



United Nations Development Programme
Country: Barbados and the OECS
Project Document

Project Title: *Support to Referendum on Constitutional Reform in Grenada*

UNDAF Outcome(s): Effective and inclusive governance at the national and subregional levels strengthened

Expected CP Outcome(s):

Strengthened enabling environment for effective and inclusive governance and citizen security at the national and sub-regional levels

Expected Output(s):

- Output 1: The Constitutional Reform Advisory Committee, Parliament and civil society are supported to undertake ;(i) participatory, inclusively and transparently develop well-drafted constitutional amendment bills based on broad-based public input; and (ii) comprehensive civic education and voter information campaigns to ensure that the voter population of Grenada participates in the referendum both well informed on the content of the different referendum bills and on the applicable voting procedures
- Output 2: Support provided to the Government of Grenada and the Office of the Supervisor of Elections to organise the referendum and its related administrative processes in a credible and transparent manner.

Implementing Partner: UNDP Barbados and the OECS SRO

Responsible Parties: (1) Constitutional Review Advisory Committee (2) The Office of the Supervisor of Elections (3) Government of Grenada

Brief Description

Grenada, cognizant of the critical need to embark upon a process of both repatriating and updating its national constitution, has made a number of attempts over time to effect fundamental changes to what was, for all intents and purposes, a document without the legitimacy of full national deliberation and participation. It has been considered that, as the supreme law of the land, the Constitution of Grenada should both reflect the will of the Grenadian people and be construed as an unequivocal tangible manifestation of the country's developmental aspirations. The necessity of constitutional reform is also underscored by the ongoing effects of the global economic crisis. As a result, Grenada has experienced worsened national living standards and conditions in recent times. It is clear that the existence of structural and institutional deficits such as those the constitutional reform exercise aims to address act to exacerbate vulnerability, poverty and inequality.

The imperative for constitutional reform has been a thread running through the governance and developmental trajectory of Grenadian society, evidenced by the fact that this current initiative is the fourth phase of constitutional reform in Grenada, with the present phase having been instituted since 2013. The Constitution Reform Advisory Committee (CRAC) was established to review previous recommendations, undertake stakeholder consultations and come up with a final package of reforms for consideration by Cabinet and then by Parliament.

This Project seeks to support the constitutional review process, in particular, the civic education and

outreach which is a key step in sensitising the public to the reforms being proposed and a precursor to the public referendum which is needed to endorse any constitutional amendments. The Project will be managed by the UNDP in close cooperation with the CRAC, the Office of the Supervisor of Elections, other United Nations agencies and civil society organizations (CSOs). It is expected to contribute to significant improvements in the country's governance, in particular by strengthening public understanding of the Constitution, and issues around human rights, gender equality and public accountability. The Project represents an integrated UN response to the demand for constitutional reform in Grenada, in line with the UNDAF outcome focussed on the promotion of public accountability, inclusive governance and the increasing of capacities within both state and civil society structures.

Programme Period:
2015-2016

Key Result Area (Strategic Plan):
Citizen Expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Atlas Award ID:

YYYY AWP budget: _____

Total resources required _____

Total allocated resources: _____

- Regular (BPPS) 200,000
- Other:
 - Donor _____
 - Donor _____
 - Donor _____
 - Government _____

Unfunded budget: _____

In-kind Contributions _____

Agreed by (Implementing Partner): _____

Agreed by UNDP: _____



I. BACKGROUND

Constitutional History

Grenada's constitution came into force with independence in 1974 by an Act of the British Parliament. In the history of the post-colonial experience in the English-speaking Caribbean, Grenada arguably has faced the sternest challenges to the inviolability of its constitution. Despite this challenges, the constitutional arrangements have been shown to be remarkably durable and for the most part, have served the people of Grenada well.

1. This reality notwithstanding however, it has been felt that the Constitution of Grenada should be crafted to more realistically reflect the inputs and aspirations of its people. To this end there have been three attempts at constitutional reform prior to this one:
 - (i) A process run by a Constitutional Review Commission chaired by Sir Fred Philip in 1985 producing recommendations;
 - (ii) A process run by a different Constitutional Review Commission chaired by Dr. Nicholas Liverpool and then subsequently by Mr. Justice Lyle St. Paul from 2002-2006 producing recommendations;
 - (iii) A consultative process run by Prof. Randy McIntosh between 2010-2013 which resulted in a constitutional draft but no follow up referendum.

Current Constitutional Process

2. In January 2014, the Government of Grenada (GoG) established a new Constitutional Review Advisory Committee (CRAC), comprising a 13-member panel with representation from a broad cross-section of Grenadian society. The CRAC is chaired by a constitutional scholar who is well-respected in Grenada and the Caribbean region and the CRAC's Secretary a senior legal advisor in the Attorney General's office. This team has been invested with the mandate to;
 - Continue the consultative process around constitutional reform picking up from the previous attempts;
 - Ensure that the review process has the hallmarks of transparency, credibility and consensus based participation; and
 - Advise the GoG on the final set of constitutional reform proposals.
3. The current iteration of this process is conceived by the Grenadian government as a critical and timely element of a historical process of updating the Grenadian Constitution to reflect the will of the Grenadian people by reflecting their national developmental aspirations. The current Prime Minister described the process as a mission to;

“...engender an environment conducive to reform of the Grenada Constitution Order 1973, with the direct consultation of, and participation by, the people of Grenada; and thus make a national Constitution which has the tangible input of the people, so as to build better bonding between the people and the Constitution.” (Dr. The Right Hon. Keith Mitchell)
4. Findings from two needs assessment missions to Grenada in 2014 and 2015 highlight that the CRAC has undertaken both a reflective review of the reports produced during the previous three constitutional reform processes, as well as public consultations to identify whether these and other proposals are most relevant today. To this end, despite a critical lack of funding, the CRAC made attempts over 2014 to actively engage the Grenadian population by having approximately 50 consultation meetings in communities across the country. This consultative process resulted in submissions being made from a number of civil society actors, including opposition political parties.

5. Following a review of previous proposals and initial public consultations, the CRAC identified 25 major recommendations for consideration. In July 2014, these recommendations were discussed by the CRAC and it was agreed by majority vote to submit twelve of those to the cabinet of Grenada. However, some concerns were raised by civil society and the opposition National Democratic Congress party (NDC) as to the inclusiveness and transparency of the exercise. The NDC saw the initial recommendations as too limited and politically favourable to the Government; as such they proposed an additional set of amendments to be considered for inclusion. These included a change in the electoral system (from First Past the Post to Mixed Member Proportional Representation),¹ recall of MPs by the public and the introduction of term limits for the office of Prime Minister.
6. In direct response to the concerns articulated by the NDC, the constitutional review process was revisited and the CRAC undertook additional consultations, including a major national consultation in October 2014 where estimates place attendance at over 1200 persons. As a consequence, in December 2014 the CRAC submitted five more recommendations for consideration by the Cabinet, Most of which were based to some extent on the alternative recommendations promoted by the NDC, but didn't not include the change to the electoral system which was a major NDC priority. In early January 2015, Cabinet approved four of the five additional recommendations to the constitutional amendment bills due to be submitted to parliament (rejecting the proposal allowing recall of MPs).
7. Following the latest decisions by Cabinet, the NDC issued a press release indicating their unhappiness with Cabinet's decisions and calling for an explanation and reconsideration. This builds on the general critique that plagued the process regarding the need to employ additional 'participatory' mechanisms to further the national discussion around the issues and a belief amongst some politicians and some CSOs that the process has not gone far enough to capture the views and concerns of key groups, including young people and women. The lack of bipartisan support for the current set of recommendations has implications for the public referendum which will need to take place, presumably making it harder to achieve a majority vote in favour. Experience in the Caribbean has shown that it is difficult to get people to vote "yes" to constitutional change, and political disagreement can undermine a yes vote.

Electoral Framework Relating to the Referendum

8. In order to carry out the public referendum which is needed to amend the Constitution, a bill or series of bills to alter the constitution must be passed by both Houses of Parliament first. After the first reading in the House of Representatives, there is a 3-month period before the second and third readings can take place. The bill(s) are then submitted to the Senate. It was estimated by national counterparts that this process will take approximately four months. Seven bills have now been prepared by the Constitutional Review Advisory Committee, covering the 16 possible amendments to the Constitution, but at the time of writing in March 2015, these had have not yet been submitted to the Government and are not yet finalised.

¹ Currently there are over 10 registered political parties in Grenada, but political contestation has mainly been between the ruling New National Party (NNP) and the main opposition, the National Democratic Congress (NDC). Though both parties are believed to command an almost equal share of support among the electorate, this has not always translated into seats in parliament with the NDC winning a majority and forming government only twice since the mid-1980s while the NNP took power five times. More significantly, there have been two instances when the NNP has won all 15 seats in the House of Representatives, despite not winning such a large share of the vote. Currently the NNP holds all seats in the House, despite the NDC receiving approximately 40% of the national vote at the 2013 elections. As a result, there is no official Opposition within the House of Representatives and the members of the Senate to be selected by the Opposition were selected instead by the Governor-General, in accordance with the 1974 Constitution.

9. Some of the constitutional amendment bills contain single provisions and other bills group together a number of issues. It is understood that there will be a separate referendum vote on each Bill. Where one bill contains a number of issues these will be voted on together – there will not be a separate vote on each of the issues. Where there is one issue on one ballot this issue will be voted on as a stand-alone issue. The grouping of issues into single bills requires some care particularly with regard to contentious issues and/or issues of major national importance as it can have implications for the voters, for the administrators of the referendum and for the overall review process.
10. With regard to the existing legal framework for the administration of a referendum, the present Constitution contains some provisions relating to the referendum, but there are many additional areas requiring a legislative basis. The current Referendum Act is very basic and has been identified as insufficient to administer the proposed referendum. Specifically, it refers to using and adapting an electoral law which is no longer in effect. In addition, the current electoral law, which replaced the repealed law, would itself require very significant amendments in order for it to be appropriate to administer a referendum. Furthermore the laws and amendments have not been consolidated and the findings of UN Needs Assessment Mission (NAM) undertaken in January 2015 made it clear that very significant work needs to be done to put in place the required legal framework. To this end the NAM proposed a number of options, ranging from the enactment of a comprehensive Referendum Law which covers all issues that need to be regulated by law or procedure, similar to the Elections Law, to more incremental options such as the enacting of short referendum laws that may allow for regulations governing the conduct of this specific referendum by either the Governor General or the Supervisor of Elections.

II. PROJECT STRATEGY

11. Grenada has made cautious and deliberate steps over time to address perceived deficits in its constitutional arrangements. In its most recent iteration, the CRAC has sought to embed in its outcomes a clear regard for issues pertaining to the protection of fundamental rights and freedoms (eg. by strengthening the Bill of Rights and including State Directive Principles), the indigenisation of core constitutional infrastructure, improving access to justice (eg. through making of the Caribbean Court of Justice the final appellate court for Grenada).
12. The UN seeks to support the current process to assist Grenada to ensure that the final package of constitutional amendments meets its democratic objectives and is done in a manner which is participatory, transparent and inclusive. In this regard, the current Project Document is guided by the outcomes of the above-mentioned missions, namely:
 - The Report of the Constitutional Assessment Mission from December 2014, which recommended that:

“[T]he UNCT (with support from headquarters as appropriate) should work quickly with the GoG and the CRAC to finalise the exact support needed and the best modality for facilitating such assistance...In particular, support should be provided to assist Grenadians in designing and conducting a civic education campaign that can simultaneously: (a) increase the likelihood of a positive outcome at referendum; (b) raise the level of awareness of the constitution and its importance; (c) help promote a culture of constitutionalism; and (d) promote civil society development and capacity.”
 - The Report of the Needs Assessment Mission from January 2015, which noted that;

“Referendum assistance should be provided in a discreet and focused manner and in response to particular needs identified by the Government or other relevant national authorities and assessed by EAD/DPA as relevant, in line with the recommendations of the NAM and not compromising the neutrality of the UN.

13. The Project to this point has and will continue to take into consideration the need to ensure that the constitutional reform process is strongly focused on the strengthening of the national human rights framework as embodied in aforementioned *Bill of Rights*. UNDP, working in collaboration with UN Women and the Office of the High Commissioner for Human Rights, will deliver technical assistance to strengthen the *Bill of Rights* provisions relating to non-discrimination and gender equality. The Project is deliberately structured to include activities that ensure the participation of non-governmental stakeholders and civil society organizations representing the interests of women, youth and other vulnerable groups. This is also ensured by the composition of the CRAC whose members represent a variety of national sectoral interests.
14. It is also particularly noteworthy that the Project also significantly addresses environmental considerations within the ambit of a national constitution. As a Small Island Developing State, Grenada has positioned itself at the vanguard of global environmental and climate change discussions by explicitly making provisions for the protection and preservation of its natural resource environment within its *Directive Principles of State Policy*. Emphasis in this area will add value to ongoing UNDP poverty reduction activities in Grenada considering that sustainable natural resource management is a crucial part of those activities. All of these envisaged constitutional reform outcomes are significantly contributory to UNDP's overall strategic objectives in the region.

Project Outputs

15. The project has 2 outputs and a number of related activities aimed at ensuring one principal outcome (enabling the Grenada Constitutional Reform Advisory Committee with the technical and advisory capacity to expertly lead an inclusive, participatory and transparent process of constitutional reform). The outputs for the project are:
- **Output 1** The Constitutional Reform Advisory Committee, Parliament and civil society are supported to undertake: (i) the development of well-drafted constitutional amendment bills in a manner that is participatory, inclusive, transparent and based on public input; and (ii) comprehensive civic education and voter information campaigns to ensure that the Grenada electorate is well informed on the content of the different referendum bills and on the applicable voting procedures.
 - **Output 2** Support provided to the Government of Grenada and the Office of the Supervisor of Elections to organise the referendum and its related administrative processes in a credible and transparent manner.

- **Output 1:** The Constitutional Reform Advisory Committee, Parliament and civil society are supported to undertake: (i) the development of well-drafted constitutional amendment bills in a manner that is participatory, inclusive, transparent and based on public input; and (ii) comprehensive civic education and voter information campaigns to ensure that the Grenada electorate is well informed on the content of the different referendum bills and on the applicable voting procedures.

Activities:

- 1.1. CRAC formulates well-drafted, human rights compliant constitutional amendment bills which are for Parliament based on both expert and public inputs;
- 1.2. Parliament enacts well-drafted, human rights compliant constitutional amendment bills;
- 1.3. CRAC and civil society collaboratively implement extensive and inclusive civic education campaign(s) to inform the population on the content of the proposed constitutional amendment / referendum bills (incl. pros and cons) and Voter Information Strategy designed and implemented to ensure voters properly informed of voting procedures on referendum day

16. At the time of writing, the public consultation phase of the CRAC process is understood to be complete, with the focus now on ensuring the constitutional amendment bills effectively deal with the issues raised during consultations and agreed to by Cabinet for action. Already, UNDP and OHCHR have provided some written technical feedback on the draft Bills, including on human rights, climate change and good governance issues. Under this output, the UNCT – both in the region and from various headquarters – will continue to provide technical advice and support to the CRAC upon request. Once the Bills are finalised for submission to Parliament, the UNCT will also be on-call to provide similar advice to the House of Representatives and Senate. The Resident Coordinator’s Office also remains on call to political mediation and dialogue over contentious amendment issues, as appropriate.
17. This output also responds to the recognition that the most critical part of this entire exercise will be to provide support to the civic education processes already envisaged by the CRAC and CSOs, both during and after the consideration of the Bills by parliament. This support will need to be closely coordinated with UN support to the referendum process on voter education to ensure it is consistent. This will require close coordination between the different entities charged with civic education and voter information, a key gap noted by the NAM, and but if done effectively will enable the UN to more effectively bring to bear its experience and expertise in supporting complementary processes. It is expected that the CRAC will assume responsibility for the Civic Education aspect of the Project, with a clear understanding that this is distinct from elements related to voter registration and information activities which will fall under the ambit of the Office of the Supervisor of Elections.
18. UNDP will work with CRAC as primary local counterpart on civic education, to provide capacity support, technical and administrative assistance. It is anticipated that a strategy will need to be developed immediately, to identify who and what will be done. Already, it is recognised that CSOs will need to be heavily involved to ensure effective outreach to the broadest cross-section of people. Special activities will need to be designed which are specifically directed at engaging women and young people in the constitutional conversation. It is anticipated that a small grants programme will be set up to more systematically involve CSOs in the civic education campaign on the bills and issues of the referendum. This will require establishment of an application process with selection criteria and establishment of a cross-party/inclusive committee to vet applications. There will then need to be training on a basic civic education methodology and on technical content for all participating CSOs to ensure consistency on the information provided and to help with inclusion of women and young people.

Output 2: Support provided to the Government of Grenada and the Office of the Supervisor of Elections to organise the referendum and its related administrative processes in a credible and transparent manner

Activities:

- 2.1. Technical advice provided to ensure referendum laws and policies in place including:
 - Electoral legal framework and referendum law revised and redrafted as necessary;
 - Referendum timeframe/calendar created and agreed
 - Appropriate referendum ballots designed;
 - Referendum/electoral procedures developed and finalised, including methodology for announcement of the results;
- 2.2. Polling staff trained on referendum procedures;

19. This output will primarily focus on the processes and procedures attendant to the office of the Supervisor of Elections in running a constitutional referendum, including with a focus on

ensuring that it is organized in a professional manner, based on a feasible electoral calendar and operational plan and included an inclusive and extensive voter information campaign to properly inform the voter population on referendum voting procedures.

20. The Supervisor of Elections is responsible for voter registration, a process which appears to be well run and more than adequate to deliver a current and comprehensive voters list for the referendum. All facilities, staffing and resources are already in place and functioning. There is an existing legal requirement to publish a voter list on 30 September 2015 and this date was used as a basis to develop a timeline for the referendum. However, given that it is envisaged that the referendum will be undertaken in the last half of 2015 it is clear that much is still to be done. As noted earlier, support needs to be provided to ensure that the existing legal framework is appropriate for running a referendum, which will require technical advice to be provided on electoral and referendum legislation. In addition, it is important to recognise at the outset the special voting challenges of Grenada, in particular, the fact of a high level of illiteracy on the island. Significantly in this regard, the voting system in Grenada currently uses *symbols* to represent candidates, in response to the challenges of literacy and it is not yet clear how the complexity of multiple constitutional amendment Bills tackling multiple complex issues will be handled in this context. Already, the Office of the Supervisor of Elections has indicated it would welcome technical expertise and advice in order to design ballots for the referendum which take into account this challenge.

III. CHALLENGES AND RISKS

21. As mentioned earlier, one of the biggest risks to a successful constitutional reform process – as indicated by a yes-vote at the referendum – is the extent to which the opposition NDC party is in agreement with the proposed constitutional amendments. The NDC has been generally supportive of the need for constitutional reform, however it has taken some exception to how this phase of the reform exercise has been undertaken (eg. it sees the composition of the CRAC as partisan and has suggested that the process has not been sufficiently inclusive, participatory and responsive to the views of the Grenadian people) and the outcomes so far (eg. it has indicated its unhappiness with the limited nature of the proposed amendments). If the NDC continues to oppose the process, this could risk a successful referendum vote as experience shows that bipartisanship is crucial to success in such circumstances. Every effort needs to be made to encourage such bipartisanship.
22. Public buy-in and understanding of the process and its outcomes is also crucial. As noted in the UNDP-DPA Constitutional Assessment Mission Report, “Civic education will be critical to securing a positive vote at the referendum [...] the need for education extends beyond merely explaining what the issues are; it also includes why these amendments matter, and for that matter, why the constitution matters... If the public is not sold on the importance of the reform the likelihood of a negative outcome increases”. Recognising this critical importance, the Project has been designed with a heavy focus on supporting civic education, with particular emphasis on ensuring that outreach involves marginalised groups who may not otherwise engage in the process. Likewise, the voter education element of the Project is designed to ensure people understand not only how to vote but what they are voting for, to ensure the vote is meaningful.
23. Operationally, timing is an additional risk that poses a real threat to the successful outcome of the Project. The Prime Minister had articulated the need to have the constitutional reform exercise completed by June 2015, but the magnitude of the preparatory tasks attendant to the referendum was highlighted by both the UNDP/ DPA and NAM missions, and it has since generally been acknowledged by all actors that more time is needed; a referendum is more likely to be feasible by the last quarter of 2015 or early first quarter of 2016 at the outermost

limit. This is particularly critical because election cycles in the Caribbean tend to intensify two years prior to general elections and Grenada's general elections are constitutionally due in early 2018. If the process is delayed substantially, there is a risk that the lines between the constitutional reform exercise and a national election will start to blur.

24. Finally, existing institutional capacity of key institutions also poses a risk. While the office of the Supervisor of Elections has considerable standing capacity, the Solicitor General's Office which is required to draft the required legislative bills has indicated it has limited capacity at this time. Likewise, it is not clear whether the necessary parliamentary procedures are well-understood and will be well managed. While the House of Representatives is dominated by the NPP, the Senate includes opposition Members, who may also slow down the process of finalisation of the Bills.

IV. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS <i>(And baseline, associated indicators and annual targets)</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Budget Description	Amount
<p>Output 1: The Constitutional Reform Advisory Committee, Parliament and civil society are supported to undertake:</p> <p>(i) the development of well-drafted constitutional amendment bills in a manner that is</p>	<p>Activity Result 1.1: formulation of well-drafted, human rights compliant constitutional amendment bills which are for Parliament based on both expert and public inputs;</p> <ul style="list-style-type: none"> - facilitate technical advice from other UN or international/regional expert agencies - support political mediation and dialogue over contentious amendment issues, as appropriate - provision of on demand technical advice, as requested 			X	X	UNDP, UN WOMEN, OHCHR, CRAC, Cabinet, Parliament	N/A	N/A	In kind technical advice

<p>participatory, inclusive, transparent and based on public input; and (ii) comprehensive civic education and voter information campaigns to ensure that the Grenada electorate is well informed on the content of the different referendum bills and on the applicable voting procedures.</p>	<p>Activity Result 1.2 The CRAC and civil society collaboratively implement extensive and inclusive civic education campaign(s) to inform the population on the content of the referendum bills</p> <ul style="list-style-type: none"> - Technical support to design of inclusive and extensive civic education campaign on the bills and issues taken to the referendum, including specific activities aimed at women and young people; 	<p>X</p>	<p>X</p>	<p>UNDP, UN WOMEN, OHCHR, CRAC, Grenada CSOs</p>	<p>In kind</p>	<p>Direct TA</p>	<p>75,000.00</p>
<p>Baseline:</p> <ul style="list-style-type: none"> - Draft Bills initiated by CRAC and under review - Some public consultations undertaken by CRAC <p>Indicators:</p> <ul style="list-style-type: none"> - Iterative drafting process undertaken, producing revisions following advice - Civic education programme designed and implemented - At least 2 civic education forums targeted at youth and women 	<ul style="list-style-type: none"> - Small grants programme established to involve CSOs in civic education campaign, incl. establishment of application and selection criteria and establishment of a cross-party/inclusive committee to applications; Implementation of specific civic education programmes targeted at (i) women and (ii) young people - Training on methodology and technical content for all CSO's involved in civic education - Monitoring system designed and implemented, including public surveys as appropriate 	<p>X</p>	<p>X</p>	<p>UNDP, UN WOMEN, OHCHR, CRAC, Grenada CSOs</p>	<p>UNDP DGTF</p>	<p>Training and Workshops (75700)</p>	<p>10,000.00</p>
<p></p>	<p></p>	<p>X</p>	<p>X</p>	<p>UNDP, SOE, CSOs</p>	<p>UNDP DGTF</p>	<p>International Consultant (71205)</p>	<p>20,000.00</p>
<p>Sub Activity Result 1.2.1 information campaign to monitor inform the voter population on referendum</p>	<p>11</p>	<p></p>	<p></p>	<p></p>	<p>UNDP DGTF</p>	<p>UNDP TA (71600)</p>	<p>4,000</p>

<p>Output 2: The referendum is organized in a credible and transparent manner with a strong voter information campaign</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - NAM reviewed electoral laws and identified deficiencies <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Ballots printed - Voter education undertaken - Public Referendum undertaken 	<p><i>Activity Result 2.1 - Strengthened capacity of Supervisor of Elections to organise the constitutional referendum in a professional manner</i></p> <ul style="list-style-type: none"> - Review of the electoral legal framework - Drafting of the referendum law <p><i>Activity Result 2.2 - Supervisor of Elections and his office create and implement a feasible electoral calendar and operational plan</i></p> <ul style="list-style-type: none"> - Creation of Referendum timeframe/calendar - Design of the referendum ballot - Procedures - Training of the polling staff 	<p>X X</p>	<p>X X</p>	<p>X X</p>	<p>UNDP, DPA, SOE</p>	<p>UNDP DFTTF</p>	<p>International Consultant (71205)</p>	<p>15,000.00</p>
<p>Project Management</p>	<p><i>Project Management activities</i> <i>Preparation of progress and M&E reports etc.</i></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP, OHCHR</p>	<p>UNDP DGTTF</p>	<p>Local Consultant (71300) DPC (74598) DPC (64398) Travel - 71600</p>	<p>20,000.00 10,185.19 10,000.00 16,000.00 185,185.19</p>
							<p>AWP TOTAL IN USD SUBTOTAL</p>	<p>185,185.19</p>
							<p>8% General management services</p>	<p>14,814.81</p>

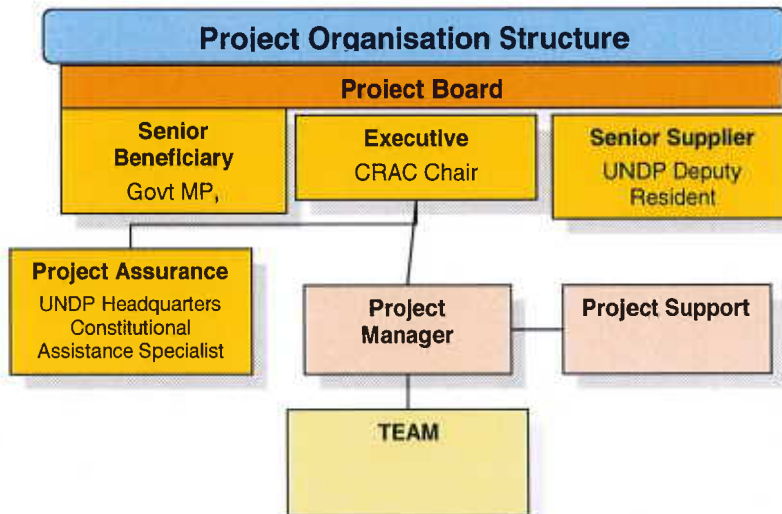
TOTAL

AWP GRAND
TOTAL IN
USD

200,000

V. MANAGEMENT ARRANGEMENTS

UNDP Barbados and the OECS SRO will be the Executing Agency for the project. UNDP will manage and implement the project using the UNDP standards for project management. UNDP will engage implementing partners through the UNDP procurement process and based on UNDP guidelines and procedures. In the spirit of ensuring national ownership and inclusive participation, the programme implementation will be done in close partnership with the National Parliament, as well as with other national political institutions, civil society and community organisations and actors. The programme will promote ownership and capacity development of relevant actors and institutions in order to ensure sustainability of results.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report – An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review – Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and

appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Evaluation

A final evaluation will be undertaken within 3 months of completion of the public referendum on the proposed constitutional amendments, to review the UN's support for the process and identify good practice and lessons learned to inform similar programming. The evaluation will also provide recommendations and reflections for the benefit of national counterparts working on democratic governance and constitutional reform, as appropriate. This evaluation may be undertaken drawing on constitutional expertise from UN headquarters.

VII. LEGAL CONTEXT

1. This document together with the UNCPAP (UN Country Programme Action Plan) signed by the Government and UNDP which is incorporated herein by reference, constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPD and UNCPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the UNPAP and this document.
2. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.
3. UNDP agrees to undertake all reasonable efforts to ensure that none of the programme funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.

ANNEXES

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation. Please refer to the section “Defining a Project”.

Use the standard Risk Log template

Please refer to the Deliverable Description of the Risk Log for instructions

Agreements: Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs² (where the NGO is designated as the “executing entity”) should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

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

² For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.