ANNEX 3

of the Commission Implementing Decision on the Annual Action Programme 2014 in favour of Afghanistan to be financed from the general budget of the European Union

Action Document for Democratisation and Accountability

1. IDENTIFICATION

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<thead>
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<tr>
<td></td>
<td>Indirect management with UNDP including 3 components:</td>
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<tr>
<td></td>
<td>- Election support</td>
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<td></td>
<td>- Parliamentary strengthening</td>
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<tr>
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<td>- Subnational governance and accountability</td>
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<td>15112</td>
<td>Decentralisation and Support to Subnational government</td>
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<td>15151</td>
<td>Elections</td>
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<td>15152</td>
<td>Legislatures and Political Parties</td>
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2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

In line with the MIP 2014-2020\(^1\), the Action aims to contribute to strengthening democratic governance and accountability in Afghanistan through more effective processes at national and subnational level, including: participation in parliamentary elections, and administration of elections and complaints processes; oversight by national and subnational representative bodies; service delivery planning and decision making at subnational level; municipal governance including revenue collection; and civil society interventions to support accountability. It will focus on the Independent Election Commission (IEC), Independent Election Complaints Commission (IECC), National Assembly (NA), and subnational administrations.

The action has 3 components: a) election support; b) parliamentary strengthening and; c) subnational governance (SNG) and accountability, including municipalities. It will be delivered through one single indirect management delegation agreement (IMDA) with the United Nations Development Programme (UNDP), contributing to: 1) the UNDP administered multi-donor trust fund “Enhancing

\(^1\) Focal Sector 4 "Democratization and Accountability": Specific Objective 1 (R1), Specific Objective 2 (R1) and Specific Objective 3 (R2)
Legal and Electoral Capacity for Tomorrow” Phase II (ELECT II); 2) a new UNDP administered programme - Institutional and Capacity Support to the Parliament of Afghanistan (ICSPA) -; and 3) UNDP Subnational governance programme, currently under formulation. Support for Municipal governance may be implemented by United Nations Human Settlements Programme (UN Habitat) under a joint programme with UNDP. The action will build on positive trends and institutional practices, notably lessons learnt from the 2014 Presidential elections. It will use a harmonized approach aligned with government strategies and objectives in coordination with other donors and will support Afghan ownership. The action and the design of its components allows for flexibility to ensure relevance in the uncertain political context before the new government (2014 elections) is established.

2.2. Context

2.2.1. Country context

Afghanistan is a conflict-affected country with acute security, governance, fiscal and development challenges. Despite continuing armed violence, political processes are established, with a third cycle of elections underway (since 2001). The influence of the state remains limited throughout the country and in some areas people use informal structures and justice processes, rather than formal systems. Rule of law remains weak and subject to the influence of patronage networks. Though the provision of basic services has increased, in particular health and education, often through donor driven or supported projects; the quality of public services is still poor. In the meantime a diverse media sector has emerged. Civil society is developing, but Non-Governmental Organisations (NGOs) remain dependent on donor funds, with limited outreach to communities and grass-roots structures. Human rights' concerns include discrimination and violence against women and girls, abuses of prisoners and detainees, absence of transitional justice processes and impunity of influential individuals. Civilian casualties increased in 2013 with nearly 3000 people killed and over 5600 wounded. Weaknesses in governance and corruption remain key challenges. The Kabul Bank Crisis showed that corruption and limitations in regulatory and law enforcement response can put at risk macro-economic stability.

Afghanistan experiences an almost unprecedented dependency on international assistance. Although revenue collection has increased, the percentage of external aid not channelled through national systems affects state-building. Off-budget, donor driven development assistance has limited building of government capacities and ownership of the post 2001 agenda. The anticipated resource gap in government funds raises concerns over sustainability of basic services. Continued violence, economic crime and systemic corruption also have often undermined progress in Afghanistan’s governance and state-building agenda. A challenging process of transition is underway, as Afghanistan seeks to increase control over security and development agendas, and to achieve its first democratic transfer of power through Presidential elections.

2.2.1.1. Economic and social situation and poverty analysis

Afghanistan has experienced rapid GDP growth, averaging 9% p.a. over the last decade. Social development indicators have seen improvement from a low base. However, Afghanistan ranks only 175 (out of 187) in the human development index. 36% of the population live in absolute poverty, with another 37% estimated to live just above the poverty line. Afghanistan’s youthful demography (68% under 25 years of age) represents both a potentially transformative opportunity and a service provision, economic and job creation challenge.

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3 Afghanistan in Transition: Looking Beyond 2014 World Bank page 75
5 World Bank data online http://data.worldbank.org/country/afghanistan
6 400 000 young people enter the labour market every year
2.2.1.2. National development policy

The Afghan National Development Strategy (ANDS 2008/9 – 2012/3) outlined goals under Security, Governance and Rule of Law, and Economic and Social Development pillars. To effectively prioritize the ANDS, 22 National Priority Programmes (NPPs), grouped under thematic clusters, were developed serving as sector development strategies. This action focuses on the Governance Cluster, comprising 6 NPPs. The Tokyo Mutual Accountability Framework (TMAF), endorsed in 2012, establishes a unique partnership based on mutual commitments of the Government of Afghanistan and the International Community to help Afghanistan achieve its development and governance goals. It sets deliverables for government and donors, with a commitment from the international community to sustain exceptional levels of assistance, and provide US 16 billion through 2017. The Government of Afghanistan committed to reforms that remain crucial for a successful transition and long term transformation to the benefit of all Afghans (e.g. elections, access to justice, financial management, women’s rights). Donors renewed commitments to aid effectiveness (80% alignment and 50% channelled through government systems – on-budget).

2.2.2. Sector context: policies and challenges

Key challenges addressed by this action include ensuring political stabilisation through legitimate Parliamentary elections, and learning the lessons from both what worked and what did not in the 2014 elections. This requires both support to conduct elections and also to further develop the capacity of the IEC and IECC to ensure a more sustainable election administration. Oversight of the executive and accountability mechanisms to respond to corruption or poor performance is weak. Parliament currently lacks autonomy from the executive, and is limited in the exercise of representative, oversight and legislative functions. Its institutional processes and capacity to provide effective support to parliament members and committees are also fragile. At the subnational level, delivery of services takes place within a complex policy framework, with multiple stakeholders, and duplication, ambiguities and a lack of clarity over roles and responsibilities in some cases.7 Provincial Councils have lacked an oversight mandate and have not developed robust institutional practices. A policy framework for interim district councils and community development councils has been adopted. Increased accountability and execution capacities are important when more donor support is expected to be provided on-budget. With limited de-concentration of resources, provincial budget pilots are needed. With a draft policy framework prepared, formal and informal citizen and civil society scrutiny is needed, alongside support to strengthen provincial planning processes, subject to the decisions of the new government.

2.3. Lessons learnt

Focused, realistic donor support, with a clear link from activities to results is needed (interventions have tended to be broad and ambitious). Interventions should support national systems and processes. Progress in democratization and accountability takes time, as demonstrated by progressive improvement over three election cycles. Where it is not initially possible to work through government systems, potential transition to an increased use of national implementation modalities, or on-budget support might be possible during the course of the programme, alongside decreased international technical assistance. Technical assistance to subnational governance has been fragmented due to multiple donor programs, and coordination has not been sufficient. UNDP ELECT II suggests that a sustained joint donor technical assistance vehicle for the IEC, supporting the Commission’s strategic plan, linked to good coordination and working group structures, can be effective in building up an institution. There is limited solid data on how institutions of governance are functioning, and monitoring and evaluation (M&E) in the governance sector is challenging. Establishing baselines, supporting the capacity of government monitoring, aligning or sharing donor

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7 For example regarding respective responsibilities of Provincial Governors and Provincial Line Department Heads, and the fact that several district bodies have a mandate to monitor (existing district councils, district line Departments, District Governors Offices).
M&E frameworks are suggested. Better use of incentives is needed. This might involve a UNDP implementation approach which sets benchmarks. If met, transition to national implementation or on-budget support modalities could be considered, subject to appropriate fiduciary safeguards being in place.

The ICSPA programme design is based on lessons from UNDP Support to the establishment of the Afghanistan Legislature (SEAL II). These include the need for focused activities in niche areas which do not spread efforts too broadly, and which target underlying structural constraints to the autonomy of parliament. Strong, high quality management, oversight, and coordination must be, embedded; technical assistance is also necessary.

2.4. Complementary actions

EU complementary actions are the support planned for the New Generation of Public Administration Reform Strategy (NGPAR) and EU civil society grant mechanisms. Parliamentary support under UNDP ICSPA was developed to complement with the United States Agency for International Development (USAID) Assistance to Legislative Bodies of Afghanistan (ALBA) programme, which is the only other significant initiative in the same area. ICSPA focuses on institutional capacity and systems, while ALBA addresses the functioning of committees. In the subnational governance (SNG) sector, donor supported initiatives will include two new USAID programmes: Initiative to Strengthen Local Administrations (ISLA) supporting provincial planning and budgeting in 16 provinces; and Strong Hubs for Afghan Hope and Resilience (SHAHAR) supporting 20 provincial level municipalities on capacity building including financial management and revenue generation. GIZ will implement a continuation of their Regional Capacity Development Fund (RCDF) programme in 7 provinces in the North East, focused on policy development at central level, and Provincial Line Department, and Provincial Development Committee capacity development. The National Democratic Institute (NDI) will implement orientation training for new Provincial Council members with Canadian support and, United Kingdom Department for International Development (DFID) will fund The Asia Foundation (TAF) to work with women provincial council members. SNG reform is linked to public sector and public financial management reform, including the NGPAR which will address line ministry functioning and revenue generation. Donor initiatives to ensure improved Operations and Maintenance provision under the ARTF are also aimed to improving service delivery at subnational level.

2.5. Donor coordination

For elections, UNAMA coordinates a donor political forum. Under ELECT II there is a project management board and two technical working groups for the IEC and IECC. For SNG, The Independent Directorate of Local Governance (IDLG) and United Nations Assistance Mission in Afghanistan (UNAMA) co-chair a subnational governance forum, which updates donors and government partners on implementation of NPP4 (Local Governance). Donor coordination has been discontinuous in the past, albeit more regularity came in 2013 with the setting up of regular EU and DFID working group meetings. It should be noted that coordination of SNG remains a challenge, and the fact that there will be several donor projects (e.g. United States Agency for International Development (USAID), UNDP, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)) creates the risk of lack of coherent approach regarding the overall development of systems, and of duplication. As USAID support is planned for 16 provinces, GIZ for 7, efforts will need to be made to ensure consistency nationwide. While less fragmented than before, SNG remains less harmonized than other governance areas. Withdrawal of PRTs increases the challenge of coordination at provincial level. The EU Delegation has been and will continue to be at the forefront of Subnational...

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8New Generation of Public Administration Reform Strategy (NGPAR) will address line ministry functioning and tashkeel arrangements. World Bank Capacity Building for Results (CBR) addresses line ministry reform.
Governance policy dialogue, particularly within The Tokyo Mutual Accountability Framework, exerting an increasing role in donor-government coordination in this area. For parliamentary assistance, EU will coordinate with DFID and Germany as donors to ICSPA, and UNDP will ensure coordination with USAID ALBA programme. There is no overall function coordination or dialogue mechanism for the governance sector, which might be considered in future. The Governance Cluster under the Ministry of Finance has focused on endorsement and coordination of individual NPPs.

3. DETAILED DESCRIPTION

3.1. Objectives

**Overall objective:** Enhance democratic governance and domestic accountability in Afghanistan.

**Specific objective:** Improve service delivery to Afghan citizens through legitimate and effective institutions and processes at national and local level.

3.2. Expected results and main activities

3.2.1 Election support:

- Result 1: 2015 Parliamentary elections are inclusive and transparent with an increased turnout from 2014 elections, including increased female participation, reduced fraud and legitimate outcome
- Result 2: The sustainability of the IEC is enhanced through improved institutional and staff capacities, and operations management is strengthened
- Result 3: The capacity and sustainability of the IECC to conduct transparent fair and effective complaints processes is strengthened including at provincial level.

**Main activities will include:**
- Support the IEC in sustainable strengthening its institutional capacity, via its Strategic Plan and upgrade of knowledge, information, decision-making and data management systems
- Support the professional training and development of IEC permanent and temporary staff
- Support development and implementation of the IEC public outreach, structured engagement with key stakeholders and media relations
- Support the gender unit in ensuring gender mainstreaming of electoral and institutional processes
- Provide operational support including operational costs of the IEC and its management systems and procedures, direct operational support and direct implementation support ensuring capacity institutional building without a substitution approach (e.g. short-/long-term technical assistance, preferably national)
- Provide support to a voter registration top-up and parliamentary candidate registration processes

3.2.2 Parliamentary strengthening

- **Result 4:** The parliament elected in 2015 becomes a more effective and transparent institution in exercising its oversight, legislative and representative functions
- **Result 5:** Self-Assessment Framework and Reform Action Plan developed for, and adopted by, Parliament and capacity of Parliament’s leadership to undertake reforms enhanced
- **Result 6:** Staffing and financial management capacity of Parliament enhanced.

**Main activities will include:**
- Formulation of self-assessment framework, Reform action plan and institutionalisation of the action plan
- Strengthening of parliament staffing structure, and improvements in compensation, benefits and incentives, and supporting parliament to negotiate with IARCSC, Ministry of Finance
- Help to strengthen existing units overseeing parliament’s financial management systems, and assist with robust submissions to Ministry of Finance
- Render technical support and advice to administrative board, committee of chairs and office of secretary general of both houses and support stakeholder coordination

3.2.3 Subnational governance and accountability

*Result 7*: Subject to political context, a streamlined policy framework and regulations developed for subnational governance, planning and budgeting with roles and responsibilities clearly assigned

*Result 8*: Provincial Councils, and district level representative bodies (established either as interim District Coordination Councils or elected bodies depending on political developments), exercise their institutional mandate more effectively, particularly as regards accountability to lower and higher level of governments as well as of citizens more effectively

*Result 9*: Informal accountability processes, such as community monitoring of service delivery and development projects established in selected locations and transparency over spending plans at SNG level increases in selected locations

*Result 10*: Subject to decision of new government on subnational budgeting and planning processes, local priorities better addressed and incorporated into sectoral plans and capacity of local institutions built to play a proactive role

*Result 11*: Improved local service delivery and accountability by relevant bodies at municipal, district and provincial level.

**Main activities will include:**

- Subject to political context, support to SNG policy framework revision and functional assignment of roles within SNG system
- Technical assistance to IDLG for development of provincial council regulations and guidance, networks and administrative systems, and development of the administrative and institutional processes (such as public hearings) of Provincial Councils (PCs) and support to District Community Councils (DCCs) roll out subject to decision of new government
- Subject to changes to the SNG framework, technical assistance to improve service delivery line ministry accountability processes, and subnational planning and budgeting
- Support experienced Civil Society Organisations (CSOs) to develop informal accountability processes, such as community monitoring or social audit of service delivery and to encourage transparency over spending plans at provincial and district level.

3.3. **Risks and assumptions**

- A deteriorating political or security environment may mean electoral and political institutions cannot function. Uncertainties over the plans of the new government or delays in establishing a post-election administration or parliament constitute further risks. Mitigation includes encouraging candidates to respect the electoral processes, and project implementation oversight to ensure plans are adjusted to context.
- Operational risks include potential deteriorating security conditions affecting projects’ operating environment and failure to recruit appropriately skilled international or national project staff. Mitigation includes appropriate security provision and UN footprint, tracking of UNDP project management and close EU-UNDP cooperation in UNDP recruitment of key staff.
- Decreased donor assistance means that basic services cannot be maintained. Mitigation includes EU and likeminded donors encouraging government to prioritize key services, and address corruption and leakage.
- Delays or blockages regarding effective implementation of subnational policies or institutions, including as regards provincial councils and district level representative bodies could be risks to
progress at subnational level. However, there is indeed sustainable progress towards putting in place the institutions and/or providing them with effective mandate and/or resource.

- **Sustainability of results may not be secured.** Mitigation includes ensuring a focus on government systems and processes, a phased approach to increasing government and other directly involved national stakeholders' ownership, reduce international technical assistance, progressively channelling support on-budget where possible, hence ensuring sustainability through strengthening national systems and supporting municipal capacity for revenue collection.

### 3.4. Cross-cutting issues

The action mainstreams gender, anti-corruption and youth issues. The participation of women in 2014 elections was supported by the newly created IEC Gender Unit. Coordination between IEC, Ministry of Women Affairs and Ministry of Interior facilitated participation of 13,000 women as election staff, observers, with women constituting 45% of voters. Focus on supporting participation by women as parliamentary candidates, voters and election staff will be maintained in 2015. ICSPA identifies the low representation of women among NA staff as a challenge to be addressed. EU will ensure an ICSPA focus on gender issues and that institutional strengthening supports women parliamentarians. At the subnational level, the action will support increased representation of women in local governance bodies.9 Engagement with the Afghan Independent Reform and Civil Service Commission (IARCSC) will encourage measures to increase women’s representation in provincial and district tashkeel. These should identified barriers, such as women’s lack of educational qualification.

The action focuses on accountability processes and strengthening responses to corruption and malpractice. ELECT II supports the IECC to implement sanctions against those responsible for electoral fraud. Strengthening electoral fraud mitigation will be a focus of UNDP ELECT II technical assistance. ICSPA aims to strengthen NA processes, including PFM, which will mitigate fraud. Increasing accountability is central to SNG activities, which will include oversight role of PCs, and civil society interventions such as community monitoring of service delivery or development projects. The EU will link this action to planned support to anti-corruption policies and bodies and will engage with the MEC10, to identify further entry points for anti-corruption measures during implementation. EU will monitor corruption risks during implementation. The EU will encourage a focus on youth issues, for example by raising awareness of stakeholders on policy and service delivery issues relevant to young people, and affected by population growth. Consultation with the Afghan Independent Human Rights Commission (AIHRC) should be conducted by UNDP at national and provincial or regional level to identify human rights concerns.

### 3.5. Stakeholders

**Elections:** civil society as civic educators and election observers, media, in view of the key role played by press scrutiny in 2014 elections, IEC, IECC, Ministry of Interior, Ministry of Finance, donors, UNDP and UNAMA.

**Parliament:** members of Meshrano Jirga and Wolesi Jirga, National Assembly secretariat and staff, Ministry of Parliamentary Affairs, Ministry of Finance, civil society, media, UNDP and donors development partners.

**Subnational governance and accountability:** IDLG, IARCSC, Ministry of Finance, service delivery line ministries, Provincial and District Governors and staff, Provincial Councils, District Councils Committees (DCCs) if established or District Councils if elected, civil society, media, municipal authorities, donors and implementing partners.

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9 For example by supporting policy making by MOWA and IDLG to advance women, which MOWA inform is underway, and by encouraging UNDP to develop measures to support women PC and DCC members. MOWA emphasize that women want to join local administrations and could play a good role but the key issue is that they are excluded by lack of required educational qualifications.

10 The Independent Monitoring and Evaluation Commission, referred to as the MEC is established to monitor corruption.
Cross cutting stakeholders include Ministry of Women Affairs and AIHRC; Afghan communities and people, as voters, participants, service users, rights bearers under the constitution and human rights conventions and claimants under accountability processes.

4. **IMPLEMENTATION ISSUES**

4.1. **Financing agreement**

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

4.2. **Indicative operational implementation period**

The indicative operational implementation period of this action, during which the activities described in sections 3.2. and 4.3. will be carried out, is 48 months from the date of entry into force of the financing agreement or, where none is concluded, from the adoption of this Action Document, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements. The European Parliament and the relevant Committee shall be informed of the extension of the operational implementation period within one month of that extension being granted.

4.3. **Implementation components and modules**

4.3.1 This action with the objective of enhancing democratic governance and domestic accountability in Afghanistan may be implemented in indirect management with UNDP in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 as follows:

4.3.1.1 **Election support: Indirect Management Delegation Agreement with UNDP**

This implementation is justified because UNDP manages the ELECT II multi-donor funding mechanism, which establishes a harmonized donor approach. Direct support to the IEC is not possible in view of Public Financial Management (PFM) weakness. Afghan ownership and IEC capacity has progressively developed over 3 election cycles, and numbers of ELECT II international technical advisers have significantly reduced. ELECT II is implemented through a combination of UNDP National Implementation Modality (NIM) and Direct Implementation Modality (DIM).

4.3.1.2 **Parliamentary strengthening: Indirect Management Delegation Agreement with UNDP.**

This implementation is justified because UNDP has designed an intervention, which responds to lessons of past projects. Support to the National Assembly will be implemented by contribution to the planned 5-year ICSPA project. Other donors are Germany and DFID. ICSPA will be implemented with UNDP fiduciary role due to the current limitations of National Assembly (NA) Public Finance Management (PFM) systems. The design of ICSPA was completed through EU and co-donor work with UNDP to ensure focused and concrete objectives, and a suitable implementation modality. The project will begin with a National Assembly self-assessment using the International Parliamentary Union methodology. This will generate a roadmap for action, and results framework, and will be approved by the National Assembly. This approach is designed to secure the support and buy-in of the National Assembly for identified reform priorities.

4.3.1.3 **Sub-national governance and accountability: Indirect Management Delegation Agreement with UNDP.**

This implementation is justified because UNDP’s new SNG programme design and evaluation of the current UNDP Afghan Subnational Governance Programme (ASGP) is underway. UNDP currently has the most capillary structure working on SNG issues and is the international partner which has the most longstanding cooperation history with IDLG. The cooperative relationship with UNDP will make it possible for EU to influence the whole programme during inception phase, and to channel the financial contribution towards its most valuable components. The implementation approach will be
adjusted to respond to the emerging political context once the new government is appointed. UNDP will use DIM and NIM modalities, subject to assessment of government partners. It will work with a range of Government stakeholders (Independent Directorate of Local Governance, Ministry of Finance, Independent Administrative Reform and Civil Service Commission, line Ministries) and encourage cross-ministerial cooperation. With regard to municipal governance, the agreement with UNDP would allow activities to be carried out by UN Habitat, in view of their strong track record in this area.

The entrusted entity (UNDP) would be delegated budget implementation tasks within the contract-management cycle, notably: launching calls for tenders and for proposals; definition of eligibility, selection and award criteria; evaluation of tenders and proposals; award of grants, contracts and financial instruments; acting as contracting authority concluding and managing contracts, carrying out payments.

The entrusted entity intends to subdelegate part of its budget implementation tasks to respectively the Government of Afghanistan (NIM as indicated above, UNOPS and IFES (see pt 4.3.1.1) and UNHABITAT (see pt 4.3.1.3). Appropriate provisions will be included in the delegation agreement.

4.3.2. Procurement (Direct Management)

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<td>9 &amp; 17 + 18</td>
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<td>4.8. Visibility measures</td>
<td>Services</td>
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<td>14</td>
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4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act shall apply.

The responsible authorising officer may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236 / 2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

4.5. Indicative budget

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<td>4.3.1.1. Election support: UNDP ELECT II</td>
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<td>222 000</td>
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<td>4.3.1.2. Parliamentary strengthening: UNDP ICSPA</td>
<td>2 000</td>
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<td>4.3.1.3. Subnational Governance: UNDP</td>
<td>24 750</td>
<td>33 000</td>
</tr>
<tr>
<td>4.7. – Evaluation</td>
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4.6. Performance monitoring

ELECT II includes a comprehensive monitoring and evaluation framework, and periodic evaluations in the form of mid-term and final reviews. The ICSPA project will make monitoring and evaluation (M&E) integral to project implementation. ICSPA M&E processes within the project cycle and independent evaluations are defined in detail in the project document. The subnational governance project will implement reporting and M&E in response to lessons from the ASGP evaluation. A baseline, and full results framework linked to NPP 4, and coordinated with other donor projects will be developed. A reporting cycle and approach which ensures that UNDP will monitor change, rather than simply reporting activity will be ensured. See 2.3 lessons learnt on monitoring and evaluation.

4.7. Evaluation and audit

In addition to UNDP internal evaluation and audit function, EUR 200 000 has been set aside under 4.5 Indicative Budget to be directly contracted by the EU in accordance with EU rules and procedures in view of possible mid-term and final evaluations. Short-term technical assistance may be directly contracted by the EU for auditing purposes under other decisions (e.g. supporting measures). The EU Delegation will maintain consistent engagement with UNDP to ensure projects are on track, and to shape implementation approach and technical assistance.

4.8. Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated before the start of implementation and supported with the budget indicated in section 4.5 above.

The measures shall be implemented either (a) by the Commission, and/or (b) by the partner country, contractors, grant beneficiaries and entrusted entities. Appropriate contractual obligations shall be included in, respectively, financing agreements, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.