



# Fundraising Strategy

for UNDP Electoral Assistance Project  
Enhancing the Democracy & Electoral Processes in Mozambique

Electoral Cycle 2022-2025



Draft Internal Document



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## I. INTRODUCTION

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

## II. FUNDRAISING STRATEGY

The fundraising strategy comprises of and is outlined below by: A) overall financing goals and targets, B) consideration of potential funding sources, C) review of potential financing mechanisms and D) communications and advocacy considerations.

### A. Financing Goals and Targets

The project requires an estimated minimum cumulative total budget of US\$ 9.8 million from all sources (UNDP and donors), US\$1.6 million in the pre-electoral period (2022), US\$ 6.1 million in the electoral period (2023-2024) and US\$2.1 million in the post electoral (2025 and beyond).

**Table 1: Proposed minimum budget by period**

<b>Pre-Electoral Period (2022)</b>	<b>Electoral Period (2023-2024)</b>	<b>Post Electoral Period (2025 and beyond)</b>	<b>Total</b>
US\$ 1.6 Million	US\$ 6.1 Million	US\$ 2.1 Million	US\$ 9.8 Million

This proposed minimum budget can be adapted as per the activities to be developed, the geographical reach of the project and needs of the country.

### B. Potential Funding Sources

- UNDP Core Funding (TRAC)
- Donors and Development Partner's contributions (for reference, the previous electoral support project was funded by Norway, United Kingdom, Finland, and Canada)
- Other Resources from the UN system such as UN Vertical Funds, Thematic Funds (eg UN PBF, UNDP Funding Window, UN Democracy Fund UNDEF), reimbursable support service including JPOs and UNVs
- Government of Mozambique

### C. Financing Mechanisms

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. Different financing mechanisms the project is going to adopt includes:

**i. Basket Fund**

Basket fund (non-earmarked funds) would allow for the full value of the pooled funding to be realized. Donors and development partners will be encouraged to provide un-earmarked contributions.

**ii. Earmarked Fund**

Earmarking on contributions could help to align Fund priorities with donor interests. In case of specific requirements, earmarking will be permitted at the outcome level and at the country level.

**iii. In-kind Contributions**

While direct cash contributions are a priority to fundraising, in-kind contributions can be allowed, if they align with the overall framework of the ProDoc. These in-kind contributions can be in a form of staff time and expertise from bi-lateral development agencies or product and services contribution from businesses of private sector.

**Table 2: Summary of the proposed fundraising Priorities and Activities**

<b>Period</b>	<b>Overview Priorities and Activities</b>
Pre-Electoral Period (2022)	<ul style="list-style-type: none"><li>• Finalize and endorse the Project Document and launch the project</li><li>• Finalize Fundraising Strategy with Implementation Plan</li><li>• Identify potential donors</li><li>• Identify potential UN funding sources</li><li>• Fundraising conference with Development Partners</li><li>• Prepare funding proposals</li><li>• Bi-lateral meetings with potential donors</li><li>• Project will need to customize strategies depending on donors' interests.</li></ul>
Electoral Period (2023-2024)	<ul style="list-style-type: none"><li>• Revision of the budget as per the activities to be developed, the geographical reach of the project and needs of the country</li><li>• Bi-lateral meetings with donors</li><li>• Project steering committee meetings</li><li>• Show donors the evidence and data</li></ul>

Post-Electoral Period (2025)	<ul style="list-style-type: none"> <li>• Revision of the budget and necessary activities as per the post electoral situation of the country</li> <li>• Show donors the evidence and data</li> </ul>
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#### **D. Communications and Advocacy Considerations**

A sustained, strategic approach to communications and advocacy that positions UNDP in enhancing democracy and SDG priority will be vital in garnering Member State support. It is essential to create a donor activation template to raise visibility and recognition of contributors and their contribution. While this should be flexible and tailored to each donor, it is expected to position the project as a unique platform. In order to focus adequate attention on communications, advocacy and fundraising strategy at the outset, a focused, strategic approach would include the following:

- Organize and facilitate the creation of the fundraising strategy and key messaging.
- Develop a Communication Strategy and storytelling in a bid to enhance UNDP's relevance and visibility in the Democracy Landscape continentally and globally;
- Include a donor communication plan designed to strengthen donor relations, facilitate reporting and ensure donors are kept informed on key strategic developments;
- Outreach action plans, including roundtable discussions and strategic engagements at the highest levels.
- Create briefings, proposal templates and materials and other communications for major donors
- Support creation of visual marketing and presentation tools (e.g. factsheets, infographics, video animations etc);.

### III. MULTI-YEAR WORK PLAN AND BUDGET

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1	Y2	Y3	Y4		
		2022	2023	2024	2025		
<b>Component 1:</b>  <b>Strengthen technical capacities of electoral stakeholders to promote credible and inclusive electoral processes</b>  <b>Gender marker: GEN2</b>	<b>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</b>  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
	<b>1.1. Activity: Knowledge Sharing</b>  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
	<b>1.3 Activity:</b>  <b>Technology- Digital Solutions and Communication in Electoral Processes</b>  1.3.1 Technical support to update the institutional website	250,000	250,000	250,000	200,000	UNDP, Constitutional Council, CNE, STAE, Supreme Court, National Police	950,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1	Y2	Y3	Y4		
		2022	2023	2024	2025		
	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 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						
	<b>1.4 Activity:</b> <b>Project Monitoring</b>	15,000	15,000	15,000	15,000	UNDP	60,000
<b>Sub-Total for Component 1</b>		<b>415,000</b>	<b>665,000</b>	<b>765,000</b>	<b>465,000</b>	<b>-</b>	<b>2,310,000</b>
<b>Component 2:</b> <b>Enhance transparency in the electoral process through greater public outreach and information sharing by EMBs to the voters population</b>  <b>Gender marker: GEN3</b>	<b>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</b>  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	200,000	250,000	250,000	50,000	UNDP, STAE, CNE	750,000



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1	Y2	Y3	Y4		
		2022	2023	2024	2025		
	<p>2.1.5 Support in the production and translation of Civic and Voter Education materials in local language and sign language</p> <p>2.1.6 Support in monitoring and evaluation of the implementation of Civic and Voter Education activities</p>						
	<p><b>2.2 Activity:</b></p> <p><b>Support in facilitation and consultations of the Electoral Legal Framework</b></p> <p>2.2.1 Support in the production and translation of the Electoral Legal Framework.</p> <p>2.2.2 Support in the studies on the Electoral Legal Framework at provincial level.</p> <p>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.</p> <p>2.2.4 Organization of international seminar to bring comparative experiences on the matter of electoral law and electoral justice.</p> <p>2.2.5 Organization of exchange experiences to a delegation of STAE, CNE and CC representatives – participation in international fora</p> <p>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.</p> <p>2.2.7 Specific training to the CNE members on Electoral Legal Framework.</p>	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	Y2	Y3	Y4		
		2022	2023	2024	2025		
	2.2.8 Support PRM in the dissemination of the Electoral Legal Framework at different levels of the PRM						
	<p><b>2.3 Activity:</b></p> <p><b>Support in increasing the participation of women, youth, elder, minorities and people living with disabilities in the electoral processes</b></p> <p>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</p>	100,000	225,000	250,000	100,000	UNDP, CNE, STAE	675,000
	<p><b>2.4 Activity:</b></p> <p><b>Support in including Elections and Democracy in formal education curricula</b></p> <p>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.</p> <p>2.4.2 Creation of a module of electoral law to be introduced in the law faculties.</p> <p>2.4.3 Organization of university seminars to promote frank open discussion about different aspects of electoral processes. Seminars per university</p>	20,000	150,000	150,000	100,000	UNDP, CNE, STAE, HCHR, Ministry of Education, Ministry of Interior, Universities	420,000
	<p><b>2.5 Activity:</b></p> <p><b>Strengthening effective Communication Units</b></p> <p>2.5.1 Assist STAE in modernizing Communication, Image and Public Relations Centers (CCIRP) at central and provincial level</p> <p>2.5.2 Support in the training CCIRP technical staff</p>	0	100,000	100,000	0	UNDP, STAE	200,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1	Y2	Y3	Y4		
		2022	2023	2024	2025		
	2.5.3 Assist STAE in the design and development of the Electoral Education and Information Center						
	<p><b>2.6 Activity:</b></p> <p><b>Social Media, Hate Speech and Mis/ Disinformation</b></p> <p>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)</p> <p>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)</p> <p>2.6.4 Training to STAE, CNE and other stakeholders on iVerify Mozambique, fact-checking and response, including social media regulation.</p> <p>2.6.5 Creation of monitoring mechanism on violence against women in the electoral process</p>	50,000	150,000	150,000	100,000	UNDP, STAE, CNE, UNESCO, UN Women	450,000
	<p><b>2.7 Activity:</b></p> <p><b>Lessons Learned and Post-Electoral Support</b></p> <p>2.7.1 Support to PRM to conduct lessons learned and evaluation of the activities during the 2023-2024 elections</p> <p>2.7.2 Support to CNE/STAE to conduct lessons learned and evaluation of the activities during the 2023-2024 elections</p> <p>2.7.3 Support to Constitutional Council to conduct lessons learned and evaluation of the activities during the 2023-2024 elections</p>	0	0	80,000	400,000	UNDP, Constitutional Council, CNE, STAE, Supreme Court, National Police	480,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1	Y2	Y3	Y4		
		2022	2023	2024	2025		
	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						
	<b>2.8 Activity:</b>  <b>Project Monitoring</b>	15,000	15,000	15,000	15,000	UNDP	60,000
<b>Sub-Total for Component 2</b>		<b>510,000</b>	<b>1,115,000</b>	<b>1,245,000</b>	<b>915,000</b>	-	<b>3,785,000</b>
<b>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</b>  <b>Gender marker: GEN2</b>	<b>3.1 Activity: Improve budget management for electoral operations, natural disasters and security threat situations</b>						
	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
	<b>3.2 Activity</b>  <b>Support Electoral Operations</b>						
	3.2.1 Support STAE staff in training on how to conduct electoral processes during COVID-19, natural disasters and security threats	80,000	100,000	100,000	60,000	UNDP, STAE, National Police	340,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1	Y2	Y3	Y4		
		2022	2023	2024	2025		
	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						
	<b>3.3 Activity</b>  <b>Support to Electoral Conflict Prevention, Mitigation and Early Warning System</b>  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
	<b>3.4 Activity:</b>  <b>Project Monitoring</b>	15,000	15,000	15,000	15,000	UNDP	60,000
<b>Sub-Total for Component 3</b>		<b>185,000</b>	<b>265,000</b>	<b>265,000</b>	<b>175,000</b>	-	<b>890,000</b>
<b>Component 4: Enhance effectiveness and transparency of Electoral Dispute Resolution mechanism through technical assistance to the Constitutional Council, CNE, and Supreme Court</b>  <b>Gender marker: GEN2</b>	<b>4.1 Activity: Strengthen the sustainable development of the institutional capacity of the Constitutional Council and Supreme Court</b>  4.1.1 Support to the Supreme Court in establishing a mobile court during the electoral period  4.1.2 Support the Constitutional Council in performing its judiciary role including training and information campaigns	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		
	4.1.3 Support the Constitutional Council to facilitate an efficient, transparent, and credible candidate nomination process						
	<b>4.2 Activity</b> <b>Support South-South initiatives in the area of EDR knowledge and comparative studies and data with other countries on adjudicating electoral disputes</b> 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
	<b>4.3 Activity:</b> <b>Project Monitoring</b>	2000	15,000	14,667	0		31,667
<b>Sub-Total for Component 4</b>		<b>34,500</b>	<b>165,000</b>	<b>169,667</b>	<b>12,500</b>	<b>-</b>	<b>381,667</b>
<b>Project support/staffing</b>	<b>Core team:</b>	<b>380,000</b>	<b>380,000</b>	<b>380,000</b>	<b>380,000</b>	UNDP	<b>1,520,000</b>
	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)						

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	TOTAL
		Y1 2022	Y2 2023	Y3 2024	Y4 2025		
	Office costs – communications, vehicle, domestic travel						
Evaluation (as relevant)  Including lessons learned (one per year) for the entire project, not per output.	Project Monitoring and Evaluation	<i>Included in outputs</i>	<i>Included in outputs</i>	<i>Included in outputs</i>	<i>Included in outputs</i>	UNDP	
Miscellaneous-Contingency							
<b>TOTAL</b>		<b>1,524,500</b>	<b>2,590,000</b>	<b>2,824,667</b>	<b>1,947,500</b>		<b>8,886,667</b>
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
<b>GRAND TOTAL</b>		<b>1,676,195</b>	<b>2,858,900</b>	<b>3,119,380</b>	<b>2,145,725</b>		<b>9,800,200</b>