PROJECT DOCUMENT
Mozambique

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Project Title: Supporting Electoral Authorities of Mozambique to Enhance the Transparency and Credibility of the Electoral Process 2018-2020

Project Number: 00113673 (AWARD);   **Project: 00111728**

Implementing Partner:

Start Date: 10/09/2018   **End Date: 31/12/2020**   **PAC Meeting date: 09/08/2018**

Brief Description

The main focus of this project is to *ensure that the process is credible, transparent and accepted by the electorate. The project will develop 4 components*, **(i) Supporting greater transparency and inclusiveness in the electoral process, (ii) Developing innovative training and resource tools for STAE and other stakeholders, (iii) Increased participation of women and youth in the electoral process and, (iv) Improving Electoral Dispute Resolution (EDR) mechanisms**

In order to keep increasing the quality of the training provided to electoral staff at provincial and district levels, ensuring coherence on the understanding and application of different electoral procedures and other aspects of electoral work the project will develop new electronic tools such as E-Learnings and Videos. The capacity building strategy targets the IT focal points, civic education officers, electoral officers in general and also the district judges regarding electoral disputes.

This project's timeframe is the period between 2018 and 2020. In 2018 and 2019 the country will experience two different electoral processes and the main support the project may provide will be concentrated around these two events. 2020 is expected to be the year to review the work done during the 2 electoral processes, to conduct thorough lessons learned exercises and eventually use the conclusions to enhance the future electoral cycle. It is also the appropriate time to dedicate attention to the legal and electoral framework, to have in depth discussions combining both political and technical aspects to identify areas in need of reform

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Contributing Outcome (UNDAF/CPD, RPD or GPD):			
UNDAF outcome 8. All people benefit from democratic and transparent governance institutions and systems that ensure peace consolidation, human rights and equitable service delivery **Resultado(s) Indicativo(s) com marcador de género[1]: GEN2**	**Total resources required: (US$)**		**4,730,480**
	Total resources allocated: US$	**UNDP TRAC:**	1,050,000
		Norway:	1,078,102.59 (X.Rt: 8.3480)
		Donor:	
		Donor:	
		Government:	
	Unfunded: US$		**2,602,377.41**

Agreed by (signatures):

Supreme Court	Ministry of Interior	UNDP	STAE
Jeremias Manjate **General Secretary**	**Bernardino Rafael** **General Commander of the PRM**	**Martim Faria e Maya** **Resident Representative a.i.**	**Felisberto Henrique Naife** **General Director**
Date:	Date:	Date: 10/09/2018	Date: 11/9/2020

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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Since the election process of 1994, Mozambique has seen its main electoral management body (EMB), the National Electoral Commission (CNE) undergoing important changes in its composition and selection, from 21 to the current 13 members with the Technical Secretariat for the Administration of Elections (STAE) becoming permanently subordinated to the CNE. UNDP has been involved in the electoral processes in Mozambique since the country's first multiparty elections, providing technical assistance and support to both EMBs and other electoral stakeholders.

Despite the recognized development of the local EMBs electoral experience and technical knowledge, the country still faces several challenges in its efforts to ensure credible and transparent elections: the voter's participation has, since 2009, been below 50%; the transmission of results system has been increasingly criticized because of the time required for the electoral authorities to release the electoral results; the disputes resolution and complaints procedures and process are not very accessible or clear to understand and for the first time, the district judges will also have to solve electoral disputes. STAE and CNE will benefit from support to strengthen some of the work they have already initiated, such as the implementation of quicker system for transmission of preliminary results as well as support to improving the quality of the electoral officers' performance across the country. Both EMBs will also need support to continue realizing several training programmes both internally and to external entities, support to ensure more transparency and more efficient internal and external communications strategies. Civic Education continues to be an essential aspect of the electoral process with better impact if STAE direct staff are trained throughout the country to ensure civic education is conducted at the lowest level of the village. On the disputes resolution aspect, the district judges will require special training on electoral matters.

This project's timeframe is the period between 2018 and 2020. In 2018 and 2019 the country will experience two different electoral processes and the main support the project may provide will be concentrated around these two events. 2020 is expected to be the year to analyse the work done, to conduct thorough lessons learned exercises and eventually use the conclusions to better project future electoral cycles. It is also the appropriate time to dedicate attention to the legal and electoral framework, to have in depth discussions combining both political and technical aspects to identify areas in need of reform.

The main focus of this project is on ***ensuring that the process is credible, transparent and accepted by the electorate.*** In order to keep increasing the quality of the training provided to electoral staff at provincial and district levels, ensuring coherence on the understanding and application of different electoral procedures and other aspects of electoral work, the project will develop new electronic tools such as E-Learnings and Videos. The capacity building strategy targets the IT focal points, civic education officers, electoral officers in general and also the district judges regarding electoral disputes. When the project proposes to purchase equipment/technology, the training component will be part of the initiative, to ensure there is, in the field, capacity to maintaining that equipment and keep updating the database as required.

The main entities the project will be working with is STAE/CNE and the judiciary. In all the identified activities, UNDP will liaise with other international organisations also working in the field of elections, to coordinate implementation of activities, to complement others based on experiences of bilateral initiatives. The principles underpinning the technical advice provided to

the electoral authorities by the UN are the sustainability, the cost effective decisions, inclusion, environmental and gender awareness.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The project's strategy will be framed by several core principles. First of all, as a matter of globally recognized good practice, UNDP supports the elections as a process, rather than an event. Support for sustainable institutional strengthening is a long-term endeavour that requires careful design, adequate levels of continuous and sustained nurturing over an extended period of time. This well-known fact has led UNDP, together with a number of international partners, to adopt an electoral cycle approach to electoral assistance. The electoral cycle approach looks at the electoral process over time and seeks to engage with different actors and entry points throughout the cycle, rather than channelling substantial resources and technical support towards the delivery of specific electoral events. The electoral cycle approach has three broad sequential phases – pre-electoral, electoral and post-electoral. The approach ensures that this support is no longer stand-alone but provided within a framework of the overall cycle and integrated into the broader development and democratic governance agendas.

Second, to ensure national ownership, the project has been designed with consultation and input of the STAE. Moreover, key project staff, including the Chief Technical Advisor, will be imbedded within STAE to provide technical assistance and advice to the national managers and staff who will remain firmly in charge of the electoral process. The underlying hypothesis of the project is that effective capacity development can only come from within and is based on the priorities determined by national stakeholders through an inclusive dialogue. Moreover, the project is designed with lessons-learned by UNDP in implementing similar activities in Mozambique and the draft project document will be shared with STAE for comments and feedback. During the implementation of the project, UNDP will make the national ownership tangible through an integrated management structure, in line with the provision in section VII - Governance and Management Arrangements (see below for details). This will include organizing regular meetings of the Steering Committee and the Technical Committee, both with the STAE participation and representation.

Sustainability is another essential element of the project strategy taken into account during the project implementation. Given the emphasis on innovative tools and technology, a sustainability assessment will be carried out at each step to assure that STAE will be able to use the tools (both hardware and software) developed and procured with the project's support even after the project closes. To that effect, relevant IT and other experts from the Secretariat will work hand-in-hand with the project's IT expert on developing e-learnings and other software, which will serve a purpose of a capacity building (training) element.
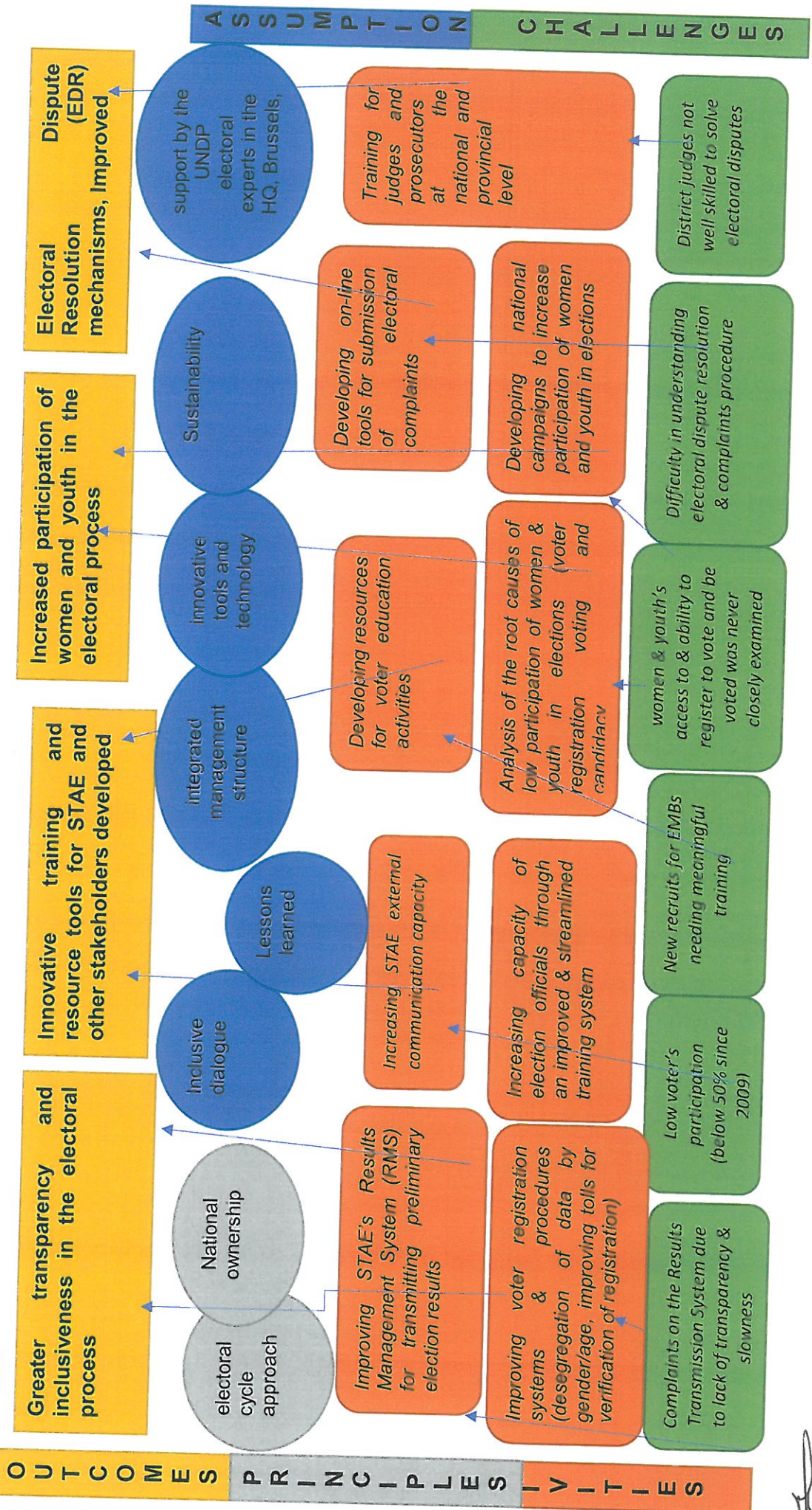
In addition, the project will benefit from an ongoing support by the UNDP electoral experts in the HQ, UNDP Brussels office and the regional UNDP hub in Addis Ababa. Given the emphasis on e-learnings, the project will in particular benefit from the services of the e-learning hub in Brussels, which has extensive experience in producing new and adapting existing e-learnings. Also, Global UNDP Procurement Support Office (PSO) in Copenhagen may be enlisted to provide advisory support in their respective areas of expertise. Taking into consideration the different activities and phases of the electoral cycle, the project has identified what can realistically be achieved in the

crucial pre-electoral and electoral periods and has put less emphasis on what can more appropriately be accomplished through longer-term projects.

Enhanced Transparency and Credibility of the Mozambique Electoral Process 2018-2020

ULTIMATE GOAL

OUTCOMES

- Greater transparency and inclusiveness in the electoral process
- Innovative training and resource tools for STAE and other stakeholders developed
- Increased participation of women and youth in the electoral process
- Electoral Resolution mechanisms, Improved
- Dispute (EDR)

PRINCIPLES

- National ownership
- electoral cycle approach
- Inclusive dialogue
- Lessons learned
- Integrated management structure
- innovative tools and technology
- Sustainability
- support by the UNDP electoral experts in the HQ, Brussels,

ACTIVITIES

- Improving STAE's Results Management System (RMS) for transmitting preliminary election results
- Improving voter registration systems & procedures (desegregation of data by gender/age, improving tolls for verification of registration)
- Increasing STAE external communication capacity
- Increasing capacity of election officials through an improved & streamlined training system
- Developing resources for voter education activities
- Analysis of the root causes of low participation of women & youth in elections (voter registration voting and candidacy
- Developing on-line tools for submission of electoral complaints
- Developing national campaigns to increase participation of women and youth in elections
- Training for judges and prosecutors at the national and provincial level

CHALLENGES

- Complaints on the Results Transmission System due to lack of transparency & slowness
- Low voter's participation (below 50% since 2009)
- New recruits for EMBs needing meaningful training
- women & youth's access to & ability to register to vote and be voted was never closely examined
- Difficulty in understanding electoral dispute resolution & complaints procedure
- District judges not well skilled to solve electoral disputes

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The project is articulated around 4 components;

Component 1:	Supporting greater transparency and inclusiveness in the electoral process
Component 2:	Developing innovative training and resource tools for STAE and other stakeholders
Component 3:	Increased participation of women and youth in the electoral process
Component 4:	Improving Electoral Dispute Resolution (EDR) mechanisms

III.   RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Component 1: Supporting greater transparency and inclusiveness in the electoral process

Activity 1.1: Improving STAE's Results Management System (RMS) for transmitting preliminary election results

Not enough attention is consistently paid to the planning of a robust, accurate and transparent results management system. Yet, a significant delay or a lack of confidence in the results can derail an entire electoral process, rendering irrelevant the success and acceptance of all the other stages. A key lesson must be learnt: if there is to be trust, then transparency, accuracy and accountability are essential.

A focus on election results management systems ensures that equal consideration is given to activities taking place in the aftermath of polling. An election results management system (RMS) is defined as the process by which the election authority counts, tabulates, aggregates and announces the results of an election, which starts immediately after the closing of polling and ends with the final results. Intrinsic to any successful RMS is the continuation of transparency right through to the end, including during and after votes are counted.

There are also many new challenges. In an era of instant information, the electorate has come to expect results considerably faster than in the past. As a result, EMBs are under great pressure to deliver quickly. It can be difficult to accommodate demands for an EMB to produce swift results without compromising the accuracy of the RMS.

Another relatively new challenge stems from party agents, citizen journalists and domestic and international observers demanding access—and rightly so—all the way through the electoral process to consolidation and aggregation. Yet the introduction of information and communication

technologies (ICTs) is prompting the need to change the methodologies used by these and other stakeholders to follow the results management process. Measures will be taken to accommodate their needs and to prevent suspicion that the system is susceptible to manipulation.

To increase the transparency and credibility of elections, the involvement of various stakeholders must be censured when implementing the new RMS. As mentioned earlier, actors normally involved include the following:

Political parties and candidates. They must be able, for example, to monitor the aggregation of results at the various levels.

Civil society organisations. They are usually active in the area of voter education, to explain to citizens how an RMS works, and in monitoring by observing the implementation of an RMS.

The media should be involved because representatives from the sector help inform the electorate how and why an RMS works, thereby fostering transparency and credibility.

The judiciary, as stated earlier, is involved in managing challenges to the RMS as well as other electoral disputes.

Finally, voters need to understand how an RMS works and feel confident that it will translate their votes into seats allocated for candidates without any interference that may improperly alter the results. It is extremely important to explain in advance how an RMS will work and comply with those procedures throughout the process. If last minute changes occur without informing stakeholders, misunderstandings can occur and the process could be derailed.

All official election results in Mozambique elections are based on paper results forms completed at polling station level and subsequent consolidation forms that tabulate polling station level data. The proposed electronic RMS system foresees that at each polling station, the results transmission system (RTS) uses inexpensive internet-enabled mobile/tablet phones running on a simple but secure software application yet to be designed. Presiding officers, once they have completed the official results forms, will be required to enter the results from these forms into the mobile/tablet phone application. The RTS application then stores these results on the mobile/tablet phones and sends the information to three different servers—one each at constituency tally centre, relevant regional tally centre and national tally centre (procedure to be confirmed with STAE). At each level, results for that level could be examined on a computer terminal by STAE officials and projected for stakeholders and media present.

Within minutes of the receipt of provisional results at the national tally centre servers, the provisional results will be made available via a customized application-programming interface (API) facilitated by Google to any stakeholders that have subscribed (at no cost). These should include media houses, political parties, and domestic and international observers. An eventual collaboration with Google may allow graphic dissemination.

RMS Pilot project for municipal elections (3 provinces)/ Based on the pilot, introducing new RMS in the entire country in 2019

In general terms, based on the experience worldwide, it is necessary to realistically assess what the technology applied means in terms of the amount of data, overall coverage of polling stations and time needed for releasing provisional results. This information has to be assessed through the use of test runs as close to reality as possible, including in regards to real-life geographical distribution and number of polling stations.

In many cases it would seem too expensive to undertake a full test run on the equipment weeks before the elections. Further it is unlikely to solve this issue, partial test runs can take place and at

least a full test run should be done shortly before Election Day. This can happen once sufficient infrastructure and staff are in place to allow a reasonable determination of the level of information that will be processed and analysed on election day and afterwards. Such information should be shared with other stakeholders to avoid unrealistic expectations immediately after elections.

Even partial test runs can help avoid potentially major problems during and following polling. If not managed automatically and explained properly, for example, minimal differences between results can create tensions if they are missing from some polling stations. If candidates and supporters are aware before Election Day of the fact that some polling stations will not be able to transmit results, the potential for accusations of malpractice will be limited. As such STAE proposes to run the new RMS system in 3 regions during the municipal elections and assess the feasibility to roll it out for the 2019 general elections.

Activity 1.2: Improving voter registration systems and procedures (desegregation of data by gender/age, improving tolls for verification of registration)

Much has been said about the need for women and youth to achieve greater degrees of power and opportunities to lead in political parties. To a lesser degree, the matter of women's and youth's voter turnout rates has been looked at as an indicator of whether they are participating in proportion to their numbers where such particularized data is available, what might be preventing them from voting in strong numbers, and recommendations have been made with respect to ensuring access to the ballot box. Some attention has been paid, in relation to participation, to the number and percentage of women and youth holding positions in election administration bodies and as officers at polling places.

The issue of women's and youth's access to and ability to register to vote has been much less closely examined. Getting on the voter rolls is a prerequisite to voting and participating, and our lack of knowledge and study of what obstacles women and youth confront at that stage of the process is essential to promoting reforms and working toward strong levels of engagement among women and youth. While data is scarce, there is a wide range of persuasive anecdotal evidence of numerous obstacles to women and youth in the voter registration process that is preventing their full participation in an array of social and political environments. While it is certainly not a problem everywhere, in some places the problem is fairly severe and can set off a chain reaction of fewer women voting, running for office and is more broadly emblematic of continuing constraints on women's ability to participate in public and civic life.

Collecting registration data disaggregated by sex and age can lead to actions for solutions. The project will in the first phase help STAE develop a software to analyse the gaps in registration based on gender and age. The idea is to allow STAE to have data such as number of male/female, age groups 18/25, 25/35, 35/55, 55/plus so that it can identify gaps where some segments of the population are not registering and where.

Based on the software and subsequent analysis the project will develop a national strategy to ensure a registration gender parity is ensured, and that youth are registering in proportional numbers. The project will launch national campaigns for the registration process for the general election in 2019.

Activities to be conducted;

- ■Analysis
- ■Software development

Activity 1.3: Increasing STAE external communication capacity

Strategic communication refers to policy-making and guidance for consistent information activity within an organization and between organizations. Equivalent business management terms are: integrated (marketing) communication, organizational communication, corporate communication, institutional communication.

Strategic communication management could be defined as the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon. It conveys deliberate message(s) through the most suitable media to the designated audience at the appropriate time to contribute to and achieve the desired long-term effect. Communication management is process creation. It has to bring three factors into balance: the messages, the appropriate media channels and the audiences.

STAE is now facing a new challenge, the one of having to improve its own image. Considering the low turnout in the past election - most recently in January 2018 - and considering that an important portion of the electorate needs to improve its perception of the institution, STAE are facing the task of having to portray itself as an institution guided by openness, transparency and constant communication. This means that STAE and the CNE will have to develop and maintain their credentials as an impartial, competent body capable of administering the upcoming election cycle.

As the first step in this direction, the project will support STAE in conducting an assessment of the current and past contexts and activities regarding the institution's public communication and will take into account the needs at all levels.

- o Undertake a baseline survey and subsequent interval surveys to assess public understanding of STAE/CNE prior to and throughout the implementation of planned activities.
- o Based on the survey results, support the STAE to develop a comprehensive public communication strategy and budget. The strategy should include realistic timelines and list of products to be developed.
- o Assist STAE in the production and distribution of press releases and public information messages and materials on the role of STAE/CNE in the electoral process.
- o For each activity, ensure that women and minorities are considered when conducting surveys, developing messages and awarding grants to CSOs.
- o Provide specific outreach and media training to the Commissioners, spokesperson(s) and other election officials that are expected to deal with the media.

- ■Press/Media centre

A Media Centre will be the media-friendly location for STAE 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 practicability 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.

The STAE Media Centre will 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 municipal elections, but it is likely that its full operation will only be secured for the election in 2019. The premises and its full rehabilitation will be provided entirely by the STAE/CNE.

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

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

Component 2: Developing innovative training and resource tools for STAE and other stakeholders

Elections are often described as the largest peacetime mobilization for any country. In addition to numerous other tasks, STAE/CNE are required to recruit, train and deploy approximately 140.000 election officials country-wide for each election. Although STAE training department has ample experience with training, this is a huge task, requiring vast amounts of resources and time.

In order to increase efficiency and diminish the costs, while at the same time improving the access to information, STAE decided to employ innovative tools and new technology for training of the election officials, including trainers and polls workers. Specifically, they plan to develop, test and use a series of on-line, e-learning platforms to supplement their training operations. The e-learnings are on-line platforms that consist of a series of modules, including text, video and interactive features, that a participant can take at her or his pace. 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. E-learnings 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-learnings

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.

The designing these on-line training tools will be completed in full coordination with the EC-UNDP Joint Task Force in Brussels, which has developed a number of similar e-learnings[1]. These on-line 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.

The key partner in this endeavour will be STAE training department, the JTF and the project expert providing is technical assistance and advice on how to introduce this new, cutting-edge methodology that is capable of further enhancing both the quality and quantity of trainings on offer. STAE will provide the content based on their existing literature and procedures, while a dedicated e-learning IT expert from the JTF in Brussels will transform and adapt that material into interactive e-learning modules. To assure sustainability and to build in-house expertise, STAE's IT department will be involved in every step of the way, and trained on some of the basic elements that will allow them to maintain and trouble-shoot the e-learnings in the future.

In addition, every effort will be made to streamline the software so as to make it available even in areas with low bandwidth. All e-learnings will be optimized for the use on smartphones and, in addition to mobile devices, the election officials will also be able to use the computers at the community computer centres throughout the country, as well as election offices.

While it is expected that the e-learnings will greatly increase the access and decrease the cost, they are not designed to fully replace the existing training methodology and face-to-face trainings. Rather, they will be a supplemental tool that will ease the burden on the training staff when it comes to training large number of individuals in a short period of time. For example, the election officials may be asked to complete the on-line course prior to the in-person training, thus reducing the time needed for a traditional, face-to-face training. In addition, as mentioned above, the e-learnings will perform a dual purpose, in that they will also serve as a permanent reference tool for the election officials.

Finally, and mindful of the fact that internet access or smartphones may not be available to all, the project will support the training unit when needed in the planning and deployment of the traditional training plans. This may include review of the materials, support with the logistics planning, etc; however, the extent of this assistance will depend on the time and resources available.

Training modules will also be developed for political party agents to increase their understanding of e-day procedures and mitigate potential for conflict.

The **E-learning will comprise**
- E-learning for Training of the Trainers
- Developing e-learnings for CSOs and Media operators on key electoral operations
- Video for poll workers (pilot in 2 regions 2018, 10 kits, nationwide in 2019).

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[1] Available here: https://www.ec-undp-electoralassistance.org/e-learning/

The project will produce together with STAE a video for all poll workers (Political Party agents and STAE agents) to ensure consistency of content to all trainees. This video will be projected initially in one region (to be determined by STAE) as a pilot exercise whereby 10 mobile kits (composed of projectors and screens) will be serving all the schools where the 10 days trainings are conducted on a rotational basis. Based on the success and feedback received by the Pilot the videos will be produced and projected for the entire nation for the general election of 2019.

Component 3: Increased participation of women and youth in the electoral process

Mozambique has been party to the UN Convention on the Elimination of All forms of Discrimination against Women (CEDAW) since 1997, without reservations, and to the 2003 Protocol on the Rights of Women in Africa. Moreover, the Constitution and legal system of Mozambique recognize the equality of women and men, particularly in the legislation on family, land and trade. Nevertheless, according to the UN Committee on the Elimination of Discrimination against Women, Mozambique still lags behind when it comes to raising awareness about women's rights.

With nearly 40% representation in the parliament, participation of women in political life of Mozambique is well above the regional and even international average. Although there are no legally-binding special measures, some of the largest political parties have adopted voluntary quotas for women, which resulted in a steady increase of women's representation in the nation's highest legislative body. However, when it comes to representation of women in leadership positions and in local legislative bodies, the picture is more complex. In 2013, only 9 percent of women were elected as mayors, while around 30 percent of the seats in local assemblies were won by women. Therefore, high representation at the national level obstructs the fact that the women are very much underrepresented when it comes to the leadership positions, particularly at the lower-levels of government. Moreover, although women head some ministries in the national government, this does not necessarily result in women's issues being at the top of the political agenda. And when it comes to participation as voters, although STAE does not collect or publish the statistic on women's registration and voting patterns, partial information from the field paints an uneven picture across the country, with certain areas reporting significantly lower figures for women's registration and voting.

Overall turnout in elections, particularly among the young voters, has also been declining over the years. Whereas the turnout in the first multi-party elections in 1994 was nearly 90%, in 2014 more than half of all registered voters did not turn out to vote. In addition, statistics show that the participation of young voters has also been declining and incidental information indicates that the abstention rate among the young voters (18-25) has been particularly high. The reasons for increasing apathy are not sufficiently well understood nor studied.

Activity 3.1: Analysis of the root causes of low participation of women and youth in elections (voter registration, voting and candidacy)

In order to understand the underlying issues behind these 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. In order 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 registrar of voters. Although STAE does not publish the disaggregated voter registration information, relevant data is captured during the voter registration process, making it relatively easy to extrapolate the number of registered voters by age and sex. This will be done in close cooperation with STAE technical staff and in line with the existing legislation and procedures.

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, in order 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[2]". This guide also features a suggested methodology for the gender assessment; case studies from other electoral gender assessments will also be drawn upon[3]. 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 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 campaign to increase participation of women in elections (see below) Given the time constraints and fast approaching local elections in October 2018, the emphasis will be on general elections 2019; however, the study will be relevant for the October 2018 elections as well, and as such, will aim to provide a comprehensive assessment of the issues regarding political participation of women and youth.

Activity 3.2: 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-learnings and publications on youth and women's participation (available here https://www.ec-undp-electoralassistance.org/) which will be translated into Portuguese and adapted for Mozambican context, in order to maximise the reach of these valuable resources. The project will be supported in this effort by the e-learning unit in Brussels, which developed the majority of the existing e-learnings and which has the know-how and experience in developing and adapting the e-learnings to local contexts.

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[2] Available here:
file:///C:/Users/dan.malinovich1/Downloads/2015%20UNDP_UNWomen%20EMB%20Gender%20Mainstreaming%20Guide-En-LR.pdf
[3] Published examples include Libya, Moldova and Nepal

The amount of outreach activities will by and large depend on the available resources and time constraints. Considering the compressed time frame for municipal elections, it is likely that the activities in 2018 will be limited. Nevertheless, municipal elections will represent an invaluable opportunity to test various initiatives and learn about their effectiveness.

Component 4: Improving Electoral Dispute Resolution (EDR) mechanisms

Effective electoral dispute resolution mechanism (EDR) is an important tool for prevention and mitigation of electoral conflict. When properly designed and implemented, EDR systems can contribute to defusing an otherwise combustible situation. Clearly, an effective, transparent and trusted system of submitting and adjudicating electoral complaints, which is easy to use and understand, is an obvious alternative to violent protest or rejection of the election results altogether. Although the EDR system in Mozambique has been developing since the first multi-party elections, it is still not easy to use and not fully understood by the key stakeholders, including members of the judiciary. In order to address these two issues in particular, the project proposes to work with the judges, prosecutors and STAE in order to improve the EDR mechanism as a whole.

Activity 4.1: Training for judges and prosecutors at the national and provincial level

Altogether, more than 150 judges and as many prosecutors play a role in electoral disputes during the electoral process. While some of them have recently been trained, with external assistance, most have not. Moreover, even those who have will have to have a refresher course prior to general elections 2019. As no other organization or government body is planning to assist with the trainings, it is essential to include this activity in project's planning. As noted by the observers during 2014 elections, training of judges in previous elections was woefully inadequate[4].

In designing and delivering this training, the project will work closely with the judiciary of Mozambique, STAE and other national and international partners to learn from the past efforts and ensure the most comprehensive coverage possible. 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 particular electoral complaints, all with the view of minimizing potential for electoral conflict.

Activity 4.2: Developing on-line tools for submission of electoral complaints

Considering that electoral conflict often originates due to the lack of mechanisms to address legitimate grievances, the project will support STAE in improving the means of submitting electoral complaints. In that regard, the project will support the STAE in developing alternative methods of submitting electoral complaints, including an on-line platform as well as a dedicated application for mobile phones. The aim will be to make the process of submission of complaints more straight forward and easier to use, while maintaining the requirements in terms of providing evidence and supporting documentation, as needed.

In close cooperation with the legal department, as well as STAE's IT team, the project will engage independent, international and national IT experts to develop one or more mobile phone

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[4] See final report by EU EOM 2014, p. 6 and p. 31.

applications enabling all those eligible to lodge an official complaint. In line with the principle that every electoral complaint must be first lodged at the electoral instance where the alleged irregularity took place, (polling station, district or provincial tabulation) before submitting a complaint to the district judges, the application will make it easier to lodge a complaint at the first instance.

In addition, a dedicated website (or a page on the STAE website) will be developed to record all of the lodged complaints. In doing so, legal department will be consulted along each step of the way to ensure that all legal provisions are respected, and the IT department will be involved so as to ensure they are capable 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. Those who are used to and who have done so in the past will be able to lodge the complaints in without using technology. Last but not least, an additional benefit of this system will be an increase in transparency. The system will allow STAE to display all complaints on their website, in real time, as well as periodically update the status of individual petitions, making it possible for the petitioners to view the progress of their cases.

IV. RESULTS FRAMEWORK[5]

National priority or goal 1: Consolidate national unity, peace and sovereignty

UNDAF outcome 8. All people benefit from democratic and transparent governance institutions and systems that ensure peace consolidation, human rights and equitable service delivery

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: % Voter turnout in legislative elections disaggregated by sex. **Baseline:** 48,84% (2014); **Target:** 58%

Applicable Output (s) from the UNDP Strategic Plan 2.2.2: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Component 1: Supporting greater transparency and inclusiveness in the electoral process	1.1. Percentage of relevant STAE staff who benefited from capacity initiatives on the use of the new RMS, desegregated by sex	CNE and STAE reports	0	2017	At least 80% of the targeted municipalities	At least 90% of the targeted districts	Study on the impact of the tools used, lessons learned, etc		*Risks: a) slow learning path by participants, which may impact negatively on the number of staff fully conversant with the new system and delays;* *Mitigation: Introduce a requirement for minimum level of education for participants*

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

[6] 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.

Indicator	Source	Baseline	Year	Target	Target		Risks / Mitigation
1.2. Number of staff who have managed to use the software to transmit preliminary electoral results	Project reports	0	2017	At least 75%	At least 85%		*Risks: b) difficult connectivity with remote areas, may delay the transmission* *Mitigation: involve experts at an early stage; b) off-line transmission*
1.3. Number of voters registered for presidential and parliamentary elections, disaggregated by sex	CNE reports	10,964,978	2014	N/A	12,000,000		*Risks: b) The new system may not function well* *Mitigation: the system wil be piloted in the 2018 municipal elections*
1.4. At least 3 Training initiatives for press officers at the provincial level (on how to communicate with media, how to produce content for the website on a regular basis, etc)	CNE and STAE reports	1	2017	3	4	Impact study carried out, with recommendations for next processes	
1.5. Number of Media Centres fully equipped	CNE and STAE reports	Equipment received over 5 years ago	2013	At least 1, at central level	At least 3, (1 per region)	Impact study carried out, with recommendations for next processes	*Risks: high costs of equipment may prevent the acquisition of equipment for all Media Centres* *Mitigation: provide equipment to selected provinces in the 3 regions of the Country*
Component 2: Developing innovative training and resource tools for STAE and other — **2.1.** E-learning material for training of the trainers produced, as well as Video material for the poll workers (pilot in 2018, 10 kits, and nationwide in 2019)	Project report EMBs reports	No IT ever used in Moz. elections	2104	At least a month before municipal elections	Training material ready by early 2nd quarter of 2019		*Risks: delays due to need for translation and the proximity of municipal elections.* *Mitigation:*

stakeholders						
2.2. Percentage of relevant CSOs working in elections acquiring the new IT learning material from STAE	Project reports	Traditional tools exist	2014	At least 20% of CSOs	Over 50% of CSOs	*Risks:* Due to proximity of elections, CSOs may have being applying traditional learning tools. *Mitigation:* focus more on providing this material for the 2019 general and provincial elections
2.3. Percentage of the EMBs trainers using the new IT learning material for subsequent training of staff at decentralized level	Project reports	Ad-hoc centres	2014	At least 80% of the targeted	At least 80%, countrywide	*Risks:* lack of energy to carry out training using video. *Mitigation:* there may be a need to rely on traditional training methods (so, have some copies of key training material)
Component 3: Increased participation of women and youth in the electoral process						
3.1. Consultancy of the root causes of low participation of women and youth in elections, carried out	Project reports	N/A	2014	Study results published		*Risks:* Proximity to municipal elections may delay beginning of this initiative. *Mitigation:* there may be a need to adjust some tools to some studies already carried out (just for the 2018 elections)
3.2. Number of people benefiting from awareness raising initiatives, disaggregated by sex and age	Project reports	N/A		TBD	TBD	*Risks:* due to proximity to municipal elections, this activity may not be carried out due to lack of evidence material
Component 4: Improving Electoral Dispute Resolution (EDR)						
4.1. Percentage of judges from targeted districts who benefit from capacity building initiatives, disaggregated by sex and region	Project reports			90%	100%	*Mitigation:*

mechanisms						
4.2. Number of training initiatives on conflict prevention, for EMBs	Project reports	N/A		At least 1	At least 3 (1 per region)	
4.3. Number of Police Officers participating in conflict prevention capacity building initiatives, per year, and disaggregated by sex	Project reports		2017	TBD	TBD	

V. MONITORING AND EVALUATION

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 analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
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.	The technical committee	
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 once annually	Relevant lessons are captured by the project team and used to inform management decisions.		
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.		
Review and Make Course Corrections	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.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting	Annually, and at the end of the project			

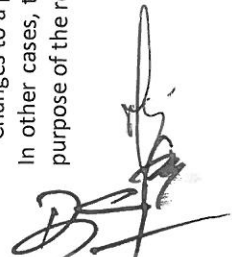|	of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	(final report)	
Project Review (Project Board)	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.	Annually or more frequently as needed	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

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
Final Project Evaluation	UNDP (the external evaluation team will be opened to any project donor who wishes to be represented in the team)	2.2.2 Strengthening electoral and parliamentary processes and institutions to promote inclusion, transparency and accountability	All people benefit from democratic and transparent governance institutions and systems that ensure peace consolidation, human rights and equitable service delivery	Non- later than 3 months after closure of project activities	EMBs, CSOs, Political Parties, Courts, the UN and donors	US$ 50,000

VI. MULTI-YEAR WORK PLAN [78]

PROJECT TITLE: Supporting Electoral Authorities of Mozambique to Enhance the Transparency and Credibility of the Electoral Process 2018-2020.

EXPECTED RESULTS	INIDCATIVE ACTIVITIES	Planned Budget per Year			RESPONSIBLE PARTY	ORÇAMENTO PLANIFICADO		
		YEAR I 2018	YEAR II 2019	YEAR III 2020	SIBLE PARTY	Source of Funding	Budget description	Total
Component 1: Greater transparency and inclusiveness in the Mozambican electoral process, achieved		73,000	820,000	20,000	STAE	OR	- Workshops (venue, catering) - Domestic travel (DSA, tickets) - Individual Contract (IC) - software - Equipment (tablets, etc) - Contracting companies (Editing etc) - Visibility	913,000
	Activity 1.1: Improving STAE's Results Management System (RMS) for transmitting preliminary election results							
	Activity 1.2: Improving voter registration systems and procedures (desegregation of data by gender/age, improving tolls for verification of registration)	50,000	20,000	20,000	UNDP	OR	- Workshops (venue, catering) - Domestic travel (DSA and tickets) - IC – study - Visibility	90,000

[7] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

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

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Activity / Component					Budget lines	Total
Activity 1.3: Increasing STAE external communication capacity	50,000	200,000	10,000	UNDP / OR	- Workshops (venue, catering) - Domestic travel (DSA and tickets) - Equipment (media centre) - Visibility	260,000
Subtotal componente 1	**173,000**	**1,040,000**	**50,000**			**1,263,000**
Component 2: Innovative training and resource tools for STAE and other stakeholders, developed						
Activity 2.1.: Increasing capacity of election officials through an improved and streamlined training system	50,000	95,000	10,000	UNDP / OR	- Workshops (venue, catering) - Travel (domestic and international (DSA and tickets) - IC	155,000
Activity 2.2: Developing resources for voter education activities	90,000	240,000	0	UNDP / OR	- Travel international (DSA & tickets)	330,000
Subtotal component 2	**140,000**	**335,000**	**10,000**			**485,000**
Component 3: Increased participation of women and youth in the electoral process — Activity 3.1: Analysis of the root causes of low participation of women and youth in elections (voter registration, voting and candidacy)	25,000	0	25,000	UNDP / OR	- IC	50,000
Activity 3.2: Developing national campaigns to increase participation of women and youth in elections	120,000	260,000	10,000	UNDP / OR	- Workshops (venue, catering) - Travel (domestic- DSA and tickets) - IC - Visibility	390,000
Subtotal Component 3	**145,000**	**260,000**	**35,000**	**PUND / OR**		**440,000**

Component 4: Improved Electoral Dispute Resolution (EDR) mechanisms	Activity							
	Activity 4.1: Training for judges and prosecutors at the national and provincial level	195,000	360,000	15,000	TS / UNDP	OR	- Workshops (venue, catering) - Travel (domestic and international - DSA and tickets) - Visibility - IC	570,000
	Activity 4.2. Developing tools, including on-line) for submission of electoral complaints	10,000	35,000	15,000	UNDP	OR	- Workshops (venue, catering) - Travel (domestic and international - DSA and tickets)	60,000
	Activity 4.3: Training for Political Parties on conflict prevention at national and district level, including training on how to use complaint template	30,000	100,000	10,000	CNE / UNDP		- Workshops (venue, catering) - Travel (domestic - DSA and tickets) - Visibility	140,000
	Activity 4.4. Training of the EMBs on conflict prevention and management	30,000	100,000	0	STAE		- Workshops (venue, catering) - Travel (domestic - DSA and tickets) - Visibility	130,000
	Activity 4.5. Training of the Police of the Republic of Mozambique on conflict prevention, and crowd control	50,000	160,000	20,000	PRM		- Workshops (venue, catering) - Travel (domestic and international - DSA and tickets) - IC - Visibility	230,000
	Sub-Total Component 4.	315,000	755,000	60,000	UNDP	OR		1,130,000
	Total Activities	773,000	2,390,000	155,000				3,318,000

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Project Management Unit					UNDP	OR		
	Project staff: *Cheif Technical advisor* *Admini/Finance Assistant* *Consultants (gender, IT, etc)*	340,000	340,000	39,000				719,000
	Furniture, Equipment and maintenance	30,000	5,000	5,000			- 2 Laptops - 1 printer - 1 Data show - Office supply	40,000
	Contingency	38,650	119,500	7,750	UNDP	OR		165,900
	Monitoring and project visibility	15,460	47,800	3,100	UNDP	OR	- Viagens (DSA & transporte)	66,360
	Audit	0	3,000	3,000	UNDP	OR	- Contrato firma	6,000
	Sub total	424,110	515,300	57,850				997,260
	Sub-Total Activities	1,197,110	2,905,300	212,850				4,315,260
UNDP financial contribution		400,000	600,000	50,000				1,050,000
Unfunded budget		797,110	2,305,300	162,850				3,265,260
Project Evaluation	Evaluation	0	0	50,000	UNDP	OR	- IC - Travel (International and domestic -DSA & transportation)	50,000
General Management Support	General Management Support 8%	63,768.80	184,424	17,028	UNDP	OR		265,220.8
Direct Project Costing	DPC	30,000	60,000	10,000	UNDP	OR		100,000
	Sub total	93,768.80	244,424	77,028				415,220.8

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	1,290,878.8	3,149,724	289,878		4,730,480.8
Grand TOTAL					4,730,480.8

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VII.   GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be undertaken using UNDP's Direct Implementation Modality (DIM). The DIM Modality is proposed for this project to effectively work with the multiple partners funding the project and to ensure timely delivery of activities. This modality requires that all activities of the Project be directly implemented by the Project in accordance with UNDP's relevant rules, regulations and procedures.

The **Steering Committee (SC)** will be the overall management and coordination structure for Project. It will analyze the political context within which the project will be implemented and, from time to time, adjust strategies to ensure responsiveness and efficacy of project strategic approach and activity implementation. It will provide direct project oversight, ensure the achievement of stated objectives, provide project quality assurance, and take responsibility for programmatic priorities and the focus of annual implementation plans; overall allocation of resources across components; new strategic directions and implementation partnerships; coordination with other national and international partners; and approve and review from time to time the project communication and visibility plan as prepared by the PMU. All project contributors will be entitled to a seat on the SC.

The SC will comprise of representatives of:
- CNE, STAE, Supreme Court, Ministry of Interior, represented by the CNE/STAE whenever required (The Executive)
- The Norwegian Royal Embassy, Government of Norway (Senior Supplier)
- The Canadian International Development Agency (CIDA), Government of Canada (Senior Supplier)
- The Embassy of Finland, Government of the Finland (Senior Supplier)
- The United Nations Development Programme (Implementing Partner)
- Any other donors that joins the Project (Senior Supplier)
- The SC will be co-chaired by CNE/STAE, UNDP and a donor representative
(The donor representative co-chairmanship will be on rotational basis)

The SC will meet Annually, or more frequently as needed. In election years, it may decide to meet more frequently at the request of any of its members and at the direction of the SC Chairs, for the purpose of addressing emergent issues critical to the performance and progress of project, and on matters of financial management. PMU will serve as the Secretariat of the Steering Committee.

Below the SC there will be a **Technical Committee (TC).** The purpose of the TC will be to review the work and provide advice to the PMU on activity implementation. It will assure the quality of reporting and will make specific recommendations regarding ongoing support and use of Project funds to the Steering Committee. The TC will be chaired by the Chief Technical Adviser. It will comprise technical personnel from all SC members (CNE, STAE, Supreme Court, Ministry of Interior, UNDP and donors). It will meet on a quarterly basis to review quarterly progress reports, give recommendations and monitor implementation of Project activities against approved work plans. As with the SC, the Project Management Unit will serve as the Committee Secretariat, and

will ensure that meetings are held at the appropriate time. The Technical Committee will be accountable to the SC and major decisions recommended by the TC or issues that are not resolved at this level will be referred to the SC.

Project Assurance

Project Assurance is the responsibility of each member of the Steering Committee; however, the role can be delegated. The Project Assurance role supports the SC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The SC cannot delegate any of its assurance responsibilities to the Chief Technical Advisor or any other project staff. The UNDP Governance Programme Specialist will be designated as the Project Assurance role. He or she ensures appropriate project management milestones are managed and completed; identifies matters under the jurisdiction of the SC, UNDP Senior Management and PMU and refer them accordingly; and provides policy guidance to the SC and TC.

The main responsibilities of Project Assurance include the maintenance of effective liaison and communication between the SC and other project structures; beneficiary needs and expectations are effectively managed; risks are controlled; the project remains viable; internal and external communications are working; applicable UNDP rules and regulations are being observed; monitoring and reporting requirements and standards are adhered to; quality management procedures are properly followed; and SC decisions are followed and revisions are managed in line with the required procedures.

Implementing Partner

UNDP Mozambique is the Project Implementing Partner, through the Project Management Unit (PMU). The PMU will be responsible for project management, including:

- Monitoring and evaluation of project interventions
- Achievement of project outputs
- Effective use of project resources
- Contracting of other organizations or entities to assist in project implementation
- Recruitment of project personnel and consultants
- Procurement of non-expendable equipment in accordance with UNDP rules and procedures
- Communicate and report on project results, as well as ensure the visibility of the partners

The PMU will be headed by the Chief Technical Advisor who will have the authority to run the project on a day-to-day basis on behalf of UNDP within the constraints laid down by the SC. The CTA's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The CTA will be contracted by UNDP and he or she will be different from UNDP's representative in the SC. The CTA will be assisted by long and short-term international and national experts, who will lead or advise on specific components or areas, and provide professional oversight of and technical assistance to implementation partners. All specialists will have the necessary high-level expertise, an extensive field experience and proven records of providing TA in democratic processes within the sub-Saharan Africa region. The administrative and finance assistant will provide financial, administrative and logistical support to the project. He/she will support the technical staff in the implementation of project activities: provide clear

financial guidelines to all contracted partners to enable an efficient processing of transactions; monitor program expenditure; manage disbursement of funds and project accounts, and prepare draft reports for presentation to the technical committee and SC.

The Project will also receive backstopping assistance from UNDP's Country Office, as required. This is critical for ensuring UNDP Programme, Operations Policies and Procedures are followed and that the Project is able to meet its objectives in the most effective, efficient and sustainable manner.

A detailed project organizational structure is described below.

Figure 1. Project Management Diagram
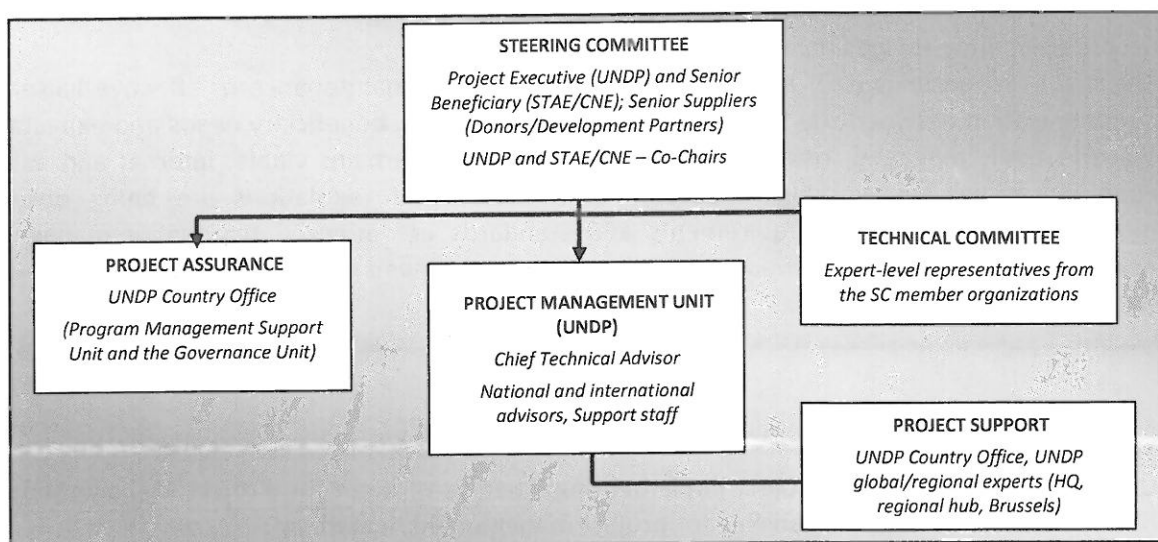
The Project Management Unit (PMU) will consist of the following experts and staff:

- **Chief Technical Advisor** (CTA), full time – The most senior electoral expert and overall manager of the project.

- **Gender Expert** – consultant recruited on as-needed basis for the maximum of 12 months.

- **Voter Education/Youth Expert** – consultant recruited on as-needed basis for the maximum of 12 months.

- **IT expert** – consultant recruited on as-needed basis for the maximum of 6 months.

- **Admin/finance assistant** – national, full time.

- **Reporting officer** – national, full time.

Reporting Schedule

The Project will follow the below reporting schedule:

Quarterly Progress Report to the Technical Committee:
- Activity Report:
- Activities carried out during reporting period
- Difficulties encountered and measures taken to overcome
- Risk mitigation measures taken and identification of emerging risks
- Changes introduced in implementation
- Progress towards achievement of expected results, assessed against indicators specified in the Annual Work Plan and any other results based management framework
- Work-plan for the next period
- Financial update
- Actual expenditures

Annual Progress Report to the Steering Committee:
- Activity Report:
  - Summary and context of the Action
  - Difficulties, challenges and risk mitigation measures
  - Recommendations for revisions in the scope and focus of project activities, with budget implications.
- Financial Report containing:
  - Contributions received
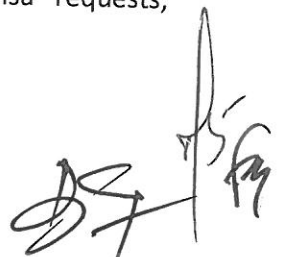 - Estimated and actual expenditures by category (with explanations for significant variances)

Final Report:
The Final Report will be submitted within three (3) months of the financial closing of the project.
- Activity Report:
  - Summary and context of the project
  - Major activities carried out during the project
  - Difficulties/risks encountered and measures taken to overcome
  - Changes introduced in implementation
  - Lessons learned and best practices
  - Results achieved by assessing indicators outlined in the logical framework
- Financial Report:
  - Total contributions received
  - Summary of expenditures by category compared (with original budget with explanations for significant variances)
- Recommendations and lessons for follow-up assistance projects

Country Office support

The project will charge costs arising from services provided by the Country Office in the implementation of the project and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants, (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4)Travel authorizations, visa requests,

ticketing, travel arrangements and ICT commons services; (5) Shipment, custom clearance, vehicle registration and accreditation; and, (6) the costs of maintaining and operating a Project Office.

Monitoring and Evaluation:

The goal of all monitoring and evaluation exercises is to learn lessons and incorporate these to the improvement of the Project. In terms of monitoring and evaluation, the project will be subject to UNDP's monitoring and evaluation procedures. UNDP will as a part of project assurance role, regularly share its findings with the Steering Committee. Some of the methods that will be used in monitoring progress towards the outcome include:

- Project management meetings for regular review of progress towards targets.

- Quarterly written assessment reports on progress towards targets.

- Based on the initial risk log, a project risk log shall be prepared and regularly updated.

- A project lessons learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation and to facilitate the preparation of the lessons learned report at the end of the project.

A final evaluation of the Project will be undertaken at the end of the project, but not later than 3 months after final activities. The results will be shared with national entities and donors.

Communication and visibility plan:

The main objective of the project's visibility actions is to communicate the "positive results of the partnership", focusing on outputs and the impact of results. These will evolve throughout the project's implementation and could include joint press releases, TV spot, joint presentations, photo opportunities and policy-type publications in specialist press. UNDP will ensure that any internally required political clearance regarding public statements related to election matters is sought. In addition to action-based communication activities, whenever possible and practical, communication and visibility should be strategic, and build on broader sets of activities or programmes, focusing on activities which better lend themselves to attract the target audiences.

Financial Modality:

To enable multi partner participation, an Elections Basket Fund will be established and UNDP will administer the Fund. Donors to the Basket Fund will be invited to join the Steering Committee, to provide policy guidelines and strategies regarding the implementation of the project and their technical staff to participate in the Technical Committee.

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

RISK MANAGEMENT STANDARD CLAUSES

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

1. UNDP agrees to 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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

2. Consistent with UNDP's Programme and Operations Policies and Procedures, 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 .

3. The Implementing Partner shall: (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.

4. 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.

IX.   ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**