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PROJECT DOCUMENT

Timor-Leste

Project Title: COVID-Resilient Elections in Timor-Leste (CORE-TL)

Project Number: 00134455

Implementing Partner: UNDP

Start Date: 22 March 2021

End Date: 21 March 2022

PAC Meeting date: 4 March 2021

Brief Description

As a Small half-Island post-conflict country, Timor-Leste is facing a number of development challenges despite noticeable progress since independence in 2002. These challenges have been further exacerbated by the outbreak of the novel Corona virus which resulted in a national State of Emergency in 2020, now extended into 2021, resulting in substantial negative socio-economic consequences for the Timorese people. On top of this, Timor-Leste is expecting a series of elections at the national and municipal level in 2021-2024. This not only presents a risk for the spread of the virus as people gather for the election, but equally, hinders the continued practice of representative democratic elections if not conducted, and thus, undermining representative governance. As such, the proposed project has been developed in direct response to the need for COVID resilient elections to ensure continued and strengthened representative governance and successful elections. To enable this, the project aims to 1) support municipal EMB offices to become COVID-resilient, accessible, and environmentally friendly; 2) address the underlying issues of long-term resilience to pandemics such as COVID by developing COVID-Resilient Election Plan and Manuals; 3) provide effective and innovative electoral and COVID-19 awareness communication, and 4) strengthen the participation and representation of youth, women, and persons with disabilities in politics; in pursuit of informed, inclusive, and COVID-resilient elections. As a result, Timor-Leste will be equipped to carry out COVID-resilient, democratic, and inclusive elections at both the national and sub-national level. This ultimately supports the sustainable development of Timor-Leste, the achievement of Agenda 2030, and the strengthening of accessible, accountable, and gender-responsive governance systems, institutions and services at both the national and municipal levels.

Contributing Outcome (UNDAF/CPD):

- *UNSCDF Outcome 5: Accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels*
- *UNSCDF Outcome 6: Resilience to climate change and sustainable management of resources*

Indicative Output(s) with gender marker²: Gen 2

Total resources required:	USD 4,330,000	
Total resources allocated:	USD	
	UNDP TRAC:	30,000
	Government of Japan:	4,000,000
	Government:	300,000
	In-Kind:	0
Unfunded:	0	

Agreed by (signatures):

UNDP Timor-Leste Resident Representative	Minister of State Administration	President of National Commission for Election (CNE)
Ms. Munkhtuya Altangerel	H.E. Mr. Miguel Pereira de Carvalho	H.E. Mr. Alcino de Araújo Baris

Acronyms

ASRSG	Acting Special Representative of the Secretary General
AWP	Annual Work Plans
BCP	Business Continuity Plan
CEDAW	Convention on the Elimination of Discrimination Against Women
CNE	National Commission on Elections
CSO	Civil Society Organizations
CTA	Chief Technical Adviser
DIM	Direct Implementation Modality
DRR	Disaster Risk Reduction
DRTL	Democratic Republic of Timor-Leste
EAD	Electoral Assistance Division UN
EDR	Electoral Dispute Resolutions
EMB	Electoral Management Bodies
IEC	Information, Education and Communication
JICA	Japan International Cooperation Agency
JSP	Justice System Programme
LTC	Legal Training Centre
NPM	National Project Manager
NGO	Non-Governmental Organisation
OHCHR	Office of the High Commissioner for Human Rights
PAC	Project Appraisal Committee
PMB	Project Management Board
PNTL	National Police of Timor-Leste
PPE	Personal Protective Equipment
PwD	Persons with disabilities
RDTL	Democratic Republic of Timor-Leste
RTTL	Radio Televisao Timor-Leste
SEM	Secretariado do Estado de Mulheres
SEIA	Socio-Economic Impact Assessment
SOP	Standard Operating Procedure
STAE	Technical Secretariat of Electoral Administration
TLMDC	Timor-Leste Media Development Center
TOT	Training of Trainers
UN DPPA	UN Department of Political and Peacebuilding Affairs
UNDP	United Nations Development Program
UNEST	United Nations Electoral Support Team in Timor-Leste
UNMIT	United Nations Integrated Mission in Timor-Leste
UNTL	National University of Timor-Leste
WHO	World Health Organisation
ZEESM TL	Zonas Especiais de Economia Social de Mercado de Timor-Leste

I. DEVELOPMENT CHALLENGE

COVID-19

As a Small Island and post-conflict country, Timor-Leste is vulnerable to different types of disasters. Recent floods and the impacts of the COVID-19 pandemic are good examples. Thanks to the prompt and effective initial response by the Government, Timor-Leste managed to contain the spread of the virus to only 49 total cases and zero deaths as of January 2021. However, the country is still very fragile when it comes to the health crisis, not only due to its weak health system, but also considering its development and socio-economic situation.

The mandatory COVID-19 restrictions in 2020, imposed by the Government, has had a huge impact on the implementation of development activities across the nation, including the voter registration process and civic/election education. Voter registration and civil/voter education constitute core pillars to ensuring free, fair and democratic elections. However, the Election Management Bodies (EMBs), where the registration and education are conducted, are not within COVID-safety regulations due to their lack of space and resources. As a result, activities in 2020 were suspended for a number of months. Another issue has been the lack of available Personal Protection Equipment (PPE) for EMBs staff. Since the government institutions were operating on a monthly budget system, they were unable to provide the necessary PPE to allow for business continuity. Furthermore, the EMBs do not have a Business Continuity Plan (BCP) or a response plan for COVID-19 pandemic with its unique form of transmission, and as it constitutes a completely unfamiliar crisis for the country to manage. Due to the absence of a BCP and the lack of sufficient water and hand washing facilities at the EMBs facilities, all the important activities of the EMBs had to be suspended in order to assure staff and visitors safety. EMBs were later able to resume some of the services after UNDP's emergency support for COVID-19 response, including PPEs and handwashing stations. Yet, these were only temporary and EMBs need a much more comprehensive support particularly for the upcoming important elections.

In addition to the development challenges posed by COVID, the current pandemic has had a substantial negative affected on the people and economy of Timor-Leste. The UN's Socio-Economic Impact Assessment (SEIA) of COVID in Timor-Leste highlights how the pandemic has magnified many underlying vulnerabilities within the country, including lack of basic infrastructure, climate hazards, limited access to services, as well as ongoing budget and political impasses. Many of these socio-economic consequences will continue to have long-term effects on the population, reiterating the need for appropriate response and recover mechanisms.

In the midst of the COVID-19 global pandemic, Timor-Leste is expecting a series of elections at the national and municipal level in 2021-2024. Despite the success in preventing community infection so far, the country is still at risk of wide-spread infection if restrictions and prevention measures are not respected, especially during elections. As the table 1 below, elections processes in Timor-Leste requires the gathering of people for registration, voting, civic/voter education, etc. and hence, constitute a huge opportunity for spreading the virus if not managed safely. However, it remains important that the elections are carried out to ensure the continued strengthening of Timor-Leste's democracy, and to further progress on the country's decentralization agenda and Strategic Development Plan 2011-2030. COVID resilient elections are also crucial for the country's response and recovery to the pandemic, such as addressing the socio-economic consequences, as they allow citizens to influence the national and municipal leadership. Equal to ensuring the election processes are COVID safe, it is important to address the potential risk of fear of COVID as a hinderance to people participating in the elections. Hence, it is crucial to ensure clear communication about the preventative measures in place, both internally and externally, as lack of voter turnout greatly undermines the nature of elections. Particularly as the higher the voter turnout, especially of unrepresented and vulnerable groups such as women, elderly, and persons with disabilities (PwD), the more representative the elections and subsequent agendas will be in representing the needs of these groups.

The proposed project has been developed in direct response to the above-mentioned unforeseen circumstances as a result of COVID-19 pandemic.

Table 1. Pictures of voting day, voter registration and Civic/Voter education at STAE and CNE



Photo by Rochan Kadariya, UNDP LEARN/ Timor-Leste

Large crowd on the voting day



Voter registration (STAE)



Voter registration (STAE)



Voter education for students (STAE)



Civic education (CNE)

Electoral Support

Ever since the 1999 referendum, which led to the independence of Timor-Leste, democratic elections have played an important role in marking the progress of Asia's newest nation. Despite internal conflict in 2006, Timor-Leste has emerged as the number one in Southeast Asia in the Economist Intelligence Unit's 2018 Democracy Index. Among many other factors, the successful management of democratic elections has contributed to this achievement the most. Since the 1999 referendum, Timor-Leste has held 11 elections successfully (4 presidential, 5 parliamentary, 2 village (Suco) elections) - all undertaken without major incidents of violence.

Table 2. Past elections in Timor-Leste

YEAR	TYPE OF ELECTION	REMARKS
1999	Referendum	Timor-Leste vote for independence
2001	Constituent Assembly	To formulate the constitution
2002	Presidential election	The first election run
2004-2005	Suco elections	In five phases, open list system, two separate elections, one for the head of the Aldeia (single majority) and one for the head of the Suco and other Suco council members (with one week pause time)
2007	General elections	Presidential (two rounds) and parliament, first elections run by Timorese authorities
2009	Suco elections	Closed list system with no political parties (the winning list takes all seats)
2012	General elections	Presidential (two rounds) and parliament
2016	Community Leader Election	Simultaneous Elections were held on 29 October 2016 for the first round and on 13 November 2016 for the second round to elect 4,493 Suco Council. The elected community leaders serve seven-year term.
2017	General elections	Presidential (one round) and parliament
2018	Early Parliamentary Elections	Early parliamentary elections were held on 12 May 2018 after the National parliament was dissolved by the President of Republic Francisco Guterres on 26 January 2018.

As the primary means through which people express their preferences and choose their representatives, elections are a powerful democratic tool of voice, accountability and, ultimately, human development. The country is expecting a round of important elections during the next 4 years. Presidential and parliamentary elections are lined up to take place between 2021 and 2024.

Table 3. Planned Elections in 2021-2024

Date (provisional)	Type Election	Remarks
2021-2024	Municipal election	Provisional schedule: - 1 st phase (October-November 2021): Baucau, Ermera, Bobonaro and Aileu - 2 nd phase (October-November 2022): Viqueque, Covalima, Manufahi, Manatuto and Lautem - 3 rd phase (October-November 2024): Ainaro, Liquica and Dili
2022 March	General Election (Presidential)	Nationwide including overseas
2023 October	Suco Councils Elections	Simultaneous Suco Council Election
2023 May	General election (Parliamentary)	Nationwide including overseas

Aside from these upcoming national elections, the electoral landscape in Timor-Leste will be shaped by the new governance architecture on decentralization. While the Suco (village) Electoral Law was passed and Suco elections held in 2016, the next Suco elections are also supposed to take place in 2023. Furthermore, a legal framework for Municipal elections is currently being developed along with two pieces of decentralization legislation. Once these are passed, there will be greater clarity on how the decentralisation process will unfold and what kinds of authorities and responsibilities will be decentralised to the Municipalities and what kinds of institutional arrangements will have to be in place to implement and support this devolution of power. The municipal elections will then be organized for the first time in Timor-Leste's history anywhere

between 2021 to 2024. The municipal elections, constituting the elections for the municipal assembly and the municipal governor, will be held in a phased manner, targeting four to five municipalities per year.

Electoral Management Bodies (EMBs) of Timor-Leste

The *National Electoral Commission (CNE)* is an independent body that monitors and supervises the electoral process, with responsibility to adjudicate election-related complaints and the national tabulation of votes. CNE was established a secretariat, built up a good reputation, and is perceived to be independent. CNE's main functions are to:

- Supervise the electoral process;
- Ensure the enforcement of constitutional and legal provisions;
- Approve the electoral subsidiary legislation as well as the codes of conduct for candidates, observers, monitors and media professionals;
- Promote the objective clarification to citizens about the electoral act through the media;
- Ensure equality of treatment for citizens in all acts of voter registration and electoral operations;
- Ensure equality of opportunities and freedom of propaganda of candidacies during the electoral campaign;
- Examine and certify party coalitions for electoral purposes;
- Notify the Office of the Public Prosecution about any acts known to it that may amount to electoral offence;
- Tabulate votes at the national level;
- Prepare and submit the national provisional results to the Court of Appeals so that the final results of the general elections can be validated and proclaimed;
- Perform other functions assigned to it by law.

The *Technical Secretariat for Electoral Administration (STAE)* is responsible for the administration and organization of elections and is placed under the Ministry of State Administration (MSA). STAE was established in 2003, with the functions to:

- Conduct voter registration of eligible voters as provided under the law;
- Draft subsidiary legislation;
- Design and conduct voter education;
- Support the Court of Appeal and CNE in the process of verification of eligibility of candidates;
- Train electoral staff, political parties and party agents;
- Carry out accreditation of observers and party agents;
- Conduct polling;
- Count and tabulate votes (initial counting and tabulation at district level).

The division of tasks between the two bodies charged with electoral administration is exemplified in the assignment of responsibility for civic education to CNE and for voter education to STAE. In contrast to the CNE's civic education, which is an annual routine programming, as well as in the pre-election period, STAE's voter education runs just for a few months before an election.

Organizationally, the capacities of STAE and CNE have been strengthened considerably since the 2007 elections which were the first national elections to be conducted by Timorese authorities. CNE receives its own budget approved by the Parliament, and STAE has technical, administrative and financial autonomy under a 2011 amendment to the Law on Electoral Management Bodies. Both institutions are given a higher allocation of funds, allowing them to recruit and train more national staff.¹ While STAE and CNE were very much in the lead of the 2012 elections, it still received substantive support from the United Nations Electoral Support Team (UNEST) which still had over 170 international staff present during the course of elections in 2012. As the EMBs continued to put systems in place with support from international partners,² there was

¹http://www.eeas.europa.eu/delegations/timor_lemte/documents/press_corner/20120709_eu_oem_2012_preliminary_statement_en.pdf

² Following International partners have supported EMBs between 2012 and 2020: UNDP, Japan, Canada, Australia, Ireland, European Union, Sweden, Norway, Republic of Korea.

significant improvement in their institutional capacities and elections were first held successfully in 2017 without UN mission’s support.

Data on various indicators related to election management show that there has been progress over the years and citizens’ participation in elections has improved significantly (see table below).

Table 4. Table on citizens’ participation in elections

Year	Type of Election	Registered Voters	Voters Turnout
1999	Referendum	451,798	98,20%
2001	Constituent Assembly	446,666	91%
2002	Presidential election	446,256	84%
2007	General elections	522,933	Presidential 81.75%, Parliamentary 80.53%
2012	General elections	645,624	Presidential 71% Parliamentary 75%
2017	General elections	760,907	Presidential 71.16% Parliamentary 76.74%
2018	Early Parliamentary Election	784,286	80.86%

The management of voter registration, voter fraud, and promotion of gender equality in the elections have also matured over the years. Data shows that there has been a significant decrease in voter fraud, while a significant increase in voter registration and women deployed as polling staff (see table below).

Table 5. Voter registrations and women polling staff in 2017-2018

Year	Voters registered	% of Invalid Votes	Male Voter	Female Voter	% of women staff in managing elections
2017	743,150	1.70%	384,136 (51.70%)	359,014 (40.30%)	45% women deployed as polling staff from the total of 11,600
2017	760,907	2.01%	393,023 (51.42%)	367,884 (48.58%)	
2018	784,286	0.99%	406,295 (51.80%)	377,991 (48.20%)	50% women deployed as polling staff from the total of 11,600

As evident from the tables above, Timor-Leste has successfully held 3 elections without a UN mission support since 2017 but with support from international partners. This success has demonstrated the capacity of the EMBs in the country and has sent a strong message to the world about Timor-Leste’s development and statehood, commitment to democracy, and its national confidence as a democratic sovereign nation. The EMBs need to maintain these high standards and continue to improve further.

The stakes will be high for EMBs in the next three years as they will have to be extremely well prepared and organized to be able to administer the Presidential and Parliamentary Elections in 2022 and 2023, in addition to other elections at the Municipality and Suco level. Municipal capacities (including logistical) for STAE and CNE remain low compared to offices in Dili, given that much of the international assistance to date has focused on the EMB capacity in the country’s capital. Hence, there is a dire need to continue to not only improve the capacity of the central EMBs but also a broad range of stakeholders at the sub-national levels whose effective participation is needed to ensure that the upcoming elections in Timor-Leste are free, fair, and peaceful.

Informed Citizens in elections

Access to information is an important element of the successful election. To make informed decisions, voters need to know not only about the electoral system and procedures but also the political parties and candidates they are voting for. The media is often said to be the fourth pillar of a democracy—alongside the government, parliament, and judiciary—and it has a pivotal role to play in a healthy, functioning democratic system. Particularly when it comes to political journalism, the media can influence the course of an election in important ways. It can help promote political debate and keep a government accountable to an informed

citizenry, and can play several roles in the electoral process, including a ‘watch-dog’ role to monitor the process, contribute to voter education, and prevent electoral violence.

Given that a biased coverage of political issues can skew the election debate, and at worst, provoke political division and violence, it is important that media actors are trained in the principles of peace journalism, responsible reporting, and inclusive politics, so that the voices of various political actors and parties can be heard by the Timorese public through the media in a balanced and informative way. Furthermore, inaccuracies in reporting; insufficient research and knowledge about the electoral system, political parties, and candidates; and poor investigative and analytical skills all need to be addressed if the media is to play its rightful role in the democratic process during the next elections.

The literacy levels of the people of Timor-Leste have an important bearing on what forms of media are most effective for the purpose of outreach and civic education. According to the 2010 census, the literacy rate in the country’s rural areas is 44.6 per cent, which is approximately 36 per cent lower than in urban areas. This means that the media which relies on auditory and visual modes of transmission, such as radio and television, are more effective in reaching a greater portion of the Timorese population than print media. Community radio has the most expansive reach in the country.³ There is at least one community radio station in each of the 13 municipalities, with a total of 16-18 community radio stations across the country.⁴ Access to television has also increased in recent years, and in 2006 television reaches 30 per cent of the adult population daily, and 48 percent weekly.⁵ While Dili and Baucau tend to be better connected to commercial, public, and community media, in order to reach the majority of the population, radio and television will need to be employed effectively to enable the Timorese citizenry to be properly informed and updated on electoral developments.

The role of media has also been critical in raising awareness of COVID-19 and informing citizens with various preventive measure. Its role will be even more essential in the times of elections. Citizens need to be clearly informed about how to participate in the elections with correct social distancing measures. In 2020, UNDP, in partnership with the Press Council and the Journalist Associations, provided PPEs and COVID-19 reporting guidelines to all journalists, and produced various media awareness raising campaigns. For upcoming elections, it is imperative to continue this support on a larger scale by involving community radio stations and local media in all districts to help disseminate COVID prevention measures and election procedures.

Women’s political participation

Gender equality has been actively pursued by the Timorese government since it ratified the Convention on the Elimination of Discrimination Against Women (CEDAW) in 2003. The parliament has adopted affirmative action policies such as “temporary special measures” in candidates’ list of political parties at the national level.⁶ As a result, in the 2012 National Parliament election, women gained 38.46 per cent of the 65 seats in Parliament compared to 29 per cent in 2007. This is the highest representation of women in parliament in the Asia-Pacific region. The number of women appointed to senior government positions has also increased significantly. From 2007 to 2012 there was a 100 per cent increase of women in the government as Ministers, Vice-Ministers and Secretaries of State.

However, a lesson learnt from the 2012 elections is that even though affirmative action increased the number of women in the national parliament and senior government positions, it has not translated into gender equality in the overall political leadership, and currently, of the 38 Cabinet Members, only eight are women. This pattern of gender imbalance is similar at the local Suco level where only 2.5 per cent of the 442 village heads are women. This is notwithstanding the legislated quotas for women, which requires the inclusion of two female representatives aged 35 years and over and one female representative aged under

³ National Statistics Directorate & UNFPA (2011) *Population and housing census of Timor-Leste 2010* Vol 3, p16.

⁴ UNESCO (2011) *Assessment of Media Development in Timor-Leste Based on UNESCO’s Media Development Indicators*, p22.

⁵ UNMIT(2011) *Timor-Leste Communication and Media Survey*, pp45-50

⁶The amendment by the National Parliament in 2011 to Law 6/2006 on elections raised the quota of women candidates in party lists from the previous minimum of one female in every four candidates, to one in three candidates.

35 years on the Suco council. As Sucos vary in size, this means the smallest Suco council composed of 9 people will have no less than 33.33 per cent of its members as women, while the largest village council with 39 members will have no less than 8 per cent of its total number of members as women.

These realities illustrate that what is needed is not only affirmative action and quotas, but substantive up-skilling and training support to help women pursue a political career, alongside outreach and advocacy to shift the cultural norms that hamper women's political participation. Outside the legal framework women still face many challenges in attaining political equality. Factors such as lack of family support, limited confidence, geographical isolation, lack of ability to finance campaigns, and general lack of information all play a part in creating political barriers for women. Targeted support is needed to ensure that the Suco, national, and municipal elections of the coming years are an inclusive and participatory process for the women in Timor-Leste.

Youth engagement in elections

The generational change in politics was marked by the inauguration of Dr. Rui Maria Araujo as Prime Minister in February 2015. Today, youth make up the majority of the population with 62 per cent of Timorese being under the age of 25. In the absence of continued efforts to provide opportunities for young people to substantively engage in the political, social and economic life of the country, the marginalization of this population from development and civic life persists. The meaningful participation of youth would ensure that their voices on a range of development issues are heard, inter-generational knowledge is shared, and innovation and critical thinking are encouraged to support social change.

Youth played a key role in the 2006 crisis as well as its resolution. It is clear that the large youth demographic in Timor-Leste poses new challenges and opportunities. Youth unemployment is prevalent, with the Asian Development Bank estimating that in 2012 40 per cent of Timor-Leste's youth population was unemployed⁷. Aside from being aware of their political and civic rights, an increased understanding and involvement in the electoral process would lead young people to explore a greater range of political, economic, and social opportunities at the local and national level.

Key to this will be the involvement of youth in local development decisions. Through Suco and possible municipal elections, there will be an increased number of opportunities for young people to become elected and contribute to Timor-Leste's development. However, as is the case with women's political participation, political parties will play a central role in this process. The party list system for elections means that political parties play the gatekeeping role for candidates and candidate selection. Young people need to be recruited and trained to be effective candidates, and party structures need to promote the involvement of the youth. Looking forward to 2017 and the national elections, it is not outside the realms of possibility that a new generation of Timorese will come into politics. 16 years after independence, and with a voting age of 17, it will be the first election where people who were not alive when the monumental events of 1999 unfolded would be voting. Facilitating the engagement of the youth of Timor-Leste in the elections would ensure that they can assume their rightful place in the nation's democratic future.

⁷ <http://www.adb.org/features/12-things-know-2012-youth-employment>

Problem Analysis

The project will address some of the most pressing challenges for Timor-Leste to be able to carry out democratic and COVID-resilient elections. Namely:

Table 6. Problem Analysis

Problem 1 EMBs' infrastructures in the municipalities are not COVID-resilient and accessible to vulnerable groups	<ul style="list-style-type: none">▪ Voter registration and civic/election education are critical for successful democratic election but require large gatherings which pose a risk for spreading pandemics such as COVID-19. Currently, EMBs lack offices in several municipalities and services are conducted in small spaces.▪ Due to inaccessible facilities, vulnerable populations have limited access to voter registration and civic/election education, particularly in the municipal areas.
Problem 2 EMBs do not have a comprehensive response and prevention plan and manual for COVID-19 for the upcoming elections	<ul style="list-style-type: none">▪ In the midst of the COVID-19 pandemic, Timor-Leste is expecting a series of elections at the national and municipal level from 2021 to 2024. Despite the success in preventing community infection of COVID-19 so far, the country is very fragile in responding to the spread of the virus.▪ EMBs lack capacities in election logistics and disaster prevention/response, and there is no comprehensive plan or manual for COVID-19 resilient elections.
Problem 3 Citizens have limited channels to obtain electoral and COVID-19 information	<ul style="list-style-type: none">▪ Communication and information are critical not only for successful democratic election but also for disaster prevention and response. Currently, citizens' access to electoral information is limited, which impedes informed decision-making. It can be worsened by disasters, such as COVID-19.▪ Citizens have limited channels to obtain electoral information, capacities of EMBs and media in election communication and reporting, as well as COVID awareness, require further improvement.
Problem 4 Youth, women and persons with disabilities have limited access to political participation and representation	<ul style="list-style-type: none">▪ Voices of youth, women and PwD are not fully represented in politics.▪ Groups representing youth, women and persons with disability have limited capacities in advocacy, training and policy development.
Problem 5 The Government of Timor-Leste are unable to procure the indelible ink required for elections	<ul style="list-style-type: none">▪ Indelible ink is not available in country▪ Procurement of indelible ink from abroad requires well developed procurement procedures and structures

II. STRATEGY

The *Theory of Change* that guides the results logic of this project is that if Timor-Leste's Election Management Bodies (EMBs) are equipped with municipal offices that are COVID-resilient, gender/disability friendly and green; if its institutional and human capacities are enhanced in terms of COVID prevention and response through COVID-Resilient Election Plan and Manual (CREPM) and comprehensive trainings; if capacities of EMBs and media are enhanced to provide effective and innovative electoral communication and COVID awareness; if a participatory and interactive information platform for elections and COVID-19 is established; and if groups representing youth, women and persons with disability have enhanced capacities in political participation and representation; then Timor-Leste will be able to conduct COVID-resilient, informed and inclusive elections both at the national and municipal level. Thus, contribute to the resilience of accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels (UNSCDF Outcome 5), climate change and sustainable management of resources (UNSCDF Outcome 6) and the achievement of the respective SDGs (3 – Good health and well-being, 5 – Gender equality, 9 – Industry, innovation, and infrastructure, and 16 – Peace, justice, and strong institutions).

To address the development challenges above, this project will have four components that directly respond to each problem (Appendix 1. Theory of Change table)

To address **Problem 1**, the project will build 8 new Municipal EMB offices (5 STAE and 3 CNE) that are COVID-resilient, gender/youth/disability friendly and green, and renovate the existing offices to ensure the same conditions. Through this support, the project aims to achieve **Output 1 “Municipal EMB offices in all 12 municipalities and RAEOA are COVID-resilient, gender/youth/disability friendly and green”**.

To address **Problem 2**, the project will develop a comprehensive “COVID-Resilient Election Plan and Manual (CREPM)” for the EMBs, and train EMB staff and other relevant institutions accordingly. The project will also support the EMBs to procure necessary items for COVID prevention and response. Through these activities, the project aims to achieve **Output 2 “EMBs are equipped with a comprehensive plan and manual for COVID prevention and response for the upcoming elections, and its staff are trained accordingly”**.

To address **Problem 3**, the project will support the EMBs and journalists with innovative voting promotion and COVID-awareness campaigns. Through a partnership with university research centres, the project will also establish an interactive and participatory platform to track and monitor electoral promises. Through these activities, the project aims to achieve **Output 3. “Capacities of EMBs and media are enhanced to provide effective and innovative electoral and COVID-awareness communication and a participatory and interactive digital information platform for elections and COVID-19 is established”**.

To address **Problem 4**, the project will strengthen the capacities of women, youth and PwD in promoting their political participation and representation, particularly throughout the electoral cycle which will. Through these activities, the project aims to achieve **Output 4 “Groups representing youth, women and persons with disability have enhanced capacities in political participation and representation.”**

Finally, the project, on behalf of the Government of Timor-Leste, will carry out the procurement of indelible ink to address Problem 5. Through this support, the project aims to achieve **Output 5 “Indelible ink is procured for EMBs to carry out elections.”**

By accomplishing all five outputs, the project is expected to contribute to the following Expected Results:

- Expected result 1: Voter registration and civic/election education can be conducted with lower risk of spreading COVID-19, while vulnerable groups participation to these services are improved.

- Expected result 2: Timor-Leste is capable of carrying out a series of national and municipal elections that are resilient to various disasters, including COVID-19.
- Expected result 3: Citizens' access to information on election and COVID-19 is enhanced which helps them to make informed decisions and prevent the spread of COVID.
- Expected results 4: Youth, women and Persons with Disabilities are better represented in politics.
- Expected result 5: Timor-Leste is equipped with indelible ink to carry out elections.

Contribution to the achievement of Government Priorities, UNSCDF, UNDP Strategic Plan and SDGs

In the end, the project aims to contribute to Timor-Leste's sustainable development by joining efforts with the GoTL's Strategic Development Plan 2011-2030, UNSCDF, UNDP Strategic Plan and SDGs:

Table 7. Contribution to the Government Priorities, UNSCDF, UNDP Strategic Plan and SDGs

Project	GoTL's Strategic Development Plan	UNSCDF	UNDP Strategic Plan	UN SDGs
Expected Results 1	By 2030, the strong bond between Timorese people and the environment will be restored and our natural resources and environment will be managed sustainably for the benefit of all	Resilience to climate change and sustainable management of resources (UNSCDF outcome 6)	Strengthen resilience to shocks and crises (Outcome 3)	SDG9 – Industry, Innovation and Infrastructure SDG3 – Good Health and Well-Being
Expected Results 2				
Expected Results 3	The public sector in Timor-Leste will be central to building trust in government, which is a prerequisite of nation building.	Accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels (UNSCDF outcome 5)	Accelerate structural transformations for sustainable development (Outcome 2)	SDG16 – Peace, Justice and Strong Institutions SDG5 – Gender Equality
Expected Results 4				
Expected Results 5				

Human Security

This project addresses the various root causes of potential human insecurities in Timor-Leste. Particularly the health and political insecurity, namely the spread of COVID-19 and its negative impacts on the elections and subsequent socio-economic situation. The project's approach is in alignment with the core principles of Human Security.

Table 8. Project's contribution to Human Security

People-centred	The project takes a 'people-centred' approach by considering the broad range of conditions that threaten the survival, livelihood, and dignity of people and their communities, particularly those who are most vulnerable. The project addresses people's 'freedom from fear' of the pandemic, while contributing to the 'freedom from want and to live in dignity' by being able to exercise the very basic political rights. The project focuses on the most vulnerable group in Timor-Leste, namely women, youth and persons with disability.
Comprehensive	The project recognizes the complexity and interconnected nature of the challenges that cause insecurities of people and communities. By engaging all relevant actors – EMBs, other government institutions, Media, Academia, Civil Society Organisations (CSOs), other UN agencies and development partners and more, the project will provide coherent, integrated and tangible solutions for COVID-resilient elections.

Context-specific	The project design is based on an in-depth analysis of the country’s situation, including comprehensive consultations with relevant stakeholders. Given the context of the important elections that need to take place in the next three years, while the country has very limited capacities in public health and disaster risk reduction, the project’s actions are timely and relevant. The project will also ensure that relevant stakeholders will continue to be closely engaged and consulted throughout the implementation so that the support provided by the projects is locally appropriate and responsive.
Prevention-oriented	The project is prevention oriented. The overall goal of the project is to strengthen country’s resilience to potential challenges in the future. The project goes beyond the quick response modality to build sustainable and resilient systems. In particular, the process of developing “COVID-resilient Elections Plan and Manual (CREPM)” will include a thorough assessment of EMBs’ current capacities and readiness, and offer sustainable and resilient solutions. The project also directly focuses on the immediate prevention of the spread of COVID.
Protection and empowerment	The project recognizes the importance of empowering people and their communities to articulate and respond to their needs and those of others. The project, particularly through component 3 and 4, empowers citizens with increased access to information and political rights, including the most vulnerable groups. By strengthening the access and participation of women, youth, and PwD in election, the project also aims to empower them as decision-makers and leaders in at the Suco, Municipal, and National levels.

UNDP experiences in electoral support in Timor-Leste and lessons learned

Globally, UNDP provides electoral support to approximately 60 countries a year. This support includes technical assistance, capacity-building, procurement of electoral materials, coordination of electoral assistance and efforts, and managing electoral basket funds. UNDP’s support covers a wide range of electoral areas such as⁸:

- national efforts for electoral reform;
- electoral administration;
- participation of women and marginalized groups;
- voter and civic education;
- prevention of electoral conflict and violence;
- and coordination of electoral assistance.

Since 2016, UNDP Timor-Leste, through the “Leveraging Electoral Assistance for Regionalized Nation-Building” (LEARN) Project, has provided comprehensive electoral support to the EMBs and relevant stakeholders in Timor-Leste. The LEARN project provided technical assistance to enhance civic knowledge, awareness and engagement of citizens in local and national democratic processes, increase the political participation of women and youth, enhance institutional capacity of electoral institutions, and increase the sustainability of the country’s voter registration and electoral results management systems. Technical assistance and material support has been provided to support partners and stakeholders for the village elections, 2017 Presidential elections, 2017 Parliamentary Elections, and early Parliamentary Elections in 2018. The LEARN project focused on supporting the two EMBs in the country – the National Commission for Elections (CNE) and the Technical Secretariat of Electoral Administration (STAE) – as well as civil society partners.

In 2019, the LEARN project carried out a final evaluation. The expected results and the project management modalities of this project are designed based on the lessons learned and recommendations of that evaluation:

⁸ UNDP Independent Evaluation Office (2020), “Lessons from evaluations: UNDP support to electoral processes”, http://web.undp.org/evaluation/documents/reflections/Electoral_Process.pdf

Table 9. Lessons learned from the LEARN project

New Project	LEARN 2019 Final Evaluation Report
Expected Results 1	<ul style="list-style-type: none"> • Projects should provide sustained support for EMB capacity development • Projects should provide targeted support for particular CNE and STAE needs for municipal elections
Expected Results 2	<ul style="list-style-type: none"> • Additional support for civic education is needed • Additional support for gender equality through CSOs is strongly recommended • Additional support for improving access for PwD is strongly recommended
Expected Results 3	<ul style="list-style-type: none"> • The project’s support to journalism and development and extensive sharing of high-quality communications products were considered good practices • Additional support for journalism is strongly recommended • Additional support for debates in the media is strongly recommended
Expected Results 4	<ul style="list-style-type: none"> • Additional support for gender equality through CSOs is strongly recommended • Additional support for improving access for PwD is strongly recommended
Project management	<ul style="list-style-type: none"> • New UNDP electoral cycle projects should further develop the inclusiveness, credibility, and transparency of electoral processes in the country. • Best practices identified: <ul style="list-style-type: none"> ○ Selection of well-qualified international staff and consultants fluent in local languages ○ Selection of well-qualified national staff and consultants ○ Close collaboration and consultation with the EMBs, including colocation of LEARN consultants in EMBs

COVID Support

In 2020, UNDP provided comprehensive support to various state and non-state institutions in Timor-Leste for their COVID-19 prevention and response, including the EMBs and journalists. Upon the request of the EMBs, UNDP provided strategic advice and required items, including PPE, handwashing stations and IT equipment, for EMBs to resume the voter registration and other voter education activities in compliance with COVID protocols. Thanks to this support, STAE and CNE resumed registration and supervision activities in all municipalities, while adhering to health protocols. As mentioned above, UNDP also provided various support to journalists during the pandemic with PPE and guidelines.

Lessons learned from this experience, together with best practices from other UNDP country offices, have been reflected in the project design and will be reflected throughout the implementation.

Project Location Map



III. RESULTS AND PARTNERSHIPS

Expected Results

Overall Objective: To contribute to Timor-Leste's sustainable development.

Specific Objective: To support Timor-Leste to conduct COVID-resilient, informed and inclusive elections both at the national and municipal level.

Outputs by Component/Expected Result

The project is organized around four components/expected results, each supporting a specific output. Together, they contribute to the realization of the above mentioned overall and specific objectives. The project is also designed in line with UNSCDF Outcome 5 and 6:

- *UNSCDF Outcome 5: Accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels*
- *UNSCDF Outcome 6: Resilience to climate change and sustainable management of resources*

Component/Expected Result 1: Voter registration, civic/election education can be conducted with lower risk of spreading COVID-19, while vulnerable groups participation to these services are improved.

Output 1: Municipal EMB offices in all 12 municipalities and RAEOA are COVID-resilient, gender/youth/disability friendly and green

Related Activities

- Activity 1.1. Building 8 Municipal EMB offices (5 STAE and 3 CNE)
- Activity 1.2. Renovating existing Municipal EMB offices
- Activity 1.3. Technical advice to the EMBs on overall construction and management of Municipal offices, including Standard Operating Procedures (SOPs)

For the upcoming elections in 2021-2024 (described in table 3 above) to be successful, the role of the municipal branches of both EMBs – STAE and CNE - are critical. As the table 10 and 11 show below, they carry out a wide range of important tasks, and their offices are visited by residents throughout the entire electoral cycle. In particular, as table 11 reveals, voter registration and election education (STAE) and civic education (CNE) require large gatherings which poses a risk of spreading pandemics such as COVID-19. Therefore, it is critical that both STAE and CNE are equipped with COVID-resilient infrastructures, and are accessible for all, including the most vulnerable groups, namely women, youth and PwD.

Table 10. Tasks of STAE offices in the municipalities

STAE		
Electoral Cycle	Task	Daily Visitors
Pre-election (3 months before the election)	<ul style="list-style-type: none">• Procurement of election materials• Deciding locations of polling centers and polling stations in the country or abroad• Conduct training to the new staff of elections offices⁹	50-200 people

⁹ Specific objective of STAE training in the pre-election period (3 months before elections)

- Inform Political Parties about the voter registration and update database, legislation and electoral process
- Inform the Judges, Lawyers Association, Timorese Public Defenders about the Electoral Process

	<ul style="list-style-type: none"> • Upon the request of the Supreme Court, verify the requirements of candidates and/or political party's list 	
During election	<ul style="list-style-type: none"> • Preparation of election calendar, logistical plan and budget • Voter education • Training of the election officers • Election briefing for political parties and observers • Presiding the voting process • Counting and transporting the preliminary result to CNE for final verification and national tabulation. 	500-1,000 people (for counting)
Post-election	<ul style="list-style-type: none"> • Voter registration for new voters and those who need to update their information • Information sessions with schools, political parties and all public about voter registration and voting process 	5-30 people

Table 11. Tasks of CNE offices in the municipalities

CNE		
Electoral Cycle	Task	Daily Visitors
Pre-election (3 months before the election)	<ul style="list-style-type: none"> • Approve the regulations applied for election as well as the codes of conduct for candidates, observers, and media professionals. • Promote the objective clarification of citizens about the electoral act through the media; • Ensure equal treatment of citizens in all registration and electoral operations. • Ensure equal opportunities and freedom to advertise candidates during the election campaign. • Assess and certify party coalitions for electoral purposes and independent candidate lists; 	20-100 peoples
During election	<ul style="list-style-type: none"> • Supervise the conduct of Election and make sure the elections conducted according to law and regulations • Prepare and submit to the Supreme Court of Justice (STJ) the provisional minutes with the national results for validation and proclamations. • Result for the validations and proclamations Notifying the Office of the Public Prosecution about suspected electoral offences 	50-200 people
Post-election	<ul style="list-style-type: none"> • Conduct supervision to the STAE voter registration activity. • Supervise voter registration, electoral acts, and referendums. • Ensure the application of constitutional and legal provisions related to voter registration, electoral and referendum acts. • Conduct civic education program with schools, political parties and public • Responsible to the management of political financing and candidates 	5-10 peoples

Currently, STAE and CNE lack independent office spaces in several municipalities as outlined in table 12 below. STAE does not have municipal office buildings in 6 municipalities - Ermera, Covalima, Manatuto, Manufahi, Viqueque and Dili - and their services are conducted in small, rented office spaces. In six other

-
- Clarification Session for Physically Disabled Voters as it is understood that this group has right to access and participate in the Presidential and Parliamentary Elections
 - Clarification session for non-governmental organizations working with women's groups, alerting to the importance of female participation in political life, and updating of the database
 - Inform young people about the importance of their participation in the voter registration / update the electoral database.

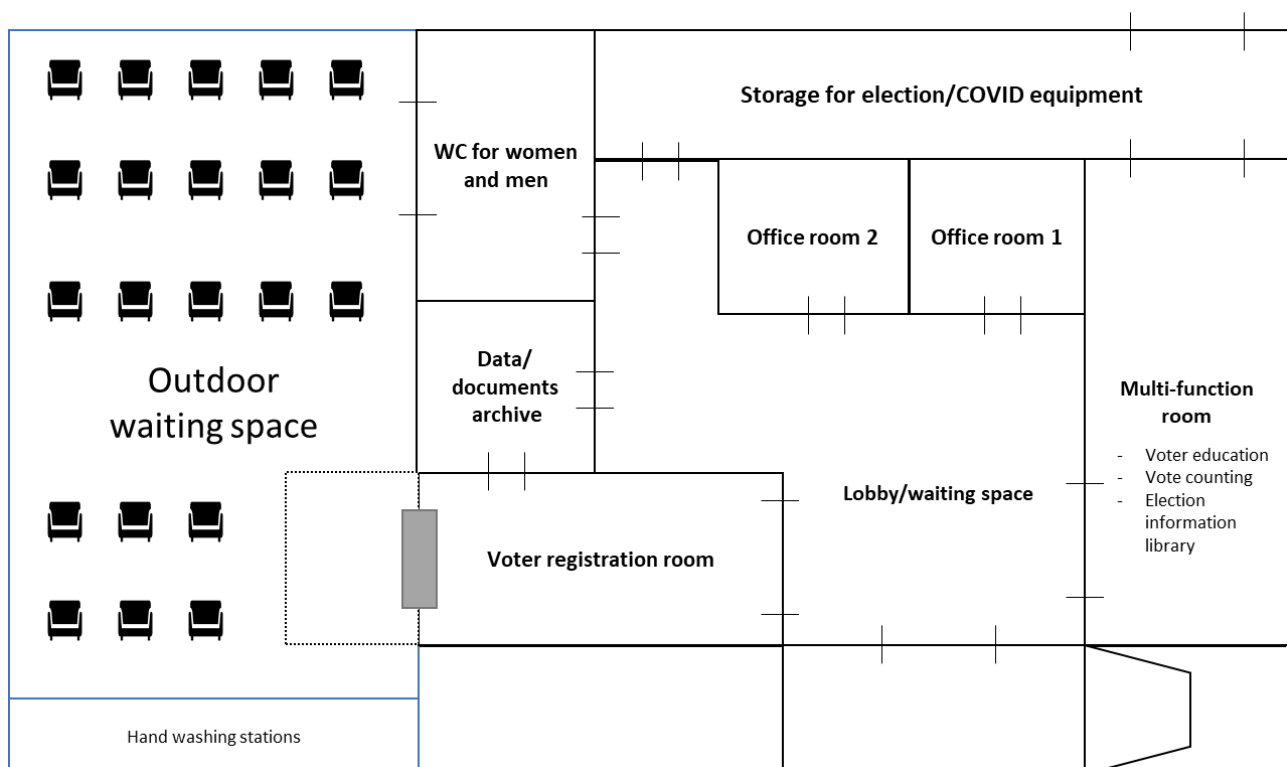
Municipalities and RAEOA, existing STAE buildings are not equipped with required COVID prevention infrastructures. Based on the consultation with the STAE, the project will build new STAE offices in 5 municipalities – Manufahi, Ermera, Viqueque, Covalima and Manatuto. The buildings in Ermera and Manufahi will be built with the GOTL’s in-kind contribution, while the other 3 buildings will be built with the funding from the Government of Japan.

Table 12. EMB offices in Municipalities

	Municipality	Population	STAE	CNE
1	Dili	328,666	No	No
2	Ermera	136,010	No	No
3	Baucau	126,562	Yes	Yes
4	Bobonaro	99,956	Yes	Yes
5	Liquica	78,700	Yes	No
6	Viqueque	78,599	No	Yes
7	RAEOA	68,913	Yes	Yes
8	Covalima	68,863	No	No
9	Lautem	66,909	Yes	No
10	Ainaro	65,165	Yes	Yes
11	Manufahi	56,844	No	No
12	Aileu	54,106	Yes	No
13	Manatuto	48,876	No	No

Like the example floor map [Table 13] below, all the buildings will be equipped with COVID-19 resilient infrastructure such as access to clean water, handwashing stations, outdoor waiting space, a large multi-functional room which can be used for voter education, meeting rooms, media conference and vote counting resources. The project will also ensure that the buildings are accessible and friendly to all, especially vulnerable groups, such as women, youth and PwD. Through consultations with these vulnerable groups, the building designs will include toilets for women and men, interactive learning zone for youth, and ramps and other disability assistance. The project will also renovate the existing STAE offices in other municipalities to ensure the same conditions.

Table 13. Example floor map of the Municipal STAE office



CNE also lacks municipal office buildings in 8 municipalities. However, as CNE's current office spaces are relatively new compared to STAE's and the number and frequency of people visiting CNE's municipal offices are much lower than the ones for STAE, the priority for COVID-resilient infrastructures will be given to the STAE. Based on the consultation with the CNE, the project will build new CNE buildings in 3 municipalities – Baucau, Covalima and Aileu. CNE already has a municipal office building in Baucau. However, as Baucau is the second largest city after Dili in terms of active voters and political importance, CNE suggested the project to build a designated civic education center in Baucau to facilitate election tabulation and civic education activities during and before election. This will be the first civic education center in the municipality. CNE also suggested the project to build 2 new CNE office buildings in Aileu and Covalima where the current office spaces are very old and small. Furthermore, these 2 municipalities have a high chance to have the first municipal elections between 2021 and 2022. All 3 buildings will be featured with COVID-resilient infrastructure and access for vulnerable groups.

Digital and innovative solutions will be applied wherever possible. These buildings will not only serve as a place for voter registration and civic/election education, but also as a good example for the future public buildings to follow.

Furthermore, all buildings constructed and renovated will be 'green', both in their construction, design and function (maintenance). Construction will be monitored to mitigate any adverse impact on the environment; materials will be reviewed to consider sustainability, maintained, and environment impact; the buildings will incorporate features such as water harvesting systems and purposefully placed windows to capitalize on the natural rain and light; and more. The designs will also be cautious of natural hazards, taking measures to reduce the vulnerability or risk to individuals, as well as to not exacerbate the occurrence or impact of natural hazards. The project team will coordinate closely with UNDP's 'Climate Change and Sustainable Ecosystems Unit' to benefit from their expertise and guidance in ensuring the construction's sustainability and environmental consideration.

Component/Expected Result 2: Timor-Leste is capable of carrying out a series of national and municipal elections that are resilient to various disasters, including COVID-19.

Output 2: EMBs are equipped with a comprehensive plan and manual for COVID prevention and response for the upcoming elections, and its staff are trained accordingly

Related Activities

- Activity 2.1. Develop a COVID-Resilient Election Plan and Manual (CREPM) including the assessment
- Activity 2.2. Procuring COVID Response and Prevention Equipment
- Activity 2.3. COVID-resilient Election Training and capacity building of the EMB staff, particularly those in municipalities (Training of Trainer (TOT) and virtual learning session potentially with other EMBs)
- Activity 2.4. Technical support to election logistics and procurement

The objective of this component is to build a comprehensive plan and manual for COVID-resilience for the EMBs in Timor-Leste. As a Small Island and post-conflict country, Timor-Leste is vulnerable to different types of disasters. Recent flood and the impacts of COVID-19 Pandemic in Timor-Leste are good examples. In the midst of global pandemic of COVID-19, Timor-Leste is expecting a series of elections at the national and municipal level in 2021-2024. Despite the success in preventing community infection of so far, the country is still fragile in responding various disasters, including COVID-19.










Therefore, it is imperative for EMBs in Timor-Leste to fully assess their current capacities in disaster resilience and develop a comprehensive strategy and manual for preventing and responding to various disasters, particularly for COVID-19 pandemic. The project will support the EMBs to develop a comprehensive COVID-Resilient Election Plan and Manual (CREPM). This Plan/Manual will include a baseline assessment, SOPs, Business Continuity Plan, and training manuals.



The assessment and the plan/manual will consider a wide range of factors throughout the entire electoral cycle – voter registration, staff recruitment and training, candidate nomination, political campaigning, procurement, election and electoral dispute resolution – not limited to but including:

- Legal framework, Policy, SOPs
- Infrastructure and equipment
- Human capacity and training
- Procurement and financial consideration
- Digital transformation
- Coordination with other institutions

Based on the assessment and the plan/manual, the project will provide the necessary training and equipment. Using UNDP’s efficient procurement system, the project will assist the EMBs to procure all the required disaster prevention/response equipment such as the table 14 below. All the EMB staff and temporary polling staff will be trained during the election seasons. Training will include a mock election based on various scenarios of disasters with other relevant stakeholders, including municipal authorities and the National Police (PNTL).

Table 14. Example items to be procured for COVID-resilient elections

Name of item	Example picture	Purpose
Hand Washing station		Designated in the polling stations
Collapsible belt		Put in entry point of the poling centers to separate the line and physical distance
Vinyl gloves		For poling staffs/voters
Bin		Will allocate in the exit point to trash the tissue
Disinfection Tissues		For polling staffs and voters
Masks		For polling officers and vulnerable voters like elderly or PWD-in case the voters don't have Mask, line officers outside the centers should provide additional mask to the voters before entering the polling stations
Hand Sanitizes		For polling staffs to sanitize voter fingers and hands before entering polling stations
Thermometers		Check voters' temperatures before entering polling stations
Medical Gloves		For presiding officers and polling staffs

Face Shield		For presiding officers and polling staffs
Protective Clothing for Polling officers		For presiding officers and polling staffs
Warning plastic type		Put in the polling centers and polling stations to keep the distance
Acrylic safety shield		To be installed at polling tables

The project will share and learn from expertise and best practices from other countries, particularly with those who have conducted or planned to conduct elections during the COVID-19 crisis. In particular, the project will pursue the partnership with International IDEA who has closely monitored the impacts of COVID-19 on elections and collected good practices globally¹⁰. International IDEA has also provided technical support to various EMBs for elections in 2020, including Myanmar, Mongolia and Indonesia. The project will also pursue a partnership with EMBs and Universities from Japan whose expertise in Disaster Risk Reduction (DRR) is renowned. Indeed, the Japanese Election Administration Committee is expected to conduct the 49th General Election in October 2020 from which lessons learned can be shared with the EMBs in Timor-Leste.

¹⁰ <https://www.idea.int/news-media/multimedia-reports/global-overview-covid-19-impact-elections>. UNDP has an MOU with IDEA at the corporate level.

Component/Expected Result 3: Citizens' access to information on election and COVID-19 is enhanced which helps them to make informed decisions and prevent the spread of COVID.

Output 3: Capacities of EMBs and media are enhanced to provide effective and innovative electoral and COVID-awareness communication and a participatory and interactive digital information platform for elections and COVID-19

Related Activities

- Activity 3.1 Innovative voting promotion and COVID-awareness campaign
- Activity 3.2 Capacity building of Journalists in political/election reporting
- Activity 3.3 Support UNTL's Social Science Faculty, in partnership with EMBs and the School of Science of Waseda University, to establish a participatory and interactive digital information platform for elections and COVID-19
- Activity 3.4 Technical support and training for EMBs and Journalist

The objective of this component is to ensure that citizens have access to information for them to make an informed decision when participating in elections. The project will build capacities of journalists in regard to political and election reporting throughout the electoral cycle. Furthermore, with the support of the project, various debates with the candidates will be broadcasted so that people will have more chances to know about their candidates and their campaigns. The project will integrate 'COVID-19 awareness campaign' into these various communication actions so that citizens have increased awareness about COVID-19 and prevention measures, particularly during election times. Given the literacy level in Timor-Leste, the project will actively utilize auditory and visual communication channels, such as radio and television. In particular, the project will engage the community radio stations across the country.

The second part of the component is the support to the Universidade Nacional Timor Lorosa'e (UNTL)'s Faculty of Social Science, in partnership with EMBs and the School of Social Science of Waseda University, to establish and run a participatory and interactive digital platform for circulating electoral information as well as COVID-19 awareness campaigns and prevention measures. Based on the longstanding institutional partnership between the two schools, as well as its expertise in elections and DRR, Waseda University's School of Social Science will facilitate the sharing of best practices¹¹. Furthermore, if the political situation allows, the platform will invite political parties to participate in the platform to presenting their electoral promises and manifestos. The platform will help voters to be informed about what electoral promises each political party is committing and which candidate and party keep their promises after elections, holding politicians and parties accountable for their electoral promises.

¹¹ This longstanding partnership between these two universities is the key motivation to adopt this institutional approach to capacity development and nurture the partnership further.

Component/Expected Result 4: Youth, women and persons with disabilities are better represented in politics.

Output 4: Groups representing youth, women and persons with disability have enhanced capacities in political participation and representation

Related Activities

- Activity 4.1 Empowering women leadership in elections at the national and sub-national level
- Activity 4.2 Comprehensive civic and election education programme for youth delegates of Suco Councils
- Activity 4.3 Advocacy, assistance, and capacity building for the PwD's to increase political participation and representation
- Activity 4.4 Technical support and training for women, youth and PwD groups

The objective of this component is to support the political participation and representation of marginalized groups, namely youth, women and PwD, particularly in elections. Currently, the political representation and engagement of women, youth, and PwDs is limited across the national and municipal levels, hindering a truly representative governance structure that takes into consideration the needs of the most vulnerable. This is especially important considering the COVID-19 crisis, as women, youth, and PwDs are at high risk of both contract the virus and of experiencing negative socio-economic consequences.

The project will provide capacity building and practical support to the groups and CSOs representing the interests of women, youth and PwD throughout the entire electoral cycle before, during and after elections via:

- Collaborating with UN Women and women CSOs to provide election and leadership training program for **women** to strengthen their capacity in participating in election processes, both as election staff, voters, and as candidates.
- Engaging **youth** delegates of Suco Councils to participate in comprehensive capacity development programs to strengthen their knowledge on election processes, their civil roles and responsibilities as young and first-time voters, and how the Youth delegates of the Suco Councils can influence political decision-making. This will allow youth to better understand decision-making in politics, and how the Suco councils are linked to municipal and national level politics. This will also extend beyond these delegates to engage youth across the municipalities via a “Youth Decides Future” TV program targeted at young and first-time voters to explore their role as voters.
- Working with **PwD** CSOs to strengthen the participation of PwDs in the election process, both as voters and as electoral staff. The project will also explore opportunities to introduce digital/technology solutions to reduce the barriers of political participation and representation of persons with disability.

In addition, the project will support the EMBs to be able to track and monitor gender/disability/age disaggregated data for each election. This will help EMBs and policy makers to be able to make informed decisions to improve the political participation and representation of the vulnerable groups in Timor-Leste.

For this component, the project will closely work with UN Women (Activity 4.1) and other development partners, including Japan International Cooperation Agency (JICA) and Japanese Non-Governmental Organisations (NGOs). The project will also proactively engage with political parties to ensure the support is more systemic and sustainable.

Component/Expected Result 5: Timor-Leste is equipped with indelible ink to carry out elections.

Output 5: Indelible ink is procured for EMBs to carry out elections

Related Activities:

- Activity 5.1 Procurement of indelible ink

UNDP has been procuring election ink for Timor-Leste since the 2007 General Election, and most recently for the Presidential and Parliamentary Elections in 2017 and Early Parliamentary Elections in 2018. UNDP undertakes this procurement upon official request by the Government, due to their difficulty in internationally procuring the election ink, as it is not available locally and has a complex chemical composition. The Government trusts UNDP's efficient and transparent procurement process, which has, to date, guaranteed high quality ink in as required. Election ink is one of the sensitive materials used in elections as it is an effective security feature to prevent electoral fraud, such as multiple voting, and hence, is essential for the execution of free and fair elections.

This result and output is purely dedicated to the procurement of ink, as an additional component to the project via the financial contribution of the Government of Timor-Leste.

Resources Required to Achieve the Expected Results

To achieve the expected results above, the following resources are required:

Component 1

- **Civil Engineer/Architecture Specialist:** The Specialist will be responsible for the workplan of the infrastructure component activities and supporting the project in identification, formulation, and finalization of building infrastructure (feasibility, impact, costing). The Specialist will need to have knowledge in disaster-resilient, green and accessible design, elaborating bills of quantity and scope of works, and be able to conduct field supervision visits to monitor the progress of EMBs constructions.
- **National Engineer:** Under the supervision of the Civil Engineering/Architecture Specialists, the National Engineers will facilitate and oversee the construction process in the municipalities.

Component 2

- **Institution/Consultant for the COVID-Resilient Election Plan and Manual (CREPM):** An international institution/consultant will conduct a comprehensive assessment and develop the CREPM for EMBs, including SOPs and BCP. The institution/individual will also develop training manuals as part of the CREPM and carry out several rounds of TOT to the EMB staff accordingly.
- **Digital transformation specialist:** A Digital Transformation Specialist will provide the digital advice and solutions to be part of the CREPM. The advisor will also help the EMBs to set up a resilient IT system that can contribute to the BCP. The Specialist will design and advise the EMBs' IT staff on IT infrastructure for voter registration, nominations of candidates, the production of ballot papers and consolidation of election result. The Specialist will also advise on how to set up and manage election databases including voter list, candidates, registration and polling centers and result. The Specialist will also assist the other components of the project by providing advice on digital transformation.
- **Procurement specialist:** A Procurement Specialist will assist the EMBs to procure inks for the upcoming elections as well as COVID prevention equipment using the UNDP procurement system. Furthermore, the person will be responsible for the overall procurement process of the project.
- **Public Health Advisor:** A Public Health Advisor will assist the project team and the EMBs to provide the up-to-date information about COVID-19 and prevention measures. In particular, the Advisor will provide the technical advice in developing the CREPM and communication materials.

Component 3

- **Communication Specialist:** A Communication Specialist will design and deliver capacity building training for EMBs and journalists for effective communication of electoral and COVID information. The person will also support the overall communication and visibility of the project, including press release, social media post, etc.
- **National Graphic Designer:** The National Graphic Designer will work with the M&E and Communication Specialist to support the project, as well as national stakeholders, with the design and development of artwork, creative graphics, photos, charts, and technical solutions for civic/voter education promotional materials. They will also be responsible for the journalism training with the National Press Council.

Component 4

- **Project Officer:** The Project Officer is responsible for the coordination of project activities with national counterparts (STAE, CNE, CSOs, PWD organization, and Municipal Authorities), facilitate the developments of the project, and monitor and address risk. In addition, the project officer will assume responsibility for meeting project activity result and maintain and initiate dialogue with key

stakeholders to ensure the smooth implementation of activities. They will also provide civic/voter education to various stakeholders throughout the project.

Component 5

- No additional resources are required. This component will benefit from the resources allocated under the previous components, especially the Procurement Specialist and the Procurement Officer.

Partnerships

In accordance with the four main components of the project, direct partnerships will be established with the following actors: STAE/CNE, Press Council and Journalist Associations, and CSOs/NGOs, particularly representing vulnerable populations. Additionally, the project will place efforts to facilitate and activate long-lasting partnerships, bringing together representatives from civil society, grassroots citizens groups (including socially excluded and vulnerable citizens), private sector, local institutions, media and academia. Particular attention will be paid to the participation of youth, women and PwD, and organisations representing them.

In this regard, the following key partners will be considered:

STAE/CNE - The project will be implemented in coordination with both STAE/CNE. They will benefit from the COVID-resilient infrastructure, equipment, plan/manual, training, and capacity building. With this support, both institutions will strengthen their capacities in disaster response and prevention and be able to carry out COVID-resilient elections in 2021-2024, contributing to the achievement of expected results.

Journalists – Journalists are critical partners for the project’s success, particularly for component 3. The project will engage journalists through the National Press Council and Journalist Associations. They will benefit from capacity building, training, workshop and PPE.

Academia – The activities will ensure the engagement of universities and research centres at the national and international level, particularly with the Universidade Nacional Timor Lorosa'e (UNTL)’s Faculty of Social Science and the School of Social Science of Waseda University. Based on the expertise of both institutions in elections and DRR, the partnership will greatly contribute to the success of the project, particularly for component 2 and 3.

Development partners – Development partners investing in the same sector will be engaged through bilateral negotiations. In particular, the project will pursue a close partnership with International IDEA whose expertise in electoral support is renown, and who has closely monitored the impacts of COVID-19 on elections globally to collected good practices. This partnership will be critical for component 2.

CSOs and local NGOs – The project will collaborate with national and local CSOs and NGOs to promote representation and participation of vulnerable groups, including women, youth and PwD, throughout the project. They will benefit from capacity building, training, workshop and PPE. Partnership with these groups is critical for project’s success, particularly for component 4.

Other UN agencies – As the project focuses on the elections and COVID-prevention, it will work closely with the UN Resident Coordinator’s Office, UN Department of Political and Peacebuilding Affairs (UN DPPA), and the World Health Organisation (WHO). The project will closely work with UN Women and the Office of the High Commissioner for Human Rights (OHCHR) for component 4.

Others – Additionally, the project will actively engage and cooperate with other potential partners such as the *National Parliament, Government Ministries - particularly MSA, Municipal Authorities, Law enforcement institutions, and Justice Institutions.*

Risks and Assumptions

The fundamental assumption that underlies this project is that the political commitment to hold the elections will remain on track and that the Presidential and Parliamentary elections will be held as per the regular schedule. However, there is always the possibility that the configuration of the coalition government changes which could lead to political changes, and subsequent changes in the electoral cycle. Hence, UNDP will continue to monitor the political situation and will remain in close contact with the STAE and CNE to get updates on any possible changes so that project's support can be accommodated in a timely manner.

Another assumption is that with increased support for COVID-sensitive response plans, procedures and SOPs, as well as infrastructure and trained human resources, the EMBs will be better equipped to conduct elections and civic/voter education activities. This assumption is driven by the commitment and willingness of the EMBs to continue to build their capacities which has become evident in their performance in the last few elections that were conducted smoothly. As Timor-Leste is ranked number one in the democracy index in South East Asia, and it wants to uphold this reputation, it is safe to assume that the political commitment to strengthen its capacities, make its systems resilient to disasters and pandemics, and improve its human resource capacity to be agile and responsive will persist.

A third assumption is that with enhanced public access to information about elections, civic rights and duties, state obligations, democracy, governance and the importance of representation, as well as targeted support to build the capacity of women, youth and PwD, the political participation and representation of these targeted groups will increase. Since Timor-Leste is a young nation demographically and a young nation-state, it is assumed that the additional support will help women, youth and PwD to build their confidence, knowledge, and understanding of how democratic institutions function and how they as citizens can participate more effectively beyond voting in the elections. Based on the energy and participation of youth observed in other sectors, and the engagement of CSOs and media personnel, there is a strong basis for this assumption.

A few overall risks for this project are listed below along with the mitigating measures:

Risks	Risk Level (High/medium /Low)	Mitigating Measures
Political risks: If changes in the current coalition government leads to instability	Medium	Maintain close engagement with all government stakeholders, particularly CNE, STAE and the parliament which UNDP is currently already doing. The proposed initiative is in line with the normal electoral cycles and the Government's priority to have municipal elections. UNDP and the UN also monitors the political situation closely to prepare early for any potential changes.
COVID community spread	Low	Timor-Leste had 49 COVID cases (as of the end of 2020) with no deaths. The government continues to follow strict protocols for anyone travelling internationally to Timor-Leste with a mandatory 14 day quarantine which is monitored closely. Individuals are also only allowed to leave the country after a negative COVID test. Borders are monitored strictly and opened only under certain circumstances. UNDP will continue to follow and implement COVID prevention protocols that include social distanced arrangements, using masks and hand sanitizers, preference to outdoor venues, etc. It will follow the Government's policies and procedures and seek its advice when any change in the COVID situation happens. As one of the core focus areas of this project is to prepare for situations like COVID, there will be response plans, procedures and SOPs prepared and all relevant institutions and communities will be properly oriented in them.

Natural hazards affecting the implementation of project activities.	Low	Although Timor-Leste is a disaster-prone country with floods and landslides in the rainy season, the impact on this project will not be significant. The Disaster Response Plan to be developed for EMBs is precisely to prepare the EMBs and their municipal offices to have business continuity plans, response plans, and SOPs in place. Also, all field-based work that this project will support, such as the construction work, civic education, etc. will be planned in the dry seasons.
Governance risks: delays in implementation due to frequent changes in key government ministries and institutions	Low	UNDP will continue to engage all key stakeholders at all levels—from decision making to the technical levels. The project will prepare informative communication materials to share with government counterparts and will bring any new incoming government staff up to speed quickly when changes happen. As this project will be in Direct Implementation Modality (DIM), implementation of agreed work plan will not be directly hampered.
Technical risks: lack of technical skills necessary to implement the project.	Low	The project will bring onboard technical staff to deliver the technical inputs, policy advice, and trainings needed. UNDP will also draw upon its technical advisors in its regional office in Bangkok, its HQs in New York, and other country offices where elections support is provided.
Financial risks: Lack of resources from the government.	Low	The government has already committed to fund specific activities in this project and those funds are already reflected in this project document based on the Government's suggestions. More funds from the Government are also possible in the future if elections are held as per the schedule. UNDP will continue to work closely with the government to advocate for the assurance of government's finding commitments.

Stakeholder Engagement

The project will establish multilateral partnerships with government and non-government bodies to promote COVID-resilient elections in Timor-Leste. The project defends an inclusive approach aimed at creating an open and participatory space where all partners and stakeholders are represented, including the most excluded groups.

The National Project Manager (NPM) will be the main focal points for engagement and communication with various stakeholders. The project will also closely work with other UNDP projects to cover a wider range of stakeholders across the country. The project will actively engage with the following groups throughout the project cycle:

- *Target Groups:*
 - **Voters:** Voter will be engaged through all components of the project. The project will carry out various monitoring actions and survey activities for each component which will actively engage voters to collect their feedback. The feedback collected will be reflected throughout the entire project implementation and will inform project decision-making.
 - **STAE/CNE:** Throughout the entire project cycle, both EMBs will be closely consulted and their inputs will be reflected. Legal advisor and the IT Advisor hired by the project will be attached to the EMBs which will help the facilitation of smooth communication between the project and the EMBs.
 - **Journalists:** The project will engage journalists through Journalist Associations and National Press Council, particularly for component 3.

- **Youth, women and persons with disability:** The project will engage them through various Youth groups, Women’s group and PwD groups in Timor-Leste. The project will consult them throughout the entire project implementation, but particularly for component 1 and 4.
- *Other Potentially affected groups are citizens/residents without voting rights, populations in the rural areas, and other vulnerable and excluded groups. Through various and innovative communication channels, the project will ensure that these groups and others can have access to the project complaints mechanisms to submit any concerns and feedback about the project, including social and environmental impacts of a project.*

Knowledge

This project will produce a number of knowledge products. The CREPM will be developed and printed in large quantity. SOPs related to a number of areas (e.g. how to set up voter registration and polling stations that is COVID-responsive) will be produced in easy-to-understand formats with pictures and diagrams. Training manuals will be produced and rolled out in a number of areas such as COVID, including manuals focusing on empowering women, youth and PwD, and journalists. Moreover, various Information, Education, and Communication (IEC) materials including learning materials on elections and COVID related topics will be produced and made available digitally.

Communication and Visibility

The project will have a designated Communication Specialist who will be responsible for mapping out and implement a strategy to strengthen the visibility of the project. Together with the project’s Graphic Designer, the Communication Specialist will capture the project’s impacts and achievements with human-centred stories and communicate and highlight them using various communication channels, including press releases, and UNDPs Country Office’s social media account. For the handover of key project deliverables, such as Municipal EMB offices and CREPM, the project will organize a hand-over ceremony where the Embassy of Japan and JICA will be invited. All the communication and event materials will be produced according to the donor visibility guidelines such as Japanese flag and translation.

Sustainability and Scaling Up

Sustainability of the results of this project will be ensured by integrating capacity building in all areas of support, ensuring sustainability and quality of the physical infrastructures that the project will build, adopting phased cost-sharing arrangement with the Government, and having a clear exit strategy. 2 out of 5 new STAE buildings will be built with the GOTL’s in-kind contribution. Furthermore, the operational costs and maintenance of the infrastructure built by this project will be borne by the Government. The running costs of the resource centres to be established in the municipality EMB offices will be cost shared with EMBs from the very first year of their operations, with EMB portion of the costs progressively increasing so that project’s support for operations will be zero by the end of this project period.

For the technical sustainability of the various activities that this project will support, emphasis will be placed on ensuring that all knowledge products and resource materials that will be produced will be digitally stored in easy-to-access platform for others to use in the future as well as modify it when needed to respond to future needs and contexts. Also, all areas where this project will provide training, a concerted effort will be made to do TOTs so that Timorese trainers will be capacitated to conduct such trainings in the future. All the materials produced will be stored digitally for future use and ease of modification.

Moreover, the proposed activities are consulted with the relevant stakeholders and co-designed in ways so that they are fully aligned with Government priorities. UNDP’s past and extended electoral support over the years has paved the way for further development and ‘buy-in’ by the Government and civil society in Timor-Leste. The Government has also expressed its interest and commitment to the proposed activities, including cost-sharing arrangement for specific activities. Funding commitment from the government is a strong indication of its full buy-in of this project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

COVID-19 has introduced new challenges which transformed many aspects of our lives. It also affected how we exercise our civic and political rights. Across many countries, planned elections have been cancelled and postponed due to COVID-19, while elections were criticized for spreading the pandemic in some countries. Elections, throughout their entire cycle, are large, social events that mobilize millions of people and bring entire societies together, which is exact opposite of the recommendations of health authorities for COVID-19 prevention. During the pandemic, safety of citizens is the first priority for governments to consider. However, citizens right to vote in a free and fair election is also critical which cannot be compromised.

Therefore, in many countries, EMBs have started exploring and assessing the feasibility of implementing various requirements for COVID prevention without compromising the integrity or legitimacy of an election. These include massive PPE procurement, developing clear SOPs and BCPs, alternative remote voting mechanism, flexible voting schedules, and digital technology. Through these efforts, some countries have already successfully conducted elections during the pandemic without spreading the virus. UNDP has also joined these efforts with several EMBs across the countries, including Vanuatu and Uganda. For example, Vanuatu EMBs, with the support of UNDP, managed to successfully and safely complete the general election in March 2020.

Against this background, this new project is relevant and timely. UNDP's experiences and expertise in electoral support globally and in Timor-Leste, as well its leading role in providing COVID prevention and response support in the country will help and guide the EMBs in Timor-Leste to strengthen their capacities in disaster response and prevention and to conduct COVID-resilient elections in 2021-2024.

The project is closely linked to UNDP's other governance programme, particularly the Decentralization project and the Parliament project. For example, legal and policy framework of the decentralization and municipal elections are supported by the Decentralization project from which this project can benefit without allocate budget. The project will also collaborate with UNDP's existing health procurement project which assist the Ministry of Health to procure various PPE and medical equipment for COVID-19 prevention.

Lastly, the project will also seek effectiveness by working closely with the GOTL and other development partners who are interested in supporting the elections in Timor-Leste.

Project Management

To ensure on-time delivery of the project activities and timely financial and narrative reporting, the project will hire the following staff to facilitate implementation of the project:

- 1. The National Project Manager (NPM):** Under the overall guidance of UNDP Resident Representative and Chief Technical Advisor (CTA) and Head of the Democratic Governance Unit, the NPM will implement the project's activities and ensure its objectives are reached as per the project document. The NPM will ensure the professional, effective and efficient management and implementation of the project including all aspects of its planning, coordination, consultations, deliverables, result, monitoring, reporting and accountability for all resources personnel and finances. In addition, they will perform ongoing communication and consultation with national counterparts and other national or international agencies providing electoral supports.
- 2. International Chief Technical Advisor for Election and Conflict Sensitivity (CTA):** The *CTA for Election and Conflict Sensitivity* will be responsible for the supervision of project management for the electoral cycles; The CTA will provide technical advice to the UNDP CO and the project team to ensure that the project is implemented purely technical, politically impartial, and risk-sensitive way. The CTA will also ensure with effectiveness of the administrative and technical management of the project comply with UN system and approved Prodoc. Furthermore, the CTA will provide

technical advice to the key state and non-state partners on the electoral process and COVID-19 resilience.

3. **M&E Specialist:** The person will be responsible for monitoring of ongoing project activities, including provision of technical support to the project team in appropriate methods of data collection, ensuring gender-disaggregated data, information management and data processing and analysis. They will produce quarterly and annual reports on the project activities and disseminate to the stakeholders including UNDP and donor. In addition, they will conduct some communication works such as prepare articles, success stories and press releases.
4. **Admin, finance and procurement officer:** In coordination and day to day oversight of the NPM, the Admin, Finance and Procurement Officer will be responsible for the administration and implementation of the project and financial management and procurement of the items. They will do presentations of information for formulation of the project work plan, budget, proposal on implementation arrangements and execution. They will also be responsible for data entry of the project budget into Atlas in the form of Annual Work Plans (AWPs), monitoring of their status.
5. **Two project drivers and communication assistant & clerks:** providing driving, communications and admin support for projects staff, office, consultants.

The project will operate in 12 municipalities and Zonas Especiais de Economia Social de Mercado de Timor-Leste (ZEESM TL), but the project office will be centralised in Dili, Capital of Timor-Leste with regular travel to Municipalities. The project budget includes the operational costs and other expenses for the project implementation. UNDP Country Office will support in Project Quality Assurance, Project Oversight, Monitoring of results, and Management of Evaluation, Procurement, HR and Finance, IT, etc. to ensure that the project is on track to achieve its results.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:								
<ul style="list-style-type: none"> ○ Resilience to climate change and sustainable management of resources (UNSCDF outcome 6) ○ Accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels (UNSCDF outcome 5) 								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:								
<ul style="list-style-type: none"> ○ Indicator 6.2.3: Number of people benefiting from the construction and retrofitting of sustainable, resilient and resource-efficient infrastructure utilizing local materials (SDG Indicator 11.c.1) <ul style="list-style-type: none"> ○ Baseline (2019): 103,089 in 6 municipalities ○ Target: 150,000 (50% female) ○ Indicator 5.3.1: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG indicator 16.7.2) <ul style="list-style-type: none"> ○ Baseline: 66.08% ○ Target: To be confirmed 								
Applicable Output(s) from the UNDP Strategic Plan:								
<ul style="list-style-type: none"> ○ Strengthen resilience to shocks and crises (Outcome 3) ○ Accelerate structural transformations for sustainable development (Outcome 2) 								
Project title and Atlas Project Number:								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 <i>Municipal EMB offices in all 12 municipalities and ZEESM are COVID-resilient, gender/youth/disability friendly and green</i>	<i>1.1 # of municipal EMB offices are equipped with hand-washing station, outdoor waiting area, rain harvesting system, toilets for women and men, full access to PWD</i>	STAE /CNE Annual report	0	2020	10	13	<i>13 municipal EMB offices are equipped with hand-washing station, outdoor waiting area, rain harvesting system, toilets for women and men, full access to PWD</i>	<i>Project will conduct field visit and monitoring activities to ensure the data provided by EMBS</i>
	<i>1.2 % of people satisfied with the municipal EMB offices, that are newly built and renovated, including accessibility and COVID prevention measures</i>	Project monitoring report	0	2020	70%	80%	<i>Every citizen in Timor-Leste, regardless of their sex, age and disability have access to Voter registration and Civic/Election Education</i>	<i>Together with EMBS, project will develop the visitor survey. Municipal EMBS will conduct the survey and share the results with the project team.</i>

Output 2 EMBs are equipped with a comprehensive plan and manual for COVID prevention and response for the upcoming elections, and its staff are trained accordingly	2.1 "CREPM for National and Municipal Elections" are developed	CREPM	No	2020	First draft completed	Reviewed and updated	"CREPM for National and Municipal Elections" are developed	The plan/manual will be drafted based on comprehensive consultation with all the relevant stakeholders in year 1 and reviewed and updated in year 2
	2.2 # of items procured for COVID prevention/response based on the CREPM	STAE /CNE Annual report	No	2020	TBD	TBD	All the required items for COVID prevention/response for the EMBs are procured	Date collection will be done based on EMBs Annual Report. Project's monitoring activities will also ensure the quality of the data.
	2.3 # of EMB staff and other relevant institutions attending training (at least 40% women)	STAE /CNE Annual report	0	2020	350	1,350	All the EMBs staff as well as other relevant stakeholders are trained for COVID response/prevention	Date collection will be done based on EMBs Annual Report. Project's monitoring activities will also ensure the quality of the data. Training attendance lists will also be used as a means of verification.
Output 3 Capacities of EMBs and media are enhanced to provide effective and innovative electoral and COVID-awareness communication and a participatory and interactive digital information platform for elections and COVID-19	3.1 # of ICE materials developed and distributed and/or broadcasted about election campaign and COVID awareness	UNDP Quarterly /Annual report	0	2020	15	35	At least 35 ICE materials developed and distributed and or broadcasted about election campaign and COVID awareness	UNDP will produce annual project progress report which will include the progress on each indicator
	3.2 # of EMB staff and journalists attended the workshop/training (At least 40% women)	UNDP Quarterly /Annual report	0	2020	TBD	TBD	All EMB staff and journalists in Timor-Leste received at least 1 workshop /training on COVID awareness communication and reporting	UNDP will produce annual project progress report which will include the progress on each indicator. Training attendance lists will also be used as a means of verification.
	3.3 # of people visited the digital information platform for electoral and COVID information	UNDP Quarterly /Annual report	0	2020	5000	10,000	More than 10,000 people in Timor-Leste have increased access to the electoral and COVID information through the digital participatory information platform.	UNDP will produce annual project progress report which will include the progress on each indicator

Output 4 Groups representing Youth, Women and Persons with Disability have enhanced capacities in political participation and representation	4.1 # of women, youth ¹² and persons with disability with increased knowledge and capacity for political participation and representation through training and seminar	UNDP Quarterly /Annual report	0	2020	W:500 Y:500 D:250	W:1,000 Y:1,000 D:500	More than 2,500 women, youth and persons with disability, particularly leaders of these groups, have enhanced their knowledge and capacities in political participation and representation.	UNDP will produce annual project progress report which will include the progress on each indicator
	4.2 # of women, youth and persons with disability participating in elections as voters (UNDP CPD 3.1.2)	STAE /CNE Annual report UNDP Disability Access Monitoring Report	<i>Voters</i> W: 82% Y: N/A ¹³ D: 2,524 ¹⁴ (1,082 W)	2018	N/A	<i>Voters</i> W: 90% Y: 80% D: 8,000 (4,000 W)	Increased participation of women, youth and persons with disability in the Presidential election in 2022 as voters (W:90%/Y:80%/D:8,000)	Date collection will be done based on STAE election data. Project's monitoring activities will also ensure the quality of the data. UNDP, in partnership with EMBs, will carry out disability access monitoring.
Output 5 Indelible ink is procured for EMBs to carry out elections	5.1 # of units of indelible ink procured for the Government of Timor-Leste	UNDP Procurement Records	0	2021	TBC	0	EMBs are equipped with the necessary amount of indelible ink for the Presidential election in 2022	UNDP's procurement records

¹² EMBs in Timor-Leste defines 'youth' as those people aged 17-30 years old.

¹³ EMBs' current data system does not have the disability/age disaggregated data of voters who voted. The project will support the EMBs to update their data system to make these data available for the election in 2022.

¹⁴ Disability Access Monitoring Report, RHTO/IFES/UNDP, 2018 - https://www.tl.undp.org/content/timor_lesste/en/home/library/governance/disability-access-monitoring-2018.html

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
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)	Both financial and Narrative report will be submitted at the end of the project.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN

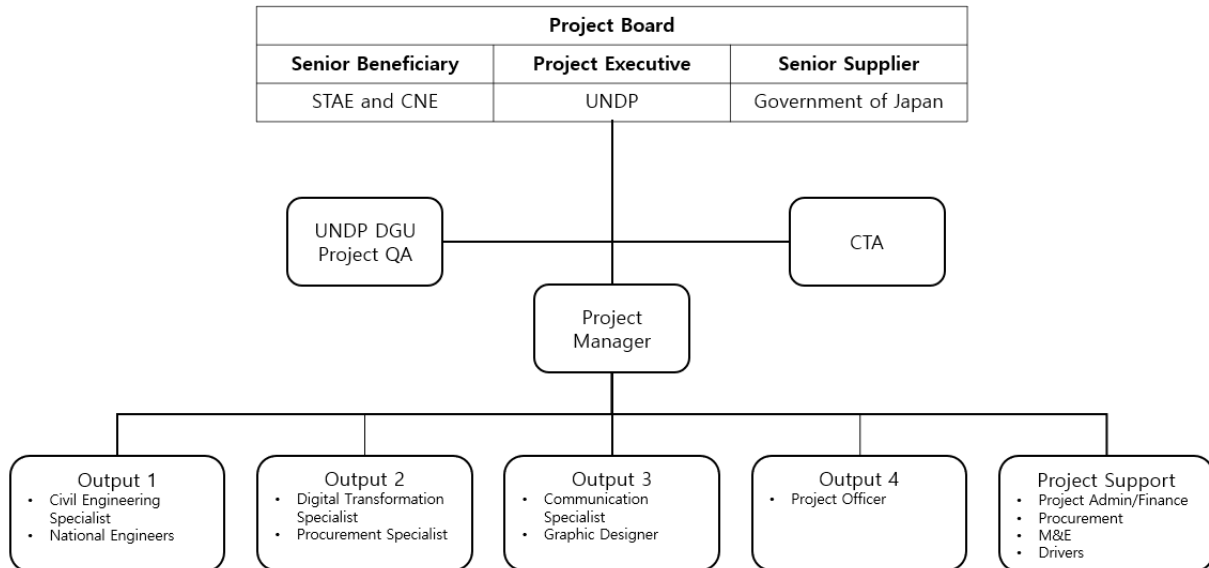
Component	Activity	Unit Price	#	Total	2021	2022	Total	Source
Component 1. COVID-resilient Municipal EMB offices	Activity 1.1. Building 8 Municipal EMB offices (5 STAE/3 CNE)							
	1.1.1 Design, BOQ, supervision of construction and monitoring	\$30,000.00	1	\$30,000.00	\$30,000.00	\$0.00	\$30,000.00	JP
	1.1.2 Construction of 6 new buildings (3 STAE / 3 CNE)	\$200,000.00	6	\$1,200,000.00	\$1,200,000.00	\$0.00	\$1,200,000.00	JP
	1.1.3 Construction of 2 new buildings (2 STAE)	\$200,000.00	2	in kind	in kind	in kind	in kind	TL
	1.1.4 Furniture for the new buildings	\$50,000.00	6	in-kind	in-kind	in-kind	in-kind	TL
	sub-total			\$1,230,000.00	\$1,230,000.00	\$0.00	\$1,230,000.00	
	Activity 1.2. Renovating existing Municipal EMB offices						\$0.00	
	1.2.1 Design, BOQ, supervision of construction and monitoring	\$20,000.00	1	\$20,000.00	\$20,000.00	\$0.00	\$20,000.00	JP
	1.2.2 Renovation of the existing buildings in other municipalities	\$30,000.00	7	\$210,000.00	\$210,000.00	\$0.00	\$210,000.00	JP
	1.2.3 Furniture for the new offices	\$10,000.00	7	in-kind	in-kind	in-kind	in-kind	TL
	sub-total			\$230,000.00	\$230,000.00	\$0.00	\$230,000.00	
	Activity 1.3. Technical advice to the EMBs on overall construction and management of Municipal offices, including SOPs						\$0.00	
	1.3.1 Civil Engineering/Architecture Specialist	\$80,000.00	1	\$80,000.00	\$60,000.00	\$20,000.00	\$80,000.00	JP
	1.3.2 3 National Civil Engineers	\$30,000.00	1	\$30,000.00	\$22,500.00	\$7,500.00	\$30,000.00	JP
	1.3.3 Monitoring activities (DSA, Car rentals, etc.)	\$10,000.00	1	\$10,000.00	\$7,500.00	\$2,500.00	\$10,000.00	JP
sub-total			\$120,000.00	\$90,000.00	\$30,000.00	\$120,000.00		
Component 1 sub-total				\$1,580,000.00	\$1,550,000.00	\$30,000.00	\$1,580,000.00	
Component 2. Disaster Resilient Election Manuals and Training	Activity 2.1 Develop a COVID-Resilient Election Plan and Manual (CREPM) including the assessment							
	2.1.1 Developing the CREPM for the EMBs, including baseline assessment, guidelines and SOPs and training manual (Institution/Consultant)	\$250,000.00	1	\$250,000.00	\$200,000.00	\$50,000.00	\$250,000.00	JP
	sub-total			\$250,000.00	\$200,000.00	\$50,000.00	\$250,000.00	
	Activity 2.2 Procuring COVID Response and Prevention Equipment							
	2.2.1 Procuring required equipment for COVID response/prevention based on the CREPM (i.e. PPE, handwashing stations, contactless voter registration and polling stations, etc.)	\$300,000.00	1	\$300,000.00	\$100,000.00	\$200,000.00	\$300,000.00	JP
	sub-total			\$300,000.00	\$100,000.00	\$200,000.00	\$300,000.00	
	Activity 2.3 COVID-resilient Election Training and capacity building of the EMB staff, particularly those in municipalities (Training of Trainer and virtual learning session potentially with other EMBs)							
	2.3.1 COVID-Response/Prevention Training for the EMB staff and other relevant institutions based on the CREPM, including the MOC elections in 2 Municipalities	\$50,000.00	2	\$100,000.00	\$50,000.00	\$50,000.00	\$100,000.00	JP
	2.3.2 (Virtual) learning session with EMBs, to learn the best practices of COVID Prevention and Response and Election	\$20,000.00	2	\$40,000.00	\$20,000.00	\$20,000.00	\$40,000.00	JP
	sub-total			\$140,000.00	\$70,000.00	\$70,000.00	\$140,000.00	
	Activity 2.4. Technical support to election logistics and procurement							
	2.4.1 Procurement Specialist	\$70,000.00	1	\$70,000.00	\$52,500.00	\$17,500.00	\$70,000.00	JP
2.4.2 Digital Transformation Specialist	\$70,000.00	1	\$70,000.00	\$52,500.00	\$17,500.00	\$70,000.00	JP	
2.4.3 National Public Health Advisor (50%)	\$27,500.00	1	\$27,500.00	\$20,625.00	\$6,875.00	\$27,500.00	JP	
2.4.4 Monitoring activities (DSA, Car rentals, etc.)	\$10,000.00	1	\$10,000.00	\$7,500.00	\$2,500.00	\$10,000.00	JP	
sub-total			\$177,500.00	\$133,125.00	\$44,375.00	\$177,500.00		
Component 2 sub-total				\$867,500.00	\$503,125.00	\$364,375.00	\$867,500.00	

Component 3. Informed Citizen and Election	Activity 3.1 Innovative voting promotion and COVID-awareness campaign							
	3.1.1 ICE materials for election campaigns and COVID-19 awareness raising (printing, videos, tv programme, etc.)	\$150,000.00	1	\$150,000.00	\$100,000.00	\$50,000.00	\$150,000.00	JP
	sub-total			\$150,000.00	\$100,000.00	\$50,000.00	\$150,000.00	
	Activity 3.2 Capacity building of Journalists in political/election reporting							
	3.2.1 Training for Journalists in political/election reporting and COVID-19	\$100,000.00	1	\$100,000.00	\$50,000.00	\$50,000.00	\$100,000.00	JP
	sub-total			\$100,000.00	\$50,000.00	\$50,000.00	\$100,000.00	
	Activity 3.3 Support UNTL's Social Science Faculty, in partnership with EMBs and the School of Science of Waseda University, to establish a participatory and interactive digital information platform for elections and COVID-19							
	3.3.1 Development and management of online election monitoring system	\$50,000.00	1	\$50,000.00	\$20,000.00	\$30,000.00	\$50,000.00	JP
	sub-total			\$50,000.00	\$20,000.00	\$30,000.00	\$50,000.00	
	Activity 3.4 Technical support and training for EMBs and Journalist							
	3.4.1 Communication Specialist	\$70,000.00	1	\$70,000.00	\$52,500.00	\$17,500.00	\$70,000.00	JP
3.4.2 National Public Health Advisor (50%)	\$27,500.00	1	\$27,500.00	\$20,625.00	\$6,875.00	\$27,500.00	JP	
3.4.3 Graphic Designer	\$25,000.00	1	\$25,000.00	\$18,750.00	\$6,250.00	\$25,000.00	JP	
3.4.4 Monitoring activities (DSA, Car rentals, etc.)	\$10,000.00	1	\$10,000.00	\$7,500.00	\$2,500.00	\$10,000.00	JP	
sub-total			\$132,500.00	\$99,375.00	\$33,125.00	\$132,500.00		
Component 3 sub-total			\$432,500.00	\$269,375.00	\$163,125.00	\$432,500.00		
Component 4. Inclusive Political Participation of Youth, Women and People with disabilities	Activity 4.1 Capacity building and practical support to empower women and youth in political participation and representation							
	4.1.1 Engagement with women's group	\$100,000.00	1	\$100,000.00	\$25,000.00	\$75,000.00	\$100,000.00	JP
	sub-total			\$100,000.00	\$25,000.00	\$75,000.00	\$100,000.00	
	Activity 4.2 Comprehensive civic and election education programme for youth delegates of Suco Councils							
	4.1.2 Engagement with youth group	\$100,000.00	1	\$100,000.00	\$25,000.00	\$75,000.00	\$100,000.00	JP
	sub-total			\$100,000.00	\$25,000.00	\$75,000.00	\$100,000.00	
	Activity 4.3 Advocacy, assistance, and capacity building for the PWD's to increase political participation and representation							
	4.2.1 Engagement with PWD group	\$100,000.00	1	\$100,000.00	\$25,000.00	\$75,000.00	\$100,000.00	JP
	sub-total			\$100,000.00	\$25,000.00	\$75,000.00	\$100,000.00	
	Activity 4.4 Technical Support and training							
4.3.1 Project Officer	\$30,000.00	1	\$30,000.00	\$22,500.00	\$7,500.00	\$30,000.00	JP	
4.3.2 Monitoring activities (DSA, Car rentals, etc.)	\$10,000.00	1	\$10,000.00	\$3,000.00	\$7,000.00	\$10,000.00	JP	
sub-total			\$40,000.00	\$25,500.00	\$14,500.00	\$40,000.00		
Component 4 sub-total			\$340,000.00	\$100,500.00	\$239,500.00	\$340,000.00		
Component 5. Indelible ink procurement	Activity 5.1 Procurement of indelible ink							
	5.1.1 Procurement of the ink through international LTA	\$277,392.51	1	\$277,392.51	\$277,392.51	\$0.00	\$277,392.51	TL
	sub-total			\$277,392.51	\$277,392.51	\$0.00	\$277,392.51	
Component 5 sub-total			\$277,392.51	\$277,392.51	\$0.00	\$277,392.51		
Programme total			\$3,497,392.51	\$2,700,392.51	\$797,000.00	\$3,497,392.51		
Management	CTA for Election and Conflict Sensitivity	\$37,500.00	1	\$37,500.00	\$28,125.00	\$9,375.00	\$37,500.00	JP
		\$30,000.00	1	\$30,000.00	\$22,500.00	\$7,500.00	\$30,000.00	DP
	Project Manager	\$55,000.00	1	\$55,000.00	\$41,250.00	\$13,750.00	\$55,000.00	JP
	Project Admin/Finance Officer	\$35,000.00	1	\$35,000.00	\$26,250.00	\$8,750.00	\$35,000.00	JP
	Procurement Officer	\$35,000.00	1	\$35,000.00	\$26,250.00	\$8,750.00	\$35,000.00	JP

	M&E Specialist	\$70,000.00	1	\$70,000.00	\$52,500.00	\$17,500.00	\$70,000.00	JP
	2 Drivers	\$15,000.00	2	\$30,000.00	\$22,500.00	\$7,500.00	\$30,000.00	JP
	Communication material (ceremony, visibility materials, etc.)	\$55,000.00	1	\$55,000.00	\$41,250.00	\$13,750.00	\$55,000.00	JP
	Other operational costs (IT, rent, office supplies, phone bills, etc.)	\$47,683.63	1	\$47,683.63	\$35,762.72	\$11,920.91	\$47,683.63	JP
	Final Evaluation	\$20,000.00	1	\$20,000.00	\$0.00	\$20,000.00	\$20,000.00	JP
Country Office Programme/OPS Support	Deputy RR (10%)	\$25,372.50	1	\$25,372.50	\$19,029.38	\$6,343.13	\$25,372.50	JP
	Programme Analyst (NOB) 20%	\$10,250.00	1	\$10,250.00	\$7,687.50	\$2,562.50	\$10,250.00	JP
	Programme Associate (G6) 20%	\$6,556.80	1	\$6,556.80	\$4,917.60	\$1,639.20	\$6,556.80	JP
	Procurement Associate (G6) 20%	\$6,556.80	1	\$6,556.80	\$4,917.60	\$1,639.20	\$6,556.80	JP
	HR Associate (G6) 20%	\$6,556.80	1	\$6,556.80	\$4,917.60	\$1,639.20	\$6,556.80	JP
	Finance Associate (G6) 20%	\$6,556.80	1	\$6,556.80	\$4,917.60	\$1,639.20	\$6,556.80	JP
Management total				\$477,033.33	\$342,775.00	\$134,258.33	\$477,033.33	
Programme+Management Total				\$3,974,425.84	\$3,043,167.51	\$931,258.33	\$3,974,425.84	
Japan				\$3,667,033.33	\$2,743,275.00	\$923,758.33	\$3,667,033.33	
GOTL				\$277,392.51	\$277,392.51	\$0.00	\$277,392.51	
UNDP				\$30,000.00	\$22,500.00	\$7,500.00	\$30,000.00	
Japan GMS 8%				\$293,362.67	\$219,462.00	\$73,900.67	\$293,362.67	
GOTL DPC 3%				\$8,321.78	\$8,321.78	\$0.00	\$8,321.78	
GOTL GMS 5%				\$14,285.71	\$14,285.71	\$0.00	\$14,285.71	
UN Levy 1%				\$39,604.00	\$39,604.00	\$0.00	\$39,604.00	
Japan				\$4,000,000.00	\$3,002,341.00	\$997,659.00	\$4,000,000.00	
GOTL				\$300,000.00	\$300,000.00	\$0.00	\$300,000.00	
UNDP				\$30,000.00	\$22,500.00	\$7,500.00	\$30,000.00	
Total				\$4,330,000.00	\$3,324,841.00	\$1,005,159.00	\$4,330,000.00	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Under the direct implementation modality (DIM), UNDP will directly implement the project in close coordination with STAE and CNE.



The Project Management Board (PMB) will be established to provide guidance and oversight the project and will be represented by STAE, CNE and UNDP. Japan embassy representative will be invited for the PMB meetings to oversee the process. The PMB will be responsible for following areas;

- Approving work plans, budget and risk log and their revisions if and when needed;
- Reviewing project progress and advising project management on the strategic issues
- Approving project document revisions based on the country situations

Board meetings will be held annually during the project period, however, they can be convened when needed, upon the request of the Project or the Board members.

The Project Manager is assigned by UNDP to be responsible for the day-to-day management of the overall Program implementation with close coordination with the chief technical advisor. Serving as the secretariat, the Project Manager will inform the Project Board about the progress of the Project implementation on a regular basis and present the annual work plan, results and critical issues of implementation for the Board guidance and decisions.

Regular supervision of the Project Manager will be jointly provided by UNDP through the Head of the Democratic Governance Team under the overall guidance of the Deputy Resident Representative and Resident Representative. The Project Manager will work closely with the relevant national government agencies and senior management to ensure effective planning and implementation of the project. The Project Manager will ensure quality and consistency of the activities and results, in line with project document, work plan and Project Board decisions.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Timor-Leste and UNDP, signed on 20 May 2002. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁵ [UNDP funds received pursuant to the Project Document]¹⁶ 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. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. 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.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

¹⁵ To be used where UNDP is the Implementing Partner

¹⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- a. Consistent with the Article III of the SBAA, 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. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. 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.
- e. 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.
- f. 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.
- g. 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.

- h. 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.

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.

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

XI. ANNEXES

- 1. Theory of Change**
- 2. Project Quality Assurance Report**
- 3. Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
- 4. Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
- 5. Project Board Terms of Reference and TORs of key management positions**

Annex 1. Theory of Change

Component	Immediate cause	Underlying cause	Problem	Intermediate Outcome	Expected Result	Output	Activity	Target
Component 1. COVID-resilient Municipal EMB offices	Cause 1. EMBs lack offices in several municipalities and services are conducted in small spaces, while existing offices also require renovation, particularly in COVID prevention as well as for better access to PWD and women	Problem 1. Voter registration and civic education are critical for successful democratic election, but require large gatherings which is risk of spreading pandemic such as COVID-19. Also, vulnerable populations have limited access to these two important public services, particularly in the municipal area.	Problem 1. EMBs' infrastructures in the municipalities are not COVID-resilient and accessible to vulnerable groups	Resilience to climate change and sustainable management of resources (UNSCDF outcome 6);	Expected Result 1. Voter registration and civic education can be conducted with lower risk of spreading COVID-19, while vulnerable groups participation to these services are improved.	Output 1. Municipal EMB offices in all 12 municipalities and ZEESM are COVID-resilient, gender/youth/disability friendly and green	Activity 1.1. Building 8 Municipal EMB offices (5 STAE/3 CNE)	1.1. 13 municipal EMB offices equipped with hand-washing station, outdoor waiting area, rain harvesting system, toilets for women and men, full access to PWD
							Activity 1.2. Renovating existing Municipal EMB offices	
Activity 1.3. Technical advice to the EMBs on overall construction and management of Municipal offices, including SOPs								
Component 2. Disaster Resilient Election Manuals and Training	Cause 2. EMBs lack capacities in election logistics and disaster prevention/response, and there is no comprehensive strategy or manual for COVID-19.	Cause 2. In the midst of COVID-19 pandemic, Timor-Leste is expecting a series of elections at the national and municipal level in 2022-2024. Despite the success in preventing community infection of COVID-19 so far, the country is very fragile in responding various disasters, including COVID-19.	Problem 2. EMBs do not have a comprehensive response and prevention plan and manual for COVID-19 for the upcoming elections		Expected Result 2. Timor-Leste is capable of carrying out a series of national and municipal elections that are resilient to various disasters, including COVID-19.	Output 2. EMBs are equipped with a comprehensive plan and manual for COVID prevention and response for the upcoming elections, and its staff are trained accordingly	Activity 2.1 Develop a COVID-Resilient Election Plan and Manual (CREPM) including the assessment	2.1. "CREPM" is developed for National and Municipal Elections
							Activity 2.2 Procuring COVID Response and Prevention Equipment	2.2. All the required items for COVID prevention/response for the EMBs are procured
							Activity 2.3 COVID-resilient Election Training and capacity building of the EMB staff, particularly those in municipalities (Training of Trainer and virtual learning session potentially with other EMBs)	2.3. All the EMBs staff (1,000) as well as other relevant stakeholders are trained for COVID response/prevention
Component 3. Informed Citizen and Election	Cause 3. Citizens have limited channels to obtain electoral information, while capacities of EMBs and media in election communication and reporting require improvement.	Cause 3. Communication and information is critical not only for successful democratic election but also for disaster prevention and response. Currently, citizens' access to electoral information is limited, which impedes informed decision. It can be worsened by disasters, such as COVID-19.	Problem 3. Citizens have limited channels to obtain electoral and COVID-19 information	Accessible, accountable and gender-responsive governance systems, institutions and services at the national and municipal levels (UNSCDF outcome 5).	Expected Result 3. Citizens' access to information on election and COVID-19 is enhanced which helps them to make informed decisions and prevent the spread of COVID.	Output 3. Capacities of EMBs and media are enhanced to provide effective and innovative electoral and COVID-awareness communication and a participatory and interactive digital information platform for elections and COVID-19	Activity 3.1 Innovative voting promotion and COVID-awareness campaign	3.1 At least 35 ICE materials developed and distributed and or broadcasted about election campaign and COVID awareness
							Activity 3.2 Capacity building of Journalists in political/election reporting	3.2 All EMB staff and journalists in Timor-Leste received at least 1 workshop /training on COVID awareness communication and reporting

							Activity 3.3 Support UNTL’s Social Science Faculty, in partnership with EMBs and the School of Science of Waseda University, to establish a participatory and interactive digital information platform for elections and COVID-19	3.3 More than 10,000 people in Timor-Leste have increased access to the electoral and COVID information through the digital participatory information platform.
Component 4. Inclusive Political Participation of youth, women and people with disabilities	Cause 4. Voices of youth, women and persons with disabilities are not fully represented in politics.	Cause 4. Voices of youth, women and persons with disabilities are not fully represented in politics.	Problem 4. Youth, women and persons with disabilities have limited access to political participation and representation		Expected Result 4. Youth, women and persons with disabilities are better represented in politics.	Output 4. Groups representing youth, women and persons with disability have enhanced capacities in political participation and representation	Activity 4.1 Empowering women leadership in elections at the national and sub-national level	4.1 More than 2,500 women, youth and persons with disability, particularly leaders of these groups, have enhanced their knowledge and capacities in political participation and representation.
							Activity 4.2 Comprehensive civic and election education programme for youth delegates of Suco Councils	4.2 Increased participation of women, youth and persons with disability in the Presidential election in 2022 as voters (W:90%/Y:80%/D:8,000)
							Activity 4.3 Advocacy, assistance, and capacity building for the PwD’s to increase political participation and representation	
Component 5. Indelible ink procurement	Cause 5. The Indelible ink is required for elections but not available in country	Cause 5. Procurement of indelible ink from abroad requires well developed procurement procedures and structures	Problem 5. The Government of Timor-Leste are unable to procure the required indelible ink		Expected Result 5. Timor-Leste is equipped with indelible ink to carry out elections.	Output 5. Indelible ink is procured for EMBs to carry out elections	Activity 5.1 Procurement of indelible ink	5.1 Indelible ink successfully procured for the Presidential Election in 2022

Annex 2: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ¥¥¥¥¥	HIGHLY SATISFACTORY (4) ¥¥¥¥i	SATISFACTORY (3) ¥¥¥ii	NEEDS IMPROVEMENT (2) ¥¥iii	INADEQUATE (1) ¥iiii
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 SES 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 continue as planned. 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

STRATEGIC

<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>The project clearly outlines the ToC and how the actions in the project will lead to outcome level change (p.11), along with the assumptions (pp.26-27). The project is a direct response to unexpected development challenge (COVID) and adopts a project strategy that is most suitable to addressing both the urgent issue of COVID along with the long-term fulfilment of democratic, free, fair, and participatory elections.</p>	
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹⁷ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹⁸; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> 	3	2
	1	
	<p>Evidence</p> <p>The project response to two UNDP Strategic Plan outcome indicators (Outcome 3 and Outcome 2) as outlined in the Project Document (p. 12).</p>	

¹⁷ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

¹⁸ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<ul style="list-style-type: none"> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 									
RELEVANT									
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1, or select not applicable.</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The project will engage women, youth, and persons with disabilities as those least represented in politics at the moment. Specific project activities focus on empowering their participation and leadership in politics, especially in regard to elections (pp.8-9, 24, 28)</p> </td> </tr> </table>	3	2	1		Evidence		<p>The project will engage women, youth, and persons with disabilities as those least represented in politics at the moment. Specific project activities focus on empowering their participation and leadership in politics, especially in regard to elections (pp.8-9, 24, 28)</p>	
3	2								
1									
Evidence									
<p>The project will engage women, youth, and persons with disabilities as those least represented in politics at the moment. Specific project activities focus on empowering their participation and leadership in politics, especially in regard to elections (pp.8-9, 24, 28)</p>									
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project’s theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project’s theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The project builds on lessons learned from UNDPs extensive work with elections in Timor-Leste and globally. The project also incorporates learnings from the most recent final evaluation of the ‘LEARN’ project (pp.13-14)</p> </td> </tr> </table>	3	2	1		Evidence		<p>The project builds on lessons learned from UNDPs extensive work with elections in Timor-Leste and globally. The project also incorporates learnings from the most recent final evaluation of the ‘LEARN’ project (pp.13-14)</p>	
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<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 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 constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>Gender is mainstreamed throughout the project. The results framework also includes outputs and activities specifically addressing gender disparities in elections (p.24, 32-34).</p> </td> </tr> </table>	3	2	1		Evidence		<p>Gender is mainstreamed throughout the project. The results framework also includes outputs and activities specifically addressing gender disparities in elections (p.24, 32-34).</p>	
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<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 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. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project’s intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The project partners with the key government institutions ensuring the conduction of elections in Timor-Leste (p.6) . The ToC clearly outlines how engaging with these</p> </td> </tr> </table>	3	2	1		Evidence		<p>The project partners with the key government institutions ensuring the conduction of elections in Timor-Leste (p.6) . The ToC clearly outlines how engaging with these</p>	
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<p>partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.</p> <ul style="list-style-type: none"> • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. 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. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>partners will lead to outcome level change (p.11). Relevant exchange of knowledge with other countries and institutions in the region are also incorporated in the project's activities (p.26)</p>								
SOCIAL & ENVIRONMENTAL STANDARDS									
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. 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. (<i>all must be true to select this option</i>) • 2: Some evidence that the project aims to further the realization of human rights. 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. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The project adopts a human-rights based and human security-based approach, addressing the root causes of potential human insecurity and unfulfillment of rights (specifically article 21) (pp.12-13).</p> </td> </tr> </table>	3	2	1		Evidence		<p>The project adopts a human-rights based and human security-based approach, addressing the root causes of potential human insecurity and unfulfillment of rights (specifically article 21) (pp.12-13).</p>	
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<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). • 2: Evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The project has seized the opportunity to strengthen the sustainability of EMB infrastructure to ensure environmental friendliness (p.16-19). Adverse environmental impacts have been identified as per the risk analysis and SESP, with clear mitigation strategies included.</p> </td> </tr> </table>	3	2	1		Evidence		<p>The project has seized the opportunity to strengthen the sustainability of EMB infrastructure to ensure environmental friendliness (p.16-19). Adverse environmental impacts have been identified as per the risk analysis and SESP, with clear mitigation strategies included.</p>	
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<p>9. 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.]</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Yes</td> <td style="width: 50%; text-align: center;">No</td> </tr> <tr> <td colspan="2" style="text-align: center;">SESP Not Required</td> </tr> </table>	Yes	No	SESP Not Required					
Yes	No								
SESP Not Required									
MANAGEMENT & MONITORING									
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; 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. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The project has a clear results framework with appropriate indicators. Gender sensitive, and sex-disaggregated indicators are explicitly outlined (pp. 32-34).</p> </td> </tr> </table>	3	2	1		Evidence		<p>The project has a clear results framework with appropriate indicators. Gender sensitive, and sex-disaggregated indicators are explicitly outlined (pp. 32-34).</p>	
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11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3)	No (1)	
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):	3	2	
<ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined in the project composition. 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. (<i>all must be true to select this option</i>). 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) 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. 	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The management of the project is clearly outlined in the Project Document, and a Terms of Reference for the Project Board, along with the Project Manager, has been included as an attachment (p.31).</p>		
*Note: Management Action or strong management justification must be given for a score of 1			
13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):	3	2	
<ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. 	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>A risk analysis for the project has been completed, with clear indication of mitigation measures. The risk analysis matrix is annexed to the Project Document.</p>		
*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: 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.	Yes (3)	No (1)	
	The project ensures cost-efficient use of resource via partnerships with relevant institutions.		
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3)	No (1)	
	The project is linked to the Government of Timor-Leste's Strategic Development Plan and initiatives.		
16. Is the budget justified and supported with valid estimates?	3	2	
<ul style="list-style-type: none"> 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. 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. 	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The budget is at the activity level, supported with valid estimates, and outlined in a multi-year budget format (pp.37-39).</p>		

<ul style="list-style-type: none"> • 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. 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. 							
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 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. <p><i>*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.</i></p>	<table border="1"> <tr> <td style="background-color: #92d050;">3</td> <td style="background-color: #92d050;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p style="text-align: center;">Evidence</p> <p>The CO are fully covering the project costs (pp.37-39).</p> </td> </tr> </table>	3	2	1		<p style="text-align: center;">Evidence</p> <p>The CO are fully covering the project costs (pp.37-39).</p>	
3	2						
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<p style="text-align: center;">Evidence</p> <p>The CO are fully covering the project costs (pp.37-39).</p>							
EFFECTIVE							
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="background-color: #92d050;">3</td> <td style="background-color: #92d050;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p style="text-align: center;">Evidence</p> <p>The project will follow a direct implementation modality, which is the most appropriate modality considering the project's activities.</p> </td> </tr> </table>	3	2	1		<p style="text-align: center;">Evidence</p> <p>The project will follow a direct implementation modality, which is the most appropriate modality considering the project's activities.</p>	
3	2						
1							
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<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	<table border="1"> <tr> <td style="background-color: #92d050;">3</td> <td style="background-color: #92d050;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p style="text-align: center;">Evidence</p> <p>The views, rights, and challenges of marginalized and excluded groups have been taken into account in the design of the project, including a specific component to empower their participation in politics (pp. 8-9, 24)</p> </td> </tr> </table>	3	2	1		<p style="text-align: center;">Evidence</p> <p>The views, rights, and challenges of marginalized and excluded groups have been taken into account in the design of the project, including a specific component to empower their participation in politics (pp. 8-9, 24)</p>	
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<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	<table border="1"> <tr> <td style="background-color: #92d050;">Yes (3)</td> <td style="background-color: #92d050;">No (1)</td> </tr> </table>	Yes (3)	No (1)				
Yes (3)	No (1)						
<p>21. 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.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of "no"</i></p>	<table border="1"> <tr> <td style="background-color: #92d050;">Yes (3)</td> <td style="background-color: #92d050;">No (1)</td> </tr> <tr> <td colspan="2"> <p style="text-align: center;">Evidence</p> <p>The project is strengthening free, fair, and representative elections. Specific activities focus on strengthening the participation of women in politics, the project will also explore solutions to</p> </td> </tr> </table>	Yes (3)	No (1)	<p style="text-align: center;">Evidence</p> <p>The project is strengthening free, fair, and representative elections. Specific activities focus on strengthening the participation of women in politics, the project will also explore solutions to</p>			
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	address the lack of gender and disability disaggregated systems.								
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2"> Evidence The project budget and workplan is realized and covers the duration of the project at the activity level (pp.37-39). </td> </tr> </table>	3	2	1		Evidence The project budget and workplan is realized and covers the duration of the project at the activity level (pp.37-39).			
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SUSTAINABILITY & NATIONAL OWNERSHIP									
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: National partners 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 partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2"> Evidence The project has consulted with national government counterparts, as well as international partners in the development of the project (p.26). </td> </tr> </table>	3	2	1		Evidence The project has consulted with national government counterparts, as well as international partners in the development of the project (p.26).			
	3	2							
	1								
Evidence The project has consulted with national government counterparts, as well as international partners in the development of the project (p.26).									
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. 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. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<table border="1"> <tr> <td>3</td> <td>2.5</td> </tr> <tr> <td>2</td> <td>1.5</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2"> Evidence Capacity strengthening constitutes a core component of the project, both of government institutions, civil society, and media. Capacity assessments have not been incorporated into the activities of the project as capacity levels are already known via recent projects with the target groups. </td> </tr> </table>	3	2.5	2	1.5	1		Evidence Capacity strengthening constitutes a core component of the project, both of government institutions, civil society, and media. Capacity assessments have not been incorporated into the activities of the project as capacity levels are already known via recent projects with the target groups.	
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25. 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?	<table border="1"> <tr> <td>Yes (3)</td> <td>No (1)</td> </tr> </table>	Yes (3)	No (1)						
Yes (3)	No (1)								
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	<table border="1"> <tr> <td>Yes (3)</td> <td>No (1)</td> </tr> <tr> <td colspan="2"> The sustainability and scaling/exitin g of the project is outlined in the Project Document (p. 29). </td> </tr> </table>	Yes (3)	No (1)	The sustainability and scaling/exitin g of the project is outlined in the Project Document (p. 29).					
Yes (3)	No (1)								
The sustainability and scaling/exitin g of the project is outlined in the Project Document (p. 29).									

Annex 3: Social and Environmental Screening Template

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
The project, in and of itself, is developed around the human-rights based approach, with the aim to promote and protect human rights in general, and specifically Article 21 (one's right to participate in the government of their country). The project seeks to support the conduction of COVID-resilient elections, upholding the democratic mechanism to enable the participation of all in governance, by making election related infrastructure COVID-19 preventative, safe, and accessible, as well as working with the relevant EMBs and media to ensure access to information regarding elections and COVID. The project also places special emphasis on promoting the participation of marginalized groups in elections, such as women, youth, and persons with disabilities. This will address the inequalities in elections and redress the lack of representation of marginalize voices in government.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
The project will address the lack of gender equality in the overall political leadership at all levels of governance in Timor-Leste. Not only with the project engage with women as voters, but also as voter staff and candidates. Specifically, the project will make EMB offices in all 12 municipalities gender responsive, for example by ensuring women only toilet facilities, as well as collaborating with UN Women and CSOs to provide election and leadership training to empower women to take leadership positions in governance.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
Since component 1 of the project heavily focuses on construction and renovations, due consideration has been taken to ensure environmental sustainability. Most notably, the design of the buildings will ensure that they are 'green', for example by capitalizing on natural sunlight wherever possible, etc. The project also includes a number of procurements, which will be done locally wherever possible to ensure minimal environmental impact.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: That duty-bearers and rights-holders do not have the capacity or awareness to claim their rights and meet the obligations of the project.</p>	<p>I = 2 P = 1</p>	<p>Low significance</p>	<p>Whilst this is a risk, the probably is very low as the project has been designed to specifically overcome this risk.</p>	<p>The project activities have taken this risk into account and will specifically focus on strengthening the capacity of the project relevant stakeholders. The project will also work with relevant counterparts to ensure that the general population have adequate access to information so to strengthen their capacity to claim their rights.</p>
<p>Risk 2: That the buildings constructed and renovated are vulnerable to potential natural hazards, and/or lead to increased vulnerability to natural hazards.</p>	<p>I = 3 P = 1</p>	<p>Low significance</p>		<p>The development of the BoQs and designs of both the construction and renovations will take into account the possibility of natural hazards and incorporate structurally sound mitigation measures to ensure the buildings are resilient to external shocks such as earth quakes, tsunamis, etc.).</p>
<p>Risk 3: That construction and renovation work negatively impact the safety of communities.</p>	<p>I = 3 P = 1</p>	<p>Low significance</p>		<p>The development of BoQs and designs of both the construction and renovations will consider the safety of surrounding community members, as well as construction workers, throughout implementation. The project will also ensure the safe storage of materials and equipment, as well as follow the relevant protocol for the disposal of construction equipment as necessary.</p>
<p>Risk 4: That the project will have a negative impact on the environment due to the</p>	<p>I = 3 P = 2</p>	<p>Moderate significance</p>		<p>The project will procure locally produced materials and items wherever possible to minimize the environmental impact of procurements. The project will work with the contracted procurement company to ensure mitigation measures are</p>

procurement of materials, construction, and renovations.				taken to reduce the environmental impact of constructions and renovations.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				Comments
<i>Low Risk</i>			<input type="checkbox"/>	
<i>Moderate Risk</i>			x	The project falls under moderate risk as the impacts can be mitigated and/or managed with relatively uncomplicated acceptable measures and application of recognized good international practice, which have already been incorporated in the project design.
<i>High Risk</i>			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply				Comments
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>			<input type="checkbox"/>	Application of recognized environmental construction and renovation standards and good practice
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>	Application of recognized safety procedures during construction and renovations.
<i>4. Cultural Heritage</i>			<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>			<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>			<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		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		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		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		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit 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? <i>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</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including 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?	No
1.3	Does the Project involve 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)	No

¹⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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. 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 people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁰ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Yes
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	Yes
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		

²⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

4.1	Will the proposed Project result in interventions that would potentially adversely impact 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)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in 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)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ²¹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect 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)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an 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?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in 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 ?	Yes
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No

²¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	Yes

Annex 4: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	That political changes in the current coalition government leads to instability	11/02/2021	Political	The potential effect of government instability are delays in elections, general instability in the country, and delay in project implementation. P = 2 I = 3	Continue to maintain close engagement with all government stakeholders, particularly CNE, STAE and the parliament. The project is in line with the normal electoral cycles and the Government's priority to have municipal elections. UNDP and the UN will also continue to monitor the political situation closely to prepare early for any potential changes.	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change
	That the project and its activities are misused for political purposes by certain parties	11/02/2021	Political	Political parties might try to politicize the project's activities for their own political interests before and during the election. If happens, the project will lose its political impartiality and neutrality which is essential for the success of the project P=2 I=5	Based on its expertise and experiences, UNDP has for many years successfully led the electoral support projects in Timor-Leste. Based on its lessons learned, UNDP will ensure that all supports are technical only and that all the activities are widely consulted to various stakeholder and carefully monitored. UNDP's regional or national Peace and Development Advisor (PDA) will be deployed to provide the advice to the project. Furthermore, UNDP will closely work with UN DPPA and other UN agencies and development partners providing the electoral support in Timor-Leste.	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change

2	That key government ministries and institutions frequently change throughout the project duration	11/02/2021	Political	<p>This could result in poor interest and ownership of project activities from government counterparts, it could also result in the re-focusing of government priorities away from the project's priorities.</p> <p>P = 3 I = 1</p>	<p>UNDP will continue to engage all key stakeholders at all levels — from key decision makers to the technical experts. The project will prepare informative communication materials to share with government counterparts and will bring any new incoming government staff up to speed quickly when changes happen. A Direct Implementation Modality (DIM) has been chosen particularly to ensure the implementation of the agreed work plan will not be directly hampered.</p>	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change
3	That COVID spreads amongst the community members in Timor-Leste, with the possibility of a stricter restriction measures by the State of Emergency	11/02/2021	Other	<p>The spread of COVID would cause unsafe operating circumstances for project staff and beneficiaries, which would result in project delays. A State of Emergency, with a stricture restriction measures, would potentially hinder gatherings, meetings, and the conduction of elections. This could also cause difficulty in sourcing technical expertise, especially if international, as travel in and to the country will be limited.</p> <p>P = 2 I = 4</p>	<p>Cooperation with the government to ensure the continued adherence to strict protocols to minimize the potential of spreading the virus.</p> <p>UNDP will continue to follow and implement COVID prevention protocols that include social distanced arrangements, using masks and hand sanitizers, preference to outdoor venues, etc.</p> <p>Project staff and beneficiaries will follow the Government's policies and procedures and seek its advice when any change in the COVID situation happens. As one of the core focus areas of this project is to prepare for situations like COVID, there will be response plans, procedures and SOPs prepared and all relevant institutions and communities will be properly oriented in them.</p>	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change

4	That natural hazards affect the implementation of activities	11/02/2021	Environmental	Natural hazards (flooding, landslides, etc.) could potentially delay project activities by hindering construction, renovations, and other project activities. P = 2 I = 2	A Disaster Response Plan will be developed for EMBs precisely to prepare the EMBs and their municipal offices to have business continuity plans, response plans, and SOPs in place. All field-based work that the project will support, such as the construction work, civic education, etc. will be planned in the dry seasons. Construction and renovations designs will also take into account international standards to reduce their vulnerability to natural hazards.	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change
5	That there is a lack of technical skills necessary to implement the project	11/02/2021	Operational	This could potentially delay the implementation of project activities, especially the components that require specialised technical expertise. This could also delay recruitment procedures. P = 2 I = 2	The project will bring onboard technical staff to deliver the technical inputs, policy advice, and trainings as required. UNDP will also draw upon its technical advisors in its regional office in Bangkok, its HQs in New York, and other country offices where elections support is provided.	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change
6	That there is a lack of resources from the government	11/02/2021	Financial	This could potentially delay the implementation of project activities, especially the components that require specialised technical expertise. This could potentially also force the project to source international resource.	The government has already committed to fund specific activities in this project and those funds are already reflected in this project document based on the Government's suggestions. More funds from the Government are also possible in the future if elections are held as per the schedule. UNDP will continue to work closely with the government to advocate for the assurance of government's finding commitments.	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change

				P = 1 I = 2					
7	That corruption occurs during project implementation	11/02/2021	Financial	This could have grave impacts on the financial abilities of the project, as well as the credibility of the project. P = 1 I = 2	UNDP will ensure that all project staff, including government counterparts and contractors, are well aware of the strict financial protocols. Necessary measures will also be taken to prevent and address any risk of corruption, such as regular financial reporting, anti-corruption clauses in contracts, etc.	Project Manager	<i>Automatic in Atlas</i>	<i>Automatic in Atlas</i>	No change

Annex 5: Project Board Terms of Reference

Term of Reference

Propose: This Projects Board Terms of Reference (“the TOR”) defines the purpose and responsibility of the Board Members. In addition, the TOR is intended to assist the Board Members in fulfilling its responsibilities.

Composition: The Projects Board Consist of Senior Beneficiary (STAE, CNE), Project Executive (UNDP) and Senior Supplier (Government of Japan)

Project Board		
Senior Beneficiary	Project Executive	Senior Supplier
STAE and CNE	UNDP	Government of Japan

General Roles and Responsibility of The Project Board:

- Following agreement, set tolerances in the Annual Work Plans and other plans as required with the Project Manager, with the involvement of the UNDP Democratic Governance Unit (as necessary)
- Monitor and control the progress of the project activities at a strategic level considering the changes influenced by the project on any baseline investments
- Ensure that risks are being tracked and mitigated as effectively as possible
- Organise Project Board meetings, to be Chaired by the UNDP Resident Representative, on a regular basis
- Ensure that the expected project outputs and related activities of the project remains consistent with the perspective of project beneficiaries
- Be informed of meetings relevant to overall regional project implementation, including any regional activities conducted in partnership
- Review and appraise detailed Project Plan and Annual Work Plan, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Appraise the Project Annual Review Report, make recommendations for the next Annual WorkPlan, and inform the Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions.

Specific Responsibilities of Executive (UNDP)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the Annual Work Plan and other plans as required for the Project implementation
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Board and relevant stakeholders about project progress

- Organise and chair Project Board meetings
- The Executive is responsible for overall assurance of the project.
- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes

Specific Responsibilities of Senior supplier (Government of Japan)

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project.

Specific Responsibilities of Senior Beneficiary (STAE and CNE)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored.

Board Meetings.

- The Board Members shall meet (Minimum once a Year) and have the authority to convene additional meetings, as may be required.
- Meeting agendas and documents will be prepared by project for each meeting and provided at least 5 working days in advance to the Board Members along with appropriate briefing materials.
- The Executive shall ensure that decisions and recommendations of the Boards are arrived at in a timely manner and reports on the Committee's proceedings and recommendations sent to the board for approval.
- Meetings may be conducted via teleconference, face to face or electronically.

Annex: Project Key Staffs

The following table provides a breakdown of key staffs and their responsibilities to implement the Project and Support the Project Board Meeting.

1	The National Project Manager (NPM)	Under the overall guidance of UNDP Resident Representative and Chief Technical Advisor (CTA) and Head of the Democratic Governance Unit, the NPM will implement the project's activities and ensure its objectives are reached as per the project document. The NPM will ensure the professional, effective and efficient management and implementation of the project including all aspects of its planning, coordination, consultations, deliverables, result, monitoring, reporting and accountability for all resources personnel and finances. In addition, they will perform ongoing communication and consultation with national counterparts and other national or international agencies providing electoral supports.
2	International Chief Technical Advisor (CTA)	The CTA will be responsible for the supervision of project management for the electoral cycles; they will provide technical advice to the high-level actors such as Minister of State Administration, STAE, CNE, Press Council, Political parties, media and organization of civil society on the electoral process. Moreover, the CTA will ensure with effectiveness of the administrative and technical management of the program comply with UN system and approved Prodoc
3	M&E Specialist	The person will be responsible for monitoring of ongoing project activities, including provision of technical support to the project team in appropriate methods of data collection, ensuring gender-disaggregated data, information management and data processing and analysis. They will produce quarterly and annual reports on the project activities and disseminate to the stakeholders including UNDP and donor. In addition, they will conduct some communication works such as prepare articles, success stories and press releases.
4	Admin, finance and procurement officer	In coordination and day to day oversight of the NPM, the Admin, Finance and Procurement Officer will be responsible for the administration and implementation of the project and financial management and procurement of the items. They will do presentations of information for formulation of the project work plan, budget, proposal on implementation arrangements and execution. They will also be responsible for data entry of the project budget into Atlas in the form of Annual Work Plans (AWPs), monitoring of their status.
5	Two project drivers and communication assistant & clerks:	providing driving, communications and admin support for projects staff, office, consultants.



**UNITED NATIONS DEVELOPMENT PROGRAMME
GENERIC JOB DESCRIPTION**

I. Post Information

Post Title: National Project Manager
Post level: SB-5/Peg-II
Supervisor: Country Director

II. ORGANIZATIONAL CONTEXT

Background

The Leveraging Electoral Assistance for Regionalized Nation-Building LEARN (2015-2018) project was signed between UNDP and the Government in June 2015. The project's main focus is to support the consolidation of democracy with a focus on civic education and electoral support across Timor-Leste between 2016 and 2018, taking into account support to Suco (village) elections, Presidential and Parliamentary elections in 2017 and early parliamentary elections in 2018. The project has been extended until December 2019 with the support to the Election Management Bodies for possible Municipal Elections in 2019. The project is currently engaged in institutional and professional capacity building of EMBs, of completing the legal and regulatory frameworks, consolidating gains and strengthening key processes, including strengthening the participation of women, youth and marginalized groups and professionalism of electoral reporting; The project is implemented by UNDP as part of the Direct Implementation Modality with the assistance from under the guidance of the project board.

III. FUNCTIONS

Duties and Responsibilities

The objective of the assignment is to support the election management bodies in its preparations for municipal and upcoming elections. The incumbent will be required to actively provide inputs to day-to-day management of the project, developing and maintaining strong relationships with the donor, implementing partners and outer counterparts, and facilitating media. This support is envisioned through the electoral cycle including in the pre-election, during election and post-election period. The incumbent is responsible for supporting all aspects of project operations and management – financial and human resource management, efficient procurement and logistical services.

Under the direct supervision of Country Director of UNDP and the incumbent will perform following duties but not limited to:

Ensures implementation of programme objectives focusing on achievement of the following results and objectives:

Management:

- Ensure full compliance of operations with UN/UNDP rules, regulations and policies, implementation of operational strategies, establishment of management targets and monitoring of achievement of results;
- Coordinate the overall organization of training and workshops and produce reports;
- Analyse and identify any issue that requires attention UNDP Country Office, and prepare succinct reports for discussion;
- Assess the technical substance, policies and strategies on elections and advises on the design, organization and implementation of project activities;
- Apply principles of gender and social inclusion as the cross-cutting issue in every aspect of the project implementation and management;
- Maintain close cooperation with Election Management Bodies (Technical Secretariat for Electoral Administration- STAE, National Electoral Commission- CNE), other partners and donors in implementing the programme activities;
- Support Election Management Bodies counterparts in its efforts to improve strategies, its content and methodologies;
- Establish and maintain good working relationships with key stakeholders, government, non-government organizations;
- Examine efforts and provide recommendations to Election Management Bodies to include various marginalized sectors in the electoral process, especially illiterates, women, youth and people with disabilities;
- Build the project's reputation in the knowledge networks to draw on and disseminate best practices and lessons learnt;
- Provide advice and support to Election Management Bodies in its efforts to integrate lessons learned and best practices from the past elections for developing strategy for future elections;
- Coordinate the overall organization of training and workshops and produce reports for media development.

Planning and Reporting:

- Take lead in preparing annual and quarterly work plans of the project, in consultation with the UNDP Country Office.
- Monitor the day to day progress of the project based on these plans and report.
- Regularly update the Risk Log, HR plan and Procurement Plan.
- Prepare annual and quarterly progress reports as well as project proposal and other reports for UNDP, donors, and other stakeholders, as per project requirements.
- Based on the M & E framework in the project document, help develop and refine indicators for the effective implementation of the project.

Financial management:

- Ensure effective and accurate financial resource management. In consultation with the Project Manager, prepare and consolidate the overall budget, monitor expenditures in accordance with UNDP financial rules and cost-recovery policies and implement adequate internal control.

Procurement management and Human Resources:

- With the support of the Operations Division of Country Office, oversee procurement for the project.
- Supervise subordinate staff on HR related matter as recruiting national and international staff
- Prepare Term of References (ToR) for project positions in consultation with UNDP
- Supervise the subcontractors to ensure the delivery of quality work.

Knowledge Building and sharing:

- Contribute to sharing lessons learned and knowledge with the LEARN programme staff or related CO staff

Result/Expected Output:

- Technical advice to the Electoral Management Bodies (EMBs) of Timor-Leste on future elections.
- Coordinates the conduct of any studies/reviews/analysis on conflict, gender, human rights and other dimensions related to elections and their discussions
- Advice on development of strategies and contribute to capacity building efforts for the EMBs, media and other elections stakeholders.
- Provide strategic advice on Partnership management
- Provide project specific Monitoring and Evaluation Oversight
- Quality assurance support to project work plans, reports, and activities;

Operational Effectiveness

- Providing guidance on policies and procedures.
- Time management for tasks' deadline.
- IT skills, knowledge of office software packages.
- Ability to perform a variety of standard specialized and non-specialized tasks and work processes that are fully documented, researched, recorded and reported.
- Ability to review a variety of data identifies and adjusts discrepancies, identify and resolve operational problems.
- Strong interpersonal skills and ability to handle visitors, phone calls with tact and courtesy.

Self-Management

- Responsibility for one's own work and actions.
- Focusing on results for the project implementation and responding positively to feedback.

- Working with energy and a positive and constructive attitude.
- Good self-control even under pressure.
- Interacting with others in a professional and respectful manner.
- Managing own time and tasks effectively and efficiently.
- Carefully checking own work in terms of accuracy and completeness.
- Highly self-motivated.

Knowledge Management and Learning

- Sharing knowledge and experience with colleagues.
- Actively working towards continuing personal learning and applying newly acquired skills.
- Demonstrating openness to improve and ability to manage complexities.

IV. IMPACT OF RESULTS

The key results have an impact on the overall project efficiency in financial resources management and success in implementation of operational strategies. Accurate analysis and presentation of financial information enhances UNDP credibility in use of financial resources and proper financial process management. The information provided facilitates decision making of the project management.

XII. V. COMPETENCIES AND CRITICAL SUCCESS FACTORS

Functional Competencies:

Advocacy/Advancing a Policy-Oriented Agenda

Level 1.2: preparing information for advocacy

- Identifies and communicates relevant information for a variety of audiences for advocating UNDP's mandate
- Maintains a functioning network of contacts with a variety of stakeholders to promote a better understanding of UNDP's mandate and to support advocacy efforts

Building Strategic Partnerships

Level 1.2: Maintaining a network of contacts

- Maintains an established network of contacts for general information sharing and to remain up-to-date on partnership related issues
- Analyzes and selects materials for strengthening strategic alliances with partners and stakeholders
- Establishes and nurtures positive communication with partners

Promoting Organizational Learning and Knowledge Sharing

Level 1.2: Basic research and analysis

- ❑ Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things
- ❑ Documents and analyses innovative strategies and new approaches

Job Knowledge/Technical Expertise

Level 1.2: Fundamental knowledge of own discipline

- ❑ Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position
- ❑ Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- ❑ Analyzes the requirements and synthesizes proposals
- ❑ Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- ❑ Demonstrates good knowledge of information technology and applies it in work assignments

Creating Visibility for UNDP/Supporting UNDP's Capacity to Advocate

Level 1.2: Research and data analysis

- ❑ Promotes awareness of UNDP's centrality to development through dissemination of information and materials
- ❑ Maintains networks and knowledge assets for use in visibility and image activities

Global Leadership and Advocacy for UNDP's Goals

Level 1.2.: Preparing information for global advocacy

- ❑ Identifies and communicates relevant information for advocacy for UNDP's goals for a variety of audiences
- ❑ Maintains a functioning network of contacts in the media and civil society, to promote a better understanding of UNDP's mandate and to support advocacy efforts

Conceptual Innovation in the Provision of Technical Expertise

Level 1.2: Research and analysis

- ❑ Keeps updated in his/her area of substantive expertise
- ❑ Identifies opportunities for conceptual innovation

Client Orientation

Level 1.2: Establishing effective client relationships

- ❑ Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion
- ❑ Organizes and prioritizes work schedule to meet client needs and deadlines
- ❑ Establishes, builds and sustains effective relationships within the work unit and with internal and external clients

Core Competencies:

- ❑ Demonstrating/safeguarding ethics and integrity
- ❑ Demonstrate corporate knowledge and sound judgment
- ❑ Self-development, initiative-taking
- ❑ Acting as a team player and facilitating team work
- ❑ Facilitating and encouraging open communication in the team, communicating effectively

- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others.
- Promoting learning and knowledge management/sharing is the responsibility of each staff member.
- Informed and transparent decision making

VI. RECRUITMENT QUALIFICATIONS	
Education:	<ul style="list-style-type: none"> • Bachelor's degree in Public Information, Management, or any other related fields.
Experience:	<ul style="list-style-type: none"> • Minimum 9 years of progressive experience in the field of electoral management, communication technology, procurement and project management. • in relevant professional experience in democratic governance and key reform areas including governance, law, human rights, devolution and access to justice Prior working experience with Electoral Management Bodies (EMBs). • Experience in public outreach campaigns for civic and voter education.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in English and Tetum (written and spoken), and an ability to summarise and present information. • Working knowledge of Indonesian Bahasa and Portuguese is an advantage.

VII. Signatures - Job Description Certification		
Incumbent (<i>if applicable</i>)		
Name:	Signature:	Date:
Name:	Signature:	Date:
UNDP:		
Name:	Signature:	Date: