PROJECT DOCUMENT

Enhancing Democracy and
Electoral Processes in Mozambique

Electoral Cycle 2022-2025

Constitutional
Council

CNE
COMISSÃO NACIONAL DE ELEIÇÕES
MOÇAMBIQUE

STAE
MOÇAMBIQUE

Supreme
Court

Police of the Republic
of Mozambique

SUSTAINABLE
DEVELOPMENT
GOALS

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS

5 GENDER
EQUALITY

PROJECT DOCUMENT

Mozambique

Project Title: Enhancing Democracy and Electoral Processes in Mozambique
for the Electoral Cycle 2022-2025
Project Number: 00140193
Implementing Partner: United Nations Development Programme (UNDP)
Start Date: 1 January 2022
End Date: 31 December 2025
PAC Meeting date: 1 December 2021

Brief Description

Enhancing Democracy and Electoral Processes in Mozambique for the Electoral Cycle 2022-2025 is a four-year multi-donor project designed to address challenges and builds on previous electoral support and lessons learned as Mozambique enters its next electoral cycle and the run-up to 2023 District Elections and 2024 National Elections. The project is developed based on the formal request from the Government of Mozambique, the recommendation of the Needs Assessment Mission (NAM) conducted by the United Nations on March/April 2021, the international election observers reports on 2019 elections and is aligned to the UNDP Country Programme Document (CPD) and Mozambique Government's Five Year-Plan 2020-2024 (Programa Quinquenal do Governo, PQG).

Through its Strategic Plan, UNDP stress the importance of consolidating and strengthening democratic processes and institutional practice in Mozambique. Fundamental to these goals is the engagement of citizens as the primary stakeholders in the governance and administration of Mozambique with the aim to achieve complete adherence to the Sustainable Development Goals by 2030. The project activities are developed around key Sustainable Development Goals related to Gender Equality (SDG 5) and Peace, Justice and Strong Institutions (SDG 16). UNDP is committed to promote participation of vulnerable and marginalized groups and gender equality in democratic processes. This project is centred around four key dimensions- inclusiveness, integrity, transparency, and credibility.

Based on the current needs identified by stakeholders, the project focuses on the following four components:

Component 1: Strengthen technical capacities of electoral stakeholders to promote credible and inclusive electoral processes

Component 2: Enhance transparency in the electoral process through greater public outreach and information sharing by EMBs to the voters population
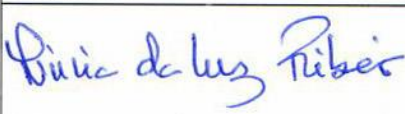
Component 3: Improve electoral operations planning and electoral processes during the electoral cycle including crisis such as COVID-19, natural disasters, security threats and political violence
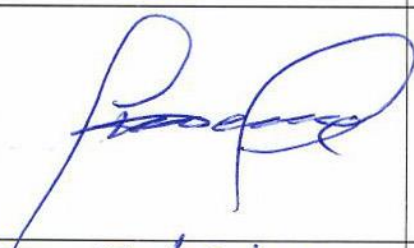
Component 4: Enhance effectiveness and transparency of Electoral Dispute Resolution mechanism through technical assistance to the Constitutional Council, CNE, and Supreme Court

Contributing Outcome [Cooperation Framework (previously UNDAF)/CPD, RPD or GPD]: Indicative Output(s) with gender marker: GEN2 (Gender equality as a significant objective)	Total resources required (USD):		9,800,200*
	Total resources allocated:	UNDP TRAC:	800,000
		Donor:	
		Government:	
		In-Kind:	
	Unfunded:		

Agreed by (signatures):

Constitutional Council	National Electoral Commission	Supreme Court
Lúcia da Luz Ribeiro President	Dom Carlos Matsinhe President	Jeremias Manjate General Secretary
Date: 7-12-2021	Date: 07/12/2021	Date: 07/12/2021

STAE	UNDP
Felisberto Naife General Director	Narjess Saidane Resident Representative
Date: 7/12/2021	Date: 7/12/2021

* Proposed budget for four years with provision of revision as per the needs during electoral period.

Table of Contents

List of Acronyms

ACDEG	African Charter on Democracy, Elections and Governance
AU	African Union
CEDAW	Convention on the Elimination of All forms of Discrimination against Women
CTA	Chief Technical Adviser
CSOs	Civil Society Organizations
CC	Constitutional Council
CCIRP	Communication, Image and Public Relations Centers
CPLP	Community of Portuguese Language Countries
CNE	National Election Commission
DIM	Direct Implementation Modality
EAD	Electoral Assistance Division
EDFSADC	Electoral Commission Forum for SADC Countries
EDR	Electoral Dispute Resolution
EMB	Electoral Management Bodies
GSCU	Governance and Social Cohesion Unit
PRM	Police of the Republic of Mozambique
PGR	General Prosecutor of the Republic
PWD	People with Disabilities
M&E	Monitoring and Evaluation
NAM	Needs Assessment Mission
NGO	Non-Governmental Organization
STAE	Technical Secretariat for Electoral Administration
ST	Steering Committee
TOR	Terms of Reference
TOT	Training of Trainers
TS	Supreme Court
UNV	United Nations Volunteer

I. DEVELOPMENT CHALLENGE

Since the country´s independence, the United Nations (UN) has been supporting the organization of electoral processes in Mozambique, mainly through the direct support to the Electoral Management Bodies (EMBs), under the United Nations Development Programme (UNDP) project implementation framework.

Over the years, the capacity of the different entities involved in the electoral processes has been growing and constantly adapting to the new challenges the country goes through. In addition to the citizens who are the main stakeholders, the official national entities involved in the electoral process are: (i) *Conselho Constitucional* (CC) – Constitutional Council; (ii) *Comissão Nacional de Eleições* (CNE) – National Electoral Commission; (iii) *Secretariado Técnico de Administração Eleitoral* (STAE) – Technical Secretariat of Electoral Administration; (iv) *Tribunal Supremo* – Supreme Court and (v) *Polícia da República de Moçambique* (PRM)– National Police. Each of these entities has well defined roles in the electoral processes and complement each other´s competencies. Although the technical capacity of the above-mentioned institutions has, throughout time, been consolidated, the challenge remains to expand and harmonize the existing capacity at local level.

In a response to a formal request from the Government of Mozambique to provide UN support for the electoral cycle of 2022-2025, the United Nations conducted Needs Assessment Mission (NAM) from 22 March - 6 April 2021 by a team of senior electoral experts from UN. The recommendations suggested by the NAM were endorsed by the UN focal point for electoral assistance matters – the Under-Secretary-General for Political and Peacebuilding Affairs. This project document is developed based on the areas requested by the Government of Mozambique and the recommendations made by the NAM. Considering the political context, there is the need to continue strengthening governance and electoral institutions in Mozambique to increase their credibility anchored on principles of transparency, inclusiveness, accountability and neutrality.

The challenges identified on the implementation of electoral processes directly related to the country´s general development refer to the technical capacity of electoral staff, mainly at local level, and the institutional strengthening that leads to more credible electoral institutions and processes. The credibility of the electoral institutions and processes is built on transparency, neutrality and inclusion, contributing to acceptance of electoral results and preventing electoral violence.

Notwithstanding the advances the country has experienced, including the development of the EMBs, the political and security situations are, once again, at the time this document is being produced (July 2021), very fragile, with recent violent insurgences in the north and conflict threats in the centre of Mozambique that have caused displacement of populations and a considerable number of fatal victims and unprecedented health situation caused by the COVID-19 pandemic.

In this complex social, political and security environment, the conduct of credible and inclusive elections must take special measures to ensure the participation of the population in the election of legitimate governments, both at national and local levels. The political system in Mozambique, like is the case in several countries worldwide, have been undergoing qualitative transformation from a mono party system before 1994 to a more democratic governance system. Elections play a crucial role for this process. UNDP Mozambique is committed in supporting Mozambique's efforts towards democratic governance and sustainable Development, through the achievement of the SDGs.

Deepening democratic governance is essential to achieving social cohesion, stability and ensuring that economic growth benefits all Mozambicans. UNDP in Mozambique will seek to support initiatives towards more accessible, equitable, effective, transparent, and accountable governance institutions, which promote, the rule of law and social justice, human and fundamental rights, participation, and civic engagement, gender equality, democracy, transparent electoral processes, decentralization and well-functioning public administration, economic governance (public finance management and economic development). To achieve this, UNDP Mozambique's work on Governance and Social Cohesion, will focus on the support to electoral cycle, Access to Justice, Human Rights, Security sector, Decentralized Governance, Economic Governance, Gender and Peace and Social Cohesion.

II.   STRATEGY

UNDP, as the main UN implementation agency of electoral assistance projects, holds the required experience in electoral field, has direct access to wide international networks of electoral experts and electoral management bodies associations and also enjoys good reputation as per its neutrality, professional capacity and impartiality. Given the UNDP position and recognition in the country, built over the years, the government of Mozambique and the Electoral Management Bodies (EMBs) have requested, once again, for the continuity of UNDP´s electoral assistance (request submitted on 22 July 2020 date, attached as annex 1).

Considering the main development challenges relevant to this project, identified above (strengthening the institutional technical capacity and increase the credibility of the EMBs and electoral process), the strategy to address those involves several elements regarding the electoral stakeholders beneficiaries of the project, the areas of work and the principles underpinning the project implementation. SDG 16 constitutes a special focus of work of the Governance and social cohesion Unit (GSCU), due to its enabler role for the achievement of all other SDGs and thus, for the overall Development process.

The next elections (District and Presidential/Legislative/Provincial) will be held in 2023 and 2024 respectively. Well managed, credible, inclusive and transparent elections will determine and impact directly on the type of legislature and decentralized governance Mozambique will enjoy for the next five years. The approach of electoral cycle assistance rather than on elections as a standalone event enables more coordinated work within the GSCU portfolio, since it provides for a platform for a continuous coordinated and complementary work in the following areas:

Decentralized Governance: The 2023 elections will for the first time elect representatives of the district organs, thus marking an end to the concentration of power which characterized Mozambique from its independence in 1975. This will impact directly on the work of UNDP Mozambique as it opens the possibility for the establishment of linkages between the work of the electoral assistance and decentralized governance portfolios. The new "decentralization package" has provided a new opportunity for UNDP's continued support to this area. Capacity Development will be provided to local government, civil society organizations, academia etc., and promote better understanding of governance processes by the citizens as well as awareness about their rights, duties, thus creating an enabling environment for their free, active and meaningful participation in the democratic processes, with particular focus to elections.

Peace and elections: Elections which do not translate the wish of the voter or that is perceived as not credible, inclusive and transparent tend to have negative impact to the democratic and development processes of countries. Mozambique is one example. In the past, electoral results have been disputed and sometimes called as fraudulent. The experience of the last electoral cycles has impacted negatively in the peace process which the country had enjoyed for about 20 years. For this reason, Mozambique needs to pay attention to well managed electoral processes. Actions within the framework of peace will target the security sector, human rights actions, the individual citizens and the communities, including the IDPs in order to promote social cohesion, peace building and conflict prevention initiatives. Through this work, vulnerable and marginalized groups including the IDPs are to be engaged as actors of the development process and not simply as beneficiary. As actors, these will have the potential to meaningfully determine their needs, participate in political life including elections and demand better service delivery by the duty bearers. The expectation is that the communities will not engage in military and terrorist actions as a resource to look for solutions to their problems. Partnership and synergies with elections project will contribute to improved voter turnout during the electoral events by these groups. In addition, there will be a potential for the next electoral programs by political candidates to reflect the needs and views of these otherwise "forgotten groups". In this way, the partnership between these two areas will contribute to a sustaining peace.

Justice and human rights are central to the work of UNDP. Partnership with the elections project will be established mostly through the legal identity initiative which is under formulation for both justice and electoral assistance projects. It is expected that with the legal identification citizens will be better placed to have a quality participation in electoral processes as well as to enjoy access to justice services. Furthermore, while currently the electoral legislation allows for the voter registration of Mozambicans with no valid legal identity (persons are given the opportunity of voter registration based on the testimony of neighbors or else), their participation is limited to being voters. Without a legal identity they cannot participate as candidates for the parliament or for provincial or municipal assemblies.

The Police plays a critical role for electoral processes. Before UNDP Mozambique started its regular and comprehensive capacity building to the Police of the Republic of Mozambique, the Police used to be seriously criticized by electoral observation and citizens in general due to their actions during elections. This has been drastically changed with the partnership between the elections and security

projects. For the next period, this partnership will continue and will be further informed by the outcome of the lessons learned exercise carried out after the end of the previous Project.

The Judiciary: the partnership between these two is essential for the participation of political actors, the transparency and accountability of the electoral process. Partnership during the programming cycle 2017-2021 was established with the Constitutional Council as well as with the Supreme Court for the capacity building of the district judges. This will be further strengthened to ensure that the culture of capacity building of magistrates will be carried out in a holistic and regular manner.

The achievement of the above requires some changes and adjustments in the way GSCU work. This will require:

- ***Systemic and integrated approaches*** in the implementation of GSCU portfolio thus leaving the project approach to an overall systemic.

- ***People-centred approach*** which shifts from a state-centred to a local and community-based approach to governance services and dispute resolution, focuses on local realities and citizen's needs, particularly of those of the most marginalized, including women and girls, people living with disabilities, IDPs, people living in poverty and at risk of being left behind.

- ***Innovation and flexibility,*** which promotes local-based partnership with academia, private sector, think thanks and communities in the development of fit-to-local solutions.

- ***Great focus on data collection management,*** through fostering digital governance solution, which enhance transparency and accountability, data for greater analysis and evidence-based advocacy and intervention.

- ***More inclusive approach/community and social outreach***, which aims to ensure that marginalized groups, including women, people living in remote communities, IDPs participate in decision making at all levels.

In order to work towards a more credible electoral process, the EMBs shall consistently adopt transparency in their decisions, promote inclusiveness in all their activities and ensure integrity throughout the electoral process at all levels of the electoral administration.

The project aims at working on structural aspects of the administration of electoral processes, on one hand by expanding the spectrum of stakeholders it will work with – not only the EMBs but also civil society organisations, political parties, media, academia- on the other by promoting intensified direct public outreach actions to be realized by the EMBs with the different stakeholders. The focus of the project will this time be more oriented towards developing the capacities at national and local level, meaning that all the activities proposed will be implemented at both national and provincial level, except when security represents a threat.

Through more direct and intensified public outreach actions promoted by the electoral EMBs and the different stakeholders the transparency of the electoral entities and process will be enhanced, contributing to a more credible process and institutions. This will lead, in a broader perspective, to legitimate government. In order to increase people´s understanding of the electoral justice system through the available means and mechanisms to present challenges and claims on different phases of the electoral process, as well as their capacity to properly submit complaints, the project is promoting the "training" of CSOs, media and political parties on this matter.

Using the theory of change as a model for demonstrating the ways in which the project intends to transform existing models into more effective and structural changes, the project's ultimate goal is to enhance democracy and the electoral process during the period 2022 – 2025. As per the theory of change, the project identifies challenges across the project implementation, assumptions based on which the project is designed and the principles underpinning the proposed activities that sustain the identified components.

Component 2, in particular, aims at changing the electoral stakeholders' role from receivers of information to a more active role engaging in open and inclusive discussions on various aspects of the electoral process. This component establishes the creation of platforms to promote regular and systematic mechanisms of interexchange of information and open discussions regarding different aspects of the electoral process, contributing to enhance people´s understanding of their rights and responsibilities in an electoral process and in democracy in general.

In addition to electoral assistance, UNDP, through its Governance portfolio, has been providing technical support to different areas of governance. For a more effective and holistic result, this electoral project, in response to the national request, has been developed in coordination with the current UNDP governance projects pursuing complementary actions that would contribute to a better, more participatory and inclusive governance. Throughout the life of this project any subsequent initiatives under the governance portfolio, including aspects of governance such as rule of law, open government, citizen security, among others, have to be developed under the same premises of cooperation and complementarity.

The electoral project complies with the objectives set out in the Government of Mozambique's five-year plan 2020-2024 (Programa Quinquenal do Governo, PQG) which reflects the government's actions and commitments to strengthen democracy and electoral processes, preserve national unity and cohesion, promote good governance, decentralization, social justice and strengthen international cooperation.

Theory of Change

GOAL

Enhanced Democracy and Electoral Processes in the 2022-2025 period

OUTPUTS

Strengthened technical capacities of electoral stakeholders to promote credible and inclusive electoral processes

Enhanced transparency in the electoral process through greater public outreach and information sharing by EMBs to the voters population

Improved electoral operations, planning and electoral processes during the electoral cycle including crisis such as COVID-19, natural disasters, security threats and political violence

Effectiveness and transparency of Electoral Dispute Resolution mechanism enhanced through technical assistance to the CNE, Constitutional Council and Supreme Court

PRINCIPLES

Electoral Cycle Approach

National Ownership

Sustainability

Lessons Learned

Integrated Management Structure

Responsible use of Technology

Inclusive National Dialogue

Support by the UNDP Electoral Experts in the HQ, Brussels

ASSUMPTIONS

ACTIVITIES

Technical Tranining to STAE staff, Meida, Political Parties, CSOs

Capacity Development of Electoral Institutions on Electoral Legal Framework

Support to resonable use of Technology in the Electoral Processes

Engage-ment with electoral stakehold-ers through public outreach events

Monitoring of social Media and Disinfor-mation and hate speech

Training of STAE staff on operation planning & budget management in conflict/disaster context

Conflict in the north and unstable political and security situation in the center halts people's participation

Women & Youth's access to & ability to register to vote & be voted was never closely examined

Difficulty in understand-ing electoral dispute resolution & complaints procedures

CHALLENGES

6

III. RESULTS

Expected Results

The electoral assistance to Mozambique needs to persevere engaging towards the strengthening of the credibility, transparency, inclusiveness and accountability of electoral processes. This approach, enhancing democracy and electoral processes will require engagement with a broader group of stakeholders at national level, who jointly contribute to the success of electoral process. This project identifies three key areas that require further work in order to make an impact on elections, in first place continued capacity building of electoral stakeholders – expanding the group of beneficiaries at national and subnational level; secondly, establishment of a meaningful communication among the electoral stakeholders – as means to enhance inclusiveness and transparency; finally, continued support to electoral operations ensuring that the next electoral process will not suffer as a result of natural, health or security adversities that have a potential to impact the inclusivity of the process.

This project focuses primarily on non-operational, preparatory period in order to leverage longer-term perspective not focused on a particular process, such as reflection on the current electoral framework, recommendations of many observer missions, as well as building and expanding the existing inter-institutional relations in support of the inclusion and transparency of electoral processes. It is essential to ensure that the technical gains of long-term electoral assistance are retained and further strengthened to ensure that the electoral process counts with the trust of the main stakeholders, the voters in Mozambique and contributes to the strengthening of the democratic governance in the country.

Operational period, in addition to the activities already foreseen in the current project, that seek to strengthen the electoral institutions in disaster resilient planning and implementation, the EMBs may need further support, both technical and financial, to address the election related consequences of the current displacements in the North, should the insecurity persist. Direct and targeted technical support may be required to support the inclusivity of the process.

Component 1: Strengthen technical capacities of electoral stakeholders to promote credible and inclusive electoral processes

Activity 1.1

Capacity building of CNE, STAE and PRM staff at all levels as well as to Media, CSOs, and other actors in the electoral process in areas such as electoral management

Further work with the electoral stakeholders, including EMBs, will be necessary in order to ensure professional delivery of the electoral operations. The CNE will require support in training of its staff throughout the electoral cycle, ensuring broad and comparative understanding of all the phases of electoral processes allowing for the well-informed decision making. Although STAE as a permanent secretariat retains more know-how at the central level, it will require further support in training of the staff at provincial level, whose work has direct impact to the technical delivery of the process. It is essential that the provincial levels are well trained to be able to carry out a satisfactory process and also inform the stakeholders about the process.

Beyond the current beneficiaries, it is important to offer training activities to the newly identified counterparts of the project. Political parties, media, CSOs, including political parties agents and election observers require overall training on electoral processes, which should be tailored to their particular needs and scheduled in the way that it allows to take full advantage of the period in between elections

to increase general understanding of electoral administration, systems, rights and responsibilities, electoral law, electoral cycle, etc. Close to elections, the training should offer specific knowledge related to the steps of the process, with particular emphasis on electoral dispute resolutions.

Activity 1.2
Knowledge sharing

The training for the CNE and STAE will include elements of comparative electoral studies and good practices from the region and beyond. If possible, either virtual or in person exchanges with EMBs will be facilitated.

Similarly, capacity development activities will continue being essential for other beneficiaries of the project. The Constitutional Council, Supreme Court and the Police will receive further training support on electoral matters highlighting in particular the comparative studies and good practices from the region and beyond. South-South cooperation (CPLP, Francophonie, African Union etc) and drawing on broader UNDP expertise in this area will be particularly beneficial to this support.

Training for the secondary beneficiary groups (media, political parties, CSOs) will be organised and delivered with CNE/STAE, Constitutional Council and the Police, contributing to the sustainability of these efforts as well as supporting the national ownership of the process.

Activity 1.3
Technology- Digital solutions and communication in electoral processes

The use of technology can be an important element that contribute to the transparency and credibility of the process. In Mozambique, the support to the use of technology in electoral processes could be developed further focusing, in particular, on creating effective and functional links between the different entities that already apply technology in its electoral work.

The project will aim to support the establishment of connectivity between different levels of EMBs (national and provincial), aiming to streamline and speed up the internal communication processes, within a secure environment. The functional communication means will allow to increase the efficiency of all the steps of electoral preparations and will be of particular importance in cases of continued COVID effects. The project will ensure that this long-term solution will be supported financially and technically beyond the duration of the project.

Similarly, the project will aim to enhance the technology necessary for the external communication, namely, establishment and design of the institutional websites and social media communications tools. In electoral period, electoral information centers could further enhance this general objective. This technological support should be planned and implemented together with support to addressing the communication strategies for social media, reflecting the challenges of fake news, hate speech and disinformation.

Component 2: Enhance transparency in the electoral process through greater public outreach and information sharing by EMBs to the voters population

Activity 2.1
Support in dissemination of information by electoral authorities through Electoral Outreach Events and platform for engagement with electoral stakeholders, such as political parties, civil society organisation, media and academia

It is important that EMBs maintain good and fluid exchange with all electoral stakeholders, not only during electoral period but also beyond. Furthering the principle of representation enshrined in electoral law of Mozambique, UNDP through the project will support the EMBs in establishing a meaningful and regular two-way communication with all electoral stakeholders through partners engagement platforms. The engagement platforms will target principally political parties, civil society organisations, media and academia and can be adjusted to local needs throughout the country.

The principle of the engagement platforms and events is to promote regular exchange among electoral stakeholders, reinforce a principle of transparency and accountability of electoral management bodies, and encourage inclusion and broad consultation on principal matters relating to elections. Regular and close engagement with a broader group of electoral stakeholders could contribute to improvement of the credibility of electoral institutions while at the same time it will constitute an opportunity for the EMBs to listen to the different stakeholders' concerns, issues and recommendations, and seek collaborative ways to improve its performance and integrate recommendations or suggestions.

This activity will leverage the fact that the electoral administration in Mozambique has a permanent character and will aim to enhance the communication and consultation activities in the non-electoral period. The events and dialogues are to be carried out both at national and provincial level, benefiting when possible from the presence of national EMBs in the provincial events. The project will map out the calendar and thematic areas to be addressed, following the principle of electoral cycle approach.

Activity 2.2

Support in facilitation and consultations of the Electoral Legal Framework

In the pre-electoral period, the activity described above should concentrate on a wider reflection on electoral legal and technical framework. UNDP will support the EMBs and Constitutional Council in conducting inclusive consultations around legal framework for elections. The consultations will aim to address the principal areas identified as in need for improvement by the electoral observation reports creating space for an open discussion of possible solutions.

These consultations will in first place offer a possibility to the drafters of exchanging experiences with broader group of practitioners from the region and beyond, with an aim to enhance the understanding of issues and different solutions applied in similar cases.

The consultations will also include representatives of political parties, CSOs with particular emphasis on women, youth, elders, people living with disabilities and minorities both at national and provincial levels, whose views will be reflected in the draft legislation.

Activity 2.3
Support in increasing the participation of women, youth, elder, minorities and people living with disabilities in the electoral process
The project will provide strategic guidance and technical advice to ensure that the EMBs can better communicate with voters and stakeholders on gender mainstreaming and improve outreach to youth, elders, PWD, minorities and marginalized groups and will support effort to increase their political participation and representation.

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. 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. The project will support in designing a mechanism to monitor violence against women during elections.

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 2019 around 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.

People with disabilities have the right to participate in the political life of the country on an equal basis with others. This right is recognized in the Convention on the Rights of People with Disabilities and in other national and international legal instruments. However, their levels of political participation remain low, being considerably disproportionate to their demographic representation. In electoral events, the lack of representation of people with disabilities is particularly notable at all stages of the electoral cycle and among the various actors involved. Changing this situation depends on a significant intervention in the normative system that regulates electoral processes through civic and voter education with the participation of people with disabilities, as well as in the dominant social behaviors around the civic engagement of people with disabilities.

Activity 2.4
Support in including Elections and Democracy in formal education curricula
While the Civic and Voter Education efforts are important during electoral processes, in order to ensure that the electoral activities contribute to the democracy strengthening, it is important to address them in a long term with build-in element of sustainability. In Mozambique, it would be important to ensure that elections are covered adequately within the formal education curricula addressed to different publics by relevant stakeholders.

In first place, in case requested, the CNE/STAE with the support of the project will assist Ministry of Education in creating a curriculum as needed for secondary schools, that could include into one of the currently existing subjects/classes a chapter related to elections, democracy, and human rights related knowledge. Furthermore, it will ensure the necessary teachers' training and preparation of necessary pedagogical materials.

The Police with the support CNE, STAE and UNDP, will prepare formal training modules on elections, election security, roles and duties of Police as well as elections and human rights for the three levels of Police Academy, tailoring the contents to the level of education offered by the school (general Police, middle and superior cadres).

The Constitutional Council with the support of CNE, STAE and UNDP will promote the establishment of an academic course curriculum on electoral law within the Constitutional Studies of the Department of Law at the university level.

The project will promote the development of knowledge products on electoral processes, lesson learns and constitutionalism in collaboration with STAE/CNE, Constitutional Council, Supreme Court, National Police and other different stakeholders. These knowledge products will ensure to strengthen the national capacities and retain the institutional memory for future references.

Activity 2.5
Strengthening effective communication units
The project will assist STAE in modernizing Communication, Image and Public Relations Centers – CCIRP (Media Centers) at central and provincial level and train the technical staff to effectively manage the centers. The project will also support STAE in design and development of the Electoral Education and Information Centers to provide information to the public regarding electoral education, electoral procedures, constitution, democracy, political parties and political processes through interactive participation using multidimensional approach. These Centers will raise voters' awareness and participation towards electoral system and processes by making the voters' education, voters oriented, accountable and impartial.

Activity 2.6
Social media, hate speech and mis/disinformation
The use of social media in elections constitutes a new opportunities and challenges both to the electoral administrations as well as social media users. On one hand, the social media offer an opportunity of a more direct communication, broader outreach (when infrastructure allows) and in particular, special appeal to the youth. This however requires a skilful use of social media communication, including message selection and preparation, visual images, timings, etc. The communication through social media has developed into a new area of communication that requires professional support and UNDP is well placed to provide this support to the EMBs.

At the same time, the communication through social media has also created grounds for easier dissemination of hate speech and disinformation. Several studies and analysis of this matter conclude that the more effective way of refuting misinformation, rumours and any type of disinformation is to actively and consistently promote information and communication using different means of communication. The project will work with the EMBs, judiciary and media in those areas, through training, regulation and fact checking. More specifically, the project will support the development and implementation of an IT tool to support national stakeholders in identifying and mitigating issues related to misinformation, disinformation and hate speech. The mechanism will equip a hosting/managing entity (eg. CSO Consortium, audio-visual/internet regulation institution, etc.) with technology and capacity to integrate reports from a network of monitors (e.g. Trained journalists, youth groups, etc.) to detect and

analyse mis/disinformation and hate speech circulating in social networks, electronic press, and web sources. In addition, automatic analysis of social media content will complement the work of the monitors and highlight rising trends and threats throughout the online space. Once verification and further research is conducted through fact-checking tools and through investigation by the network of monitors, the information gathered will be used to 1) analyse and assess impacts of the mis/disinformation and hate speech phenomena and 2) inform actions to mitigate those impacts in a coordinated manner. As a good practice the possibility of entering into agreements between state/non-state actors and social media platforms (i.e. Facebook, Google, YouTube) will be explored in order for the institutions involved in the mechanism to benefit from information gathered by these platforms as an additional source of information and to enable them to moderate the escalated threats or regulatory response.

The activity will be operationalized following a three-fold assessment, including a threat assessment, an information landscape assessment and a capacity assessment to ensure proposed support actions are in line with the principles of 1) national ownership; 2) non-duplication; and 3) coordination. The assessment and subsequent design and implementation will be supported by the Brussels-based task force on electoral assistance, which has developed the iVerify mechanism that combines and integrates tools for simplifying the collection of information and the verification through both automated and manual features and lastly the response.

Activity 2.7
Lessons learned and post-electoral support

The post-election responsibilities are vital because they include the evaluation of a process which will inform and improve the next process when it takes place. Following the best international practices, the Project will support EMBs to undertake in-house reviews of the electoral process after the completion of each elections. The project will also support Constitutional Council and Supreme Court to perform post electoral lessons learned exercises following the adjudication of related complaints during the elections. The review report can examine the strengths and weaknesses and the electoral framework, and make suitable recommendations for remedial action. So, the project will provide assistance to feed results of the review into discussions and support the procedural development throughout the electoral cycle. Through the proposed activities, the project is expected to produce and contribute to the production of several knowledge products including but not limited to procedural manuals, training manuals and civic and voter education materials.

Component 3: Improve electoral operations planning and electoral processes during the electoral cycle including crisis such as COVID-19, natural disasters, security threats and political violence

Activity 3.1
Improve budget management for electoral operations, natural disasters and security threat situations

Prior to the commencement of the strictly operational electoral period, the planning phase is one of the most important elements of the process. While Mozambique in the past has usually delivered electoral operations without major concerns, recent years have proven challenging due to the necessity of including contingency planning in electoral operations. Past years have been abundant in natural disasters, including cyclones, floods and most recently COVID-19, all affecting proper execution of the electoral plans. Furthermore, current security challenges in the northern Mozambique should be accounted for in the disaster resistant planning.

In the current electoral cycle, the EMBs will benefit from the UNDP assistance in the disaster and conflict resistant planning. UNDP can advise based on its worldwide expertise to provide the most relevant and

updated models and examples. The project will work with all of the stakeholders, ensuring that disaster resistant planning is applied to all electoral related activities: electoral operations, voter registration, candidate's nomination, results managements, electoral justice, public outreach and public information, training, etc.

Activity 3.2

Support electoral operations

This output represents the operational support for the 2023 District Elections and 2024 Provincial and National Elections. Through the technical, logistical and operational support, the project will assist CNE and STAE in the operation of the electoral processes as needed.

It is particularly important that disaster resistant planning reflects adequately on the inclusivity of the process, keeping in mind the rights of those displaced by the disaster, or in the context of COVID-19, those under health restrictions. Catering to the new special groups will require additional time and resources that will need to be adequately reflected in the budget, operational and security planning. The project will also support STAE and National Police staff in training on how to conduct electoral processes during COVID-19, natural disasters and security threats situations.

Activity 3.3
Improve electoral conflict prevention, mitigation and early warning system

The potential for election-related violence for the next elections remains high as it has been evident in the past electoral cycles and it could be further complicated by the deteriorating security situation in the northern region, particularly in Cabo Delgado. The organization of Voter Registration and Elections specially in the northern region will require an extensive planning in coordination among relevant entities ranging from the EMBs, government entities, security forces, partners and UN agencies, funds and programmes. As part of the political violence monitoring, analysis and mitigation strategy, a well organized early warning system to identify, report, and analyze political violence, the project propose intervention that will assist with enhancing the existing mechanism for dialogue and conflict prevention. These include support to training and other measures to enhance the electoral safety and security for the PRM.

Component 4: Enhance effectiveness and transparency of Electoral Dispute Resolution mechanism through technical assistance to the Constitutional Council, CNE, and Supreme Court

Activity 4.1
Strengthen the sustainable development of the institutional capacity of the Constitutional Council and Supreme Court

In case the support is requested, the project will support Supreme Court in establishing a mobile court during the electoral period to facilitate the claims submission and prosecute the potential electoral offenders. This include measures to increase public awareness and clarity on the roles of the electoral dispute bodies, to define the role and responsibilities and to ensure understanding on the EDR processes. These activities will result in the increased transparency and accessibility for stakeholders to electoral dispute mechanism.

To facilitate an efficient, transparent and credible candidate nomination process, the project will support the Constitutional Council with a focus on enhancing means to verify signatures of supporters and authenticity of documents filed by the presidential candidates for the nomination process.

Activity 4.2
Support South-South initiatives in the area of EDR knowledge and comparative studies and data with other countries on adjudicating electoral disputes

South-South co-operation initiatives will be part of the institutional strengthening of the Constitutional Council and Supreme Court. The intended action aims at offering the opportunity to exchange views and experience with other councils, tribunals or courts functioning in other countries.

IV. PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

The project will be implemented with the main counterparts that have benefited from the actions of the previous project, namely the Constitutional Council, National Elections Commission (CNE), Technical Secretariat of Electoral Administration (STAE), Supreme Court, and the Police, as well as with a group of new beneficiaries, including Political Parties, Media, Civil Society organisations.

CNE and STAE: CNE is an independent body responsible for organization of all elections, as well as voter registration which is conducted before every election. The CNE is responsible for policy formulation, strategic direction, and oversight of the STAE Secretariat, which is the executive arm of the CNE. CNE is composed of representatives of political parties, CSOs and Judiciary, a formula that seeks to contribute to its neutrality, inclusivity and acceptance. Through expanding and solidifying the outreach of CNE to diverse electoral actors, the project will aim to enhance this principle, contributing to the acceptance of the process. In this way, political parties, media, CSOs and the Legislature, will become a secondary beneficiary of the project. Through CNE and STAE, the project may seek further collaborations with national and international actors, for example, engaging with the Ministry of Education, for all aspect related to the creation of school curricula, or any other ministries or entities (youth, women, elders, people with disabilities and minorities etc.).

The **Judiciary** plays an important role in electoral processes in Mozambique, not only through the electoral dispute resolution but also through verifying and approving elements of electoral process. Constitutional Council, for example, verifies and approves the candidates for office. The Project will continue supporting the judiciary in its electoral role, enhancing the visibility and understanding of their role.

Support to **media** organisations will enhance media oversight, accountability and citizen engagement role. Mozambique counts with a good media coverage, however, electoral coverage and in particular the challenges imposed by the proliferation of social media will require further support. The Project will seek to build further capacity of media but also to strengthen their access to information, through the support to CNE/STAE communication departments.

Civil Society Organisations (CSOs) are the guarantors of the healthy and vibrant societies where the voices and participation of the citizens in electoral and governance areas improve the dialogue between the institutions and the citizens. Mozambique counts with many CSOs working in the area of elections and this project will further leverage their voice by including them in all areas concerned with legal reflection, inter-institutional engagement and inclusion.

The **Police** assumes the lead in the country's security responsibilities during electoral events. There is a good collaboration between CNE and Police, nevertheless the establishment of election and human rights curriculum within the formal Police training will further improve the adequate response of the Police.

Political parties are among the key stakeholders in the process. While they enjoy relatively well structured and cordial relationship with the CNE, their capacity in the area of electoral operations, remains limited, notably at the grassroot levels. The project will further support the CNE/STAE and political parties engagement at all levels to ensure a more informed and responsible participation in the electoral processes.

UN Delivering as One: UN agencies will leverage on the capacities and comparative advantages of existing projects and interventions to promote integrated electoral assistance and support under the Governance portfolio and this project.

The Project will build on **existing partnerships** and seek to build further synergies with past and existing activities on the ground. In addition, the project will continue collaboration with other electoral assistance providers on the ground (e.g. IIDEA, EISA, SADC, etc.). The project will promote and participate actively in the Electoral Working Group created for the co-ordination mechanism among all the electoral stakeholders. This enhanced collaboration has been established with efforts to promote electoral reform, support political parties, and support civil society, particularly women, youth, elders, people with disabilities and minorities participation in order to strengthen the inclusiveness, transparency and credibility of the process.

The specific areas of collaboration and engagement include but are not limited to:

Lessons learnt and Electoral Observation Recommendations: UNDP electoral project will promote electoral observers' recommendations from past electoral cycles and support inclusive reflection on the key areas listed for improvement, as part of support to electoral reform initiatives.

Platforms for dialogue on Elections: In addition to specific partnerships with identified institutions, the project will promote platforms for dialogue on elections to leverage existing assets and capacity to reduce electoral costs and make the process more efficient, transparent, inclusive and credible in the considerations of the new electoral legal framework.

Political parties strengthening: The project will work with Political Parties through CNE/STAE to ensure that parties are well trained on specific areas of the electoral processes, notably campaign finance, election dispute resolution, and that CNE has sufficient capacity to ensure parties' compliance with the legal frameworks.

Media and new challenges: The Project will seek synergies with other partners to enhance the efforts with the national media. Through engagement with CNE/STAE, the project will aim to increase the training for the journalists, particularly on elections and social media, disinformation and hate speech.

Women, youth and most vulnerable group participation: The project will continue collaborating closely with UN Women, and other organizations supporting women participation, and their national partners, to ensure stronger impact of its interventions in the area. Recognizing special role and importance of youth in democratic governance as well as in elections, this project will remain particularly active in seeking out synergies with youth targeting programmes and approaches through establishing programmes for schools, universities, etc. The project will continue working on promoting electoral rights of people living with disabilities (PWD), elders and minorities. The project will also produce materials and translate the necessary documents into local languages.

South-South and Triangular Cooperation (SSC/TrC): The project will build linkages with and seek lessons from other projects in other UN offices within the Regional Bureau for Africa within the framework of South-South Triangular Cooperation (CPLP, Francophonie, African Union etc). These lessons will be

used to strengthen its design and improve its implementation in a bid for it to deliver sustainable impact for the people of Mozambique.

Knowledge: In addition to the regular knowledge products created by the project, this project's Activity 2.3 aims precisely at producing a series of long-term knowledge products, namely, the syllabus of relevant election education produced for three levels of formal education: secondary schools, police academies and universities as well as other knowledge products on lessons learned and studies on elections and constitutionalism. These knowledge products will be handed over to the respective counterparts.

Sustainability and Scaling Up

The sustainability strategy will be an integral part of programme implementation and consist of the following components:

- ***Alignment:*** The project document is drafted in close collaboration with the ongoing work towards the finalisation of the Mozambique Multi-Partner Trust Fund (MMPTF) and the UN Development Assistance Framework (UNDAF) 2022-2026, currently under negotiations. The project interventions are aligned to the Political Pillar of MMPTF 2022-2026. These interventions will centre around review of the legal framework for access to justice, rule of law and elections; institutional strengthening; civic engagement and social inclusion; and support to 2022-2025 electoral cycle.

- ***Enabling environment***: The project will support reflection on the policy, legislation and regulations governing current and future elections that will provide long-term frameworks for continuing the objectives of the project's support.

- ***Ownership through participation***: UN agencies will ensure that all interventions are designed, planned, implemented and monitored in a participatory way to encourage full ownership by stakeholders and beneficiaries.

- ***Financial sustainability through counterpart commitment***: The project will not contribute directly to the costs of running elections, which is the part fully assumed by the government. The project will however seek to implement durable improvements in the Mozambican elections. In that sense, UN will engage with all levels of State institutions to ensure that the long-term elements of the project will continue receiving adequate support from the national budget.

- ***Capacity building through local institutions:*** All capacity building initiatives will be designed with a strong focus on imparting new knowledge that leads to a positive shift in attitudes and practices of public service. The project will partner with or contract expertise that are utilizing transformative capacity building approaches and include Training of Trainers and phasing out strategies.

- ***Institutionalised knowledge management:*** Learning and knowledge management will be supported through scaling up best practices, accountability for and communication results to key stakeholders and support to learning activities.

- ***Social capital***: The project recognizes the importance of developing social capital to sustain a Mozambican constituency and public that supports and advocates for basic service delivery. The project will strive to strengthen civil society networks (including networks of those furthest behind such as women, youth, elders, people living with disabilities, minorities and communities vulnerable to disasters) to advocate for and enjoy their rights.

- ***Addressing long term impact areas:*** The project is addressing areas of long term impact, such discussion on the electoral legal framework, inclusion of election and democracy related

subjects in schools curricula, working to improve the perception of the work of EMBs among the population.

Risks and Assumptions

The implementation of the project is subject to several risks (as per risk log) that should be monitored and accounted for during the life of the project. PMU will undertake the monitoring of the risk log and will regularly update the CTA, as well as Technical and Steering Committee. CTA and Technical/ Steering Committee will propose the necessary mitigation strategies.

The electoral processes in Mozambique at the moment of drafting this project document are susceptible to various risks such as health including the various waves of the COVID-19 pandemic, natural calamities including the reoccurring cyclones and floods, security and political instabilities in northern provinces of Mozambique. These risks might evolve and will be updated in risk matrix on a regular basis.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will strive for strategic allocation of resources (financial, human, institutional, and technical) and ensure its implementation according to the multi-year and annual work plans. In addition to increasing national ownership, the project will aim to leverage its sustainability. Among others, it will aim to strike a balance between long-term national capacity building while ensuring adequate and cost-effective technical assistance in required areas. As such, recognising Mozambique's continued progress in the technical conduct of electoral processes, this project will aim to maintain a slim team of core staff, whose presence will be supplemented with a particular expertise hired on a temporary basis specially during pre-electoral and electoral period.

The project, at the stage of its formulation (July-September 2021), has carefully evaluated areas requiring specialized support. Among those there is a need for continuous support with legal, digital solutions, electoral planning as well as communications functions. Cost effectiveness will be further achieved by ensuring effective coordination with other partners, including other assistance providers. The project will ensure that the efforts are streamlined, mutually reinforcing and avoiding repetitions. The project will build on existing coordination mechanisms, notably the Electoral Working Group to eliminate duplication. Under this action, procurement shall be carried out in line with the applicable rules and regulations of UNDP. To minimize delays in activities, the project will be supported by the Procurement Unit in the UNDP Country Office and UNDP procurement hub in Copenhagen.

Provision of Services

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality, which will be undertaking using standard procurement requirements for transparency and best value. Cost incurred by the UNDP Country Office for providing the above described support services will be partially recovered from the cost sharing project budget.
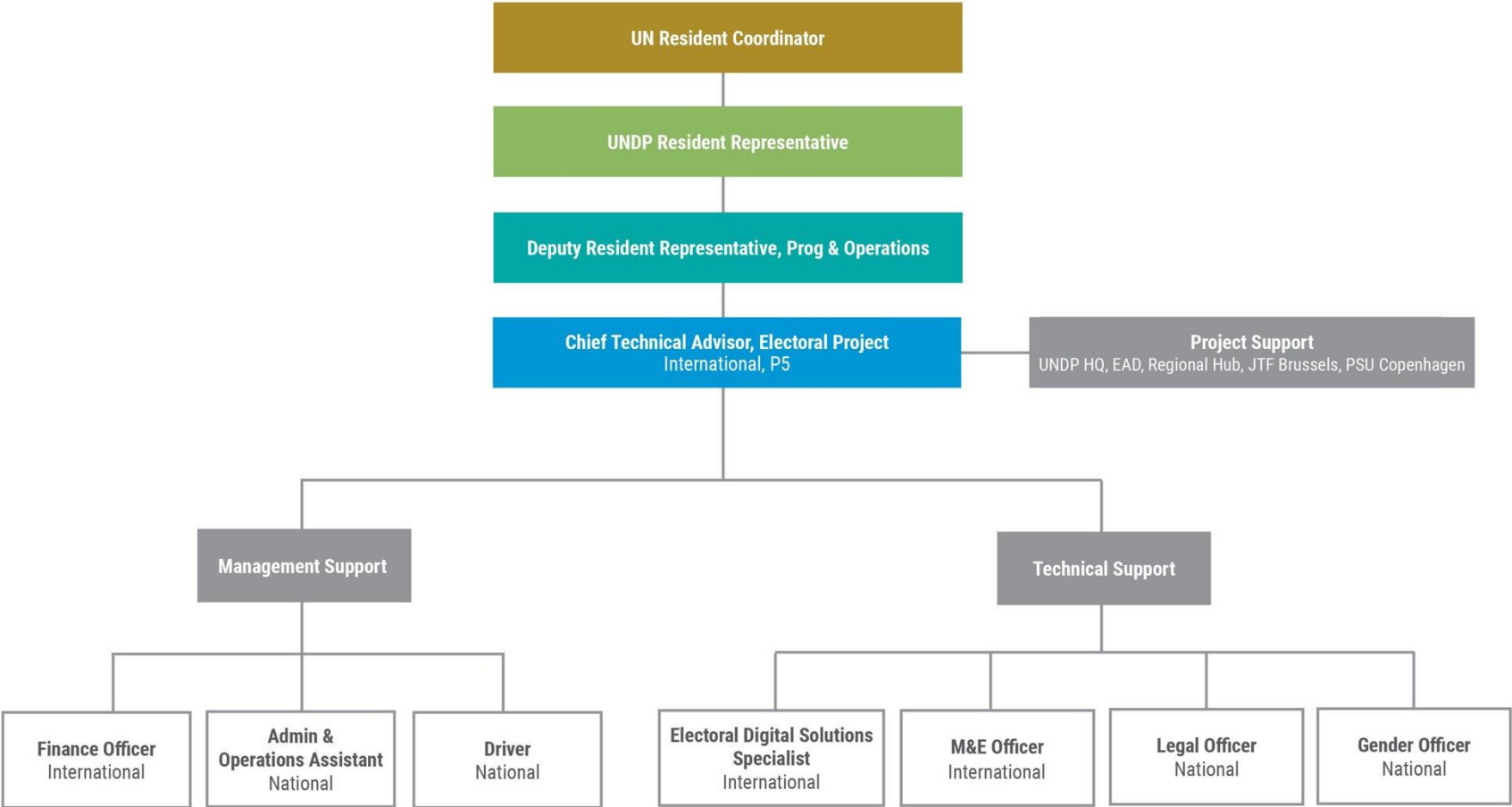
Project Management Structure

The Project Management Unit (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 specified in the project document, to the required standard of quality and within the specified constraints of time and cost. 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. 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.
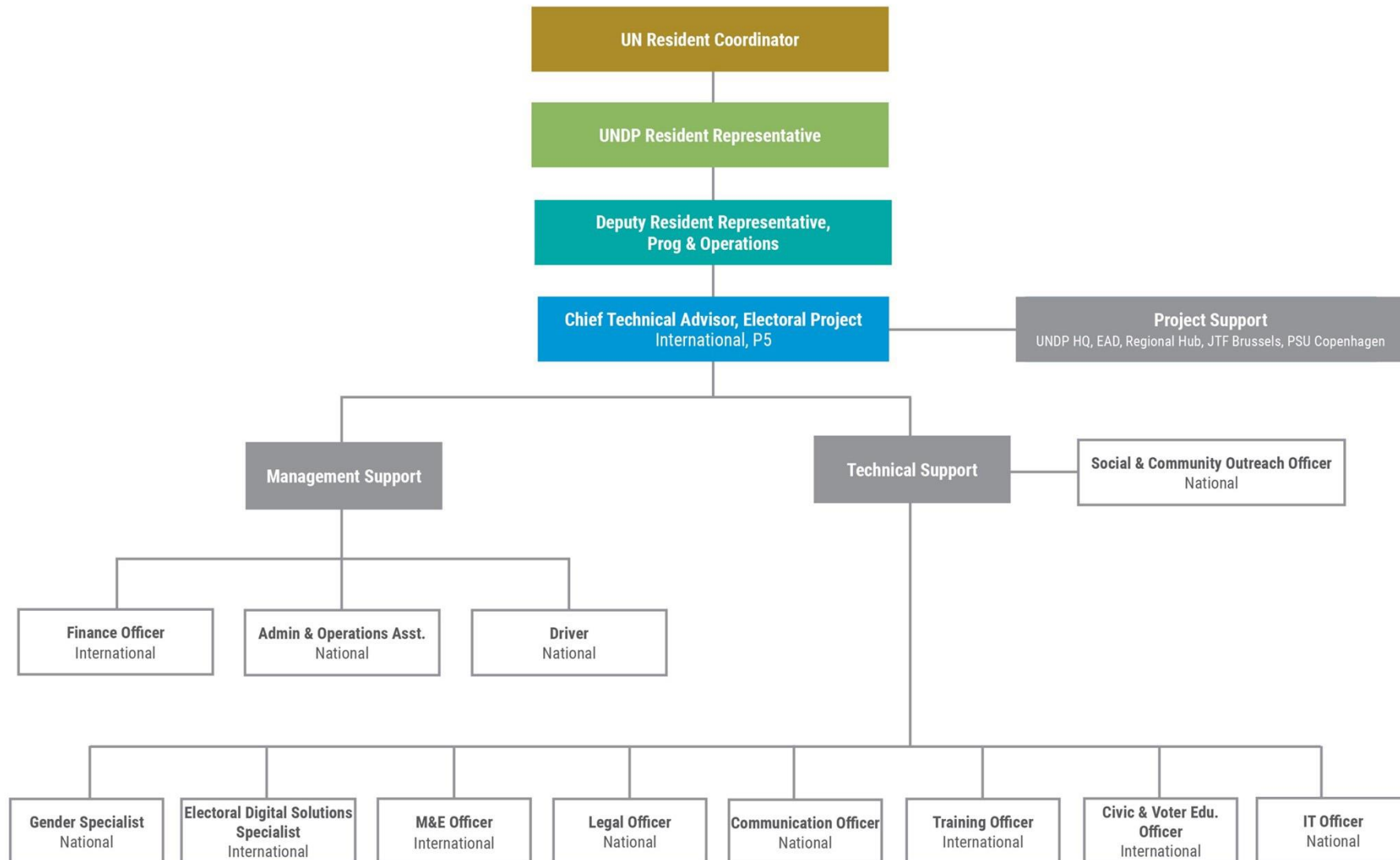
A minimum project organizational structure is described below. The project staffing may increase, should any of the components/outputs, particularly the output on election operations be increased.

Project Team

Non-Electoral Period 2022 and 2025

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                    ┌──────────────────────────────────┐
                    │      UN Resident Coordinator       │
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                    ┌──────────────────────────────────┐
                    │    UNDP Resident Representative    │
                    └──────────────────────────────────┘
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                    ┌──────────────────────────────────┐
                    │ Deputy Resident Representative,    │
                    │        Prog & Operations           │
                    └──────────────────────────────────┘
                                    │
          ┌────────────────────────────────────┐    ┌──────────────────────────────┐
          │  Chief Technical Advisor, Electoral │────│        Project Support        │
          │          Project                    │    │ UNDP HQ, EAD, Regional Hub,   │
          │         International, P5           │    │ JTF Brussels, PSU Copenhagen  │
          └────────────────────────────────────┘    └──────────────────────────────┘
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Management Support			Technical Support			
Finance Officer International	**Admin & Operations Assistant** National	**Driver** National	**Electoral Digital Solutions Specialist** International	**M&E Officer** International	**Legal Officer** National	**Gender Officer** National

Electoral Period 2023 and 2024

- UN Resident Coordinator
  - UNDP Resident Representative
    - Deputy Resident Representative, Prog & Operations
      - Chief Technical Advisor, Electoral Project — International, P5
        - Project Support — UNDP HQ, EAD, Regional Hub, JTF Brussels, PSU Copenhagen
        - Management Support
          - Finance Officer — International
          - Admin & Operations Asst. — National
          - Driver — National
        - Technical Support
          - Social & Community Outreach Officer — National
          - Gender Specialist — National
          - Electoral Digital Solutions Specialist — International
          - M&E Officer — International
          - Legal Officer — National
          - Communication Officer — National
          - Training Officer — International
          - Civic & Voter Edu. Officer — International
          - IT Officer — National

20

VI. RESULTS FRAMEWORK[1]

National Development Priority, PQG Pillar 1: Strengthen Democracy and National Unity										
Regional Framework: African Union Agenda 2063										
SDGs and SDG Target: SDG5 and SDG16										
UNDAF Outcome 8: All people benefit from the democratic and transparent institutions and system that ensure peace, consolidation, human rights and equitable service delivery [2]										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: *(to be updated)*										
Applicable Output(s) from the UNDP Strategic Plan: Effective governance is an essential foundation of the three directions of change. It helps to manage the risks and impacts of structural transformations. It helps to guarantee the empowerment and inclusion that ensure that no one is left behind. It contributes to resilience, helping to prevent reversals of development gains and relapse into conflict or crisis. (UNDP Strategic Plan 2022-2025) *(to be updated)*										
Project title and Atlas Project Number: Enhancing Democracy and Electoral Processes in Mozambique for the Electoral Cycle 2022-2025										

	OUTPUT INDICATORS[3]	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**					**DATA COLLECTION METHODS & RISKS**
			Value	**Year**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**FINAL**	
Component 1: *Strengthen technical capacities of electoral stakeholders to promote credible and inclusive electoral processes*	**1.1.** Percentage of relevant CNE/STAE staff who benefited from capacity initiatives, desegregated by sex.	CNE and STAE reports	0	2022	At least 50% of the targeted staff	At least 70% of the targeted staff	At least 80% of the targeted staff	At least 95% of the targeted staff		Risks: a) slow learning path by participants, which may impact negatively on the number of staff fully trained and delays; Mitigation: Introduce a requirement for minimum level of education for participants
	1.2 Number of voters registered for presidential and parliamentary elections, disaggregated by sex	CNE and STAE reports	12,945,921 (Men-47%, Women-53%)	2019	N/A	14,000,000	14,500,000	14,500,000		Risks: IDPs can affect the registration process Mitigation: Develop a system to register IDPs
	1.3 At least 3 Training initiatives for press, political parties, CSOs on electoral processes	CNE and STAE reports	1	2019	1	1	1			

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[1] 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.

[2] At the time of drafting this project document, the new framework is being drafted and will be updated accordingly.

[3] 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.

Component 2:	Indicator	Source								Risks/Mitigations
Component 2: *Enhance transparency in the electoral process through greater public outreach and information sharing by EMBs to the voters population*	2.1 Minimum 3 events is to promote regular exchange among political parties, civil society organisation, media and academia on electoral transparency	UNDP/CNE/STAE reports	0	2022	1	1	1			
	2.2 Percentage of judges from targeted districts who benefit from capacity building initiatives, disaggregated by sex and region	Constitutional Council and Supreme Court Reports	80%	2019	0	85%	90%	95%		Risks: Judges and Justice staff involved in other priority activities that affect their participation in electoral capacity building initiatives Mitigations: Develop presential and online platform
	2.3 Minimum 3 campaigns to promote of women, youth, elder, minorities and people living with disabilities in the electoral process	STAE and CNE Reports	0	2022	1	1	1	0		
	2.4 Minimum 3 trainings to Ministry of Education staff on elections, democracy, and human rights	STAE and CNE Reports	0	2022	0	1	0	0		Risks: Staff of Ministry of Education involved in other priority activities that affect their participation in electoral capacity building initiatives Mitigations: Develop presential and online
	2.5 Minimum 3 trainings to CNE and STAE staff on effective communication	STAE and CNE Reports	2	2019	1	1	1	0		Risks: STAE and CNE staff involved in another priority activities Mitigations: Plan to conduct trainings during period when there are no other conflicting activities
	2.6 Develop 1 mechanism to detect and analyse mis/disinformation and hate speech circulating in social networks	STAE and CNE Reports	0	2022	0	1	0	0		Risks: Legal framework of the country may not allow to conduct this mechanism Mitigations: Lobby with the authority on the importance of this mechanism
Component 3: *Improve electoral operations planning and*	3.1 Minimum of 3 trainings on Electoral Budget Planning to STAE staff	UNDP, STAE and CNE Reports	0	2022	1	1	0	0		Risks: STAE and CNE staff involved in another priority activities Mitigations: Plan to conduct trainings during period when there are no other conflicting activities

electoral processes during the electoral cycle including crisis such as COVID-19, natural disasters, security threats and political violence	3.2 Minimum of 2 trainings on planning and disaster management	National Police, CNE and STAE Reports	0	2022	0	1	1	0		Risks: National Police and STAE staff involved in other priority activities that affect their participation in electoral capacity building initiatives Mitigations: Develop presential and online platform
	3.3 Minimum of 2 trainings on conflict prevention, COVID-19 and natural disasters	National Police, CNE and STAE Reports	0	2022	0	1	1	0		Risks: STAE, CNE and PRM staff involved in another priority activities Mitigations: Plan to conduct trainings during period when there are no other conflicting activities
Component 4: *Enhance effectiveness and transparency of Electoral Dispute Resolution mechanism through technical assistance to the Constitutional Council, CNE, and Supreme Court*	4.1 Establishment of minimum of 5 mobile courts during the electoral period	Supreme Court Reports	0	2023	0	2	3	0		Risks: The legal framework affecting the establishment of mobile courts Mitigations: Timely reform of Legal Framework
	4.2 Minimum of 3 South-South initiatives in the area of EDR knowledge and comparative studies	Supreme Court and Constitution Council	1	2021	1	1	1	0		Risks: Limited funds of the Project not allowing the presential South-South initiatives Mitigations: Conduct virtual South-South initiatives

VII. MONITORING AND EVALUATION

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

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.	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.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
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 of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
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.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan4

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Project Evaluation	UNDP (External Evaluation Team)	All components	All people benefit from democratic and transparent governance institutions and system that ensures peace consolidation, human rights and equitable service delivery	End of 2023	STAE, CNE, CSOs, UN agencies	30,000
End of Project Evaluation	UNDP (External Evaluation Team)	All components	All people benefit from democratic and transparent governance institutions and system that ensures peace consolidation, human rights and equitable service delivery	End of 2025	STAE, CNE, CSOs, UN agencies	30,000

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4 Optional, if needed

VIII. MULTI-YEAR WORK PLAN (SUBJECT TO AVAILABILITY OF FUND) 5

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
Component 1: **Strengthen technical capacities of electoral stakeholders to promote credible and inclusive electoral processes** **Gender marker: GEN2**	**1.1 Activity: Capacity building of CNE, STAE and PRM staff at all levels as well as to Media, CSOs, and other actors in the electoral process in areas such as electoral management** 1.1.1 Support the training in electoral management to CNE members and STAE staff at all levels and during all phases of the electoral process 1.1.2 Support the capacity building to media and CSOs and other actors in the electoral process and electoral procedures at different phases of the electoral process. 1.1.3 Support CNE and STAE on the supervisory and monitoring of the training. 1.1.4 Training sessions to political parties through the EMBs to better prepare their agents on the requirements to the various phases of the electoral process.	100,000	250,000	350,000	150,000	UNDP, CNE, STAE	850,000
	1.2. Activity: Knowledge Sharing 1.2.1 Support in conducting comparative electoral studies and good practices within the African region and beyond 1.2.2 Support to EMBs in facilitating virtual and in-person exchanges (national, regional, international)	50,000	150,000	150,000	100,000	UNDP, Constitutional Council, CNE, STAE, Supreme Court, National Police	450,000
	1.3 Activity: **Technology- Digital Solutions and Communication in Electoral Processes** 1.3.1 Technical support to update the institutional website 1.3.2 Technical support and infrastructure to improve STAE internal connectivity and communication and digital solutions 1.3.3 Support in technology and infrastructure for the Electoral Data Centers	250,000	250,000	250,000	200,000	UNDP, Constitutional Council, CNE, STAE, Supreme Court, National Police	950,000

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5 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. 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
	1.3.4 Support in digital solutions for polling center locations through web and offline application 1.3.5 Support in the compilation of the Electoral Results in digital and physical formats						
	1.4 Activity: **Project Monitoring**	15,000	15,000	15,000	15,000	UNDP	60,000
Sub-Total for Component 1		**415,000**	**665,000**	**765,000**	**465,000**	**-**	**2,310,000**
Component 2: **Enhance transparency in the electoral process through greater public outreach and information sharing by EMBs to the voters population** **Gender marker: GEN3**	**2.1 Activity: Support in dissemination of information by electoral authorities through Electoral Outreach Events and platform for engagement with electoral stakeholders, such as political parties, civil society organization, media and academia** 2.1.1 Support in organizing platforms for dialogue at national and provincial level 2.1.2 Assist in the realization of regional training on the Media and Elections for Journalists. 2.1.3 Support in improving STAE Civic and Voter Education strategy 2.1.4 Support STAE in continuous Civic and Voter Education activities 2.1.5 Support in the production and translation of Civic and Voter Education materials in local language and sign language 2.1.6 Support in monitoring and evaluation of the implementation of Civic and Voter Education activities	200,000	250,000	250,000	50,000	UNDP, STAE, CNE	750,000
	2.2 Activity: **Support in facilitation and consultations of the Electoral Legal Framework** 2.2.1 Support in the production and translation of the Electoral Legal Framework. 2.2.2 Support in the studies on the Electoral Legal Framework at provincial level. 2.2.3 Support in organizing joint meetings with the Constitutional Council, Supreme Court, STAE, CNE and National Assembly Legislative Commission on Electoral Legal Framework. 2.2.4 Organization of international seminar to bring comparative experiences on the matter of electoral law and electoral justice.	125,000	225,000	250,000	150,000	UNDP, Constitutional Council, CNE, STAE, Supreme Court, National Police	750,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
	2.2.5 Organization of exchange experiences to a delegation of STAE, CNE and CC representatives – participation in international fora						
	2.2.6 Specific training to the Constitutional Council and Supreme Court judges on electoral law interpretation and electoral law proposals formulation –training in several sessions.						
	2.2.7 Specific training to the CNE members on Electoral Legal Framework.						
	2.2.8 Support PRM in the dissemination of the Electoral Legal Framework at different levels of the PRM						
	2.3 Activity: **Support in increasing the participation of women, youth, elder, minorities and people living with disabilities in the electoral processes** 2.3.1 Support STAE and CSOs in campaigns to increase participation of women, youth, elder, minorities and people with disabilities in electoral processes and in designing a mechanism to monitor violence against women during elections	100,000	225,000	250,000	100,000	UNDP, CNE, STAE	675,000
	2.4 Activity: **Support in including Elections and Democracy in formal education curricula** 2.4.1 Support in the creation of a module on electoral law, elections and human rights, electoral security, electoral procedures and the role of police in electoral processes. 2.4.2 Creation of a module of electoral law to be introduced in the law faculties. 2.4.3 Organization of university seminars to promote frank open discussion about different aspects of electoral processes. Seminars per university	20,000	150,000	150,000	100,000	UNDP, CNE, STAE, HCHR, Ministry of Education, Ministry of Interior, Universities	420,000
	2.5 Activity: **Strengthening effective Communication Units** 2.5.1 Assist STAE in modernizing Communication, Image and Public Relations Centers (CCIRP) at central and provincial level 2.5.2 Support in the training CCIRP technical staff 2.5.3 Assist STAE in the design and development of the Electoral Education and Information Center	0	100,000	100,000	0	UNDP, STAE	200,000
	2.6 Activity: **Social Media, Hate Speech and Mis/ Disinformation**	50,000	150,000	150,000	100,000	UNDP, STAE, CNE, UNESCO, UN Women	450,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
	2.6.1 Support in the assessment to inform and support the development of a national level mechanism for the identification and mitigation of mis/disinformation and hate speech (iVerify Mozambique) 2.6.2 Support in the development of a national level regulation/mechanism for the identification and mitigation of mis/disinformation and hate speech in social media (iVerify Mozambique) 2.6.4 Training to STAE, CNE and other stakeholders on iVerify Mozambique, fact-checking and response, including social media regulation. 2.6.5 Creation of monitoring mechanism on violence against women in the electoral process						
	2.7 Activity: **Lessons Learned and Post-Electoral Support** 2.7.1 Support to PRM to conduct lessons learned and evaluation of the activities during the 2023-2024 elections 2.7.2 Support to CNE/STAE to conduct lessons learned and evaluation of the activities during the 2023-2024 elections 2.7.3 Support to Constitutional Council to conduct lessons learned and evaluation of the activities during the 2023-2024 elections 2.7.4 Support to Supreme Court to conduct lessons learned and evaluation of the activities during the 2023-2024 elections 2.7.5 Support the production of the knowledge products on women's participation on elections 2.7.6 Support the production of the knowledge products on PWD	0	0	80,000	400,000	UNDP, Constitutional Council, CNE, STAE, Supreme Court, National Police	480,000
	2.8 Activity: **Project Monitoring**	15,000	15,000	15,000	15,000	UNDP	60,000
Sub-Total for Component 2		**510,000**	**1,115,000**	**1,245,000**	**915,000**	**-**	**3,785,000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
Component 3: Improve electoral operations planning and electoral processes during the electoral cycle including crisis such as COVID-19, natural disasters, security threats and political violence **Gender marker: GEN2**	**3.1 Activity: Improve budget management for electoral operations, natural disasters and security threat situations** 3.1.1 Support to STAE staff in training on budget planning in the context of disaster and conflict	40,000	50,000	50,000	50,000	UNDP, STAE	190,000
	3.2 Activity **Support Electoral Operations** 3.2.1 Support STAE staff in training on how to conduct electoral processes during COVID-19, natural disasters and security threats 3.2.2 Support National Police staff in training on electoral operations in a context of COVID-19, natural disasters and security threats 3.2.3 Support STAE in the electoral operations process	80,000	100,000	100,000	60,000	UNDP, STAE, National Police	340,000
	3.3 Activity **Support to Electoral Conflict Prevention, Mitigation and Early Warning System** 3.3.1 Support to the TOT of PRM staff in areas such as Police Responsibilities in Electoral Processes and Human Rights 3.3.2 Support in the design of Monitoring Instruments for the intervention of the PRM in the Electoral Processes 3.3.3 Support to the PRM staff on Conflict Prevention and Management	50,000	100,000	100,000	50,000	UNDP, STAE, National Police	300,000
	3.4 Activity: **Project Monitoring**	15,000	15,000	15,000	15,000	UNDP	60,000
Sub-Total for Component 3		185,000	265,000	265,000	175,000	-	890,000
Component 4: Enhance effectiveness and transparency of Electoral Dispute Resolution mechanism through technical assistance to the	**4.1 Activity: Strengthen the sustainable development of the institutional capacity of the Constitutional Council and Supreme Court** 4.1.1 Support to the Supreme Court in establishing a mobile court during the electoral period	25000	125,000	130,000	5000	UNDP, Constitutional Council, Supreme Court	285,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
Constitutional Council, CNE, and Supreme Court **Gender marker: GEN2**	4.1.2 Support the Constitutional Council in performing its judiciary role including training and information campaigns 4.1.3 Support the Constitutional Council to facilitate an efficient, transparent, and credible candidate nomination process						
	4.2 Activity **Support South-South initiatives in the area of EDR knowledge and comparative studies and data with other countries on adjudicating electoral disputes** 4.2.1 Support the Constitutional Council and Supreme Court to exchange views and experience with other councils, tribunals or courts functioning in other countries through South-South initiatives	7500	25,000	25,000	7500	UNDP, Constitutional Council, Supreme Court	65,000
	4.3 Activity: **Project Monitoring**	2000	15,000	14,667	0		31,667
Sub-Total for Component 4		34,500	165,000	169,667	12,500	-	381,667
Project support/staffing	**Core team:** 1 Chief Technical Advisor (CTA) – P5 1 Finance Officer (International) 1 Electoral Digital Solutions Specialist (International) 1 M&E Officer (International) 1 Gender Advisor (National) 1 Legal Advisor (National) 1 Administrative Assistance (National) 1 Driver (National) **Office costs** – communications, vehicle, domestic travel	380,000	380,000	380,000	380,000	UNDP	1,520,000
Evaluation (as relevant) Including lessons learned (one per year) for the entire project, not per output.	**Project Monitoring and Evaluation**	*Included in outputs*	*Included in outputs*	*Included in outputs*	*Included in outputs*	UNDP	
Miscellaneous-Contingency							

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
TOTAL		**1,524,500**	**2,590,000**	**2,824,667**	**1,947,500**		**8,886,667**
UNDP TRAC Fund		200,000	200,000	200,000	200,000		800,000
Unfunded		1,324,500	2,390,000	2,624,667	1,747,500		8,086,667
GMS 8%		105,960	191,200	209,973	139,800		646,933
DPC 3%		45,735	77,700	84,740	58,425		266,600
GRAND TOTAL		**1,676,195**	**2,858,900**	**3,119,380**	**2,145,725**		**9,800,200**

IX. 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, Constitutional Council, Ministry of Interior (National Police)
* Representative of UN Resident Coordinator
* The donors
* The United Nations Development Programme (Implementing Partner)

The SC will be co-chaired by CNE President and UNDP Resident Representative. The senior beneficiaries will be represented by senior officers from the CNE, STAE, Constitutional Council, Supreme Court and the National Police representing the interest of the national institutions. The primary functions of the senior beneficiaries within the SC are to ensure the realization of the project results from the perspective of the project beneficiaries. The senior supplier will represent the interest of those parties concerned with providing fundings to the project. In this project, there will be one representative from the senior suppliers who will speak on behalf of all the funding partners.

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 need basis to 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

The Project Assurance role supports the SC by carrying out objective and independent project oversight and monitoring functions. 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 components
- 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

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

- o 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:
  - o Summary and context of the project
  - o Major activities carried out during the project
  - o Difficulties/risks encountered and measures taken to overcome
  - o Changes introduced in implementation
  - o Lessons learned and best practices
  - o Results achieved by assessing indicators outlined in the logical framework
- Financial Report:
  - o Total contributions received
  - o 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 (4) Organization of training activities, conferences, and workshops, including fellowships (5)Travel authorizations, visa requests, ticketing, travel arrangements and ICT commons services; (6) Shipment, custom clearance, vehicle registration and accreditation; and, (7) 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.

Mid-term Evaluation:
Mid-term Evaluation will be undertaken at the end of the second year of the project. The results will be shared with national counterparts and donors.

Final Evaluation:
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 components 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.

X. LEGAL CONTEXT

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

This project will be implemented by **Enhancing Democracy and Electoral Processes in Mozambique for the Electoral Cycle 2022-2025** ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XI. RISK MANAGEMENT

UNDP (DIM)

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

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]6 [UNDP funds received pursuant to the Project Document]7 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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6 To be used where UNDP is the Implementing Partner
7 To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

   a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
      i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
      ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

   b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

   c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

   d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

   e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

   f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and

sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process

or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

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

XII. ANNEXES

Project Quality Assurance (PQA) Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ◉◉◉◉◉	**HIGHLY SATISFACTORY (4)** ◉◉◉◉○	**SATISFACTORY (3)** ◉◉◉○○	**NEEDS IMPROVEMENT (2)** ◉◉○○○	**INADEQUATE (1)** ◉○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION
• **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
• **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
• **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA
For all questions, select the option that best reflects the project

STRATEGIC	

1. **Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?** • **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.*	**3** · 2 1 **Evidence** Please refer to the theory of change matrix including the chapter strategy in Project Document
2. **Is the project aligned with the UNDP Strategic Plan?**	3 · **2** 1 **Evidence** Please refer to the RRF in the Project Document

• **3:** The project responds to at least one of the development settings as specified in the Strategic Plan8 and adapts at least one Signature Solution9. The project's RRF includes all the relevant SP output indicators. *(all must be true)* • **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	

3. **Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)**	**Yes**	**No**

RELEVANT	

4. **Does the project target groups left furthest behind?**	3	2

• **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2:** The target groups are clearly specified, prioritizing groups left furthest behind. • **1:** The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support*	1	
	Evidence Project Document addresses political participation of all citizens in particular most vulnerable groups including women, elders, people with disabilities etc	

5. **Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?**	3	2
	1	
• **3:** Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • **1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1*	**Evidence** The design of the project was based on the recommendation of the UN Needs Assessment Mission as well as recommendations from international election observers report the last project final evaluation report.	

6. **Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?**	3	2
	1	
• **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)* • **2:** Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.	**Evidence** Continuous consultations with relevant stakeholders on elections have been carried out and identification of areas of UNDP support discussed and agreed with all. Also as per the UNDP Electoral implementation Guide (UNDP 2007, Democratic Governance Group, Bureau for Development Policy).	

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8 The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

9 The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

*Note: Management Action or strong management justification must be given for a score of 1		

PRINCIPLED

<table>
<tr>
<td>7. Does the project apply a human rights-based approach?</td>
<td align="center">3</td>
<td align="center" bgcolor="orange">2</td>
</tr>
<tr>
<td rowspan="2">

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

*Note: Management action or strong management justification must be given for a score of 1
</td>
<td align="center" colspan="2">1</td>
</tr>
<tr>
<td colspan="2">Evidence
The project was formulated using human rights-based approach and ensuring the application of human rights principles of participation, inclusiveness, non-exclusion and access to information. Concretely component 2 focus on enhanced transparency and support political rights of most vulnerable groups including elders, women, PWD, minorities etc.</td>
</tr>
<tr>
<td>8. Does the project use gender analysis in the project design?</td>
<td align="center">3</td>
<td align="center" bgcolor="orange">2</td>
</tr>
<tr>
<td rowspan="2">

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Management Action or strong management justification must be given for a score of 1
</td>
<td align="center" colspan="2">1</td>
</tr>
<tr>
<td colspan="2">Evidence
Please refer to the Activity 2.3 of Project Document</td>
</tr>
<tr>
<td>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</td>
<td align="center">3</td>
<td align="center" bgcolor="orange">2</td>
</tr>
<tr>
<td rowspan="2">

3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true).
2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
1: Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Management action or strong management justification must be given for a score of 1
</td>
<td align="center" colspan="2">1</td>
</tr>
<tr>
<td colspan="2">Evidence
Please refer to the component 3 of the Project Document</td>
</tr>
<tr>
<td></td>
<td align="center" bgcolor="orange">Yes</td>
<td align="center">No</td>
</tr>
</table>

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP 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 and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	SESP has been conducted

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?	3	2

- **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)*
- **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)*
- **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)*

*Note: Management Action or strong management justification must be given for a score of 1

1	
Evidence	
Please refer to the Result Framework in Project Document	

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?	3	2

- **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true)*.
- **2:** The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)*
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

1	
Evidence	
The Project Document provides detail on governance mechanism including steering committee and technical committee In section IX of the project document regarding Governance and Management arrangements.	

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?	3	2

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)*
- **2:** Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified.

1	
Evidence	
Please refer to the risk log matrix under risk analysis in the Project Document	

This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1		

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes for this question)*	**Yes (3)**	No (1)
	Evidence The project will consider using UN expertise on Electoral Support through co-ordination with UN Electoral Assistance Division, UNDP JTF on Electoral Assistance, UN Electoral Experts Rosters as well as the support from UNDP Procurement Support Unit	

15. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	3 **2** 1 **Evidence** Please refer to the Multi Year Workplan in the Project Document	

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? • **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	3 **2** 1 **Evidence** Please refer to the Project Document concretely in the multiyear work plan referring on the GMS.	

EFFECTIVE

17. Have targeted groups been engaged in the design of the project? • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project.	3 **2** 1 **Evidence** Please refer to the Project Document and Assessment Report from UN Needs Assessment Mission, Gender Assessment and People living with the disabilities Assessment	

• <u>1</u>: No evidence of engagement with targeted groups during project design.		
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3)	No (1)
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3)	No (1)

Evidence
Output 1 and Output 3 are scored at GEN2 and Output 2 is scored at GEN3. Please refer to Project Document.

SUSTAINABILITY & NATIONAL OWNERSHIP

20. Have national/regional/global partners led, or proactively engaged in, the design of the project? • **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national/regional/global partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	3	2
	1	
	Evidence Please refer to the Project Document. The design of the project involved the UNDP-EU Joint Task Force for Electoral assistance, UNDP Regional Bureau for Africa RBA, the UN Electoral Assistance Division, as well as consultations with development partners based in Maputo such as EU, Norway, UK, Canada and Finland.	
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? • **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • **1:** Capacity assessments have not been carried out.	3	2
	1	
	Evidence Assessment reports on capacity development in different thematic areas from the Previous project	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
	Evidence This is a DIM project. National systems will not be used.	
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)
	Evidence The last year of the project is focused on post-election activities and transition/ phase-out activities.	

Social and Environmental Screening (SESP)

Project Information	
1. Project Title	Enhancing Democracy and Electoral Processes in Mozambique for the Electoral Cycle 2022-2025
2. Project Number (i.e. Atlas project ID, PIMS+)	00140193
3. Location (Global/Region/Country)	Mozambique
4. Project stage (Design or Implementation)	Design
5. Date	19 November 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The project approach will respect the human rights of all the actors involved, including most vulnerable groups, and its actions will support rights in general as well as compliance with the legal framework. The project will support national and regional governments in the implementation of and compliance with their policies, obligations and national and international commitments related with the democratic principles. From early stages in project design, participatory and inclusive plans were implemented aimed at receiving inputs from all groups, so that their interests were reflected in the proposed activities.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The Project has a highly participatory approach and incorporates actions to promote gender equality in its implementation. Gender issues have been discussed with stakeholder during the formulation stage, scoping problems, gaps, barriers, interests and needs of stakeholders, including women among them, whose participation has been ensured.

With this aim, the Project includes a project Gender Officer and will develop a Gender Strategy, which will be applied in a cross-cutting manner to outcomes and outputs. In addition, activities have been proposed such as the facilitation of decision-making spaces, to allow men and women to have equitable access to the benefits generated by the Project, with differentiated positive actions for women's empowerment related to processes of participation and decision-making, as well as through actions including the engagement of women's groups.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project will assist Mozambique to implement policy reforms related to democratic governance, to ensure that Mozambique democratic processes are more inclusive, resilient and sustainable, which can directly support women's and most vulnerable groups empowerment.

The project sustainability strategy will be an integral part of programme implementation and consist of the following components:

- **Alignment:** The project document is drafted in close collaboration with the ongoing work towards the finalization of the Mozambique Multi-Partner Trust Fund (MMPTF) and the UN Sustainable Development Framework (UNSDF) 2022-2026, The project interventions are aligned to the Political Pillar of MMPTF 2022-2026. These interventions will centre around review of the legal framework for access to justice, rule of law and elections; institutional strengthening; civic engagement and social inclusion; and support to 2022-2025 electoral cycle.

- **Enabling environment:** The project will support reflection on the policy, legislation and regulations governing current and future elections that will provide long-term frameworks for continuing the objectives of the project's support.

- **Ownership through participation:** project will ensure that all interventions are designed, planned, implemented and monitored in a participatory way to encourage full ownership by stakeholders and beneficiaries.

- **Financial sustainability through counterpart commitment:** The project will not contribute directly to the costs of running elections, which is the part fully assumed by the government. The project will however seek to implement durable improvements in the Mozambican elections. In that sense, UN will engage with all levels of State institutions to ensure that the long-term elements of the project will continue receiving adequate support from the national budget.

- **Capacity building through local institutions:** All capacity building initiatives will be designed with a strong focus on imparting new knowledge that leads to a positive shift in attitudes and practices of public service. The project will partner with or contract expertise that are utilizing transformative capacity building approaches and include Training of Trainers and phasing out strategies.

- **Institutionalized knowledge management:** Learning and knowledge management will be supported through scaling up best practices, accountability for and communication results to key stakeholders and support to learning activities.

- **Social capital:** The project recognizes the importance of developing social capital to sustain a Mozambican constituency and public that supports and advocates for basic service delivery. The project will strive to strengthen civil society networks (including networks of those furthest behind such as women, youth, elders, people living with disabilities, minorities and communities vulnerable to disasters) to advocate for and enjoy their rights.

- **Addressing long term impact areas:** The project is addressing areas of long-term impact, such discussion on the electoral legal framework, inclusion of election and democracy related subjects in school's curricula, working to improve the perception of the work of EMBs among the population.

Briefly describe in the space below how the project strengthens accountability to stakeholders
The project as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities that the project stakeholders are informed of and have access to the Accountability Mechanism.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 5*			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	**Impact and Likelihood (1-5)**	**Significance (Low, Moderate Substantial, High)**	**Comments (optional)**	**Description of assessment and management measures for risks rated as Moderate, Substantial or High**
Risk 1: Natural Disasters during Electoral Period	I = 3 L = 2	L	Past years have been abundant in natural disasters, including cyclones and floods affecting proper execution of the electoral plans.	The Project will support EMBs to plan for the contingency plans on electoral activities during natural disasters. In the current electoral cycle, the EMBs will benefit from the UNDP assistance in the disaster and conflict resistant planning. The project will work with all of the stakeholders, ensuring that disaster resistant planning is applied to all electoral related activities: electoral operations, voter registration, candidate's nomination, results managements, electoral justice, public outreach and public information, training, etc.
Risk 2: Unstable situation in Cabo Delgado Province	I = 3 L = 5	M	The potential for election-related violence for the next elections remains high as it has been evident in the past electoral cycles and it could be further complicated by the deteriorating security situation in the northern region, particularly in Cabo Delgado.	The organization of Voter registration and Elections specially in the northern region will require an extensive planning in coordination among relevant entities ranging from the EMBs, government entities, security forces, partners and UN agencies, funds and programmes.
Risk 3: Health emergency including COVID-19 pandemic	I=2 L=4	L	The COVID-19 pandemic continues to oblige – countries to consider how to proceed with	UNDP will offer examples and possible options on how electoral operations have been, and can be, carried out during the COVID-19 pandemic, in ways that respond to public health requirements and concerns

			scheduled elections while at the same time trying to protect lives. In conducting electoral operations during the pandemic, lockdown measures, closures, restrictions on gathering sizes, curfews, quarantines and guidelines on physical distancing and sanitation have had a significant impact.	while maintaining integrity of the electoral process.

	QUESTION 4: What is the overall project risk categorization?		
	Low Risk	X	
	Moderate Risk	☐	
	Substantial Risk	☐	
	High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
	Question only required for Moderate, Substantial and High Risk projects			
	Is assessment required? (check if "yes")	☐		*Status? (completed, planned)*
	if yes, indicate overall type and status		☐ Targeted assessment(s)	
			☐ ESIA (Environmental and Social Impact Assessment)	
			☐ SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	X		
	If yes, indicate overall type		X Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐ ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐ ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project-level Standards triggered?		**Comments (not required)**	
	Overarching Principle: Leave No One Behind			
	Human Rights	X		

	Gender Equality and Women's Empowerment	☐	
	Accountability	☐	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	N/A
	2. Climate Change and Disaster Risks	☐	N/A
	3. Community Health, Safety and Security	X	
	4. Cultural Heritage	☐	N/A
	5. Displacement and Resettlement	☐	N/A
	6. Indigenous Peoples	☐	N/A
	7. Labour and Working Conditions	☐	N/A
	8. Pollution Prevention and Resource Efficiency	☐	N/A

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor Andres del Castillo Sanchez CTA Electoral Project SEAM		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Francisco Roquette DRR UNDP Mozambique		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair Francisco Roquette DRR UNDP Mozambique		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes /No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*N*
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	*N*
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	*N*
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	*N*
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? 10	*N*

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10 Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority.

P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	N
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
Would the project potentially involve or lead to:		N
P.9	adverse impacts on gender equality and/or the situation of women and girls?	N
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	N
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	N
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	N
P.14	grievances or objections from potentially affected stakeholders?	N
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	N
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	N
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	N
1.5	exacerbation of illegal wildlife trade?	N
1.6	introduction of invasive alien species?	N
1.7	adverse impacts on soils?	N
1.8	harvesting of natural forests, plantation development, or reforestation?	N
1.9	significant agricultural production?	N
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	N
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	N

References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

1.12	handling or utilization of genetically modified organisms/living modified organisms?11	*N*
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)12	*N*
1.14	adverse transboundary or global environmental concerns?	*N*
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	*N*
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	*N*
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	*N*
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	*N*
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	*N*
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	*N*
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	*N*
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	*N*
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	*N*
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	*N*
3.7	influx of project workers to project areas?	*N*
3.8	engagement of security personnel to protect facilities and property or to support project activities?	*N*
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	*N*
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	*N*
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	*N*
4.4	alterations to landscapes and natural features with cultural significance?	*N*
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	*N*
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	*N*

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11 See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
12 See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	risk of forced evictions?13	N
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N

Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	N
6.2	activities located on lands and territories claimed by indigenous peoples?	N
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	N
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	N
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	N
6.8	risks to the physical and cultural survival of indigenous peoples?	N
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	N

Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	N
7.2	working conditions that may deny freedom of association and collective bargaining?	N
7.3	use of child labour?	N
7.4	use of forced labour?	N
7.5	discriminatory working conditions and/or lack of equal opportunity?	N
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	N

Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
8.2	the generation of waste (both hazardous and non-hazardous)?	N
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	N

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13 Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

8.4	the use of chemicals or materials subject to international bans or phase-outs?	*N*
	For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention	
8.5	the application of pesticides that may have a negative effect on the environment or human health?	*N*
8.6	significant consumption of raw materials, energy, and/or water?	*N*

Risk Analysis

RISK LOG

Project Title: Enhancing Democracy and Electoral Processes in Mozambique for the Electoral Cycle 2022-2025	Award ID: 00140193	Date: 1 Jan 2022

#	Description	Date Identified	Type	Impact & Probability (Describe the potential effect on the project if this risk were to occur)	Countermeasures / Mngt response (What actions have been taken/will be taken to counter this risk)	Owner (Who has been appointed to keep an eye on this risk)	Submitted, updated by (Who submitted the risk)	Last Update (When was the status of the risk last checked)	Status e.g. dead, reducing, increasing, no change
1	Unstable situation in Cabo Delgado Province	1 Jan 2019	Operational Political Strategic	Enter probability on a scale from 1 (low) to 5 (high) P = 3 Enter impact on a scale from 1 (low) to 5 (high) I = 5	Countermeasures: Ongoing analysis on security situations Management Response: Support EMBS for improved planning for security threat situations	*UNDSS, UNDP*			
2	Natural Disasters during Electoral Period	1 May 2021	Environmental Operational	Cyclones and Floods are likely during electoral period P = 4 I = 5	Countermeasures: Support EMBs to plan for the contingency plans on electoral activities during natural disasters	UNDSS, UNDP			
3	Last minute Electoral Legal Reforms	1 May 2021	Organizational Political Regulatory Strategic	Revision of legal framework close to the election dates P = 3 I = 4	Countermeasures: Support EMBs to timely revise the electoral legal frameworks and approve it	UNDP, EMBs			
4	Media bias in professional reporting	1 May 2021	Political	Media outlets could be partisan and reporting inclined towards personalities and sensationalism P = 2 I = 3	Countermeasures: High quality of training to media houses on electoral reporting Management Response: Early Warning Mechanism on quality of Media Coverage	Media, EMBs, UNDP			

5	Social Media bias in promoting hate speech, fake news and disinformation	1 May 2021	Political	Social Media promoting hate speech, fake news and disinformation P = 4 I = 3	Countermeasures: Training to media and Journalists Management Response: Developing communication strategies for social media, reflecting the challenges of fake news, hate speech and disinformation.	Media, UNDP, EMBs			
6	Inconsistency in International Community Programming	1 May 2021	Operational Strategic	A lack of coordination among organizations intervening electoral cycle could undermine programming P = 3 I = 3	Countermeasures: Program coordinate activities to harmonize approaches to avoid overlap and competition Management Response: Adhere to electoral working group and disclosure of information	UNDP, cooperating partners			
7	Delayed funding from cooperating partners	1 May 2021	Financial Operational	Potential delay in implementing project activities P = 3 I = 4	Management Response: Frequent contact with cooperating partners	UNDP, Cooperating partners			
8	Delayed signing of the Project Document	1 May 2021	Operational Strategic	Potential delay in implementing project activities P = 1 I = 5	Countermeasures: Progress with preparatory measures	UNDP, EMBs			