parties (ruling party and opposition). The JEOCs are supported by pre-defined and agreed protocols, procedures, and interfaces, which enable them to rapidly identify disputes and situations of electoral violence and respond to them too – at the lowest possible level. JEOC members are trained in dispute resolution and violence management intervention planning/implementation. JEOC coordinators, who are NEBE staff, are recruited and support the identification and responses to disputes and situations of electoral violence. The JEOC structure is supported by a performance management and monitoring system, which is run from NEBE headquarters.

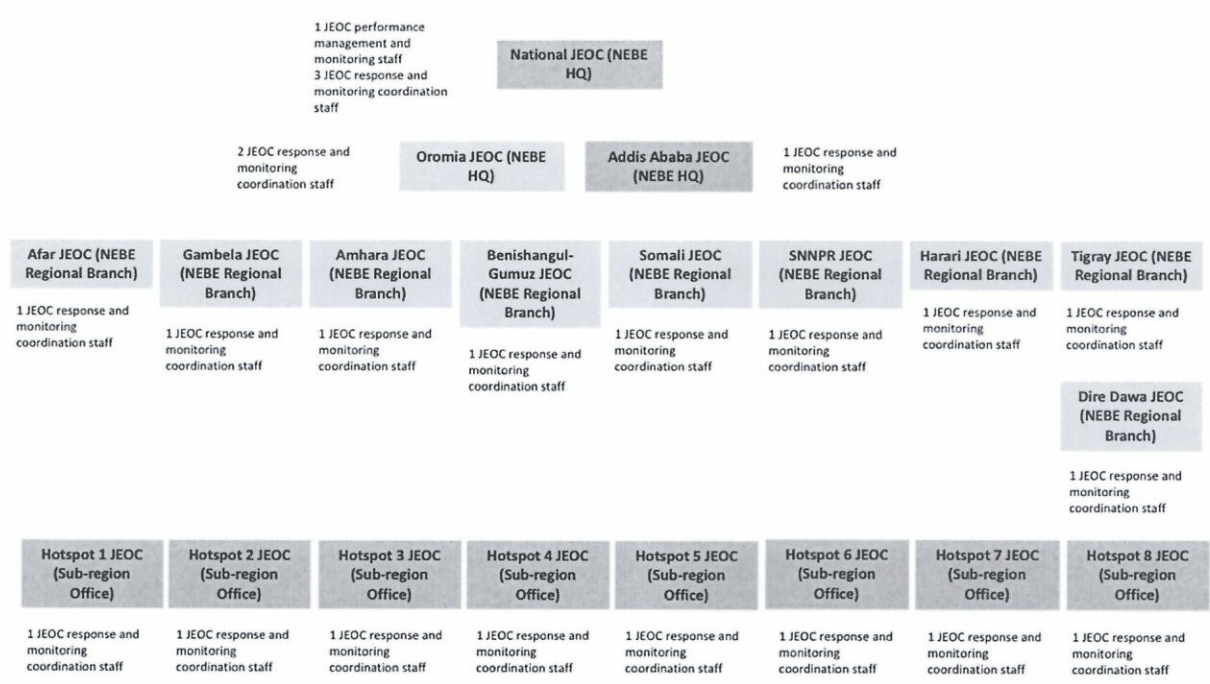


Figure 1: EVER system and JEOC structure

Information generated by the JEOCs on disputes and situations of impending or ongoing electoral violence is fed into a conflict and electoral violence risk map maintained at NEBE headquarters, which informs preparedness and election operations. The conflict and electoral violence risk map draw on software and an updating process developed by the UNDP-EU Joint Taskforce on Elections.

**Process:** The set-up period for JEOCs is six months. JEOCs are operational three months before the elections and stay operational for three months after the elections. The establishment of JEOCs involves several activities, including determining locations for JEOCs at the sub-region level, recruitment of staff, extensive capacity-building, design of protocols and procedures, to mention a few.

JEOCs at different levels identify and report on electoral disputes and situations of impending or ongoing electoral violence through standard protocols/procedures and a software package which enables the conflict and electoral violence risk map to stay current and updated. The conflict and electoral violence risk map is maintained by coordinators at NEBE headquarters in Addis Ababa and serves to inform preparedness and operational planning for the elections.



The prime role of JEOCs, however, is responding to electoral disputes which may turn violent and to situations of impending or ongoing electoral violence. This is done through a set of pre-defined protocols, procedures, and interfaces, which also include an escalation approach, where JEOC members work together to resolve or manage disputes and electoral violence. A quick turn-around of responses is important and JEOC performance is supported and monitored by a performance management system. The performance management system monitors deployment times, logs mitigation action plans and agreements reached in dispute resolution processes and identifies/flags to NEBE leadership any challenges in JEOC performance.

**Principles:** the EVER system is premised on three good practice principles for such systems:

- a) **Combined problem identification and response capabilities** - by combining the problem identification and response roles within JEOCs, the lag time between each is reduced – and responses are better evidenced.
- b) **Subsidiarity and escalation** - Electoral disputes and violence should be addressed at the lowest possible level to ensure timely and appropriate responses. Where electoral disputes and violence overwhelm local capabilities, and escalation process should be in place to enable more robust responses.
- c) **Multi-stakeholder approaches** - A collaborative and multi-stakeholder approach to addressing electoral disputes and violence, helps better leverage combined networks and relationships – which are critical for reaching conflicting parties and facilitating resolution.

The project aims at enabling this activity through the following set of actions:

- Inclusive and multi-stakeholder Joint Electoral Operations Centres (JEOCs) are formed at national, regional, city (Addis/dire) and sub-regional levels:
  - The JEOC mandate is clearly defined and agreed by government, the ruling party and opposition parties;
  - Eight locations for sub-region JEOCs are identified based on consultations and violent conflict and electoral violence map;
  - Criteria for JEOC membership are defined and members identified/invited to join at the national, region, city, and sub-region level;
  - JEOC members sign a contract and/or commitment and code of conduct agreement, which stipulates what is expected of them;
  - A JEOC performance management and monitoring system is developed and implemented for JEOCs at all levels;
  - NEBE staff is recruited and train to run JEOC performance management and monitoring system;
  - A surge fund (and TA to support it) is put in place to support, when needed, JEOCs that perform sub optimally or come under heavy pressure, or to implement mitigation action plans;
  - An awareness campaign is launched to inform the public of the JEOC role/mandate and membership;
- JEOCs are capacitated to resolve disputes, identify and respond to situations of impending or ongoing electoral violence:
  - JEOC offices, communication systems, and vehicles are procured at national, region, city, and sub-region levels;



- NEBE staff are recruited for JEOCs to coordinate/monitor responses and report on situations of impending or ongoing electoral violence;
- Funds for monthly stipends and allowances for activities are secured and paid;
- Mitigating action plans for situations at-risk of electoral violence are developed by region, city, and sub-region JEOCs;
- Protocols, procedures, and interfaces for JEOC dispute resolution, violence identification and responses are established;
- Electoral violence monitoring training module for the JEOC staffs and partner institutions is developed and deployed by the EU-UNDP Joint Task Force on Electoral Assistance to ensure effective identification and reporting of electoral types of violence through the JEOC. Cascade training modalities are put in place where necessary to ensure proper dissemination of trainings down to local level through the different institutions. Trainings to JEOC staffs will be part of the above action. Other institutions will be trained at national level for one day.
- Training and refreshers in applied dispute resolution techniques is provided to JEOC members;
- Scenario-based drills are carried out for each JEOC monthly to test readiness and fine-tune protocols, procedures, and interfaces;
- A regularly updated and live violent conflict and electoral violence map informs JEOC activities and election operations:
  - GIS/IT team of EU-UNDP Joint Taskforce on Elections develops software for violent conflict and electoral violence map, which also prepares it for live updates;
  - Continuous update of the conflict map and conduct of monthly trends analysis including data visualization to assess risks of violence based on information collected by the JEOCs. The support should be provided by the EU-UNDP Joint Task Force on Electoral Assistance Sustaining Peace through Elections initiative. Support includes recommendations and feedbacks to the project and project beneficiaries for the management of issues arising. Monthly report on the levels of violence and arising challenges developed with and for the NEBE to inform the work of the JEOCs and adapt strategies;
  - Equipment is procured to enable live updating of violent conflict and electoral violence map in the run up, during, and after the elections. Ensure equipment maintenance through the process;
  - The NEBE team for JEOC coordination at HQ level is trained to manage the live updating of the violent conflict and electoral violence map;
  - NEBE staff in region, cities and sub-region JEOCs are trained on reporting protocols and procedures;
  - Reporting and updating drills are carried out for each JEOC twice in the run-up to the elections.

### **Sub-Output 3.2: Electoral Dispute Resolution system is more effective and rights-based**

The processing of electoral complaints by the NEBE and the judiciary is a vital and time-sensitive function. In the context of competitive and complex electoral processes, disputes are inevitable. The opening of the political arena over the course of the next Ethiopian elections will engage contestants from many political parties in the competitive process. As a result, the number of disputes to be resolved by the NEBE and the judiciary is likely to increase significantly. Illustratively, the high volume of complaints associated with polling operations imposes a critical stress on the capacity of an EMB to manage and process complaints. The current electoral dispute resolution (EDR) system might not have the capacity to review and adjudicate cases in a consistent and timely manner, giving due consideration to the regular rules of evidence and aware of



relevant case law. Delays by the NEBE or the judiciary in the processing of complaints escalates uncertainty and tensions in sensitive periods and may also erode trust in the NEBE, escalating manipulation suspicion and the risks of electoral violence. A responsive electoral complaints management system is therefore, an essential mechanism to mitigate grievances of unfair treatment, especially around polling.

In this context, the EDR process is both a challenge potentially triggering electoral violence and an opportunity for the peaceful management of grievances. To ensure that the EDR process do not translate into violence and serve as a mitigation tool for risks of electoral violence, the project will aim at enhancing effectiveness and transparency of EDR mechanisms coordinated by the NEBE and the judiciary. Current EDR process involves a mixed approach of formal alternative dispute resolution solutions at polling level supervised by the NEBE and standard judicial court processes. The review of the electoral law and associated provisions related to EDR will inform the mechanisms to be applied for the 2020 elections. Based upon it, the NEBE and related institutions will need to adapt their procedures to reflect the reform. Such exercise provides the opportunity to ensure the conflict-sensitivity of the newly established procedures, the enhancement of processes’ transparency and efficiency and the adaptation of civil servants’ and electoral staffs’ trainings accordingly. The quality of the EDR mechanism should be enhanced at every level of governance to guarantee the inclusiveness of the EDR process and prevent marginalization of categories of voters or contestants (women, youth, minorities, etc...).

Activity 3.2.1: Electoral Dispute Resolution (EDR) Framework Assessment

This activity seeks to support the NEBE identify shortfalls in the existing system of EDR and inform the development of the various measures to empower the NEBE to work more efficiently with the judiciary in Ethiopia to enforce sanctions against any perpetrators of electoral violations, fraud and malpractice. Considering the EDR process is likely to be changed to various degrees through the electoral reform, the assessment will be essential in setting qualitative foundations for the deployment of the EDR mechanism.

- Assist NEBE and other relevant institutions in assessing the Electoral Dispute Resolution (EDR) capacities and procedures and every level of governance in line with relevant legislations.
- Support NEBE and other relevant institutions in assessing the capacity of each stakeholders throughout the country and at local level to access some form of formal dispute resolution mechanism, fill in complains and obtain transparent response. Specifically, paid attention to women’s ability to reach EDR processes through the country.
- Support NEBE and other relevant institutions in identifying recommended measures based on the conducted assessment to ensure the inclusive and universal access of voters and candidates to transparent EDR mechanisms.
- Support the development of Alternative Dispute Resolution Based Mechanisms

Activity 3.2.2: Electoral Dispute Resolution (EDR) Modernization

The key features of an EDR to positively impact the prevention of electoral violence are the timely resolution of complains and the transparency of its ruling. To this end and based on the EDR framework assessment, the project will aim at modernizing the EDR processes. Therefore, in addition to judges’ training on election-related cases, the project will support the development of innovative actions. Those will ensure that capacity and resources are dedicated to allowing for the prioritization of cases based on their potential impact on the electoral process to ensure that most pressing issues are processed or adjudicated first. Indeed, the nature and gravity of all electoral complaints are not equal in their impact on the process. Similarly, the processes EDR mechanisms should ensure that voters or contestants filling complaints have means to follow up on their cases.



- Assist the NEBE and relevant institutions in providing cascade trainings to judges and prosecutors at every legislative level involved in electoral dispute resolution in line with legal framework. Ensure that judges are properly trained on the prosecution of hate speech and political incitements as well as violence against women in elections. To achieve this action, ensure close work with the judiciary and other partners to learn from the past efforts and ensure comprehensive coverage. The guiding principle of the trainings will be to provide the judges and prosecutors with the knowledge of the procedures and laws, as well as the tools borne out of best practices and experiences on how to handle electoral complaints, all with the view of minimizing potential for electoral conflict.
- Assist the NEBE and other relevant institutions in the development and deployment of trainings for polling station Electoral Dispute resolution committees in line with legal framework.
- Support the NEBE and the Judiciary in ensuring the deployment of women trainers and the gender-balanced training of judges.
- Support the establishment of a “Traffic Light System” as part of the NEBE and judiciary procedures to support the prioritization and timely resolution of disputes at each legislative level. A system of complaint triage (rapid classification) use a set of agreed and written criteria by which to initially evaluate the impact of a complaint on the results of an election.
- Assist relevant institutions in developing a publicly available online database of all disputes presented to enhance transparency of electoral dispute resolution processes. On this dedicated online platform recording all lodged complaints, consult with legal and IT departments to ensure their ability to update and maintain the new platforms. It is important to note that this process is intended to supplement, not replace, the current paper and pen system.

### **Sub-Output 3.3: Security Forces are trained and sensitized to election security good practices**

The proper involvement of security forces is key to establish a solid conflict prevention strategy. Their involvement starts early in the process as part of the ‘securitization’ of voter registration operations or crowd-management during the campaign period and continue beyond polling day to ensure security at the announcement of the result and the protection of elected candidates. However, the role of the police should not be limited to securitization as it is a key influential actor in the following aspects of elections: collecting evidences incremental to the adjudication of electoral complaints, prevention of violence in general and against women in elections, monitoring of electoral violence and local level and information sharing with the NEBE.

Elections are a set of complex civil operations with sensitive consequences on many key rights that should be properly understood by all actors involved. As a result, the project will support the NEBE in partnership with the relevant institutions to ensure the adequate training of security forces involved in the electoral process down to local level through the country. The proper and transparent delivery on this result with the involvement of various actors in the electoral process presents key opportunities to enhance stakeholders trust in the fair operationalization of the process.

#### **Activity 3.3.1: Electoral Training to Security Forces**

- Assist the NEBE and the relevant institutions with the conduct of Evaluation workshops on election training methods for security forces to identify strengths and weaknesses of existing initiatives and inform the development of updated trainings. Those new training frameworks should also ensure that inputs from the electoral risk analysis are considered.
- OHCHR will partner with NEBE and the EHRC to organize training on human rights standards in the context of Elections for the electoral officers of NEBE and security forces.



- Assist the NEBE and the relevant institutions in assessing the possibilities for joint training between security forces and electoral staff and possibly other relevant actors as a positive consideration toward building trust, rapport and coordination between stakeholders.
- Support the NEBE and the relevant institutions in the development of training modules for security forces on electoral operations and activities based on the “Secure and Fair Elections” (SAFE) UNDP methodology adapted to the specific needs identified through the evaluation. On top of the insertion of conflict prevention approaches to electoral security, the training should consider the inclusion of specific modules on human rights, identification of gender-specific violence, evidence gathering in case of electoral fraud, hate speech, and intimidation. Include in the training specific modules on the procedures for evidence gathering in cases of electoral fraud and electoral violence.
- In partnership with UNWOMEN support the inclusion of Prevention of Violence Against Women in Elections training based on UNWOMEN Programming Guide (<http://www.unwomen.org/en/digital-library/publications/2017/11/preventing-violence-against-women-in-elections> ). Support the NEBE and relevant institutions in developing a specific training module on this topic.
- Support the development of clear procedures to properly apply the public order act in different electoral circumstances. These procedures should not only be developed centrally but be the object of regional workshops to consider the point of views and realities of police officers operating in different regional contexts. Other stakeholders, including political party representatives and CSOs should participate to parts of these workshops to ensure a better shared-understanding on the challenges and procedures framing those operations.

#### Activity 3.3.2: Legal pocket guides

- Assist NEBE and relevant institutions in the development, printing and distribution of illustrated legal pocket guides for security forces and electoral staff. Such pocket guides can be used at the field level as a reference for procedures for all actors involved as well as ensuring clear understanding of coordination modalities (e.g. reminding at polling station level the role, rights and responsibilities of each stakeholder involved). The guide should be available in all necessary languages and illustrated in a clear manner to ensure it is understood by the greatest number.

## **IV. PROJECT MANAGEMENT**

The Project will use a mixed modality for implementation. Both National and Direct Implementation Modalities (NIM and DIM) will be applied as necessary and both NEBE and UNDP will act as Implementing Partners (IP). For DIM-led activities, UNDP will coordinate closely with Government counterparts, in particular NEBE, and will be accountable to the achievement of the project objective and outcomes. In particular, UNDP will be responsible for the following functions: (i) coordinating activities to ensure the delivery of agreed outcomes, (ii) certifying expenditures in line with approved budgets and work-plans; (iii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; (iv) approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and (vi) reporting to the Project Board on project delivery and impact.

Electoral support programmes need to abide by an inclusive process that is based on wide spread consultation and regular feedback. With these considerations in mind and with the purpose to ensure the smooth functioning of an electoral support programme, project management arrangements need to be developed and structured in a way that they ensure consultative decision-making process that is participatory and inclusive in nature.

The project is led by a Chief Technical Advisor (CTA, international). In addition to the CTA, the project will engage a number of international and national staff to provide expert support to targeted NEBE departments



and sub-offices.

In terms of project support services, UNDP will be responsible for establishing the project management team (PMT), which will be staffed with the requisite expertise for day to day project management services and technical advisory services in agreed areas.

Sensitive, complex and large procurements will also be undertaken by UNDP with support from UNDP's Procurement Support Office (PSO) Copenhagen; specific areas will be defined in accordance with the agreement between the NEBE and UNDP.

The PMT ensures appropriate implementation of project operations, according to standard operating procedures and compliance of operations with UNDP rules, regulations and policies, as well as implementation of corporate operational strategies in the following areas:

*Financial Resources Management:* Proper planning, expenditures tracking and audit of financial resources in accordance with UNDP rules and regulations, organization and oversight of project cash management processes and timely accounting and reconciliation of all transactions.

*Efficient Procurement, Logistical Services and Assets Management:* Delivery in accordance with UNDP rules and regulations focusing on procurement strategies; sourcing strategy; supplier selection and evaluation; quality management; and overall proper management of UNDP assets, facilities and logistical services; also, provision of technical advice to NEBE on improvement of its procurement capacity for electoral commodities and its effective management.

In this respect, together with the UNDP programme management and support office, the PMT ensures efficient and effective management of the project resources, in particular (but not limited) to the proper execution of the budget, the full compliance with monitoring and evaluation plans, and a maintained unqualified audit report, as well as the implementation of the project as foreseen in the governance arrangements.

### **Joint Task Force (JTF) Support**

In addition, the project will benefit from an ongoing support by the electoral experts serving in the European Commission (EC) - UNDP Joint Task Force on Electoral Assistance (JTF). The JTF will, among other activities, establish and maintain a dedicated project website, provide support with all three Outputs of the project, and in particular Output 3, and deploy periodic monitoring and support missions in the country. The website in case of a multi donor basket fund will provide visibility to all donors. In addition, the project will also deliver monthly contributions to the JTF global monthly reports. For more on JTF please see: <https://www.ec-undp-electoralassistance.org/>.



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

**UNDAF Outcome Involving UNDP** <sup>13</sup>: Key government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development

**Related Strategic Plan Outcome:** Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Output 4 of the Country Programme: Democratic and oversight institutions (House of Peoples' Representatives, NEBE, Office of the Federal Auditor General) enabled to perform core functions for improved accountability, participation, representation, democratic elections and gender equality

**Project Outputs:**

**OUTPUT 1:** The transparency, efficiency and inclusiveness of the electoral operations are enhanced through the operational support provided to the National Electoral Board of Ethiopia.

Indicators: 1) Number of published reports by domestic observation groups on the election.

2) Number of political parties contesting in the general election.

Baseline: 1) 0

2) 23 political parties contested on a national level in the 2015 parliamentary elections

Target: Political parties and civil society organizations have effective access to the electoral process as a result of the professional administration of the process by the National Electoral Board of Ethiopia.

1) more than 0

2) More than 23

**OUTPUT 2:** The capacity of the National Electoral Board of Ethiopia in conducting public outreach and external communication, including engagement with media and other key electoral stakeholders, is enhanced.

Indicator: 1) Number of public outreach strategies, operational plans and public outreach material produced and implemented.

2) Number of external communication and operational plans produced and implemented.

Baseline: 1) The reference data will be provided at a later stage

<sup>13</sup> Country programme document for Ethiopia (2016-2020) / Results framework



2) The reference data will be provided at a later stage								
Target: 1) The reference data will be provided at a later stage								
2) The reference data will be provided at a later stage								
<b>OUTPUT 3:</b> The capacity of the National Electoral Board of Ethiopia and other key stakeholders to identify, manage and respond to electoral violence is enhanced								
Indicator: 1) Number of violent conflicts in the election period reported through the Early Warning System								
Baseline: 106 low, medium and high-intensity violent conflicts, 86 are high-intensity conflicts								
Target: 1) less than 106 violent conflicts, irrespective of intensity level.								
2) The establishment of a conflict mapping and electoral violence early responds system.								
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>								
Accelerate structural transformations for sustainable development;								
and Build resilience to shocks and crises.								
Strategic Plan Signature solution 2: Inclusive and effective democratic governance.								
<b>Project title and Atlas Project Number: Supporting Elections for Ethiopia’s Democracy Strengthening (SEEDS), 2019-2021</b>								
EXPECTED OUTPUT	OUTPUT INDICATORS <sup>14</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
<b>OUTPUT 1: The transparency, efficiency and inclusiveness of the electoral operations are enhanced through the operational support provided to the National Electoral Board of Ethiopia.</b>								
Sub-Output 1.1 Capacity of the permanent electoral officials enhanced to	1.1.1 A strategic training plan identifying needs of NEBE is drafted	NEBE	Capacity development plan established under GDPP (UNDP)	2019	1			NEBE reports

<sup>14</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



<b>professionally deliver planning and gender-sensitive legal reform.</b> Prospective partners: UNWOMEN	<b>1.1.2</b> Number of consultations to explain the new legislation and to discuss best ways of implementing the legislation into practice	NEBE	0	2018	5	8				NEBE records
	<b>1.1.3</b> Number of regulatory and procedural instruments revised to support NEBE's mandate to facilitate the electoral reform process	HoPR, OAG, NEBE	3 Laws, 5 Regulations, 9 Directives	2018	2	9				Official gazette
	<b>1.1.4</b> Percentage of regulations and procedures including gender equality specific provisions.	NEBE	TBC	2018	70%	80%				NEBE records.
	<b>1.2.1</b> A comprehensive operational plan is developed	NEBE	No operational plan	2018	1	1				NEBE reports
<b>Sub-Output 1.2</b> <b>Professional, transparent and inclusive Electoral operations supported</b> Prospective partners: IOM, UNWOMEN, UNHCHR	<b>1.2.2</b> % of women, minority representatives and youth recruited part of the staff for VR and polling	NEBE	Limited representation of women and minorities in the voter registration and polling staff	2015		33% (providing electoral law remains the same)				NEBE records
	<b>1.2.3</b> Ratio of NEBE branches/offices at constituency level established over number of polling stations	NEBE	NEBE Branches at regional level only	2015		At least 1 NEBE branch /office for 1,000 polling station				NEBE records
	<b>1.2.4</b> Number of induction and trainings conducted in zonal and constituency branches/offices	NEBE	Ad-hoc training of temporary staff prior to elections	2015	2,000	10,000				NEBE records (Est. 230,000 officials/staff covering 46,000 stations. Training session for 50 pax, twice)



	<b>1.2.5</b> Number of elections officials capacitated to election procedures and good practices throughout the country, disaggregated by sex and age	NEBE	Ad-hoc training of temporary staff prior to elections	2015	46,000	230,000				NEBE records (Est. 230,000 officials/staff covering 46,000 stations. Training
	<b>1.2.6</b> A gender policy plan is developed as part of the operational planning	NEBE	0	2018	1					NEBE records.
<b>Sub-Output 1.3</b> <b>Voter registration operations are enhanced promoting inclusive participation of youth, women and marginalized groups.</b>  Prospective partners: IOM, UNWOMEN	<b>1.3.1</b> Assessment of application of new technologies in VR processes, with actionable recommendations, produced	NEBE/ UNDP	No Feasibility Study	2018	1					NEBE/UNDP Feasibility Study
	<b>1.3.2</b> Number of trainings conducted on use of new technologies	NEBE	0	2015	1,000	10,000				NEBE records (Est. 230,000 officials/staff covering 46,000 stations. Training session for 50 pax, twice)
	<b>1.3.3</b> Number of women with enhanced capacity to work on new technologies in voter registration	NEBE	0	2015	70,000					NEBE records
	<b>1.3.4</b> Number of procedures and rules of VR revised to support the application of new technologies	NEBE	0	2015	1					Official Gazette
	<b>1.3.5</b> Percentage of IDPs registered as voters with technologies	NEBE	0	2015		75%				NEBE records
	<b>1.3.6</b> Gender disaggregated voter registration data available	NEBE	0	2015		1				NEBE records.
<b>Sub-Output 1.4</b> <b>Inclusive and transparent Result Management System enhanced</b>	<b>1.4.1.</b> Assessment of current limitations of the existing RMS and specific recommendations	NEBE/UND P	No Feasibility Study	2018	1					NEBE/UNDP Feasibility Study
	<b>1.4.2</b> Operational procedures for new RMS are developed	NEBE	0	2015		1				NEBE reports.



	<b>1.4.3</b> Number of NEBE officers with enhanced capacities on the introduction/application of new RMS, disaggregated by sex.	NEBE	0		2015	92,000	92,000					NEBE records (Est. 2 person per polling station)
	<b>1.4.4</b> Introduction of gender-disaggregated tabulation lists	NEBE	0		2015		1					NEBE records.
<b>Sub-Output 1.5</b> <i>NEBE procurement capacities are enhanced</i>	<b>1.5.1</b> A procurement plan developed	NEBE	1		2015	1						NEBE records.
	<b>1.5.2</b> Number of procurement officers at NEBE trained on procurement, including technical specifications and quantity bills	NEBE	TBC		2015	TBC	TBC					NEBE records.
	<b>1.5.3.</b> Number of voting material efficiently procured and delivered in Addis and throughout the country, i.e. ballot boxes, voting booths, ink.	NEBE	Unknown		2015	TBC	100% of polling stations					NEBE records.
<b>Sub-Output 1.6</b> <i>Post-electoral support provided</i>  Prospective partners: IOM, UNESCO, UNHCHR, UNWOMEN.	<b>1.6.1.</b> Number of NEBE officials with enhanced capacity on developing and documenting lessons learned.	NEBE	0		2015		5	5				NEBE records.
	<b>1.6.2.</b> Number of lessons-learned disseminated/published	NEBE	0		2015		3	2				NEBE records.
	<b>1.6.3.</b> Compilation of observers reports, and recommendations is developed	NEBE	TBC		2015		1					NEBE records.
	<b>1.6.4</b> Number of post-electoral capacity-building trainings for permanent election officials conducted at federal and regional levels	NEBE	Unknown		2015		4	15	(federal level)	(federal and regional)		NEBE records.



	1.6.5 Number of lessons-learned regarding gender equality in the electoral process	NEBE	0	2015	1					NEBE records.
<b>OUTPUT 2: The capacity of the National Electoral Board of Ethiopia in conducting public outreach and external communication, including engagement with media and other key electoral stakeholders, is enhanced.</b>										
<b>Sub-Output 2.1</b> <b>NEBE communication and external relations capacity improved with a specific attention to conflict and gender-specific messaging.</b>  Prospective partner: UNESCO	2.1.1. A NEBE external communication plan is developed	NEBE	0	2015	1					NEBE records.
	2.1.2. Number of elections officials trained on media communications, disaggregated by sex.	NEBE	Unknown	2018	80%	100%				NEBE records.
	2.1.3 Media materials targeting women produced and disseminated	NEBE	0	2018	1					NEBE records
	2.1.4 Number of press releases and media engagement platforms organized	NEBE	TBC	2015	10	20	10			NEBE records.
	2.2.1. A media center is established by NEBE	NEBE	0	2018	1					NEBE records.
	2.2.2 Number of information working groups/meetings with key stakeholders in electoral processes	NEBE	TBC	2018	10	20	10			NEBE records.
<b>Sub-Output 2.2</b> <b>Electoral stakeholders informed and trained, and media center established to encourage conflict and gender-sensitive messaging</b>  Prospective partner: UNESCO, UNWomen, UNHCHR	2.2.3 Number of trainings conducted by NEBE for political parties	NEBE	TBC	2018	5	10	5			NEBE records.
	2.2.4 Number of trainings conducted by NEBE for media	NEBE	TBC	2018	10	20	10			NEBE records.
	2.2.5 Number of trainings conducted by NEBE for CSOs and domestic observers	NEBE	TBC	2018	10	20	10			NEBE records.
	2.2.6 Number of trainings conducted by NEBE for women organizations	NEBE	unknown	2018	5	10				NEBE records.



	2.2.7 Percentage of candidates/Political parties registered	NEBE	TBC	2019	80%	100%				NEBE Records
<b>Sub-Output 2.3</b> <b>Civic and voter education planned and well-coordinated ensuring inclusive participation of women and youth both as coordinators and beneficiaries.</b> Prospective partners: IOM, UNESCO, UNHCHR, UNWOMEN.	2.3.1. A comprehensive civic and voter education strategy is developed, with a specific focus on women and young people (first time voters)	NEBE	0	2018		1				NEBE records.
	2.3.2. Number of CVE trainings to relevant electoral stakeholders	NEBE	TBC	2018	10	20	10			NEBE records.
	2.3.3. Printed and audio-visual CVE materials are produced and disseminated by NEBE	NEBE		2018	1	1				NEBE records.
	2.3.4. Awareness raising activities such as town hall meetings, university lectures are organized by NEBE on participation of women and youth in elections	NEBE	TBC	2018	10	20	10			NEBE records.

**OUTPUT 3: The capacity of the National Electoral Board of Ethiopia and other key stakeholders to identify, manage and respond to electoral violence is enhanced.**

	3.1.1. A baseline electoral violence risk analysis / conflict mapping conducted	NEBE/UNDP	No Study	2018	1					NEBE/UNDP Study
<b>Sub-Output 3.1</b> <b>NEBE capacity to prevent electoral violence enhanced through a monitoring and early warning and response system (EVER)</b> Prospective partners: IOM, UNHCHR, UNWOMEN.	3.1.2. A responsive, efficient and credible NEBE-based monitoring and early response system is designed and implement with precise procedures drafted. Set up of an automated system for the reporting and management of reported information on electoral violence within the JEOCs.	NEBE	0	2018		1				NEBE reports.
	3.1.3. A monitoring framework and the typology ensuring proper	NEBE	0	2018		1				NEBE reports.



categorization of risks are designed									
<p><b>3.1.4.</b> Number of Conflict prevention and management trainings conducted on risks analysis for key electoral stakeholders at both federal and regional levels</p> <p><b>3.1.5.</b> Number of recruited and trained NEBE and JEOC staffs on the identification, reporting of events of electoral violence and conflict resolution protocols.</p> <p><b>3.1.6.</b> Joint Election Operation Centers are established and coordinated by NEBE</p> <p><b>3.1.7</b> Drills are conducted twice at each JEOC in the run up to the elections</p> <p><b>3.1.8</b> Publication of monthly reports on the basis of the live information collected through the JEOC.</p> <p><b>3.1.9</b> Scenario-based drills are carried out for each JEOC on a monthly basis to test readiness and fine-tune protocols, procedures, and interfaces</p> <p><b>3.1.10</b> A awareness campaign is launched to inform the public of the JEOC role/mandate and membership</p>	NEBE	0	2018	5	10	5			NEBE reports.
	NEBE	0	2018	TBC	30	TBC			NEBE reports.
	NEBE	0	2018		20				NEBE reports.
	NEBE	0	2018		40				NEBE reports
	NEBE	0	2019	4	14				NEBE reports
	NEBE	0	2019		3 per jeoc				NEBE reports
	NEBE	0	2019		1				NEBE reports
	Supreme Court, NEBE	0	2018	1					Supreme Court records.
Sub-Output 3.2									



<b>Electoral Dispute Resolution system is more effective and rights-based</b> Prospective partners: UNHCHR.	<b>3.2.2</b> EDR framework developed in line with relevant legislations, ensuring equal access of voters and candidates to EDR mechanisms	Supreme Court, NEBE	0	2018	1					Supreme Court records.
	<b>3.2.3.</b> Cascade trainings provided to judges involved in EDR with a focus on hate speech and political incitements to violence and VAWE	Supreme Court	0	2018	5	5	5			Supreme Court records.
	<b>3.2.4.</b> Number of cascade trainings delivered for polling station EDR committees	Supreme Court, NEBE	0	2015	5	5				NEBE records.
	<b>3.2.5.</b> Percentage of disputes/complaints/cases raised and receiving timely treatment.	Supreme Court, NEBE	TBC	2015	80%	100%				Supreme Court records.
	<b>3.2.6.</b> Database of all disputes presented published online and publicly available	Supreme Court, NEBE	0	2018			1			Supreme Court records.
	<b>3.3.1.</b> Training methods for security forces are assessed and new training framework is developed	Ministry of Peace, NEBE	Unknown	2018	1	1				Police department records; NEBE.
<b>Sub-Output 3.3</b> <b>Electoral training to security forces supported</b> Prospective partners: UNHCHR, UNWOMEN.	<b>3.3.2.</b> Number of training modules developed based on the “Secure and Fair Elections” (SAFE) UNDP methodology	Ministry of Peace, NEBE	0	2018	1	1				Police department records; NEBE.
	<b>3.3.3.</b> Illustrated pocket guide for security forces developed, printed and distributed to ensure understanding of roles of each electoral stakeholder	Ministry of Peace, NEBE	0	2018		1				Police department records; NEBE.



## VI. MONITORING AND EVALUATION

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

### Monitoring Framework and Evaluation

The project will develop, use, and report on a rigorous results-based management framework consistent with UNDP's monitoring and evaluation procedures as well as policies. Additional procedures may be developed and agreed to by the implementing agents, project partners, and UNDP.

The project will be monitored by UNDP management throughout implementation and, reviewed on a quarterly basis by the Project Management Board. The focus of M&E will be at the outcome level to understand the impact the programme has had on the electoral cycle. To ascribe the relevant importance to these processes and to facilitate synthesis and interpretation of progress and performance, the project will be guided by:

- (i) **Annual Work Plans**
- (ii) **Performance Monitoring & Evaluation Framework**, which defines the baselines, impact, outcomes and outputs with associated indicators and means of verification as based on the project's Results and Resources Framework. Specific attention will be given to monitoring and evaluating progress against well-defined baselines and towards increased capacity of EMBs throughout the programme;
- (iii) **Performance Monitoring & Evaluation Plan**, which schedules all major M&E activities;
- (iv) **Performance Monitoring & Evaluation System** with the tools to be used by the PMT in monitoring implementation. Systems will include assets and inventory controls, financial and narrative reports, risk logs and monitoring, and evaluations for generating feedback and lessons. The M&E System will also clarify the monitoring, review and evaluation roles and responsibilities at the different levels of the Programme for internal monitoring. If needed, the external independent third-party monitoring system of the Country Office may be employed.

Tools that will be used for M&E include:

- a. Regular minuted Project Management Board meetings, which are a useful way of ensuring good planning, follow-up and results focus;
- b. Annual Project Reports – both narrative and financial – that rate output to outcome progress and make decisions on policy issues;
- c. A mid-term UNDP-EAD/DPA programme review; and
- d. A final independent programme evaluation to evaluate the implementation and the overall contributions of the programme.

Plans for these processes and documentary results will be produced within the first three months of the project by the Chief Technical Advisor for endorsement and approval by the PMB as part of the development of the work plans for the programme.



All project activities will be closely monitored by UNDP Country Office. To this effect, a project officer from the Governance Unit and another from PMSU will backstop the programme and support the Chief Technical Advisor in the attainment of the established programme outputs. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Monitoring visits; collection of date; reports analysis; debriefing; etc.	Implementing partners (Government and UN)	M&E Officer; Field visits.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Implementing partners (Government and UN)	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Implementing partners (Government and UN)	M&E Officer
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Implementing partners (Government and UN)	



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

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term			4	September 2020	NEBE, UN Agencies.	USD 35,000 Project Funds
Final Evaluation			4	February 2022	NEBE, UN Agencies.	USD 50,000 Project Funds



EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY/PARTNERS			Party	Planned Budget		
		Y1	Y2	Y3		Budget Description	Planned Budget (USD)	
OUTPUT 1 Electoral Operations become more transparent, efficient and inclusive through capacity support to the National Electoral Board of Ethiopia.								
Sub-output 1.1 Capacity of the permanent electoral officials enhanced to professionally deliver planning and gender-sensitive legal reform. GEN2	Activity 1.1.1: Professional development of the electoral officials including the development of a training plan	X	X	X	UNDP	Chief Technical Advisor (CTA)	300,000	
		X	X	X		Int Training (TRG) Advisors		
		X	X	X		Nat Training (TRG) Expert		
		X	X			Int Logistics (LOG) Advisor		
		X	X			Nat Logistics (LOG) Advisor		
		X	X			6 Meetings to review and finalize operational planning (transport and accommodation/DSA for Field NEBE staff+ venue+ catering+ stationary/printing and translation services)		
Sub-output 1.2 Professional, transparent and inclusive Electoral operations supported GEN 2	Activity 1.1.2: Revision of regulatory and procedural instruments	X	X		UNDP/OHCHR	Int. Legal Advisor	150,000	
		X	X			Nat Legal Expert		
		X	X			3 meetings on legal framework (transport and accommodation/DSA for Field NEBE staff+ venue+ catering+ stationary/printing and translation services)		
	Activity 1.1.3: Support gender-sensitivity of the legal reform process and following procedure drafting	X				Int. Advisor Gender		30,000
		X				Nat Expert Gender		
		X						
Sub-output 1.2 Professional, transparent and inclusive Electoral operations supported GEN 2	Activity 1.2.1: Development of an Operational plan, Support NEBE to review and update of NEBE's organizational chart and governance arrangements	X			UNDP	Chief Technical Advisor (CTA)	150,000	
						Nat. OPS Expert		
						3 Workshops for preparation of VR/P Stations (including special VR/P stations)		
	Activity 1.2.2: Support the development of a gender policy within the operational planning	X	X			Int. Gender Advisor		50,000
		X	X			Nat Gender Expert		
		X	X			Printing of reference material		



	Activity 1.2.3: Training of NEBE temporary elections officials for polling ensuring women participation to the training	X	X	X	X	X	X	X	X	UNDP/EC-UNDP JTF	Int Training Advisor Nat. Training Expert Cascade training level 0 and 1?! Printing of Training Manuals Procurement Training material E-learning platform	2,500,000
Sub-output 1.3 Voter registration operations are enhanced promoting inclusive participation of youth, women and marginalized groups. GEN 3	Activity 1.3.1: Feasibility Study on BVR	X								UNDP	Int. Expert Operational Costs	150,000
		X										
	Activity 1.3.2: Assistance in modernizing voter registration operations in selected locations	X	X								Int System Developer Nat IT specialist	6,145,000
		X	X								Development of IT systems	
		X	X								IT VR equipment	
		X	X								Procurement of VR material	
		X	X								Data center/s	
			X								Int. IT Data Base Advisor Nat. IT Specialist	50,000
	Activity 1.3.3. Supporting disaggregated voters' lists for women and young voters									UNDP/UN Women		
	Activity 1.3.4: Support to special voter registration procedures	X	X								IT VR equipment for special VR stations	500,000
		X	X								Procurement of VR material for special VR stations	
		X	X								Training of staff for special VR stations	
Sub-Output 1.4: Inclusive and transparent Result Management System enhanced GEN2	Activity 1.3.5: Training of NEBE temporary elections officials for voter registration	X	X							UNDP	Training of staff for VR Printing of VR Manuals	2,500,000
		X	X									
	Activity 1.4.1: Feasibility Study on RMS	X								UNDP	Int Expert Operational Costs	150,000
		X										
	Activity 1.4.2: Develop, procure and implement procedures/materials for the new RMS	X	X								Int System Developer National IT expert	2,000,000
		X	X								IT Equipment	
		X	X								Development of the IT system	
		X	X									
		X	X								Data Centers in the Constituencies	
		X								UNDP/UN Women	Int. Gender Advisor	30,000



	Activity 1.4.3: Support the integration of gender-desegregated tabulation lists within the RMS	X								Int System Developer		
	Activity 1.4.4: Training of NEBE temporary elections officials on RMS	X	X							Training Material		1,500,000
		X	X							Training cascade		
Sub-Output 1.5: NEBE procurement capacities are enhanced GEN2	Activity 1.5.1: Development of procurement plan and training for NEBE administration department staff	X								International Procurement expert		250,000
										18 National UNVs for monitoring field trainings		
		X								Training workshops		
	Activity 1.5.2: Procurement support (Electoral material)	X	X							Int. procurement of polling and counting kits		9,750,000
		X	X							Int procurement of Ballot Boxes		
		X	X							Int. procurement of Indelible Ink		
		X	X							Procurement services and transport		
		X	X							National procurement of other material		
			X	X						NEBE HQ lessons-learned workshop		
Sub-Output 1.6: Post-Electoral Support Provided GEN2	Activity 1.6.1: Lessons-learned conference and reporting		X	X						NEBE regional offices excises		50,000
			X	X						Consultations with external stakeholder		
				X						Printing of lessons-learned report		
			X	X						Consultation with external stakeholders		
	Activity 1.6.2: Evaluation and Lessons-learned on gender equality and inclusion		X	X						NEBE lesson-learned workshop		40,000
				X						Printing of Gender lessons-learned report		
				X						Study visits		
	Activity 1.6.3: Post-electoral training and capacity building			X						Strategic Planning workshops		100,000
				X								



	Activity 1.6.4: Publications				X		UNDP/OHCHR	Printing NEBE final report	100,000 USD
	<b>Sub-Total for OUTCOME 1</b>								<b>26,495,000</b>
<b>OUTPUT 2 The capacity of the National Electoral Board of Ethiopia in conducting public outreach and external communication, including engagement with media and other key electoral stakeholders, is enhanced.</b>									
<b>Sub-Output 2.1</b> <b>NEBE</b> <b>communication and external relations capacity improved with a specific attention to conflict and gender-specific messaging.</b> <b>GEN 2</b>	Activity 2.1.1: Assessment of NEBE's public communication and development of a new strategy, communication plan and procedures.	X					UNDP	Technical Assistance	150,000
		X	X				UNDP	Int. Communications Advisor	350,000
		X	X					Nat. Communication Specialist	
		X	X					IT equipment	
	Activity 2.1.2: Technical assistance to support and enhance external communication capabilities of NEBE	X	X					Printed material for external stakeholders	
		X	X				UNDP	Printed material of external stakeholders	50,000
<b>Sub-Output 2.2</b> <b>All electoral stakeholders informed and Media trained, and Media Centre established to encourage conflict and gender-sensitive messaging</b> <b>GEN 2</b>	Activity 2.1.3: Launch NEBE's media campaign	X	X				UNDP	Procurement of media outlet airing and printed media space	
		X	X						
	Activity 2.2.1: Establish a media center	X	X					Refurbishing Media Center	750,000
		X	X					IT equipment Media Center	
		X	X					Int. Short term Advisor	
		X	X					Management of Media Center	
		X	X					Training of field staff on External relations	
	Activity 2.2.2: Establishing regular communication channels with all participants in the electoral process to ensure the consultation of a plurality of actors across the board of all gender, age, and political orientation.	X	X				UNDP/OHCHR/ UNESCO/UN Women	Organization of meetings with external stakeholders across the country	1,200,000
	Activity 2.2.3: Assist NEBE in developing and delivering trainings to electoral stakeholders	X					UNDP	Printing training material and production of audio-video tools	150,000
		X						Organization of workshops in NEBE HQ	



	Activity 2.2.4: Assist NEBE in the Registration of relevant electoral stakeholders	X						UNDP/OHCHR	Development of Candidate Nomination System	400,000
		X							Procurement of candidate nomination kits	
		X							Procurement of IT equipment for Candidate nomination	
Sub-Output 2.3 Civic/Voter Education planned and well-coordinated ensuring inclusive participation of women and youth both as coordinators and beneficiaries. GEN3	Activity 2.3.1: Facilitate the development and implementation of a comprehensive civic/voter education strategy	X	X					UNDP/OHCHR	Int. Public Outreach/ Graphic Designer Advisor	150,000
		X	X						Nat. Public Outreach specialist	
		X	X						Int. Public Outreach/ Graphic Designer Advisor	
		X	X						Nat. Public Outreach specialists	
	Activity 2.3.2: Support NEBE in developing mechanisms to increase the participation of women and youth (first time voters) in the electoral process	X	X					UNDP/JUN Women	Production of Printed PO material media company services	400,000
		X	X						Production of Public Service Announcements - Media Company Services	
	Activity 2.3.3: Developing national campaigns to increase participation of women and youth in elections	X	X					UNDP	Production of Printed PO material media company services	600,000
		X	X						Production of Public Service Announcements - Media Company Services	
	Activity 2.3.4: Assist NEBE in improving coordination on civic/voter education with other stakeholders	X	X					UNDP	Face-to-Face PO activities	500,000
		X	X						Coordination workshops	
Sub-Total for OUTCOME 2										4,700,000
OUTPUT 3: The capacity of the National Electoral Board of Ethiopia and other key stakeholders to identify, manage and respond to electoral violence is enhanced.										
Sub-Output 3.1 NEBE and its partners capacity to	Activity 3.1.1: Development of an assessment on electoral violence and conflict mapping	X	X					UNDP/EC-UNDP JTF	Mapping of Electoral Violence	100,000 D
		X							Study on Electoral Violence Early Warning System	



prevent electoral violence enhanced through a monitoring and early warning and response system (EVER) GEN 2	Activity 3.1.2: Support the development and implementation of an Electoral Violence monitoring and Early Response system for the NEBE	X	X	X	UNDP/EC-UNDP JTF	145,000
	Activity 3.1.2.1: Inclusive and multi-stakeholder Joint Electoral Operations Centers (JEOCs) are formed at national, region, city (Addis/Dire) and sub-region levels	X			UNDP/EC-UNDP JTF	300,000
	Activity 3.1.2.2: JEOCs are capacitated to resolve disputes, identify and respond to situations of impending or ongoing electoral violence Development of training modules on monitoring of electoral violence through EC-UNDP Joint Task Force on Electoral Assistance and deployment of trainings to partner institutions in Addis-Ababa.	X	X		UNDP/EC-UNDP JTF	900,000



	Activity 3.1.2.3: A regularly updated and live violent conflict and electoral violence map informs JEOC activities and election operations Development and deployment of the monitoring software for live update of the JEOC map and maintenance by EC-UNDP Joint Task Force on Electoral Assistance. Support to the NEBE and JEOCs with live analysis of the data inputted through the platform including monthly reporting and data visualization. Ongoing support to all JEOC and NEBE staff on maintaining the system through the EC-UNDP Joint Task Force on Electoral Assistance Sustaining Peace through Elections team including one dedicated focal point	X	X	X		UNDP/EC-UNDP JTF					300,000
Sub-Output 3.2 Electoral Dispute Resolution system is more effective and rights-based GEN 2	Activity 3.2.1: Assessment of EDR capacities and procedures, Development of EDR framework	X	X						Int. Legal Advisor	300,000	
								Nat. Legal Expert			
								Development of an EDR IT system			
								Workshop with external stakeholder			
	Activity 3.2.2: Development of EDR framework in line with relevant and current legislations					UNDP				50,000	
	Activity 3.2.3: Cascade trainings for judges, and trainings for polling stations EDR committees	X	X			UNDP			Support training cascade for EDR content	500,000	
		X	X			UNDP/OHCHR			Support training cascade for EDR content Inter. SAFE UNDP Expert	150,000	



Sub-Output 3.3 Security Forces are trained and sensitized to election security good practices GEN 2	Activity 3.3.1: Develop training modules based on the SAFE UNDP methodology	X	X						Printing of training material		
	Activity 3.3.2: Development of illustrated pocket guide for security forces		X						production and printing of Pocket guide- Media company services	100,000 USD	
Sub-Total for OUTCOME 3										2,845,000	
OUTPUT 4: Project Management											
Sub-Output 4.1 The implementation of SEEDS project is conducted in a transparent and efficient manner	Activity 4.1.1 Project Administration	X	X	X	X	X			UNDP	Project Management Team	2,000,000
			X	X	X	X				Equipment and Furniture	
		X	X							Communication and Audio-Visual Equipment	
		X	X							Rental /Maintenance - Premises	
		X	X	X	X	X				Travel	
		X	X	X	X					Hospitality	
		X	x	X	X	X				Supplies	
		X	X	X	X	X				Miscellaneous	
		X	X	X	X	X				Contractual Services - Companies	
		X	X	X	X	X				Professional Services	
		X	X	X	X	X				Communication for staff	
		X	X	X	X	X				Assets transportation	
		X	X	X	X	X				Visibility	
	Sub-Total for OUTCOME 4									2,000,000	
	Evaluation									150,000	
Sub Total										36,040,000	
Direct Project Cost - 3%										1,081,200	
General Management Support - 8%										2,883,200	
GRAND TOTAL										40,004,400	

**VIII. GOVERNANCE ARRANGEMENTS**

Electoral assistance to the 2020 elections is expected from multiple partners, UNDP reconfirms its commitment to the shared aspiration of all national and international partners to ensuring effective coordination and promoting collaborative implementation mechanisms when possible. UNDP will support NEBE in establishing, as required , an effective governance structure that would ensure national leadership and the coherence of electoral assistance from the international community side.

This section deals with the governance arrangements of the UNDP-led project. Accordingly, it is proposed to establish: (I) SEEDS Project Management Board (PMB), (II) Technical Committee (TC), and (III) SEEDS Project Management Team (PMT).

***I. SEEDS Project Management Board (PMB)***

The SEEDS Project Management Board (PMB) is mandated to make major decisions in relation to the UNDP-led project. The PMB is formed at the commencement of the project and is responsible for providing policy and strategic guidance to the project, as well as performing a coordination role among the donors of the project (donors are members of the PMB). This oversight body will be guided by decisions made by the national steering governance body and those of NEBE; and it will align to the country’s commitment to conduct free, fair, credible, inclusive and transparent elections. The PMB has responsibility to ensure the project remains on track vis-à-vis the goals, objectives. It approves the project annual work plans and budgets, conducts coordination with project donors and provides strategic guidance to the implementation of the project. The PMB will be co-chaired by the Board Chairperson and UNDP Resident Representative and will meet bi-annually.

***II. Technical Committee (TC)***

The Technical Committee (TC) will be the forum where technical decisions are debated and taken. The TC will act as primary ‘technical advisor’ to the PMT, and to the PMB. The TC will comprise representatives from PMT, GoE stakeholders and UNDP/UN partner agency. The TC will be co-chaired by NEBE’s Chief Executive Officer (or her/his designate) and the UNDP DRR-P (or her/his designate). The TC will meet on quarterly basis

***III. SEEDS Project Management Team (PMT)***

The SEEDS Project Management Team (PMT) is the project team responsible for the effective and timely implementation of project activities. It is responsible for the M&E of the project and is accountable to the PMB and to UNDP’s management. The work of the PMT is guided by annual workplans that would be submitted for approval to the PMB following discussion and technical vetting with the Technical Committee (TC). The PMT will comprise but not be limited to the following positions: Chief Technical Advisor (CTA) for Elections, Project Manager, Technical Specialists (Voter and Civic Education among others); Finance Officer, Procurement Officer, M&E Officer and Communications Officer. Representatives of the PMT sits both in the PMB and TC as observers to secure mainstreaming of technical advice across the electoral assistance from NEBE’s international partners. UNPD Project Supportand Management Unit (PSMU) are responsible for project assurance.





*Figure 2: Diagram of Governance Arrangement*

**IX. 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 Ethiopia and UNDP, signed on (26th February 1981). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

**X. RISK MANAGEMENT**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.



- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

## XI. List of annexes

Annex 1: Theory of Change diagram

Annex 2: Project Quality Assurance Report

Annex 3: Social and Environmental Screening

Annex 4: Social and Environmental Risk Screening Checklist

Annex 5: Risk Analysis

Annex 6: HACT Micro Assessment

Annex 7: Terms of Reference (ToR)

- ToR Chief Technical Advisor
- ToR Project Manager
- ToR SEEDS Project Management Board

Annex 8: Meetings Minutes from SEEDS Project Appraisal Committee (PAC)