

**PROJECT DOCUMENT**  
**VANUATU**

**Project Title:** Vanuatu Electoral Environment Project (VEEP) II**Project Number:** 123236 / 00129624**Implementing Partner:** United Nations Development Programme**Start Date:** 01/01/2021**End Date:** 30/06/2024**PAC Meeting date:****Brief Description**

The Vanuatu Electoral Environment Project Phase II aims to contribute to the democratic development in Vanuatu. It will do so through the continued strengthening of the institutional and operational capacities of the electoral authorities, both the Electoral Commission (EC), the policymaking, oversight body, and the Vanuatu Electoral Office (VEO), the corresponding executive, operational arm. The project will support the electoral authorities to fulfil its mandate to conduct all direct elections in the country, including general, local council (provincial) and municipal elections, as well as any eventual national referendum, and improve its capacity to manage the political change process through credible and genuine electoral processes. The project will support the successful transition to the future voter registration model, where the electoral authorities will derive the voter register from the civil registry database, with the aim of increasing the integrity and accuracy of the voter register, as well as increasing participation, reducing certain irregularities and strengthening public confidence. The project will seek to improve institutional capacities to initiate and maintain longer-term voter education efforts and to strengthen the capacity of the electoral authorities to plan, implement, monitor and evaluate voter information and awareness efforts. Finally, the project will support electoral reform initiatives, including the capacity of the electoral authorities in developing and presenting viable changes and providing technical advice on the possible options to manage reforms dealing with complex aspects of the electoral processes.


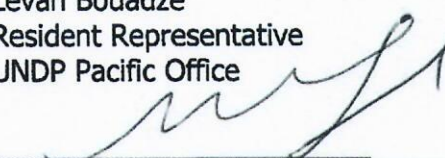
The project will be implemented through Direct Implementation (DIM) under the guidance of the Project Board.

**Outcome 5:** Governance and Community engagement- **Outcome 2:** Gender Equality:

**Indicative Output(s) with gender marker<sup>2</sup>:****Output 1:** Institutional Capacities of the Electoral Authorities Strengthened (Gen 2)**Output 2:** Integrity and Accuracy of the Voter Register Enhanced (Gen 2)**Output 3:** Ability to Conduct Voter Education and Raise Public Awareness strengthened (Gen 2).**Output 4:** Legal Electoral Framework Improved and Capacity Building on Electoral Reform to Key Stakeholders provided (Gen 2)

<b>Total resources required:</b>	3,815,640 USD	
<b>Total resources allocated:</b>	<b>UN LIA:</b>	150,000 USD
	<b>UNDP TRAC:</b>	TBA
	<b>Donor:</b> MFAT (NZ)	5,000,000 NZD / 3,400,000 USD
	<b>Government:</b>	In-kind
	<b>In-Kind:</b>	-
<b>Unfunded:</b>	265,640 USD	

Agreed by (signatures)<sup>1</sup>:

Government	UNDP
Cherol Ala Ianna Director General (DG) Ministry of Internal Affairs 	Levan Bouadze Resident Representative UNDP Pacific Office 
Date: 01/12/2020	Date: 01/12/2020

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)





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## **I. DEVELOPMENT CHALLENGE**

### **1.1 National Request**

The government of the Republic of Vanuatu, through the Ministry of Internal Affairs, requested the United Nations for continued electoral assistance on 1 July 2020, with the development of a follow-up project to the current United Nations Development Program (UNDP) electoral assistance project, the Vanuatu Electoral Environment Project (VEEP). The Department of Political and Peacebuilding Affairs' Electoral Assistance Division (DPPA/EAD) in close coordination with UNDP, and DPPA's Asia and Pacific Division, undertook a desk review in lieu of deploying a needs assessment mission due to COVID-19 travel restrictions.

The first request for UN electoral assistance came in 2014, from the Principal Electoral Officer (PEO) and through UN Women, based on an experience of a women candidate training for municipal elections. A second request came in 2016 regarding UN assistance to the political reform process (in particular support to a possible national referendum), which also included longer-term support to the electoral authorities. An EAD desk review approved the request and, in 2017, the VEEP project document was signed. The desk review conducted in 2020 recommended that the VEEP project be slightly redesigned and renewed in response to the latest request for electoral assistance.

### **1.2 Political and Electoral Framework**

The Republic of Vanuatu gained independence on 30 July 1980 and adopted a Westminster style parliamentary political system. Since then, the country has experienced a series of direct elections, which include national general elections, provincial elections and municipal elections. There is a president, head of state, which is elected indirectly by an electoral college and is mainly ceremonial. Additionally, there is an (indirectly) elected 22-member Malvatumauri National Council of Chiefs, which has a solely advisory role in areas relating to Melanesian indigenous values, custom and tradition. The law provides for the holding of national referendums in order to amend the constitution on three topics: national and official languages, electoral system and parliamentary system. To date no referendum has been conducted in Vanuatu due to the complex political context making it difficult to make governance reforms.

Vanuatu has a 52-member unicameral national Parliament, which is elected using a combination of Single Non-Transferable Vote (SNTV) in multiple-member constituencies and First Past the Post (FPTP) in single member constituencies. In both systems, candidates run as individuals for parliamentary or provincial and municipal council seats in their constituencies. Voters cast their vote for one candidate. The candidates with the most votes win the seats. There are 18 national constituencies, six of which are single-member and 12 being multiple-member (from two to seven members). Parliament normally sits for a four-year term unless dissolved by an absolute majority of the members at a special sitting when at least three-fourths of the members are present<sup>2</sup> or by a directive from the President of the Republic on the advice of the Council of Ministers<sup>3</sup>.

The Prime Minister, who is the head of the government, is elected by a majority vote of a two-third quorum of Parliament. The Prime Minister in turn appoints a maximum of 12 ministers among the Members of Parliament. The Prime Minister and ministers constitute

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<sup>2</sup> Constitution 28 (2)

<sup>3</sup> Constitution 28 (3)



together the Council of Ministers – the executive government that oversees the administration of the government ministries.

Elections are also held in each of the six provinces, to elect the provincial assemblies (local government councils). These assemblies are elected, once again using a combination of FPTP in single-member constituencies and the SNTV system in multiple-member constituencies (the number of constituencies vary per province), following the model of the national parliamentary elections.

Municipal elections are held in the two biggest urban centers of the archipelago, Port Vila and Luganville. Municipal elections are held in four wards in each constituency (all of them multiple member). In the past, the electoral system used to be a proportional representation (PR) system, but in 2018 the SNTV system was adopted. Temporary special measures have been introduced for the municipal elections, with a 30 percent quota for women in Port Vila and Luganville municipal councils, which has resulted in increased percentage of elected women representatives. There is no quota for women at parliament and provincial levels and they remain under-represented.

### *Electoral legal framework*

The Vanuatu Constitution, signed on 5 October 1979, provides for all matters relating to democracy, its institutions and elections. The Constitution guarantees fundamental rights and freedoms, including freedom of expression, assembly and association and participation in elections. The Representation of the People Act (RPA) is the main electoral law in the country, approved in 1982 and amended several times since. The Act and its amendments set out in more detail, the basic rules related to elections and includes several “schedules” that provide more detail on specific aspects of the elections. The “schedules” include, among other things, stipulations on the electoral authorities and their functions, as well as the processes pertaining to the registration of voters and the manner in which members of Parliament are to be elected.

Both local government and decentralization are enshrined in the constitution. The legal basis for the provincial elections (to elect “local government councils”) rests, besides the constitution, in the Municipalities Act, the 1982 Local Government Election Rules and its amendments as well as the 1994 Decentralization Act and its amendments.

The 2004 Referendum Act and its amendment establish the basic modalities for national referendums. Among them is the provision that whatever option regarding the proposed constitutional amendments receives a majority of valid votes (50 percent plus one vote) cast in the referendum shall be deemed approved.

### *Electoral administration*

Vanuatu’s legislative framework provides for an electoral management body, composed of two separate but inter-related institutions: The Electoral Commission (EC), a policymaking, oversight body, and the Vanuatu Electoral Office (VEO), a corresponding executive, operational arm.

Chapter 4 of the constitution establishes the Electoral Commission (EC), as the most prominent electoral authority in the country. It is composed of a Chairman and two other members, who are appointed by the president for a term of five years on the advice of the Judicial Service Commission (JSC).



The EC is responsible for the registration of voters and the conduct of parliamentary, provincial and municipal elections and has a supervisory role for the (indirect) elections of the President of the Malvatumauri. The EC is also responsible for the holding of national referendums and the (indirect) election of the President.

The Electoral Commission is assisted by an executive secretariat, called the Vanuatu Electoral Office (VEO). The constitution provides for a Principle Electoral Officer (PEO) to head the VEO. At the moment, staff capacity also comprises a Deputy PEO (DPEO), a senior compiler, an assistant compiler, an IT officer and an office assistant. Additionally, graduate students are hired on ad-hoc basis for specific tasks.

The PEO is accountable to the EC regarding the exercise of his functions. The Representation of the People Act further provides for the functions and duties of the PEO. The law stipulates that the PEO has responsibility for the overall administration on the conduct of elections, under the direction of the EC, specifying that the PEO is responsible for the preparation and conduct of registration of electors and the various elections.

Electoral offences are dealt with by the court systems, whereas election petitions in regard to the parliamentary elections are handled exclusively by the Supreme Court.

#### *Political party system*

Even though Vanuatu adopted a Westminster style system, which requires strong parties, the political party structure in the country is weak. While the Constitution stipulates that political parties may be formed freely<sup>4</sup>, there is currently no regulatory framework, either for the registration of parties to ensure political party discipline and fostering of strong political system in the country.

Due to cultural and geographical elements, the political environment is largely dominated by the **wantok** system and **kastom** code (norms), where tribal loyalties prime over strong political identities. Since independence, the country has struggled with party fragmentation and as a result, especially since 1991, elections have returned a Parliament made up of many political parties and independents. The political parties' ideologies are frequently not well defined, sometimes driven by individuals to advance personal political interests with little or no accountability to the electorate.

Governments have been fraught with complex negotiation processes and political manoeuvring, often continuing throughout legislative periods. Parliament has subsequently been perceived as a forum for bargaining for political power and accessing the Executive rather than a body whose primary function is legislating, representation of citizens and providing oversight of the actions and policies of the Executive. The disjointed results of the latest parliamentary elections have only accentuated the difficulties.

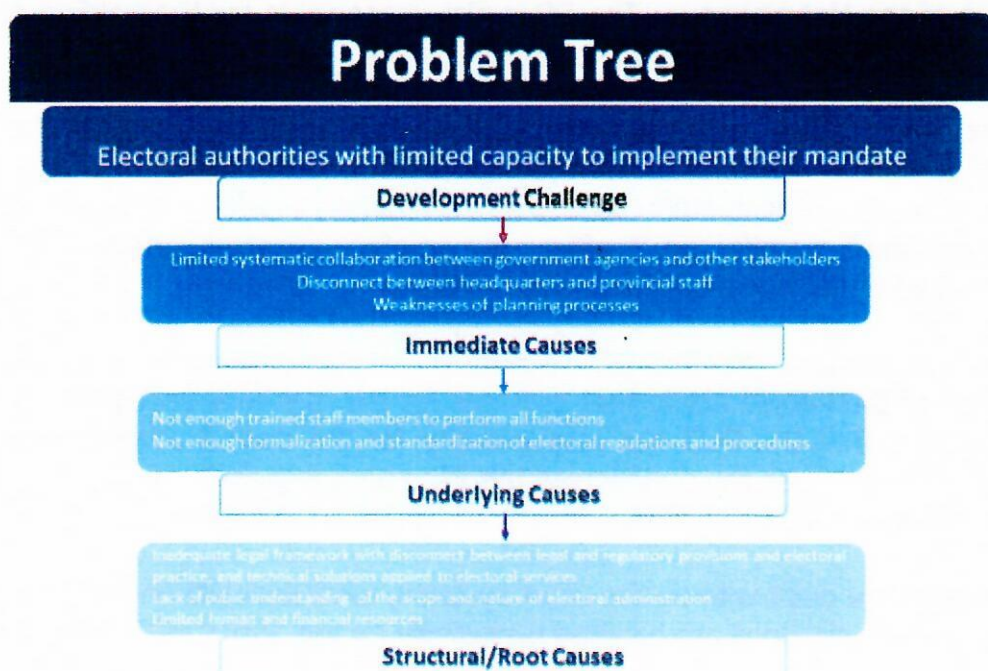
General elections took place in March 2020, with results showing an increasingly fragmented political picture, with even more clear possibilities of shifts in political alliances. The results of the 2020 election put the former opposition in government. The rate of reelection of incumbent Members of Parliament (MPs) was relatively high (25 out of 52). No independent candidates were elected, compared to 2016 when eight independent candidates became MPs. Consequently, the number of elected MPs belonging to a political party grew, from 44 in 2016, to 52 in 2020. This tendency would underline the importance of a candidate to

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<sup>4</sup> Constitution 4 (3).



belong to a party to get elected; nevertheless, it is worth noticing that 11 political parties only have one MP each.



### 1.3 Enabling environment for electoral assistance

#### *Institutional Capacity of the Electoral Administration*

The EC and VEO are recognized as being chronically under-resourced and under-staffed. The VEO receives little attention or support during non-electoral periods. The EC has no support staff and two out of three commission members hold other full-time jobs. There are currently only five substantive staff working at the VEO, which renders the office extremely fragile and impairs planning and systematic follow up of their basic tasks. The overall administration of the VEO human resources capacity is not optimal. For example, the deputy principal electoral officer (DPEO) position has been vacant for the past 18 months and no appointment was made to cover his tasks while away. The administrative services posts are vacant. Under these circumstances, it is easy to determine that the VEO is an institution with limited capacities, and this despite the successful electoral events of the past. The lack of minimum critical mass of permanent electoral staff means that electoral skills and expertise are associated, not with the institution, but with individuals, constituting a major challenge to the medium- and long-term institutional capacities of the commission and the electoral office.

The EC/VEO, which is based in Port Vila, currently has no permanent presence in the provinces and outer islands yet. Only around elections, registration officers are appointed at provincial/constituency level. Typically seconded by the Department of Local Authorities (DLA), they are tasked with specific electoral tasks to be performed in addition to their usual tasks. The registration officers are then to recruit the returning officers, who act as presiding officers in the polling stations, and the corresponding polling staff. Past experience has shown that temporary staff appointed for operational purposes during the elections have little accountability with VEO, with unclear lines of authority and with weak mechanisms for monitoring and controlling the operations in the field, although this is improving in line with efforts of training and providing clear guidance to the returning officers.



There has been, however, encouraging progress recently in terms of VEO staffing and institutional capacity-building: after a long-wait, the Public Service Commission finally approved in 2019 an increased staffing structure that was first presented by the VEO in 2016. There is now approval for four additional staff members at Head Quarter (HQ) level and, importantly, for six provincial electoral officers, one for each province. So far, only an information technology (IT) officer and two data entry officers have been recruited for HQ and three out of the six provincial electoral officers have been identified; however given the COVID-19 emergency, all recruitments have been put on hold by the Public Service Commission. There is still a lot of work to effectively organize the staffing structure of the VEO and to restructure it, not in terms of posts, as is now the case, but as functional units, formalizing titles and, more importantly, defining clear and distinctive terms of reference.

The challenges of the electoral administration in Vanuatu reflect the political and development challenges facing the country. While the electoral budget is formally guaranteed, in effect EC/VEO does not have any control over it and is reliant on the Ministry of Internal Affairs for the payments of on-going and electoral related costs, which is in effect only one finance officer serving all departments under the entire ministry. The VEO is constantly competing for additional funds from a number of other government agencies, in a context of limited national funds.

UNDP/VEEP has made important progress in supporting the institutional capacities of the electoral management body (EMB), not just in terms of providing capacity-building, but also reinforcing infrastructure, introducing cascade trainings and supporting logistics during electoral events, in codifying, systematizing and formalizing operational procedures for electoral operations and established the first ever EC administrative and operational procedures bridging laws and consolidated procedures. Project efforts have also helped the electoral authorities to improve their communication, as well as civic and voter awareness strategies and products. However, much remains to be done, as the EMB remains a frail institution, and the remaining lack of staff makes many attempts to planning, operational and otherwise, very challenging, and is an important obstacle in the continued support to strengthening the capacities of the electoral authorities.

#### *Transition of Voter Registration Model*

Preparing and maintaining the voter register is one of the most important functions of the VEO. Nevertheless, the quality of the voter register was, in the past, the greatest concern of the electoral authorities and the various stakeholders by far, and in the last couple of years efforts have been made to modify the voter registration model and increase the accuracy of the voter lists.

Currently, the legal framework extends all operational responsibility of the registration of electors on the VEO, under guidance and supervision of the EC. Nevertheless, important modifications to the practice of the registration of electors are taking place, which will alter the responsibilities of the electoral authorities and will certainly require the reform of the pertinent legal provisions.

In 2017, the government decided to introduce a national ID card to all its citizens. The government also decided to link the voter registration database with the ongoing digitization of civil registration data, in order to improve the quality of the voter register and build trust around it, as well as creating synergies among various government agencies. Following some pilot projects designed and implemented since 2017, these decisions resulted in the



launching of a nationwide Civil and Voter Registration (CVR) campaign, jointly implemented by the Civil Registry and Vital Statistics Department (CRVS) and the VEO ahead of the 2020 general elections, supported by UNDP/VEEP.

The joint CVR exercise has been a major undertaking in order to register both citizens and voters throughout the entire country. Currently, data verification efforts are ongoing. However, once finalized, each office/department will pursue with their own work according to their mandate but will continue to share and link data.

The bill introduced by government to support use of the national ID and new voter register during the 2020 general elections did not pass in parliament in the December 2019 seating of parliament. As a result, the general elections in March 2020 were conducted with the exclusive use of the old electoral cards and the use of the old voter register. For that purpose, VEO had to add all the new records captured during CVR into its own old database, instead of using the new database built around the use of national ID card as credential for voting.

The bill was finally adopted in the first seating of the new Parliament in June 2020, and as a result, the national ID will in the future be used for the identification of voters. The current transitional phase, however, allows voting with both methodologies, the national ID and the electoral cards, and VEO is now preparing the merging of VES (new database, linked with Civil Registry and based on the national ID card) and GVRs (old database based on the electoral card).

The final purpose is to establish a mother-database that would serve the purposes of both the civil register and the voter register, and later other ministries, departments and private sector. The registration of citizens will be pursued exclusively by the CRVS and, from the data produced, the VEO will compile the voter register. Citizens of Vanuatu will be able to vote using the national ID as the two databases are linked and both based on the national ID as the unique identifier. The national ID card will thus ultimately replace the electoral card for the purposes of voter identification at polling time. Instead of conducting the physical registration of voters, as is currently the case, the EC/VEO will derive a voter register from the national ID database ("secondary information") and from there, assign voters to polling stations and produce the voter lists per polling station. Although electoral cards were issued by the VEO, and used for the 2020 general elections, it is expected that, before the next general elections, the shift to the new model will be realized.

This is a long-term objective. At the moment, there is a period of transition, which presents overlaps of both the old (based on electoral cards) and the new system (based on the national ID card). Despite the joint registration, separate databases are being maintained (although now linked) by the CRVS and the VEO; with the system collecting population data in an electronic database, which benefits both the CRVS and the VEO.

Once the transition period is over and the new model is implemented, the EC and VEO will no longer be responsible for "registration of electors", but rather for the "establishment and maintenance of the voter register". At the same time, the CRVS will be responsible for the registration of citizens and issuing national ID cards, which is so far not reflected in the legal framework (which indicates registration of births, marriage, divorced and deceased but makes no mention of issuing of national ID cards). This means that a major change of the legal provisions and the operational procedures would be required to fully transition to the new model. This shift in the voter registration model has been done so far without a



clear roadmap to guide the transition and without full understanding by all stakeholders of what the change of registration modalities implies. In the meantime, the electoral authorities (both the EC and the VEO) will need to formalize new guidelines, regulations, plans and operational procedures during the ongoing transition period and, once the new model is adopted and the legal provisions are modified, the same needs to be done to address the new situation.

### *Electoral Reform*

In late 2015, a political scandal led to the dissolution of Parliament and “snap” elections were held in early 2016. In order to address the chronic political instability, the new government launched a major political reform, centered on political party registration and party discipline, crystallized on anti-defection measures (floor-crossing). The reform package included constitutional and legal reforms aiming to establishing a legal framework to regulate political parties, including the development of a draft Political Parties Bill. The bill also proposed that the VEO be in charge of registration of political parties, under the head of the PEO who would then also become “political party register”. The development of a framework was viewed as necessary to better regulate political parties to ensure that certain standards are attained before being able to register and contest elections, which in turn could strengthen stability in parliament.

From the beginning, the proposed amendments by the government met the concerns of the opposition, and the provisions included in the reform package gradually became less far-reaching. Nevertheless, the limited initiative did not succeed; the government retired its reform proposals and revised them with support from UNDP/VEEP, presenting them again in 2019, with no better luck. While the political reform process has not been successful yet, a reform friendly government and a supportive opposition, could steer Vanuatu towards achieving the proposed reforms and make significant progress towards political stability in the country through the registration and regulation of political parties.

While hailed as a “political and electoral” reform, the discussions surrounding the constitutional amendments in 2016 and 2019 referred strictly to political parties’ regulation and there was no mention of electoral reform measures. Issues regarding potential temporary special measures to enhance women participation were discussed, but in isolation to any change in the electoral system, and quickly dismissed because of absence of political support.

Despite the lack of progress in the political reform process, there is now a consensus that many legal provisions in the Constitution and all related legislation regarding elections need to be reviewed. In fact, the lack of an electoral dimension to the reform process efforts contrasts with the widely accepted view that there are multiple problems with the electoral system overall, including limitations in the legal framework and strong institutional restrictions to the work of the electoral administration. There has been discontent with the SNTV electoral system in the past, but even though during the reform dialogues in 2015 the electoral authorities proposed this theme for discussion, nothing ever came out of it. The present lack of will to modify the electoral system has hampered the chances of introducing measures to improve women representation in the elected assemblies. The alternative to SNTV that has attracted more attention has been a First Past the Post (FPTP) system: since Vanuatu has, at the moment, a combination of single and multiple member constituencies, a change to FPTP would impose a redefinition of constituency boundaries to allow for single member districts exclusively (which is the basis of representation for FPTP).



It is also clear that FPTP is not a system conducive to improving women representation and would perhaps require additional transitional measures.

The electoral legal framework is very detailed and procedural in nature, yet full of vacuums, contradictions and inconsistencies. While advancing on EC regulations and VEO operational procedures, which continue to be an important part of the capacity consolidation process supported by UNDP/VEEP, there is a clear need to advance on a comprehensive electoral reform. Examples from the region show that it is important to disassociate operational electoral administrative provisions from more sensitive and controversial issues concerning political reform involving regulating political parties. It has been suggested at many levels that the legal framework needs to be simplified and made more coherent. With UNDP/VEEP support, the EC and VEO have undertaken their first-ever post-electoral reviews which have helped identify specific issues to be presented to parliament for electoral reform proposals. Among the issues highlighted are shifting to the use of the single ballot paper, cancelling proxy voting, exploring options for out-of-constituency voting, exploring options for out-of-country voting and exploring options for changing the electoral system and doing away with by-elections each time there is a vacuum in a seat. Of course, the move to the final model of the voter registration system will require a major overhaul of the electoral laws.

The political reform proposals are also not yet dead, and it can be envisaged that the UN will be, once again, requested to support the process, in particular in terms of political parties' registration and regulation (of which there already has been a significant amount of work done by VEEP I). It should be added that if the political reform process is to go ahead, it is expected that the UN will also be once again asked to support the preparation and conduct of the national referendum which will be required to adopt the reform package.

#### *Voter Awareness and Information*

Vanuatu presents a significant challenge in the provision of voter information and awareness. With a population of around 300,000 predominantly rural, spread over 83 islands, Vanuatu is the second most linguistically diverse country in the world. The average number of formal years of schooling is low and illiteracy is high, particularly among women. Poor transport and weak communications links compound the challenges faced by the electoral authorities.

The Representation of the People Act (RPA) states that the PEO is responsible for "providing information to voters and the general public". In fact, the VEO does not have enough resources, either in terms of staffing or funds, to fulfill this responsibility with effectiveness. Since its creation, there has been no dedicated officer to voter education or more in general to public outreach, which comprises information, public relations, civic education and voter awareness. The VEO voter information efforts have therefore been very basic and limited. In rural settings, electoral information is passed along mostly from traditional chiefs and representatives of the church. Dissemination of electoral information is generally in the hands of the political parties and candidates, as well as the media, despite their limited coverage.

The latest general elections in 2020 saw much progress in the VEO public outreach and information efforts, but it was nonetheless acknowledged that more is needed to be done, specially to reach the most isolated communities and hard to reach geographical areas. Therefore, there are still many obstacles to overcome. In particular, longer-term efforts in terms of voter awareness and civic education are necessary, which mainly require efforts



at local level in the provinces. It can only be achieved through partnerships with civil society organizations (CSOs), other government agencies and schools.

### *Women's Political Participation*

From the time of independence 40 years ago, Vanuatu has seen only five women elected as MPs across a total of 12 general elections. Currently, Vanuatu is part of the list of countries with no women in Parliament together with two other Pacific countries: Papua New Guinea and the Federated States of Micronesia. In fact, in the Pacific only 8.6 percent of parliamentarians are women. This is just 48 out of 560. This number includes the four elected women representatives included in Samoa's 'special measure': a mandatory 10 percent minimum of women in Parliament. In Vanuatu, a similar measure is enacted by law only for the two municipal councils of Luganville and Port Vila.

For the 2020 general election, 17 out of 295 candidates were women - less than six percent. None of them was elected, making it the third national election in a row in which no woman was elected.

Political parties do not generally endorse women, and women face many difficulties to successfully participate and become political leaders, particularly in terms of obtaining financial means and political and societal support to both campaign and be elected.

An amendment to the Municipalities Act passed in 2013 has allowed for a 30 percent quota for women's representation within some of the municipal councils of Vanuatu. The adoption of this legislation has seen an increase in the number of women within the municipal councils. Since independence in 1980, four women have been elected to the Luganville Municipal Council and three women have been elected to the Port Vila Municipal Council. With the introduction of temporary special measures in 2013, five women have been elected into the Port Vila Municipal Council in 2014 and five women were elected to the Luganville Council in 2015 and six in 2019, meaning supplementary women outside the quota of 4 are being elected, and Luganville Council now has 6 women out of 13 members.

The adoption of quota mechanisms at municipal level was intended to begin a gradual approach that moved from the lowest level of government, the municipal councils, to provincial governments and finally to the national parliament. Nevertheless, initiatives to have transitional special measures to enhance women's participation have been thwarted at parliament, as there is generalized political opposition to such proposals.

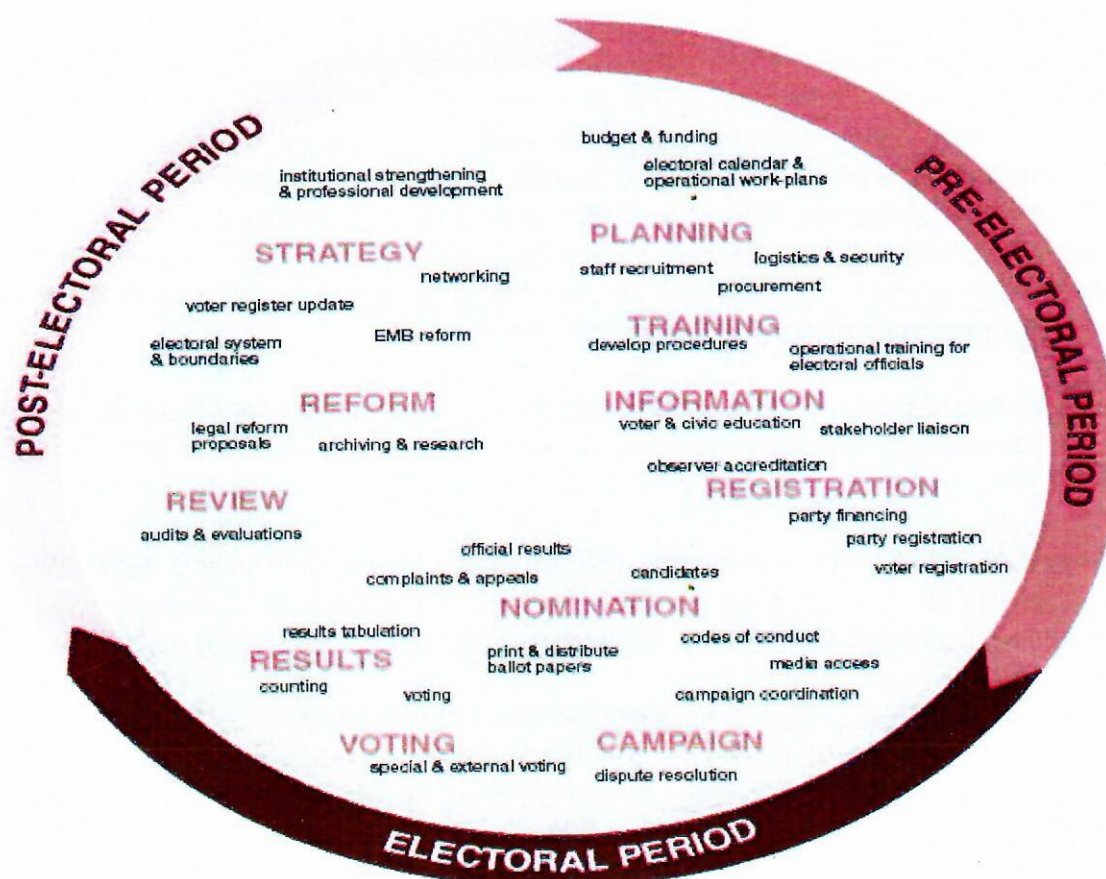
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## **II. STRATEGY**

As was the case during the first phase, VEEP II will utilize an electoral cycle approach as its overall strategy. The electoral cycle approach looks at the electoral process over time and seeks to engage with different actors and entry points throughout the cycle, rather than channelling substantial resources and technical support uniquely towards the delivery of a given electoral event, at intermittent and disconnected points in time. The adoption of the electoral cycle helps implement electoral assistance within the broader framework of democratic governance with a pro-active and strategic approach. As such, the electoral cycle approach aims to contribute to the process of creating and sustaining an environment for inclusive and responsive political processes. As part of this approach, all UNDP electoral projects must have a component on gender, and this project will seek to mainstream gender across all outputs based on a global knowledge base and locally driven research contextualizing the issues and related activities. As the primary means through which people



express their preferences and choose their representatives, elections are a powerful democratic governance tool of voice, accountability and, ultimately, human development.



*The electoral cycle approach*

To ensure pre-electoral, electoral and post-electoral support is systematic and contributes to the overall goal of increased capacity of the electoral authorities to perform their mandate, a strategic approach will be taken. Given the small size of the Vanuatu Electoral Office (VEO) it is important not to overcrowd it with too many resources or outside advisors.

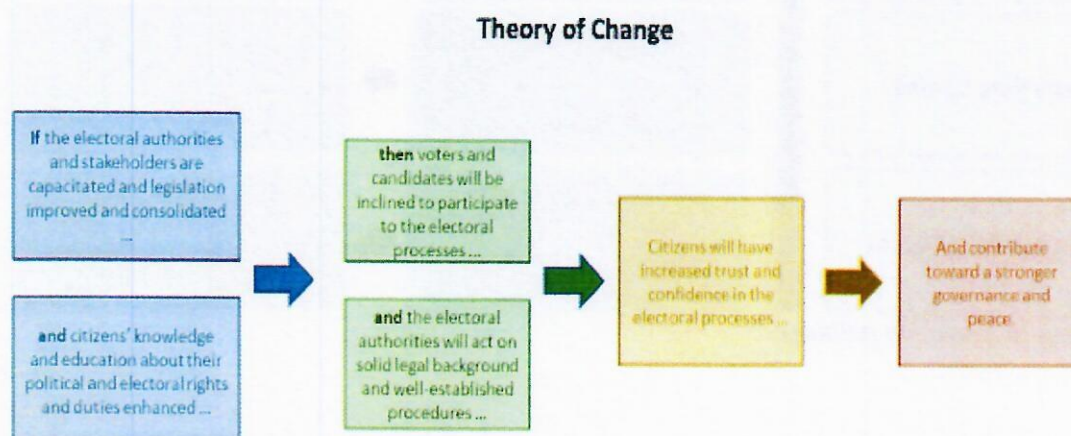
To achieve this intermittent international advice at critical periods and at the request of the electoral authorities, a consistent level of support will be provided through a small technical team in Port Vila, embedded within the EC/VEO offices. A full time UNDP Electoral Chief Technical Advisor and Project Manager will be in-country to ensure the electoral authorities receives consistent high-quality advice, and linking the project to benefits from south-south opportunities in the region. The CTA will also be the project manager in charge of the project activities on a daily basis – technically, operationally, financially. A full-time technical advisor on civil and voter registration will support a successful transition to the future voter registration model, where the VEO will derive the voter register from the civil registry database, with the aim of increasing the integrity and accuracy of the voter register and increasing its public confidence. A United Nations volunteer will support voter information and public outreach activities, assist in managing research and feasibility studies and support the project in its reporting requirements. The project will also ensure the electoral authorities have effective and beneficial links to other electoral authorities and professional networks. Building the institutional and individual staff capacity of the Vanuatu Electoral Authorities will also increase their ability to engage in (and potentially deliver through a



referendum) the political and legal reform process should it move forward. Gender will be reflected under each component.

### *Theory of Change*

To respond to the development challenge that has been described in the earlier section and further illustrated below, the project will apply the following Theory of Change (ToC). The ToC promotes effectiveness through predicting Change Pathways to inform planning with evidence of what has worked elsewhere based on available knowledge and helps to think about longer-term changes to embed sustainability of project results.

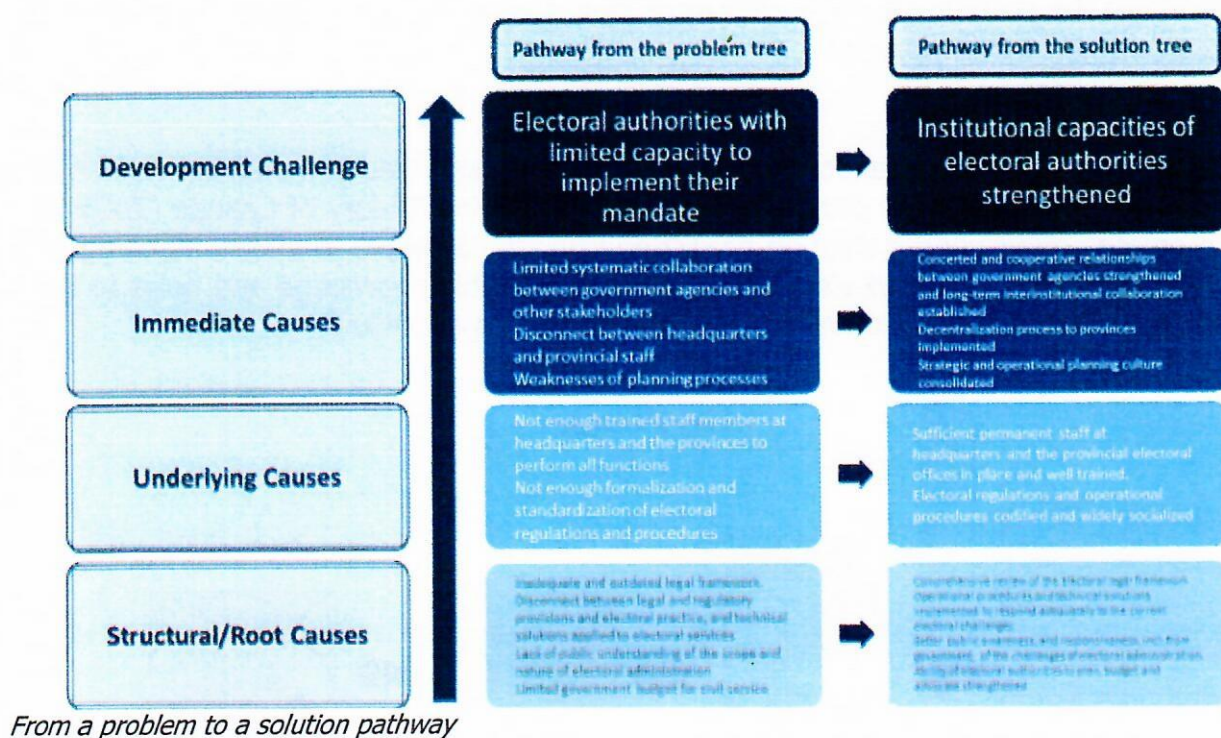


Through the initial UN Needs Assessment conducted in 2016, the findings of the follow up project document mission in 2017, and the UN desk review undertaken in 2020, there exists a fair understanding of the development challenges faced by the Vanuatu electoral authorities. In addition to this, UNDP has built, through VEEP phase I project running from 2017-2020, a significant amount of knowledge and “lessons-learned” that further clarify details of the operational, voter education, public outreach and gender related challenges, which VEEP phase II project will seek to address. These have been identified in the previous section on the Development Challenge and illustrated below in a problem tree illustration.

### *Change Pathway*

The project is organized under four outputs aimed at strengthening the medium to long term capacity of the electoral authorities. Inherently, all assistance should also have a benefit for the electoral office should it be required to hold a referendum in the current electoral cycle. As such, all support will feed into the overall intended outcome of the project under Governance and Community Engagement, namely, that by 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.





### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

The overall expected result is to "strengthen the electoral institutions and practices in Vanuatu in support of democratic governance". The indicative activities highlighted below seek to achieve four sub-results ("outputs"):

#### **Output 1: *Institutional Capacities of the Electoral Authorities Strengthened***

The main result is the continued strengthening of the institutional and operational capacities of the electoral authorities to fulfill their mandate. Despite recent progress, particularly in terms of adding some "critical mass" to HQs permanent staff and the establishment of offices in the provinces, there is still a lot of work to be done in terms of organizing the functional structure of the VEO and defining specific TORs to the various units (and not just to individuals). Ample work has been done in terms of capturing, organizing and codifying information and procedures, but there is still work to be done to consolidate this progress. In the past, the benefits of networking with electoral authorities, particularly the regional ones, have shown the opportuneness of such undertakings. Finally, continued work in infrastructure and enabling working conditions are a significant element in ensuring the sustainability of the electoral authorities.

#### Indicative Activities:

- Continued work on restructuring of the Vanuatu Electoral Office (VEO) and the Electoral Commission (EC), making emphasis in the establishment of functional units and the setup of new provincial field presence;



- Identification and roll out of renewed capacity building efforts for the VEO (involving human, financial and material resources), including training on TORs for the new increased permanent staff at HQs and provincial officers;
- Development of the internal (EC, VEO, registration officers, provincial officers) and external (media, political parties, observers) communication and coordination strategy, including reporting guidelines;
- Support to strengthening a “planning culture” within the VEO, including assistance in the development of the VEO strategic/operational plan for the next four years;
- Consolidation of the process of codifying and digitizing institutional memory and all knowledge and information within the EC/VEO and incorporate into EC/VEO systems and procedures, including congregating files to the Government Document Management System (Saperion);
- Continued work in formalizing the EC/VEO regulatory and operational framework, through the issuing of EC internal regulations and VEO operational procedures;
- Provision of technical, financial and logistics support to EC/VEO capacity-building activities, including planning and evaluation workshops;
- Enhanced assistance in strengthening the procedures and training aspect of the electoral administration, with emphasis in improved operational training;
- Support of the identification of people with disabilities, in collaboration with the CRVS department;
- Support capacity-building for the EC/VEO in the area of boundary delimitation - demarcation and alignment of electoral boundaries, villages/new settlements/area councils/constituencies/polling stations;
- Continued support to improving the EC/VEO infrastructure, including warehousing space;
- Assistance in consolidating a systematic approach of the EC/VEO to public outreach, improving relationship and communications with various electoral stakeholders;
- Strengthening networking with world electoral authorities, in particular in the region;
- Gender mainstreaming at all levels of the electoral process, including gender sensitivity in all aspects of electoral regulations, operational procedures and administrative matters (such as gender sensitivity in the hiring of permanent and temporary staff), including developing instructions on recording gender-disaggregated data on all aspects of the electoral administration;

## **Output 2: *Integrity and Accuracy of the Voter Register Enhanced***

The main result focuses in the successful transition to the future voter registration model, where the VEO will derive the voter register from the civil registry database, with the aim of increasing the integrity and accuracy of the voter register and increasing its public confidence. For years the voter register was perceived as the weak link in the electoral preparations, with a register that was acknowledged to be inflated and with problems in terms of comprehensiveness and accuracy of the information.

As mentioned above, and since 2017, with the introduction of a national ID card for all citizens of Vanuatu and the decision to link the voter and civil registry databases, a modification of the model of voter registration was initiated, where the registration activities ultimately are to be done exclusively by the Department of Civil Registry and Vital Statistics (CRVS), and where the VEO will establish and maintain the voter register based on the data from the CRVS. Electoral cards will be replaced by the national ID card for the purposes of voter identification and any other electoral use. For the moment, a transition period is in



place, where joint registration by the VEO and CRVS continues, issuing national ID cards; however, electoral cards are no longer being issued, although any of those cards can be used for voter identification in any of the coming elections during the transitional period. There are many regulatory, technical, operational and legal issues to deal with during the transition period and the preparation to the move to the final model (expected in place in two years from the 2020 general elections).

#### Indicative Activities:

- Provision of technical advice during the transition period with registration being done jointly by the VEO and the CRVS department, and issuing national ID cards to all citizens;
- Support to capacity building in ICT related components to ensure its sustainability and cost-effectiveness, as well as improve technical resources, systems sustainability and stimulating local ownership;
- Provision of technical support for the use of the CRVS and electoral datasets by other governmental offices and departments;
- Support in the planning and implementation of registration and data validation activities during the transition period, by enhancing cooperation and collaboration between the VEO and the CRVS department;
- Support to the preparation and verification of the voter register and voter lists for provincial and municipal elections;
- Assist in the planning and preparations for the changeover to the new registration model, where the VEO will no longer conduct registration activities per se but will derive the voter register from the data collected by the CRVS, attending regulatory, technical, operational and legal issues;
- Development and roll-out of training for officials at the provincial level on electoral processes as it relates to the new (and future) model for the establishment and maintenance of the voter register;
- Provision of satellite imagery and analysis services to support the establishment of a common location datasets enhancing cooperation and collaboration between VEO, CRVS, Vanuatu National Statistics Office (VNSO) and other government offices.
- Adoption of inclusive measures at all levels of planning to ensure equal opportunities to men and women to participate in its implementation (e.g. as trainers, officials) and in the establishment and maintenance of the voter register;
- Support the implementation of a helpdesk and call center component providing services to support electoral activities during the electoral period – human resources, training and equipment;
- Investigation of, and support to, the use of new technologies and digitalization processes for voter registration and voter verification, for example mobile applications and facial recognition systems;
- Development of a study/prototype for database verification and results transmission auditing processes with the use of mobile applications;
- Support to the Government in the achievement of the UN Sustainable Development Goals - Goal 16: Promote just, peaceful and inclusive societies - 16.9 - By 2030, provide legal identity for all, including birth registration.



### **Output 3: *Ability to Conduct Voter Education and Raise Public Awareness strengthened***

The main result is centered in improving institutional capacities to initiate and maintain longer-term voter education efforts and to strengthen the capacity of the VEO to plan, implement, monitor and evaluate voter information and awareness efforts. The 2020 general elections showed an improved capacity of the VEO in terms of public outreach, impacting positively in its voter information and awareness initiatives. Nevertheless, the 2020 elections also highlighted continued weaknesses in this area, in far away and difficult to reach regions. Additionally, there are virtually no long-term voter education efforts, face-to-face activities, which are not the exclusive responsibility of the electoral authorities but require partnerships between them and other government agencies and CSOs.

#### Indicative Activities:

- Continued capacity building of manpower in the VEO staff to deal exclusively with public outreach initiatives;
- Conduct assessment broken down by province on civic/voter understanding and how different communities prefer to access information;
- Provision of advice on development of thematic strategies for media and social media, public relations, civic and voter education;
- Maintenance and consolidation of the VEO website as an online archive and information management system for the office;
- Establishment of strategies for enhancing EC/VEO capacities to achieve results in the medium- and long term, not necessarily linked to the electoral events;
- Support the establishment of partnerships between the EC/VEO with other government agencies (in particular, but not exclusively, the Ministry of Education and Training) and CSOs to conduct long-term and continued initiatives in terms of civic and voter education;
- Engagement with, and support to, initiatives that create support to the introduction of special temporary measures to increase women political participation;
- Support to the VEO in developing, producing and distributing voter education and public information messages and materials on the electoral process;
- Support to the development of a youth induction training in Municipal Local Council (MLC) functioning and elections, as well as Provincial Local Council (PLC) functioning and elections, in collaboration with UNDPs Pacific Parliamentary Effectiveness Initiative (PPEI) and Strengthening Legislatures in Pacific Island Countries Project (SLIP) Parliament;
- Assistance to the VEO in all provinces in coordinating stakeholder forums and events;
- Assistance to the VEO in ensuring that the messages are consistent and easy to transmit;
- For each activity, ensure that women and minorities are considered when conducting surveys, designing campaigns and developing messages;
- Based on this strategy, support targeted awareness campaigns on the importance of voter registration and the exercise of voting rights in elections, on inclusive political participation and gender related aspects.



#### ***Output 4: Legal Electoral Framework Improved and Capacity Building on Electoral Reform to Key Stakeholders provided***

Main result focuses on supporting the electoral reform initiatives, including the capacity of the EC/VEO in developing and presenting viable projects for electoral reform, which could also include electoral reform to ensure consistencies and solidity of the electoral legal framework also providing technical advice on the possible options to manage reforms dealing with complex aspects of the electoral processes such as, but not limited, to regulation of political parties, change of electoral system, special temporary measures to ensure broader inclusiveness of marginalized and under-represented groups at all level of the electoral process.

The political reform project, focused in the registration and regulation of political parties, was the center of the request for UNDP assistance in 2016 but has not materialized due to political developments. There is a possibility the political reform (which would have an impact in the electoral system and practices) could be revived and assistance in this area be once again requested. In any case, there is a general belief that a comprehensive electoral reform is needed, and the electoral authorities require assistance in promoting a viable and practical reform process by providing options to the political decision maker.

##### **Indicative Activities:**

- Provision of technical advice to undertake research and assist in drafting amendments to the electoral legal framework;
- Support of the EC/VEO in developing viable and practical reform proposals to the existing legal framework, ideally to be included in a single electoral act and subsequent regulations;
- In particular, assistance in the identification of modification of current legal provisions to ensure a smooth transition to the new voter registration model;
- Support of national consultations and dialogues during the formulation phase of electoral legal reform with key stakeholders, including women and youth, at national and provincial levels;
- Support of the legal review from the perspective of addressing barriers that may negatively impact on the participation of women and People Living With Disability (PLWD);
- Overall support to development of operational procedures affecting all phases of the preparation and conduct of electoral events;
- Should assistance be requested, revival and strengthening of previous support products in terms of establishing a legal, regulatory and operational framework for the registration and regulation of political parties;
- Support development and implementation of data privacy/data protection/data security policies and related legislation – VEO and CRVS Department.

##### ***Resources Required to Achieve the Expected Results***

The project resources required to achieve the expected results can be categorised into financial, technical and managerial categories. The financial resources are included on the Project Document cover page with donors funding contributions indicated, and a detailed



breakdown of how these financial resources will be allocated is included in the multi-year work plan in Section VII.

Resources in terms of staff time will be required from the Vanuatu Electoral Environment Project II and puts and expertise from election stakeholders. Management services, financial management services, human resources, administration and procurement management services of the UNDP Pacific Office in Fiji will be required to achieve the expected outputs and outcomes of the project.

In addition, engagement of technical experts and individual contractors will be required. These resources are embedded within the project activities and will be defined further in the annual work plans. Additional resources from partnerships with other election management bodies in the region and beyond will be sought as expert resources in ensuring that project results are based on cutting-edge knowledge and international best practices.

## **Risks and Assumptions**

The full risk log is included in Annex III.

### ***Partnerships***

UNDP has a clear advantage to continue implementing the VEEP project based on global technical expertise in the area of inclusive and effective democratic governance, which includes successful electoral cycle projects (and national ID projects) globally, regionally and at the country level. The successful implementation of the initial VEEP project has created a very positive image and has generated support at all levels of government, and political and public spheres. A significant part of VEEP's success has been its strategic partnerships in the implementation of its activities.

In consequence, VEEP II will endeavour to maintain synergies and to prevent duplication of efforts. Accordingly, VEEP II envisages to continue building/establishing partnerships and collaboration mechanisms with governmental, civil society and international actors.

As in the initial phase, the main partnership will be the Vanuatu Electoral Commission (EC) and the Vanuatu Electoral Office (VEO). However, to achieve increased capacity of these electoral authorities, partnerships and relationships will have to be consolidated with other government agencies including the Ministry of Internal Affairs and the provincial governments (particularly important now that the VEO will establish permanent presence in the provinces). It is expected the VEO will continue to work through and with these partners to deliver its mandate in a cost-effective and sustainable manner. Other major partners are the authorities in charge of civil registration and vital statistics (the CRVS Department) and the new national ID card system, and the Department of Local Authorities (DLA), given the joint registration efforts during the transition period in regard to voter registration and the necessary collaborative work to ensure the passage to the new registration model is done in a smooth and successful manner, as well as OGCI for technical back-up support. UNDP/VEEP is already supporting the national census preparations with providing general population data statistics extracted from the VEO and CRVS datasets, as well as detailed island maps, and this collaboration is expected to continue. Additional potential government partners are the Ministry of Education and Training (for example the school curriculum taskforce) Ministry of Health, Ministry of Youth and Sports and the Ministry of Justice, especially the Department of Women's Affairs.



VEEP II will continue building collaboration mechanisms with CSOs working in the areas of good governance, education, women's leadership and political participation as well as media. This holds particular importance in terms of advancing partnerships between the electoral authorities and organizations that can advance initiatives in terms of voter awareness and support to enhancing political and electoral participation of women and other population groups (such as persons with disabilities).

### **Work with international development partners**

There is international support to the activities aiming at strengthening Vanuatu's electoral authorities. The New Zealand Government has been the major donor and supporter of UNDP/VEEP. Both the New Zealand Electoral Commission and the Australian Electoral Commission have also offered important technical support to the Vanuatu Electoral Office in the past. Partnerships with these agencies and organizations will ensure clear delineation of responsibilities and the reinforcement of a holistic, mutually reinforcing framework of support to Vanuatu's electoral authorities.

The project will also establish relevant collaborations and coordination with UN agencies and programmes including:

- United Nations Capital Development Fund (UNCDF), to work with financial institution services on strengthening the area of 'unique identification' (which will be possible with the national ID work that the project supports) – this also addresses part of SDGs to bring down money transfer remittances from current 9% to 3%.
- The UN Legal Identity Agenda Task Force (represented by UNDP HQ in New York/Brussels) on overall legal identity and data protection policy matters, as there are currently no laws on data protection in Vanuatu. This will be done in partnership with Council of Europe.
- UN Women, the project will collaborate with UN Women on aspects on mainstreaming gender in elections administration and electoral processes.
- UNICEF, given the national ID and voter registration process, UNDP will continue to work closely with UNICEF whose interest is in universal registration of all births and its link to the national IDs process.
- United Nations Institute for Training and Research (UNITAR), UNOSAT - Division for Satellite Analysis and Applied Research, the project will collaborate with UNITAR on development of satellite imagery analysis application through the production of detailed maps of Vanuatu's 83 islands to be used in the validation of the civil and voter registries and boundary delimitation.
- International Organisation for Migration (IOM), the project will collaborate with IOM on data analysis and tracking of internally displaced people (IDP) in relation to recovery efforts.

### ***Stakeholder Engagement***

The main target groups include the Electoral Commission (EC) and the Vanuatu Electoral Office (VEO), who are deeply conscious of the benefits of the UNDP electoral assistance project and have requested its continuation. Relations between the project and the EC/VEO are cordial and productive. The same can be said of other relevant government agencies, including the Civil Registry and Vital Statistics Department (CRVS), Department of Local Authorities (DLA), Vanuatu National Statistics Office (VNSO), National Disaster Management Office (NDMO) and the Ministry of Internal Affairs, in addition to UNDP Crisis



Recovery, and other UN agencies such as United Nations Children's Fund (UNICEF), United Nations Institute for Training and Research (UNITAR), UNOSAT - Division for Satellite Analysis and Applied Research, and the International Organisation for Migration (IOM).

Additionally, a vast array of stakeholders was approached and consulted during the first phase of the project, including women's groups, youth organizations and representatives from different geographical areas of Vanuatu. The project seeks to be as inclusive in its design and outreach as possible. Efforts at strengthening the electoral authorities' public outreach, as well as voter awareness and information, will also help promote engagement from the general public. A specific focus on gender is a part of all outputs.

### ***South-South and Triangular Cooperation (SSC/TrC)***

As was the case during VEEP I, the new phase of the project contemplates continued work and cooperation with regional electoral authorities, such as the EMBs from Fiji, the Solomon Islands, Australia and New Zealand. Some of the capacity-building activities (such as BRIDGE trainings) are cost-effective only if done at a regional level, given the lack of "critical mass" in many of the EMBs in the region. The Pacific Islands and Australia and New Zealand Electoral Authorities (PIANZEA) network has also supported peer-to-peer exchange of knowledge on elections in the region. UNDP also brings its global network and will link broader global experience with the Vanuatu context where appropriate. Enhanced cooperation will also be sought with the Pacific Islands Forum (PIF) the region's main political and economic policy organisation, and the Melanesian Spearhead Group (MSG) an intergovernmental organization composed of Melanesian states.

### **Knowledge**

This project will have a four-pronged approach to project knowledge products in support of the theory of change. Firstly, the coordination and sharing of information across the elections administration and management stakeholders provides the opportunity to generate sector wide reports and develop macro-level knowledge products, such as outreach materials and legal reviews and analysis. Second, building on the knowledge products developed and published through the VEEP Phase I, to further publish electoral procedures, systems and disseminate these widely to relevant stakeholders. Additional products will be designed and published to include a booklet on Elements of Offences. Thirdly, the established relationships with Civil Society including the organisations representing people with disabilities will allow for publication of disability friendly and responsive materials. Fourthly, communication and media materials, informed by the project Communications and Visibility Plan.

### **Sustainability and Scaling Up**

The Vanuatu electoral authorities, in conjunction with the other key related institutions such as the national statistics office, has led initiatives throughout the duration of phase I of the project it is envisaged that this leadership will continue in this phase of the project. The VEC and the VEO have taken ownership of the project design and the activities to be carried out in order to fulfil the outcome of the project. This high level of ongoing national ownership will be ensured throughout the implementation of the project during the conduct of activities, coordination meetings and the Project Board.

The project has a focus to continue to strengthen the capacity of the electoral authorities and institutions with a view to enhancing delivery of elections in Vanuatu. The Results



Framework includes output indicators directly linked to institutional capacity and also provides for the regular collection of data and monitoring in relation to strengthened national capacity.

National systems will be utilised as much as possible. The project will link closely with Vanuatu Government processes of reporting on development results and against SDG indicators.

On completion of the project, the Project Board will consider a resource mobilisation strategy and a plan will be developed with key stakeholders in order to sustain or scale up results.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the United Nations Development Assistance Framework (UNDAF) in the Pacific Annual Review and the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach.

The project is designed to deliver maximum project results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the project will utilise technical experts from the region, internal experts from UNDP and UN agencies, and in-kind contributions from expert stakeholders including the different government departments in Vanuatu.

### ***Project Management***

The project is expected to be implemented by the UNDP Effective Governance Team at the UNDP Pacific Office in Fiji through a project manager and electoral technical advisor in Port Vila, Vanuatu. The project will be delivered through a Direct Implementation Modality (DIM) as is the standard on United Nations Electoral Assistance. The full-time project manager & technical adviser will be based in Vanuatu with short term technical experts with the expertise required for the various project activities to be recruited on a needs basis and provided internally by UNDP. The project's Multi-Year Work Plan provides all details of associated management expenses to be incurred over the project duration. The project should consult, as a first point of call, the electoral roster managed by the UN's Electoral Assistance Division.

The project team for the direct implementation of the project will comprise of:

- Project Manager/Chief Technical Adviser
- Technical adviser on Civil and Voter Registration
- Legal adviser and international consultants as required
- Administrative and Finance Officer
- Project Officer/Public Outreach (United Nations Volunteer)



The associated Direct Project Costing (DPC) that will be incurred by UNDP in providing project management and technical project implementation support is effectively indicated in the Multi-Year Work Plan.

The project's Multi-Year Work Plan also includes a General Management Support (GMS) charge that covers the costs for UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structure, management and oversight costs of UNDP as per global UNDP practices. The GMS is applied to all projects funded by either member governments at 3% for projects implemented directly in those member countries, and at 8% for contributions from other development partners for all projects that are implemented by UNDP around the world.

In Accordance with the Revised Note of Guidance on Electoral Assistance, 2010, the UNDP Country Office will submit status reports on a quarterly basis to the Electoral Assistance Division in order to keep the Focal Point informed about the political and technical status of UN electoral assistance and facilitate EAD's support and coordination at headquarters level throughout the project implementation. At the conclusion of the project EAD shall receive a final project report from the Resident Coordinator/Resident Representative, within three months of the completion of the project. In order to maintain the UN electoral institutional memory other operational documents may also be requested from the project such as operational plans, budgets, timelines, staffing tables, etc.

In line with its normal functions as part of the Department of Political Affairs, and to support the Focal Point, EAD may, at any time, (in consultation with the UNCT) conduct a mission to review progress of a programme, assess the political situation, particularly with regard to the potential for violence, and/or offer support to the Resident Coordinator/Resident Representative.



## V. RESULTS FRAMEWORK<sup>5</sup>

<p><b>Intended Outcome as stated in the UNDAF/Regional Programme Results and Resource Framework:</b></p> <p><b>Intended Outcome as stated in the United Nations Pacific Strategy (UNPS) 2018-2022:</b></p> <p><b>Outcome 5:</b> Governance and Community Engagement- By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.</p> <p><b>Outcome 2:</b> Gender Equality: By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and treatment in social, economic and political spheres, contribute to and benefit from national development and live a life free from violence and discrimination.</p> <p><b>Outcome indicators as stated in the Results and Resources Framework, including baseline and targets:</b></p> <p>Applicable Output(s) from the UNDP Strategic Plan 2018-2021 and SRPD 2018-2022:</p> <p>The Project falls directly under the UNDP Strategic Plan (SP) 2018-2021 and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls.</p> <p>The Project also falls directly under the sub-regional programme document for the Pacific Island Countries and Territories (SRPD) (2018-2022) CPD Output 3.1: Increased voice and more inclusive participation by women youth and marginalized groups in national and subnational decision-making bodies that are more representative.</p> <p><b>Applicable Sustainable Development Goals (SDGs) and relevant targets</b></p> <p>SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>Target 16.6: Develop effective, accountable and transparent institutions at all levels.</p> <p>Target 16.7: Ensure responsive, inclusive, participatory, and representative decision-making at all levels.</p> <p>Target 16.9: By 2030, provide legal identity for all, including birth registration.</p> <p>Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.</p> <p>SDG 5: Achieve gender equality and empower all women and girls</p> <p>Target 5c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>
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<sup>5</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (By frequency of data collection)						Data collection methods and risks
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL		
Output 1 Institutional Capacities of the Electoral Authorities Strengthened  Gender marker: 2	1.1 Number of provincial electoral and civil registration offices with recruited and trained staff, sufficient physical and technical infrastructure to accommodate their mandate	Project progress reports  Monitoring and evaluation missions.	0	2020	4	6				6	Direct observation Administrative data analysis
	1.2 Number of new increased and trained permanent staff at HQs and provincial offices, including joint training activities with the CRVS Department	Project progress reports	5	2020	20	16	18			54	Direct observation. Administrative data analysis. Training reports and participation lists.
	1.3 Number of formalised EC internal regulations and VEO operational procedures drafted and endorsed.	Project progress reports State Law Office Gazette EC Minutes	0 regulations 5 Procedures	2020	12	14	15	8		15 internal regulations  8 operational procedures	Administrative data analysis
	1.4 The percentage of progress in codifying and digitizing institutional memory of EC/VEO systems and procedures, including congregating files to the Government Document Management System (Saperion);	Project progress reports Monitoring and evaluation	5%	2020	35%	40%	20%			100%	Direct observation Administrative data analysis, Number of documents processed



<b>Output 2</b> <i>Integrity and Accuracy of the Voter Register Enhanced</i>  <b>Gender marker:</b> 2	1.5 No of electoral administrative processes where gender is mainstreamed, and gender disaggregated	Administrative data, reports and documents	0	2020	2	3	2	1	8	
	2.1 Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and location – to be done on a yearly basis	Project progress reports Data reports from voter register (GRVS) and civil register (VIZ).	265,000	2020	100%	100%	100%	100%	100%	Civil and voter register analysis. Administrative data analysis. Data consolidation.
	2.2 Number of voters issued with national ID card disaggregated by gender (replacing the electoral cards)	Project progress reports Data reports from voter register (GRVS) and civil register (VIZ).	130,000	2020	160,000	180,000	190,000		200,000	Civil and voter register analysis. Administrative data analysis.
	2.3 Percentage of merge of databases/transition to new voter registration model.	Project progress reports Data reports from voter register (GRVS) and civil register (VIZ).	0%	2020	60%	40%			100%	Civil and voter register analysis Administrative data analysis



	<b>2.4</b> Expected number of duplicated and deceased citizens removed from the Civil and Voter registries.	Project progress reports Data reports from voter register (GRVS) and civil register (VIZ).	20,000	2020	20,000	10,000	5,000	5,000	40,000	Civil and voter register analysis.
	<b>2.5</b> New components developed and updated for Civil and Voter registration systems.	Civil and Voter registration system assessment	-	2020	50%	20%	20%	10%	100%	Project Team through data information and system components development.
	<b>3.1</b> Number of new partnerships with civil society developed (Women, PWDs, churches), as well as regional bodies, and national and international stakeholders.	Project Progress Reports	0	2020	2	3	3	1	9	Project Team through data and information collection. Direct observation Administrative data analysis
<b>Output 3</b> Ability to Conduct Voter Education and Raise Public Awareness strengthened  <b>Gender Marker 2</b>	<b>3.2</b> Percentage of matrix on gender tracking in elections developed, including gender-disaggregated data on all aspects of the electoral administration - done on an annual basis.	Project Progress Reports	25%	2020	100%	100%	100%	100%	100%	Project Team through data and information collection. Direct observation Administrative data analysis
	<b>3.3</b> Percentage of matrix on gender tracking in Civil registry developed, including gender-disaggregated data - done on annual basis.	CRVS Departmental databases	0	2020	100%	100%	100%	100%	100%	CRVS data analysis.
	<b>3.4</b> Assessment on civic understanding and access to information implemented.	Project Progress Reports	0	2020		1			1	Project Team through data and information collection. Direct observation Administrative data analysis



<b>Output 4</b> <i>Legal Electoral Framework Improved and Capacity Building on Electoral Reform to Key Stakeholders provided</i>  <b>Gender Marker 2</b>	<b>4.1</b> Number of viable and practical reform proposals developed	Project Progress Reports State Law Office.	0	2020	4	4				8	Direct observation Administrative data analysis
	<b>4.2</b> Number of electoral staff (gender disaggregated) trained on new reform measures	Project progress reports Monitoring and evaluation	0	2020	10	10	10	10	10	40	Training Reports and Lists of Participation.
	<b>4.3</b> Number of key stakeholders trained on new reform measures	Project progress reports Monitoring and evaluation	0	2020	50	10	5	5	5	70	Direct observation Administrative data analysis. Training Reports and Lists of Participation.
	<b>4.4</b> Electoral Gender mainstreaming action plan for the project developed and monitored		0	2020	1	0	0	0	0	1	Project reports, administrative documents



## 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:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	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.
<b>Monitor and Manage Risk</b>	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.
<b>Learn</b>	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.
<b>Annual Project Quality Assurance</b>	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.	Every two years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	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.
<b>Project Report</b>	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 log with	Annual and at the end of the project (final report)	



	mitigation measures, and any evaluation or review reports prepared over the period.		
<b>Project Review (Project Board)</b>	<p>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.</p>	Bi-annually (Twice a year)	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 <sup>67</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2021	2022	2023	2024		Funding Source	Budget Description	Total Amount
<b>Output 1:</b> <i>Institutional Capacities of the Electoral Authorities Strengthened</i>  <i>Gender marker:</i> 2	1.1 Support the EC/VEO in sustaining their staffing structure, incl. technical, financial and logistics support, capacity-building activities, and establish Standard Operating Procedures (SOPs, including planning and evaluation workshops).	30,000	20,000	20,000	20,000	UNDP	MFAT	Workshops, south/south cooperation training,	90,000
	1.2 Support the EC/VEO in continuous development/updating of regulations, operational procedures, manuals, forms etc.	30,000	20,000	10,000	10,000	UNDP	MFAT	International Consultant, Travel and DSA	70,000
	1.3 Support the VEO in building its decentralized framework (provincial electoral administrators) and put in place administrative arrangements to support this structure incl. alignment with VEO/CRVS/DLA resources etc.	20,000	20,000	10,000	10,000	UNDP	MFAT	Workshops, training,	60,000
	1.4 Support National ID enhancement project as a tool to help the Government respond better to pandemics and natural disasters, including legal identity issues and strategy for linking of governments and development partners in harmonisation on use of unique IDs.	20,000	10,000	10,000	-	UNDP	MFAT	Workshops, ICT equipment	40,000
	1.5 Support digitization, digital archiving and knowledge base – including digital files into the Government Document Management System (Saperion).	40,000	10,000	10,000	10,000	UNDP	MFAT	Procurement ICT, software	70,000
	1.6 Sustain the modernization of the VEO with procurement support to a new voter identification model, incl. scanners/tablets for all polling stations, electoral material etc.	40,000	10,000	10,000	10,000	UNDP	MFAT	ICT Procurements, professional services	70,000

<sup>6</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>7</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



Output 2: Integrity and Accuracy of the Voter Register Enhanced	1.7 Development and roll-out of cascade training, training of trainers (ToT) on electoral processes (polling & counting etc. for provincial, municipal and general elections)	30,000	10,000	10,000	10,000	10,000	10,000	10,000	MFAT	Workshops venue, travel, per diems	60,000
	1.8 Assist the VEO in mainstreaming gender-sensitive policies and procedures, and ensure gender-sensitivity in all outreach activities in the electoral process	30,000	20,000	20,000	20,000	20,000	20,000	20,000	MFAT	Professional workshop venue, travel per diems	90,000
	1.9 Examine and support VEO in the identification of people with disabilities, in collaboration with GRVS department.	10,000	10,000	10,000	10,000	-	-	-	MFAT	Field missions, travel, per diems, workshops	30,000
	1.10 Support the VEO in demarcation and alignment of electoral boundaries, villages/new settlements/area councils/constituencies/polling stations. Support to satellite imagery development, services and production in conjunction with UNITAR and UNDP Crisis Unit. to support the establishment of a common locations dataset to be used by VEO, CRVS, Vanuatu National Statistics Office (VNSO) and other Government offices.	60,000	10,000	10,000	10,000	10,000	10,000	10,000	MFAT	ICT equipment procurements, filed missions, travel,	90,000
	1.11 Post-election Review: Support a Multi-stakeholder Post-election Review (EC/VEO, Gov authorities, CSOs, FBOs, PPs etc.);	20,000	10,000	-	-	-	-	-	MFAT	Workshop venues, travel,	40,000
	1.12 Effective technical advisory services and project implementation	95,000	95,000	95,000	95,000	95,000	95,000	95,000	MFAT	International and national professional services	380,000
	1.13 Direct Project Costs Programme management costs (rent, equipment, DPC, etc.)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	MFAT	Programme management costs (rent, equipment, DPC, comms, etc.)	20,000
	<b>Sub-Total for Output 1</b>	<b>430,000</b>	<b>250,000</b>	<b>220,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>MFAT</b>		<b>1,110,000</b>
	2.1 Support transitioning to the new 'voter registration model' and capacity building support in ICT related components to ensure its sustainability and cost-effectiveness, as well as improve technical resources, systems sustainability and stimulating local ownership.	30,000	15,000	15,000	15,000	15,000	15,000	15,000	MFAT	ICT procurements, professional services,	75,000



Gender marker: 2	2.2 Support implementation of strategy and operations for the transitional period to ensure a smooth transfer from the current GRVS and VES databases – to the use of the National ID Card database for the production and establishment of a unique electoral roll.	30,000	10,000	10,000	10,000	10,000	MFAT	Training workshops, ICT and software procurements, technical assistance	60,000
	2.3 Provide procurement support to the VEO in the data verification/validation of joint civil & voter data in all provinces, - procurement of equipment, material and services.	10,000					MFAT	Technical advisory support, ICT procurements	10,000
	2.4 Provide training support to the VEO in the data verification/validation of joint civil & voter data in all provinces – help desk functions, area secretaries, ward secretaries, field technicians, and operators in each province.	40,000	10,000	10,000	10,000	10,000	MFAT	Technical consultancy support, services, workshop venues, travel, per diems	70,000
	2.5 Support the development of a component to link the VEO website with the voter register for active voter response service.	10,000	5,000	-	-	-	MFAT	Technical support	15,000
	2.6 Support the development of a SMS service for Voter verification based on the National Id Number.	30,000	20,000	20,000	10,000	10,000	MFAT	Technical procurement of telecommunication service provider	80,000
	2.7 Provide technical support to the CRVS systems and databases, revise the actual identity management system with the objective to guarantee the accuracy to the existent citizen information and the quality of related services.	40,000	10,000	10,000	10,000	10,000	MFAT	Professional services, training workshops, travel, per diem	70,000
	2.8 Develop a centralized a CRVS/VEO citizen image database.	20,000	-	-	-	-	MFAT	Professional/technical services	20,000
	2.9 Develop and implement a facial recognition system with the objective to identify possible matches in CRVS/VEO databases.	30,000	10,000	-	-	-	MFAT	Professional/technical services	40,000
	2.10 Support the implementation of a helpdesk and call center component providing services for electoral activities - hr, training and equipment.	30,000					MFAT	Procurement of equipment, telecommunications service provider	30,000
	2.11 Develop a study/prototype for database verification and results transmission auditing processes..	15,000	15,000			-	MFAT	Professional/technical support	30,000
	2.12 Develop a study/prototype for database verification and results transmission auditing processes.	15,000	15,000	-	-	-	MFAT	Professional support /technical support	30,000



<b>Output 3:</b> <i>Ability to Conduct Voter Education and Raise Public Awareness strengthened</i>  <b>Gender marker:</b> 2	2.13 Effective technical advisory services and project implementation	95,000	95,000	95,000	95,000	95,000	95,000	95,000	MFAT	National and international professional staff	380,000
	2.14 Direct Project Costs	5,000	5,000	5,000	5,000	5,000	5,000	5,000	MFAT	Programme management costs (rent, equipment, comms, etc.)	20,000
	<b>Sub-Total for Output 2</b>	<b>400,000</b>	<b>210,000</b>	<b>165,000</b>	<b>155,000</b>				<b>MFAT</b>		<b>930,000</b>
	3.1 Continuously support maintenance of the website as an online archive and actively use of VEO Facebook page to reach particularly the Youth segment of the electorate.	10,000	-	-	-	-	-	-	MFAT	Social media/ Website professional services /support	20,000
	3.2 In collaboration with Vanuatu National Statistics Office (VNSO), analyse the Census 2020-2021 data and assess, broken down by province, possession of National ID, civic understanding and how different communities prefer to access information and public awareness	10,000	10,000	-	-	-	-	-	MFAT	Technical support, workshops venue	20,000
	3.3 Support the development of a concept paper and support activities for voter education, voter awareness and public outreach, and the implications and use of National ID.	30,000	10,000	-	-	-	-	-	MFAT	Technical/professional support	40,000
	3.4 Continue to support establishment of a Voter Awareness Committee as a mechanism to coordinate all stakeholders and manage clear messages	10,000	-	-	-	-	-	-	MFAT	Workshops/meetings venue	20,000
	3.5 Support targeted awareness campaigns (media, material etc) on potential referendum, National ID registration, Municipal elections, Provincial elections, General National Election.	40,000	10,000	10,000	10,000	10,000	10,000	10,000	MFAT	Multi-media services procurement, printing, production of IEC materials	70,000
	3.6 Assist the VEO in training field staff (provincial administrators/ area secretaries/ward secretaries etc.) on voter information and awareness on any election, including face-to-face trainings.	40,000	10,000	10,000	20,000	20,000	20,000	20,000	MFAT	Workshop/meeting venues, travel, per diem	80,000
	3.7 Support the VEO in further deepening of partnerships between various stakeholders and the electoral authorities, including focus on inclusion of women through grassroot outreach and activities.	30,000	10,000	10,000	20,000	20,000	20,000	20,000	MFAT	Workshop/meeting venues, travel, per diem	70,000
	3.8 Support a youth induction training in Municipal Local Council (MLC) functioning and elections/Provincial Local Council (PLC) functioning and elections, in collaboration with PPEI, SLIP, Parliament	15,000	15,000	15,000	-	-	-	-	MFAT	Workshop/meeting venues, travel, per diem	45,000



<b>Output 4:</b> <i>Legal Electoral Framework Improved and Capacity Building on Electoral Reform to Key Stakeholders provided</i>  <i>Gender marker:</i> 2	3.9 Effective technical advisory services and project implementation	95,000	95,000	95,000	95,000	95,000	95,000	95,000	UNDP	MFAT	National and international professional staff	380,000
	3.10 Direct Project Costs	5,000	5,000	5,000	5,000	5,000	5,000	5,000	UNDP	MFAT	Programme management costs (rent, equipment, DPC, comms, etc.)	20,000
	<b>Sub-Total for Output 3</b>	<b>285,000</b>	<b>165,000</b>	<b>145,000</b>	<b>170,000</b>	<b>170,000</b>	<b>170,000</b>	<b>170,000</b>	<b>UNDP</b>	<b>MFAT</b>		<b>765,000</b>
	4.1 Develop legislative option papers/concept notes and provide technical advice as input to discussions on legal reforms, in collaboration with Law Commission and State Law Office.	20,000	10,000	-	-	-	-	-	UNDP	MFAT	Technical support/consultancy, workshop venue	30,000
	4.2 Provide support to reforms of the electoral legal framework, including the integration of all direct elections in a single act.	30,000	10,000	10,000	-	-	-	-	UNDP	MFAT	Technical support/consultancy, workshop venue	50,000
	4.3 Provide support to national consultations regarding impact of legal framework changes	30,000	10,000	10,000	10,000	10,000	10,000	10,000	UNDP	MFAT	Technical support/consultancy, workshop venues, travel, per diems	60,000
	4.4 Support operationalizing the positive outcome of the legal reform process with review of all regulations, procedures, operational manuals, forms etc.	10,000	10,000	10,000	10,000	10,000	10,000	10,000	UNDP	MFAT	Technical support/consultancy, workshop venues, production of procedures, printing	40,000
	4.5 Support operationalizing the positive outcome of the possible political reform process for political parties. Development of procedures and forms for the Office of political party registrar embedded in VEO structure.	30,000	10,000	10,000	10,000	10,000	10,000	10,000	UNDP	MFAT	Technical support/consultancy, meetings and workshop venues	60,000
	4.6 Support political parties to understand and adhere to the legal framework	20,000	20,000	10,000	10,000	30,000	30,000	30,000	UNDP	MFAT	Technical support/consultancy, meetings and workshop venues	80,000
	4.7 Support development and implementation of data protection/data security policy and related legislation.	10,000	10,000	-	-	-	-	-	UNDP	MFAT	Technical support/consultancy,	20,000
	4.8 Effective technical advisory services and project implementation	95,000	95,000	95,000	95,000	95,000	95,000	95,000	UNDP	MFAT	National and international professional staff	380,000
	Project Monitoring, communication and visibility	2,000	2,000	2,000	2,000	2,000	2,000	2,000	UNDP	MFAT	Monitoring visits and report writing	8,000
<b>Sub-Total for Output 4</b>		<b>247,000</b>	<b>177,000</b>	<b>147,000</b>	<b>157,000</b>	<b>157,000</b>	<b>157,000</b>	<b>157,000</b>				<b>728,000</b>
<b>Total All Outputs</b>		<b>1,362,000</b>	<b>802,000</b>	<b>677,000</b>	<b>692,000</b>	<b>692,000</b>	<b>692,000</b>	<b>692,000</b>				<b>3,533,000</b>



	General Management Support @ 8%	108,960	64,160	54,160	55,360			282,640
	Total Funding	1,470,960	866,160	731,160	747,360		(USD)	3,815,640

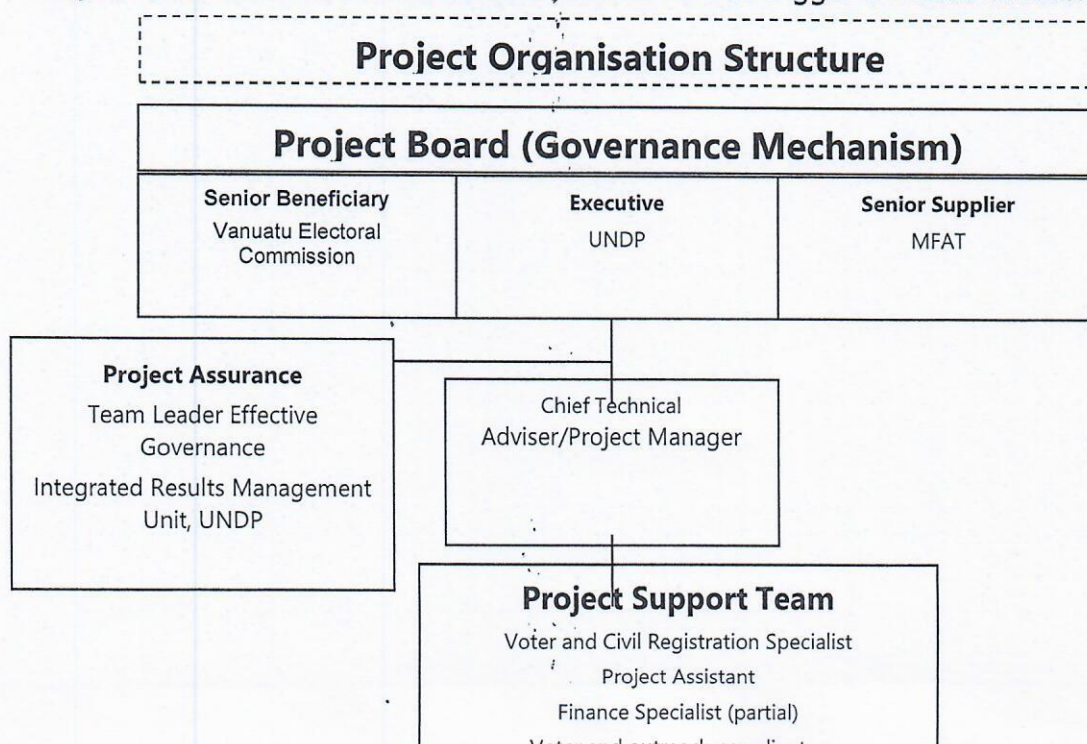


## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance of the project is expected to be undertaken by the Project Board, which will convene at least twice a year and more frequently if decided so by the Board. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. In order to ensure accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with UNDP. In addition, the Project Board plays a critical role in UNDP-commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. The Terms of Reference for the Project Board are annexed. The Project Board structure is provided in the diagram below.

On a day-to-day basis, the Project Manager has the authority to run the project on behalf of UNDP with the constraints laid down by the Project Board and in accordance with the UNDP Programme and Operations Policies and Procedures (POPP). The Project Manager is responsible for the everyday management and decision-making of the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the Project Document to the required standard of quality and within the specified constraint of time and cost. UNDP appoints the Project Manager, who is different from the UNDP representative and the Project Board. Project backstopping and quality assurance will be provided by the UNDP Pacific Office in Suva.

The UN Focal Point, through the EAD, should be notified in a timely manner when project revisions or extensions that fall outside the parameters of the original needs assessment are envisioned. After consulting with the Resident Coordinator, the Focal Point will determine whether a needs assessment is required. The Focal Point may also determine that some changes or extensions are not significant enough to warrant a new assessment, in which case the project will simply be amended, and implementation will continue. Project extensions of limited duration alone will not trigger a needs assessment.





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## **IX. LEGAL CONTEXT**

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

This project will be implemented by UNDP ("Implementing Partner") in accordance with its f practices and procedures only to the extent that they do not contravene the principles of the Rules of UNDP. Where the financial governance of an Implementing Partner does not provide ensure best value for money, fairness, integrity, transparency, and effective international governance of UNDP shall apply.

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## **X. RISK MANAGEMENT**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that no [UNDP funds received pursuant to the Project Document]<sup>9</sup> are used to provide support associated with terrorism and that the recipients of any amounts provided by UNDP hereunder maintained by the Security Council Committee established pursuant to resolution 1267 (1999) via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.ur>

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<sup>8</sup> To be used where UNDP is the Implementing Partner

<sup>9</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



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:
  - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. 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](http://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.
- h. 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.
- i. 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.

- j. 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.

- k. 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.
- l. 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.
- m. 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 – SEE ATTACHED**

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Log and Analysis
4. Capacity Assessment
5. Lessons Learned
6. Project Board Terms of Reference and TORs of Key Management Positions

**ANNEX I: PROJECT QUALITY ASSURANCE REPORT**

PROJECT QA ASSESSMENT: DESIGN				
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 Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<b>APPROVE</b> – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. <b>APPROVE WITH QUALIFICATIONS</b> – 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. <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA				
Select the option that best reflects the project				
STRATEGIC				



<b>1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?</b> 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.	
3	<b>Evidence:</b> Yes the Project clearly outlines the Theory of Change (Pages 11-14) with a well-articulated strategy for engaging in electoral support for electoral institutions and stakeholders in Vanuatu. The Project relates to the overall context and development setting in Vanuatu and will contribute towards accelerating structural transformations for sustainable development. The project and responds to UNDP Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls.
<b>2. Is the project aligned with the UNDP Strategic Plan?</b> 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true) 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true) 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	
3	<b>Applicable Output(s) from the UNDP Strategic Plan 2018-2021/ SRPD 2018-2022:</b> The project falls directly under the UNDP Strategic Plan (SP) 2018-2021 and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 6 to strengthen gender equality and the empowerment of women and girls. The Programme also falls directly under the sub-regional programme document for the Pacific Island Countries and Territories (SRPD) (2018-2022) Output 5.3. More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice: people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice.
2	Evidence: Yes. Page 25-26 of the Prodoc is aligned to the SRPD (2018-2022) which is derived from UNDP Strategic Plan.
1	
<b>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</b>	



<b>Yes (3)</b> No (1)	
<b>RELEVANT</b>	
<b>4. Does the project target groups left furthest behind?</b> 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence. 2: The target groups are clearly specified, prioritizing groups left furthest behind. 1: The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support	
3 <b>Evidence:</b> 2 The target groups are clearly specified, prioritising communities in far and remote island communities in Vanuatu to enable them to exercise their democratic right to vote through National ID and Voter registration processes as well as targeted civic education in local languages .Output 3 of the Prodoc is dedicated to civic education (P17 and also refer to Results framework). Output 2 which focuses on strengthening of integrity and accuracy of the Voter roll specifically targets marginalised and vulnerable communities using modern technology to enable them to be registered 1	
<b>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</b> 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	
3 <b>Evidence:</b> 2 The VEEP II project is a continuation of Phase I which was implemented form 2017-2020. The design of the project was informed by lessons from the previous phase and community and stakeholder engagements in particular the post -elections review processes that were conducted by the project (Page 13). 1	
<b>PRINCIPLED</b>	
<b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</b> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true) 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps	



and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	
<b>3</b>	<b>Evidence:</b> UNDP is the primary development partner working with the Electoral Institutions in Vanuatu which are the Electoral Commission, the Vanuatu Electoral Office and the Department of Civil Registry and Vital Statistics. No other stakeholder is providing technical expertise and support other than UNDP. Furthermore, through the Department of Political Affairs/Electoral Assistance Division, UNDP has been given the mandate to provide electoral assistance in Vanuatu for the period 2021- 2024. This is building on the mandate and work done from 2017-2020.
<b>2</b>	
<b>1</b>	
<b>7. Does the project apply a human rights-based approach?</b>	
3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)	
2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)	
1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.	
*Note: Management action or strong management justification must be given for a score of 1	
<b>3</b>	<b>Evidence:</b> This project has been developed specifically to assist the Government of Vanuatu to strengthen its electoral systems and processes so that it can effectively administer elections and fulfil the right to vote and elect representatives of choice of the citizens. Women's human rights and gender quality approach is mainstreamed throughout the document to address some of the pressing challenges of under-representation of women in public life and in political processes in Vanuatu.
<b>2</b>	
<b>1</b>	
<b>8. Does the project use gender analysis in the project design?</b>	
3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefiting from the project. (all must be true)	
2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities, but gender inequalities are not consistently integrated across each output. (all must be true)	
1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.	
*Note: Management Action or strong management justification must be given for a score of 1	
<b>3</b>	<b>Evidence:</b> Yes. Gender analysis was done during the first phase of the project which revealed major challenges for women's participation in elections
<b>2</b>	



1	and their chances of being elected into parliament and other representative bodies at subnational level. Gender analysis has been included in the project document (see pages 9-10) It shows a complex context which is highly inhibitive of achievement of gender equality but the project will use gender mainstreaming as a strategy to make gain and build on results from the first phase. There are dedicated indicators under each output on gender equality (refer to Results framework on Page 20).
<b>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</b> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true) 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true) 1: Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1	
3	<b>Evidence:</b> The Vanuatu Electoral Environment Project II design is highly informed by experiences and lessons learnt on resilience and sustainability from Phase 1 I Phase 1 Social and environmental risks were continuously tracked in the risk log, regularly follow up with the Vanuatu Meteorology & Geo-Hazard Department. Further UNDP will continue to work with these same partners to inform and provide technical guidance on hazards and related risks for the environment.
2	
1	
<b>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> 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.]	
<b>Yes (3)</b>	<b>Evidence:</b> SESP not required.
No (1)	
<b>MANAGEMENT &amp; MONITORING</b>	
<b>11. Does the project have a strong results framework?</b> 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true) 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true) 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true) *Note: Management Action or strong management justification must be given for a score of 1	



3	<b>Evidence:</b> Yes. Refer to the Results Framework on page 20 of the Prodod.
2	The indicators include the number of people trained in basic police services, first hour protocol, human rights and SGBV; the percentage of females trained; and the number of inputs accepted in the training curriculum.
1	
<b>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</b>	
3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true).	
2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)	
1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.	
*Note: Management Action or strong management justification must be given for a score of 1	
3	<b>Evidence:</b> Yes. Refer to page 33 of the Prodod.
2	
1	
<b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</b>	
3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)	
2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.	
1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.	
*Note: Management Action must be taken for a score of 1	
3	<b>Evidence:</b> Please refer to Risk Log in Annex III of the project document
2	
1	
<b>EFFICIENT</b>	
<b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating</b>	



<b>delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</b>	
<b>Yes (3)</b>	<b>Evidence:</b> Yes this has been done, please see Part IV Management Arrangements on page 18-19.
No (1)	
<b>15. Is the budget justified and supported with valid estimates?</b>	
3:	The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
2:	The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
1:	The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.
3	<b>Evidence:</b> Refer to Workplan on page 28. The budgets have been estimated. Fluctuations in foreign exchange exposure have been incorporated into the budget estimates.
2	
1	
<b>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</b>	
3:	The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
2:	The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
1:	The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.
*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	
3	<b>Evidence:</b> Refer to Workplan on page 28. The budget has been set up to account for the Direct Project Costing using UPL and LPL, mandatory corporate levies (GMS and Coordination Levy) have also been accounted for.
2	
1	
<b>EFFECTIVE</b>	
<b>17. Have targeted groups been engaged in the design of the project?</b>	
3:	Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
2:	Some evidence that key targeted groups have been consulted in the design of the project.
1:	No evidence of engagement with targeted groups during project design.
3	



2	1	<p><b>Evidence:</b> National stakeholders were consulted throughout the project design process, and their inputs and observations of the pilot phase have been incorporated into this project document. In addition to several lessons learned workshops focusing on joint registration activities and local elections, a comprehensive 2020 post-electoral review was organized aimed at producing an all-inclusive review of the electoral process to guide the EC, the VEO and other electoral stakeholders' planning for credible elections in the next cycle as well as to identify any electoral reform measures required for the future and inform VEEP Phase II. The post-electoral review was organized through field workshops and HQ workshops to analyze what worked well during the preparations and conduct of the elections, what did not and why. It covered aspects of the electoral system, policies, processes, and management structures and capabilities, polling and vote-counting activities, voters' attitudes and stakeholders' responses to EMB actions. The results of the comprehensive review allowed for suitable recommendations for remedial action and fed into discussions about electoral reform and the procedural development of the EMB throughout the electoral cycle. It also created the basis for the formulation of the 2021 strategic and operational workplan of electoral authorities, as well as VEEP phase II. Attached concept note, and Post-Electoral Review report.</p>
<b>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</b>		
<b>Yes (3)</b> No (1)		<p><b>Evidence:</b> Yes. Refer to Section V Monitoring and evaluation (M&amp;E).</p>
<b>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b> *Note: Management Action or strong management justification must be given for a score of "no"		
<b>Yes (3)</b> No (1)		<p><b>Evidence:</b> Yes. Gen 2 for all Project Outputs.</p>
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>		
<b>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</b>		
3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. 2: The project has been developed by UNDP in close consultation with national/regional/global partners. 1: The project has been developed by UNDP with limited or no engagement with national partners.		
3 2 1		<p><b>Evidence:</b> National stakeholders design of the project as explained above. In addition, global partners who are MFAT, UNDP HQ and Brussels we part of the design process and made substantive inputs and these have been incorporated into this project document.</p>
<b>21. Are key institutions and systems identified and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</b>		
3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors		



based on the results of the capacity assessment. 1: Capacity assessments have not been carried out.	
<b>3</b>	<b>Evidence:</b>
<b>2</b>	Refer to Pages 4-9 and 17 of the Prodop.
<b>1</b>	
<b>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</b>	
<b>Yes (3)</b>	<b>Evidence:</b>
No (1)	Refer to section 2- engaging the national and subnational levels
<b>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</b>	
<b>Yes (3)</b>	<b>Evidence:</b>
No (1)	UNDP has been and will continue to resource mobilize to continue strengthening capacities of the electoral institutions in Vanuatu. Capacity development is done in a manner that enables sustainability of the institutions and the internal embedding of capacities.



## ANNEX II: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

### Project Information

<i><b>Project Information</b></i>	
1. Project Title	Vanuatu Elections Environment Support Project II
2. Project Number	
3. Location	Vanuatu

### 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?**

##### ***Briefly describe in the space below how the Project mainstreams the human-rights based approach***

A human rights-based approach to development, which pays particular attention to the voice of disadvantaged and marginalised people will be applied. Through utilising a human rights-based approach to facilitate and enhance democratic engagement of citizens with electoral processes from a human rights perspective. There is focus on ensuring that impoverished and vulnerable people are empowered to utilise the institutions that are most relevant for them in exercising their agency in democratic governance, while at the same time stressing the importance of strengthening the capacity of those relevant institutions to deliver electoral reforms and administration in line with international best practices and standards; facilitating a convergence between popular expectations and institutional capacities to respond, aiming to deepen the social contract.

##### ***Briefly describe in the space below how- the Project is likely to improve gender equality and women's empowerment***

In addressing and prioritising the particular needs of women representation in politics and decision making, the approach taken is in line with recommendations of the Committee on the Elimination of All Forms of Discrimination against Women General Recommendation number 23 on Political and Public Life. The General Recommendation is founded on notions of inclusiveness and comprehensiveness, stressing the importance of measures and processes to promote women's full and effective participation for all women, irrespective of economic or social status, political background, geographical location, disability, sexual orientation or gender identity.

For the 2020 general election, 17 out of 295 candidates were women - less than six percent. None of them was elected, making it the third national election in a row in which no woman was elected. Political parties do not generally endorse women, and women face many difficulties to successfully participate and become political leaders, particularly in terms of obtaining financial means and political and societal support to both campaign and be elected. VEEP II will take the gender mainstreaming stream and utilise all opportunities



to integrate equality between men and women in all aspects of the electoral processes. This is strategy that will be completed by other regional work on women in politics that will be done by UNDP
<b><i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i></b>
In the development of the project strategy any potential environmental adverse impacts that could be caused by this project were considered and it was found that none of the activities to be conducted under this project will cause any adverse impacts on the environment.

## Part B. Identifying and Managing Social and Environmental Risks

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	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)?
Risk 1: No Risks Identified					
<b>QUESTION 4: What is the overall Project risk categorization?</b>					
Select one (see <a href="#">SESP</a> for guidance)					Comments
			Low Risk	✓	
			Moderate Risk		
			High Risk		
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>					
Check all that apply					
<i>Principle 1: Human Rights</i>					
<i>Principle 2: Gender Equality and Women's Empowerment</i>					
<i>1. Biodiversity Conservation and Natural Resource Management</i>					
<i>2. Climate Change Mitigation and Adaptation</i>					
<i>3. Community Health, Safety and Working Conditions</i>					
Comments					



	4. Cultural Heritage		
	5. Displacement and Resettlement		
	6. Indigenous Peoples		
	7. Pollution Prevention and Resource Efficiency		

Final Sign Off

Signature	Date
QA Assessor	
QA Approver	
PAC Chair	



## SESP Attachment 1: Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
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? <sup>10</sup>	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?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
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
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
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? 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	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	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	No

<sup>10</sup> 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.



park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	
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
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
<b>Standard 2: Climate Change Mitigation and Adaptation</b>	
2.1 Will the proposed Project result in significant <sup>11</sup> 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?	No
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
<b>Standard 3: Community Health, Safety and Working Conditions</b>	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
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)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
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

<sup>11</sup> In regards to CO<sub>2</sub>, '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.]



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?	No
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 limited adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>	
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
<b>Standard 5: Displacement and Resettlement</b>	
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? <sup>12</sup>	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
<b>Standard 6: Indigenous Peoples</b>	
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

<sup>12</sup> 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.



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
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>	
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?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
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
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?	No



### ANNEX III: RISK LOG AND ANALYSIS

I-Impact of risk

P-Probability of risk

#	Description	Risk Category	Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Limited or inconsistent political will and commitment to provide the necessary support to the electoral authorities and legal reforms to ensure further work on strengthening institutional and operational capacities, particularly during the non-electoral periods	Political	Impact=2 P=1 Risk level = Low	<ul style="list-style-type: none"> <li>VEEP II will continue supporting the lobbying work of the EC/VEO within the Ministry of Internal Affairs and other government agencies to push for compliance with government commitments towards supporting them through the whole electoral cycle.</li> <li>Prospective legal reforms require a wide and inclusive consultation process to raise awareness on legal changes. VEEP II envisages key activities to enhance engagement of relevant stakeholders (public, government ministries, donors and CSOs) to continue building collaboration mechanisms with governmental and civil society with a view to have ample participation and awareness on key electoral reform aspects.</li> <li>Work closely with other electoral stakeholders and institutions.</li> </ul>	<p>Project Board</p> <p>Electoral institutions leadership</p> <p>Project Manager</p> <p>UN/UNDP leadership</p>
2	Poor perceptions of the independence or efficiency of the EC/VEO create obstacles to the implementation of the project activities.	Political /Regulator	I=2 P=2 Risk level = Low	<ul style="list-style-type: none"> <li>The technical advisory roles within the EC/VEO include provision for high level advice on and recommendations for the EC's consideration and adoption related to perceptions management; strategies to address poor perceptions and to build the integrity of the institution</li> <li>Provide technical support to re-draft key legislation</li> <li>Coordinate high-level advocacy by development partners and civil society</li> </ul>	<p>Project manager</p> <p>Electoral stakeholders</p>
3	The voter register is not adequately corrected through the next updates during the transition period thereby affecting the scope of the project implementation.	Operational	I=3 P=1 Risk level = Low	<ul style="list-style-type: none"> <li>Close collaboration between the VEO and the CRVS will be maintained, supported by VEEP's technical assistance, to support successful efforts of duplication analysis, data validation in the field for improved quality of the register. VEEP Phase II will endeavour to support the VEO in its</li> </ul>	<p>Project manager</p>



				awareness and outreach efforts targeting key segments of the population to encourage new entries in the registration process with a view to ensure an inclusive and reliable voter register	Civil Registration and Electoral Institutions leadership
4	Late appointment of the VEO staff can have an impact on it properly carrying out its mandate.	Operational	I=2 P=2 Risk level = low	<ul style="list-style-type: none"> <li>The project will continue to support the EC/VEO efforts to ensure that the expected additional permanent staff (including the provincial officers) are appointed as promised.</li> </ul>	Project manager VEO leadership
5	Political instability during the project duration might increase the chances of emergency ("snap") elections, which could alter the project's workplan and priorities.	Political	I=2 P=2 Risk level = Low	<ul style="list-style-type: none"> <li>VEEP technical assistance will be provided to the EC/VEO to ensure there are plans in place to respond efficiently and in a timely manner to emergency elections, including in terms of regulations, operational plans, template legal timelines and procedures.</li> </ul>	Project manager Electoral Institutions leadership
6	Public disillusioned with the democratic processes (including the performance of the state institutions and, therefore, with the electoral authorities) might not be receptive to the project's activities;	Political	I=3 P=3 Risk level = Medium	<ul style="list-style-type: none"> <li>The EC/VEO will be supported to strengthen its public outreach. Improvement in the provision of electoral services (such as a more accurate and trusted voter register) will help improve public perceptions.</li> </ul>	Project manager
7	Natural disasters and pandemics including COVID-19 that impact directly on stakeholder priorities and ability to implement and participate in activities under the project.	Disaster/Pandemics	I=3 P=2 Risk Level=High	<ul style="list-style-type: none"> <li>Ensure flexible schedule for activity implementation to minimise potential impact on outputs and ensure sequenced and timely implementation of project activities, with adjustments made where necessary.</li> <li>Use lessons learnt from Covid-19 and other natural disasters for scenario planning and put in place contingency measures for activation as situations unfold</li> </ul>	Project Manager Electoral Institutions leadership UNDP Leadership



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## **ANNEX IV: CAPACITY ASSESSMENT**

A Harmonised Approach to Cash Transfers (HACT) assessment will be done for the VEO, National Statistics Office and other relevant institutions to enable a level of flexibility in the implementation of the project should any issues arise.

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## **ANNEX V: LESSONS LEARNED**

The Vanuatu Electoral Environment Project II document has taken a number of lessons from the first phase from 2017-2020. The most important lessons for effective programme delivery and impact of results are outlined below.

### **Ensuring regular coordination with all institutions to move as one unit is key in election administration**

Electoral processes by their nature are multi-stakeholder and complex. For the first time, the Vanuatu Electoral Commission (EC) and the Vanuatu Electoral Office (VEO) organized a systematic post-electoral review following the 2020 general elections for the members of Parliament. Besides electoral officers, the EC and VEO, various important electoral stakeholders to discuss numerous aspects of the process and draw the appropriate lessons learned. The ability to coordinate and build strong messages, leverage on capacities and build consensus on issues in a reflective manner was a lesson by itself for the project

Throughout the first phase of the project, coordination efforts by the project resulted in key results being achieved through multi-stakeholder engagements and efforts.

### **Strong citizen engagement is important in implementing democratic governance projects to achieve intended results**

The extensive communication, civic education and outreach played a positive role in galvanising citizen participation and engagement with the electoral process throughout and not just at on election day. overall, public perception of the electoral process was positive. The elections were perceived by all participants as credible and fair, and the general public shared that perception. People were free to engage in the electoral process and the results were accepted without political violence or tensions. Well planned and resourced multi-media civic engagement campaign and inclusivity of remote and rural communities proved critical not only for enabling high voter turn-out but also for engagement of citizens in the national ID and voter registry processes. process was inclusive of vulnerable groups, including the elderly and persons with disabilities Furthermore, to replace all measures of international and local observation as a COVID-19 mitigation measure, the tabulation and counting was live-streamed via Vanuatu Broadcasting and Television Corp (VBTC) and Electoral Office's Facebook page, significantly increasing public access, transparency and trust in the electoral results process.

### **Agile programming and contingency planning is crucial for programming in disaster prone communities and in COVID-19 context**

When TC Harold and Covid-19 hit just before the March 2020 elections, the VEEP project and electoral stakeholders had double complexities to deal with and the challenges of delivering elections was severely compounded. The ability of the project and electoral stakeholders to make quick



decisions and re-programme in response to the unfolding crisis was an important lesson. For example, swift decision making, engagement of non-traditional partners enabled the project to work with a local distillery to make hand sanitiser for use on election day. Forward planning enabled and facilitated despite the destruction from TC Harold to transport election materials to different parts of the country in time for the elections.

### **Digitalisation has the potential to change and improve election administration and e-government processes**

The double disaster spurred the project to step up on exploring and use of digital solutions to existing challenges. Within a period of less than 8 months, the project was able to deploy digital services and accelerating digital transformation in a series of activities:

- Design new National ID Cards and systems to improve the capacity on the ID management services provided by the CRVS Department, consequently improving the confidence of the population in the government services;
- Design new web applications and providing digital services to the VEO and CRVS Department;
- Proving reliable population statistics extracted from the CRVS and VEO datasets, classified by gender, location and age;
- Deploying mobile registration teams for birth registration, issuing birth certificates;
- Use of satellite imageries and population cluster identification, strategic information for COVID19 preparedness;
- Implementing digitization of hundreds of thousands of paper-based documents used by at VEO and CRVS Department, for future integration with digitalization services within the Ministry of Internal Affairs.

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## **ANNEX VI: PROJECT BOARD TERMS OF REFERENCE AND TORs OF KEY MANAGEMENT POSITIONS**

### **Specific Roles and Responsibilities of the Project Board:**

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Review the Project Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review Annual financial and narrative reports;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.
- From time to time approve terms of reference for studies and evaluations
- Address project issues as raised by the Project Manager;
- Agree on Project Manager's tolerances as required.

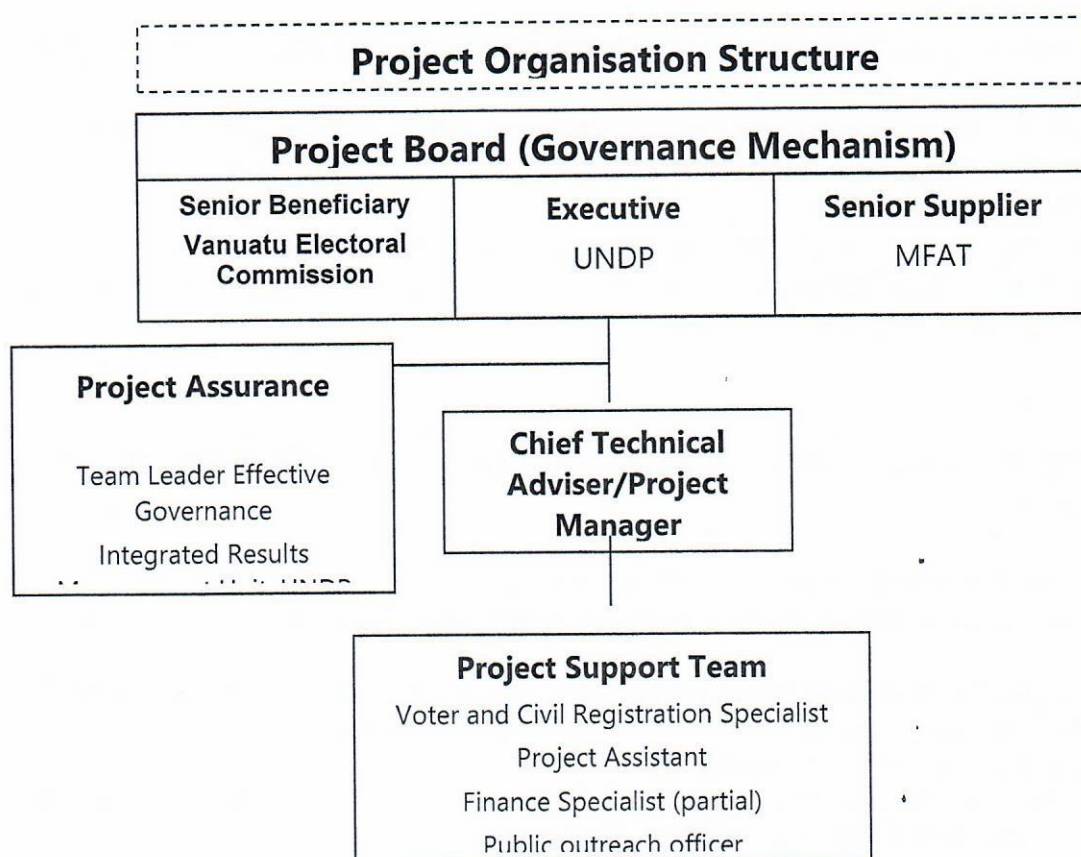
**Frequency of Board Meetings:** Twice a year (with possibility of ad hoc meetings if need arises)

**Chair:** UNDP and Chairman- Vanuatu Electoral Commission



### Project Organisation Structure

The project is managed by UNDP under the Direct Implementation Modality in close collaboration with the designated counterparts in the Government of Fiji. The overall structure of this Project is designed to emphasize and ensure government ownership of the Project and its activities. The following diagram shows the VEEP II Project structure.





## Terms of Reference of full-time staff for VEEP II

<b>Job Title: Chief Technical Adviser (CTA) and Project Manager</b>	<b>Duty Station: Vanuatu</b>
<p><b>Job Purpose and Organizational Context</b></p> <p>UNDP Pacific Office in Fiji, serves 10 countries and territories in the Pacific with a total population of 2.4 million people through its three focus areas:</p> <ol style="list-style-type: none"> <li>1. Effective Governance</li> <li>2. Inclusive Growth</li> <li>3. Resilience and Sustainable Development</li> </ol> <p>The UNDP Pacific Office in Fiji also coordinates regional initiatives and policy advise in 15 countries covered by the three UNDP offices in the region (Fiji, Samoa and Papua New Guinea). The UNDP Pacific Office in Fiji programme is guided by the Sub-Regional Programme Document (SRPD) (2018-2022) for the Pacific Island Countries and Territories, which outlines a programme strategy aligned with the vision of the Pacific Leaders, contributes to the achievement of Agenda 2030 for Sustainable Development and forms part of the UN Pacific Strategy 2018-2022.</p> <p>Under the Effective Governance programme, the UNDP Pacific Office in Fiji supports key thematic outcomes to promote peaceful, just and inclusive societies (SDG16). These include:</p> <ol style="list-style-type: none"> <li>i. Strengthening anti-corruption institutions and systems, supporting the implementation of United Nations Convention against Corruption (UNCAC);</li> <li>ii. Supporting access to justice for impoverished and vulnerable groups through empowering people to access legal rights and services;</li> <li>iii. HIV and Health;</li> <li>iv. Enhancing inclusive political process and institution. This includes supporting efforts related to constitutional reform processes, enhancing the credibility, transparency and effectiveness and sustainability of electoral institution and processes, parliamentary development and the advancement of women's equal participation.</li> </ol> <p>The UNDP Pacific Office in Fiji is supporting the Electoral Management Body (EMB) of Vanuatu through the <b>Vanuatu Electoral Environment Project</b> (VEEP) phase II. VEEP II will implement a range of country level activities to strengthen the institutional and operational capacities of the electoral authorities, both the Electoral Commission (EC), the policy-making, oversight body, and the Vanuatu Electoral Office (VEO), the corresponding executive, operational arm. VEEP II will support the electoral authorities to fulfil its mandate to conduct all direct elections in the country, including general, local council (provincial) and municipal elections, as well as any eventual national referendum, and improve its capacity to manage the political change process through credible and genuine electoral processes. The project will support the successful transition to the future voter registration model, where the electoral authorities will derive the voter register from the civil registry database, with the aim of increasing the integrity and accuracy of the voter register, as well as increasing participation, reducing certain irregularities and strengthening public confidence. The project will seek to improve institutional capacities to initiate and maintain longer-term voter education efforts and to strengthen the capacity of the electoral authorities to plan, implement, monitor and evaluate voter information and awareness efforts. Finally, the project will support electoral reform initiatives, including the capacity of the electoral authorities in developing and presenting viable changes and providing technical advice on the possible options to manage reforms dealing with complex aspects of the electoral processes.</p>	



The project is due to run from 1 January 2021 to 30 June 2024 and has 4 outputs:

- Output 1: Institutional Capacities of the Electoral Authorities Strengthened
- Output 2: Integrity and Accuracy of the Voter Registry Enhanced
- Output 3: Ability to conduct voter education and raise public awareness strengthened
- Output 4: Legal Framework for Political Parties developed and capacity building on legal framework to key stakeholders provided.

Under the direct supervision and technical guidance of the Team Leader for the Effective Governance Unit (P4), the Chief Technical Advisor/Project Manager for VEEP II (P4) will work with the VEEP II team, and in close consultation with the Vanuatu Electoral Office and the Commission, as well as other relevant national stakeholders in government and in civil society to ensure implementation and coordination of activities under VEEP II.

### **Duties and Responsibilities**

The Chief Technical Advisor/Project Manager is responsible for provision of technical advice on all aspects of the electoral process to the Vanuatu Electoral Office and the Electoral Commission, and for the overall planning, management and implementation of the VEEP II and the achievement of its results. The Chief Technical Advisor/Project Manager will be working directly with project partners, including the Vanuatu Electoral Commission and Vanuatu Electoral Office that have the primary responsibility for elections in Vanuatu.

### **Summary of Key Functions:**

1. Provide timely and quality expertise and advice to the Vanuatu Electoral Office, Electoral Commission, and UNDP in the development of policy, regulations, methodologies, tools, and working instruments for elections.
2. Advice to the Vanuatu Electoral Office, Electoral Commission, UNDP and relevant stakeholders on development of legal frameworks for the regulation of political parties through reformed legal frameworks, as well as public consultations
3. Implement, monitor, report, and evaluate the UNDP VEEP II project, in consultation and partnership with national partners.
4. Institutionalise and maintain donor intelligence, strategic partnership and resource mobilization.
5. Develop capacities of Vanuatu Electoral Office, Electoral Commission in an effective and sustainable manner.

#### **1. Provide timely and quality expertise and advice to the Vanuatu Electoral Office, Electoral Commission and UNDP in the development of policy, regulations, methodologies, tools, and working instruments for elections.**

- Thorough analysis of the governance, political, and socioeconomic situation of the country, especially considering the current reform agenda of the government.
- Identification of strategic and innovative areas of cooperation with interested development partners.
- Development of policies that will address the needs of EMBs, in partnership with strategic partners.
- Key contributions to knowledge management and communities of practice in elections and democratic governance.
- Facilitate skills transfer and capacity development in EMBs through trainings, briefings, peer-to-peer learning, institutional partnerships, etc.

#### **2. Advice to the Vanuatu Electoral Office, Electoral Commission, UNDP and relevant stakeholders on development of legal frameworks for the regulation of**



**political parties through reformed legal frameworks, as well as public consultations.**

- Provide technical advice on political, electoral and legal framework reforms on political party regulation;
- Provide technical advice on the consultation efforts of the government on political party reform, promoting an inclusive approach and engagement of citizens, groups, communities, and civil society organisations in the consultation process;
- Facilitate knowledge management, capacity building efforts, and South-South learning opportunities with the EMB and Political reform taskforce on political party regulation.

**3. Implement, monitor, report, and evaluate the UNDP VEEP II in consultation and partnership with national partners.**

- Ensure the professional, effective and efficient management and implementation of the VEEP II project, including all aspects of its planning, co-ordination, consultations, deliverables, results, monitoring, reporting, and accountability for all resources, personnel and finances;
- Lead the VEEP II team (including supervision of staff and consultants); prepare relevant terms of reference; supervise the team in the performance of those duties; facilitate relevant knowledge-transfer, information sharing and capacity development within the VEEP II team;
- Accountable for proper application of UNDP rules and regulations in the management of the project resources; and ensure proper procurement of goods and services in line with UNDP rules and procedures;
- Ensure open and timely accountability for results through the production and submission of accurate high quality quarterly and annual progress reports;
- Communication and visibility strategy for the project;
- Facilitate and participate in regular meetings with the Project Board, submit progress reports to the Board, and advise the Board members on policy issues relating to project implementation;
- Ensure regular and effective monitoring, reporting and evaluation of the project's performance, using benchmarks established by the project's work plans;
- Effective application of the results-based management (RBM) tools, establishment of management targets and monitoring and achievement of results;
- Represent the project in all elections related activities; participate in all regular meetings of the international and donor community related to elections or linked issues; liaise with the project donor on a regular basis.

**4. Institutionalize and maintain donor intelligence, strategic partnership and resource mobilization**

- Establishment of the framework of scanning donors' new aid environment to determine areas of priorities for EMBs and UNDP with reference to institutional development. This is based on the areas of cooperation and priority areas.
- Development and implementation of partnerships for achieving effective resource mobilization to achieve programme outcomes.
- Establishment and coordination of partnership with UN agencies, international financial institutions, bilateral and multilateral donors, government institutions, organized private sector, CSOs and other stakeholders.
- Critical contribution to the stakeholder consultations and bridging the potential gap between the EMBs and development partners.
- Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation and identification of opportunities for cost-sharing.
- Contribution to the establishment of cooperation and inter-change between EMBs and key national and international partners.

**5. Develop capacities of the Vanuatu Electoral office, and the Electoral Commission in an effective and sustainable manner.**



<ul style="list-style-type: none"> <li>• Support the Vanuatu Electoral office, and the Electoral Commission in assuming leadership and strategic oversight of the electoral processes;</li> <li>• Facilitate lessons learned process for the EMB post elections involving key stakeholders;</li> <li>• Provide strategic advice on any electoral reform including the legal reform that may take place considering the results of the national and international electoral observation missions;</li> <li>• Provision of strategic advice in the formulation, implementation, and revision of the Vanuatu Electoral Office planning and budgeting and reporting system;</li> <li>• Ensure effective monitoring and impact evaluation of VEEP II, introducing adjustments to project design and implementation strategies as/when necessary;</li> <li>• Guide, mentor and encourage the professional development of personnel in the Electoral Office and Commission with a view to ensure full national ownership;</li> <li>• Support effective liaison and coordination with UNDP and other development partners to ensure a coordinated, harmonized, and integrated approach which guarantees ongoing financial and technical support for the Electoral Office and Commission's development and consolidation.</li> </ul>
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#### **V. Recruitment Qualifications**

<b>Education:</b>	<ul style="list-style-type: none"> <li>• A Master's degree level in political sciences, international relations, law, social sciences, public administration, public management or in an equivalent area.</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• Good command of basic computer programmes (MS- Office under Windows: Word, Excel);</li> <li>• A minimum of 7 years of professional experience including 5 years of experience in the area of electoral systems, legislation and management of electoral process;</li> <li>• A strong experience in the formulation of superior technical advice to stakeholders involved in electoral processes, especially to election management bodies and development partners;</li> <li>• A strong experience in the planning, implementation and supervision of governance and/or electoral support projects;</li> <li>• Experience in project management and in human resources management;</li> <li>• Experience in developing and managing public consultation initiatives would be an asset.</li> </ul>
<b>Language Requirements:</b>	Proficiency in English. Working knowledge of French is desirable

<b><u>Job Title: Civil &amp; Voter Registration Specialist</u></b>	<b><u>Duty Station: Vanuatu</u></b>
<p><b>Job Purpose and Organizational Context</b></p> <p>UNDP Pacific Office in Fiji, serves 10 countries and territories in the Pacific with a total population of 2.4 million people through its three focus areas:</p> <ol style="list-style-type: none"> <li>4. Effective Governance</li> <li>5. Inclusive Growth</li> <li>6. Resilience and Sustainable Development</li> </ol> <p>The UNDP Pacific Office in Fiji also coordinates regional initiatives and policy advise in 15 countries covered by the three UNDP offices in the region (Fiji, Samoa and Papua New Guinea). The UNDP Pacific Office in Fiji programme is guided by the Sub-Regional Programme Document (SRPD) (2018-2022) for the Pacific Island Countries and Territories, which outlines a programme strategy</p>	



aligned with the vision of the Pacific Leaders, contributes to the achievement of Agenda 2030 for Sustainable Development and forms part of the UN Pacific Strategy 2018-2022.

Under the Effective Governance programme, the UNDP Pacific Office in Fiji supports key thematic outcomes to promote peaceful, just and inclusive societies (SDG16). These include:

- v. Strengthening anti-corruption institutions and systems, supporting the implementation of United Nations Convention against Corruption (UNCAC);
- vi. Supporting access to justice for impoverished and vulnerable groups through empowering people to access legal rights and services;
- vii. HIV and Health;
- viii. Enhancing inclusive political process and institution. This includes supporting efforts related to constitutional reform processes, enhancing the credibility, transparency and effectiveness and sustainability of electoral institution and processes, parliamentary development and the advancement of women's equal participation.

The UNDP Pacific Office in Fiji is supporting the Electoral Management Body (EMB) of Vanuatu through the **Vanuatu Electoral Environment Project (VEEP)** phase II. VEEP II will implement a range of country level activities to strengthen the institutional and operational capacities of the electoral authorities, both the Electoral Commission (EC), the policy-making, oversight body, and the Vanuatu Electoral Office (VEO), the corresponding executive, operational arm. VEEP II will support the electoral authorities to fulfil its mandate to conduct all direct elections in the country, including general, local council (provincial) and municipal elections, as well as any eventual national referendum, and improve its capacity to manage the political change process through credible and genuine electoral processes. The project will support the successful transition to the future voter registration model, where the electoral authorities will derive the voter register from the civil registry database, with the aim of increasing the integrity and accuracy of the voter register, as well as increasing participation, reducing certain irregularities and strengthening public confidence. The project will seek to improve institutional capacities to initiate and maintain longer-term voter education efforts and to strengthen the capacity of the electoral authorities to plan, implement, monitor and evaluate voter information and awareness efforts. Finally, the project will support electoral reform initiatives, including the capacity of the electoral authorities in developing and presenting viable changes and providing technical advice on the possible options to manage reforms dealing with complex aspects of the electoral processes.

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- Output 3: Ability to conduct voter education and raise public awareness strengthened
- Output 4: Legal Framework for Political Parties developed and capacity building on legal framework to key stakeholders provided.

Under the direct supervision and technical guidance of the Technical Advisor/Project Manager for VEEP II (P4), the Civil & Voter Registration Specialist will work with the VEEP II team, and in close consultation with the Vanuatu Electoral Office and the Commission, as well as other relevant national stakeholders in government and in civil society to ensure implementation and coordination of activities under Output 2 on enhancing the integrity and accuracy of the voter registry, under VEEP II.

### **Duties and Responsibilities**

The CVR Specialist will contribute to VEEP II by supporting the strengthening of the current CVR/National ID database and development of the capacities of the VEO to manage the transitional phase moving from the old system to the new system. The CVR Specialist will analyse and critically assess the current linked electronic civil and voter registration methodology and



experiences, against the five criteria of accuracy, sustainability, interoperability, security, cost-effectiveness. In addition, the CVR Specialist will coordinate closely with the Vanuatu Electoral Office and the Ministry of Internal Affairs on the operations and management of the of the national voter registration exercise.

### **Summary of Key Functions:**

1. Provide timely and quality expertise and advice to the Vanuatu Electoral Office, Electoral Commission, and UNDP in the development of policy, regulations, methodologies, tools, and working instruments for the development, upgrading and continuous management of the Vanuatu Civil and voter registry;
2. Implement, monitor, report, and evaluate UNDP's support under Output 2 of the Vanuatu Electoral Environment Project, in consultation and partnership with national partners;
3. Develop capacities of Vanuatu Electoral Office (VEO), Electoral Commission (EC) in an effective and sustainable manner.

### **6. Provide timely and quality expertise and advice to the Vanuatu Electoral office, Electoral Commission, and UNDP in the development, upgrading and continuous management of the Vanuatu Civil and voter registry.**

- Draft the procedures and manual for the joint CVR registration exercise, as well as the tasks of the VEO to derive its own voter database from the single population database from the civil registry, and allocate voters to polling stations;
- Develop a strategy and detailed implementation plan for the establishment of a single "mother" registration database that would serve the purposes of both the civil register and the voter register;
- Carefully assess political, institutional, human, technical and financial implications for a single, credible population database;
- Facilitate skills transfer and capacity development in VEO through trainings, briefings, peer-to-peer learning, institutional partnerships, etc.

### **7. Implement, monitor, report, and evaluate UNDP's support under Output 2 of the Vanuatu Electoral Environment Project in consultation and partnership with national partners**

- Ensure the professional, effective and efficient management and implementation of Output 2 of VEEP project, including all aspects of its planning, co-ordination, consultations, deliverables, results, monitoring, reporting, and accountability for all resources, personnel and finances;
- Explore the necessary maintenance of the separate databases held by the Civil Registry and the VEO while registration for new national ID continues to be conducted;
- Support the establishment of a joint operational planning and implementation coordination mechanism, at least during the transitional period while two concurrent registrations are taking place, including a timely procurement plan with allocated funds from each institution;
- Develop a system for eliminating deceased persons from civil register (and thereby the voter register);
- Ensure open and timely accountability for results through the timely accurate high-quality technical inputs into quarterly and annual project reports;
- Communication and visibility strategy for the project;
- Ensure regular and effective monitoring, reporting and evaluation of the project's performance, using benchmarks established by the project's work plans;
- Support the EC/VEO in exploring and identifying innovative ways to add more quality and security to the single registration database and to expand it while making the review process less burdensome. Analyze and explore the technical options and challenges of the transition process to possibly add more credibility and integrity to the new single population database. This should naturally be a manageable solution in line with civil



servants' general digital knowledge. For example, the development of a simple duplicate search, based on certain fusion of scores, and adjudication;

- Support EC/VEO in ensuring that all technology applied to the implementation of the single registration database should consider the level of computer literacy of the average civil servant, the level of IT infrastructure required, the long-term sustainability of the hardware and software applications to be introduced, storage possibilities of the materials (both in urban areas and the islands), the level of security and data protection features to be introduced, synergies and cooperation between different ministries and state agencies, costs and supported by legal framework;
- Draft a detailed mutual Memorandum of Understanding and/or COM paper to address political, institutional, human and financial challenges between the two agencies concerned;
- Develop a realistic timetable for the transition to the ultimate state desired – the establishment of a single population registration database, from where the voter register can be derived (without the need for concurrent registration from both agencies);
- Support the issuance of new national ID cards that will ultimately replace the voter card, as well as validate potential security features;
- Analyze key CVR success factors and evaluate planned outputs, assess the capacities (regarding current and required resources), prepare timetable and estimated total cost, etc., including evaluation of the human resources necessary for CVR registration (registry operators, technicians, etc.)
- Review and finalize technical specifications for equipment and services to be procured;
- Support recruitment, preparations and conduct of specialized training of the national civil and voter registration officers based on procedures/new manual developed, as well as creation and dissemination of information;
- Provide a comprehensive review of the use of ICTs (equipment, software needed for data center, facilities, operators, and technicians) in the context of civil & voter registration, including consolidation of the database);
- Evaluate the administrative/technical set-up, e.g. the geographical division set up (Central, provincial, local mobile teams)
- Establish the operational timetable for the steps related to voter registration, data consolidation, de-duplication, the printing of the voters list and voter's cards etc.
- Support ad hoc training as required;
- Support and contribute to coordination with local authorities regarding the technical aspects;
- Working closely with relevant EC and VEO staff to support in the development of data management procedures, tools and working instruments for the different administrative processes, using a shared drive, as well as in the importance of training electoral staff on its use;
- Represent the project where needed in all elections related activities.

#### **8. Develop capacities of the Vanuatu Electoral office, and the Electoral Commission in an effective and sustainable manner.**

- Coordinate with the VEO and support the Project manager in facilitating lessons learned process for the VEO post elections involving key stakeholders;
- Provide strategic advice to the Project manager on any electoral reform required including the legal reform that may take place considering the results of the civil and voter registration exercise, and General Elections 2024;
- Ensure effective monitoring and impact evaluation of Output 2 of VEEP, introducing adjustments to project design and implementation strategies as/when necessary;
- Effective support to the professional development of personnel in the VEO and Commission with a view to ensure full national ownership;
- Support effective liaison and coordination with UNDP and other Development Partners to ensure a coordinated, harmonized, and integrated approach which guarantees ongoing financial and technical support for the VEO and Commission's development and consolidation.



<b>V. Recruitment Qualifications</b>	
<b>Education:</b>	<ul style="list-style-type: none"> <li>• Master's degree (or equivalent) preferably in Computer or Information Systems, Mathematics, Statistics or other related field, or a combination of professional training and certification and experience in relevant areas, in electoral projects.</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• Good command of basic computer programmes (MS- Office under Windows: Word, Excel);</li> <li>• A minimum of 10 years of progressively responsible high-level experience in planning, design, development, implementation and maintenance of computer information systems or related area, including 5 years of experience of functional and technical aspects of Integrated Management Information Systems;</li> <li>• Minimum 3 years relevant experience in the programming and implementation of United Nations electoral assistance projects;</li> <li>• Visionary and innovative System Architect of complex systems;</li> <li>• Minimum 3 years relevant experience in the design and/or implementation of electronic voter registration solutions, within the United Nations or other international organizations;</li> <li>• Experience in maintenance of population and/or voter registration systems in an electoral assistance environment;</li> <li>• Strong analytical skills, working in multidisciplinary teams;</li> <li>• Working experience in government scale software design and implementation;</li> <li>• Experience in analysing system requirements and reports/write up of architecture and technical documents.</li> <li>• Knowledge of political processes in the Pacific Region is highly desirable.</li> <li>• Experience in project management and in human resources management.</li> <li>• Experience in developing and managing public consultation initiatives would be an asset.</li> </ul>
<b>Language Requirements:</b>	Proficiency in English. Working knowledge of French is desirable

<b><u>Job Title: Project Assistant</u></b>	<b><u>Duty Station: Vanuatu</u></b>
<p><b>Job Purpose and Organizational Context</b></p> <p>UNDP Pacific Office in Fiji, serves 10 countries and territories in the Pacific with a total population of 2.4 million people through its three focus areas:</p> <ol style="list-style-type: none"> <li>7. Effective Governance</li> <li>8. Inclusive Growth</li> <li>9. Resilience and Sustainable Development</li> </ol> <p>The UNDP Pacific Office in Fiji also coordinates regional initiatives and policy advise in 14 countries covered by the three UNDP offices in the region (Fiji, Samoa). The UNDP Pacific Office in Fiji programme is guided by the Sub-Regional Programme Document (SRPD) (2018-2022) for the Pacific Island Countries and Territories, which outlines a programme strategy aligned with the vision of the Pacific Leaders, contributes to the achievement of Agenda 2030 for Sustainable Development and forms part of the UN Pacific Strategy 2018-2022.</p>	



Under the Effective Governance programme, the UNDP Pacific Office in Fiji supports key thematic outcomes to promote peaceful, just and inclusive societies (SDG16). These include:

- ix. Strengthening anti-corruption institutions and systems, supporting the implementation of United Nations Convention against Corruption (UNCAC);
- x. Supporting access to justice for impoverished and vulnerable groups through empowering people to access legal rights and services;
- xi. HIV and Health;
- xii. Enhancing inclusive political process and institution. This includes supporting efforts related to constitutional reform processes, enhancing the credibility, transparency and effectiveness and sustainability of electoral institution and processes, parliamentary development and the advancement of women's equal participation.

The UNDP Pacific Office in Fiji is supporting the Electoral Management Body of Vanuatu through the **Vanuatu Electoral Environment Project** (VEEP) phase II. VEEP II will implement a range of country level activities to strengthen the institutional and operational capacities of the electoral authorities, both the Electoral Commission (EC), the policy-making, oversight body, and the Vanuatu Electoral Office (VEO), the corresponding executive, operational arm. VEEP II will support the electoral authorities to fulfil its mandate to conduct all direct elections in the country, including general, local council (provincial) and municipal elections, as well as any eventual national referendum, and improve its capacity to manage the political change process through credible and genuine electoral processes. The project will support the successful transition to the future voter registration model, where the electoral authorities will derive the voter register from the civil registry database, with the aim of increasing the integrity and accuracy of the voter register, as well as increasing participation, reducing certain irregularities and strengthening public confidence. The project will seek to improve institutional capacities to initiate and maintain longer-term voter education efforts and to strengthen the capacity of the electoral authorities to plan, implement, monitor and evaluate voter information and awareness efforts. Finally, the project will support electoral reform initiatives, including the capacity of the electoral authorities in developing and presenting viable changes and providing technical advice on the possible options to manage reforms dealing with complex aspects of the electoral processes.

The project is due to run from 1 January 2021 to 30 June 2024 and has 4 outputs:

Output 1: Institutional Capacities of the Electoral Authorities Strengthened

Output 2: Integrity and Accuracy of the Voter Registry Enhanced

Output 3: Ability to conduct voter education and raise public awareness strengthened

Output 4: Legal Framework for Political Parties developed and capacity building on legal framework to key stakeholders provided.

Under the direct supervision and technical guidance of the Technical Advisor/Project Manager for VEEP II (P4), the Project Assistant will support the day-to-day implementation of the project through high quality administrative, financial, and logistical support, in the timely implementation of activities.

### **Duties and Responsibilities**

Summary of Key Functions:

1. Ensures effective administrative and logistical support
2. Provide support to effective management of the programme
3. Support in creation of strategic partnerships and implementation of the resource mobilization strategy for Team initiatives.
4. Participation in knowledge building and knowledge sharing.

### **a. Ensures effective administrative and logistical support, focusing on achievement of the following results:**

- Performance of a Buyer role in Atlas and preparation of Vendor List.
- Support to organization of procurement processes including preparation of RFQs, ITBs receipt of quotations, bids or proposals.



<ul style="list-style-type: none"> <li>• Maintenance of the supervisor's calendar, managing government &amp; external partner contact list, arrangement of appointments and meetings.</li> <li>• Coordination of travel arrangements and hotel reservations, preparation of travel authorizations, processing requests for visas.</li> <li>• Administrative support to conferences, workshops, retreats.</li> <li>• Collection of information for DSA, travel agencies and other administrative surveys, support to organization of common services activities.</li> <li>• Assist in processing of Staff/Workshop Participants Travel Claims in line with financial procedures</li> <li>• Custodian for management of office stationery supplies including maintenance of stock list of stationery, distribution of stationery as required by VEEP II and keeping a log of distribution.</li> <li>• Maintenance of the e-filing system ensuring safekeeping of confidential materials.</li> <li>• Presentation of information on the status of financial resources as required.</li> <li>• Assisting in timely disbursement of payments to Travel Agent</li> <li>• Prepare bank documents, e.g. T/T. and assist in banking runs for events</li> <li>• Follow up on deadlines, commitments made, actions taken and coordination of collection and submission of the reports to supervisor.</li> <li>• Assistance in the provision of information for audit management</li> </ul>	
<b>b. Provide support to effective management of the programme:</b> <ul style="list-style-type: none"> <li>• Assist in the design, planning and management, evaluation and monitoring and reporting of initiatives on VEEP II as well as other key result areas that may be assigned in future.</li> <li>• Assist in the collection, and presentation of researched information for preparation of project concepts, draft project documents, work plans, budgets, and proposals on implementation arrangements, MOUs and contracts.</li> <li>• Assist in the follow up on performance indicators/ success criteria, targets and milestones, preparation/review/comments of/on reports.</li> <li>• Assist in the preparation of Unit workplan and results reporting.</li> </ul>	
<b>c. Support in creation of strategic partnerships and implementation of the resource mobilization strategy for Team initiatives:</b> <ul style="list-style-type: none"> <li>• Assist in the analysis of information on donors, preparation of donor's profile and database, establishment of contacts with donor counterparts.</li> <li>• Assist in tracking and reporting on mobilized resources.</li> <li>• Provide support to donor reporting</li> </ul>	
<b>d. Participate in knowledge building and knowledge sharing:</b> <ul style="list-style-type: none"> <li>• Dissemination of information on the Unit activities to UN agencies, donors, &amp; development partners</li> <li>• Coordination /liaison with printers on editing and layout work of team's reports or advocacy materials before publishing.</li> <li>• Coordinate post-production work for publications.</li> </ul>	
<b>Competencies and Selection Criteria</b> <b>Core Competencies:</b> <ul style="list-style-type: none"> <li>• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</li> <li>• Demonstrating/safeguarding ethics and integrity</li> <li>• Demonstrate corporate knowledge and sound judgment</li> <li>• Self-development, initiative-taking</li> <li>• Acting as a team player and facilitating team work</li> <li>• Facilitating and encouraging open communication in the team, communicating effectively</li> </ul>	
<b>V. Recruitment Qualifications</b>	
Education:	<ul style="list-style-type: none"> <li>• Completion of Secondary Education preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences would be desirable, but it is not a requirement.</li> </ul>



Experience:	<ul style="list-style-type: none"> <li>• 5 years of relevant administrative or programme experience is required at the national or international level;</li> <li>• Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages;</li> <li>• Experience in handling of web based management systems.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Proficiency in English</li> </ul>

## **UN VOLUNTEER DESCRIPTION OF ASSIGNMENT PUBLIC OUTREACH COORDINATOR**

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers. In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities. In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

## **General Information**

**UNV Assignment Title:** UNV Public Outreach Coordinator

**Country of Assignment:** Vanuatu

**Host Institute:** United Nations Development Programme

**Volunteer Category:** International Specialist

## **Assignment Details**

**Assignment Title** UNV Public Outreach Coordinator

### **Organizational Context & Project Description**



The UNDP Pacific Office in Fiji serves 10 countries directly<sup>13</sup>. UNDP in the Pacific has three focus areas:

- Effective Governance
- Inclusive Growth
- Resilience and Sustainable Development

The UNDP Pacific Office in Fiji coordinates regional initiatives and policy advice in 14 countries covered by the two UNDP offices in the region (Fiji, Samoa) and is guided by the Sub-Regional Programme Document (SRPD) (2018-2022)<sup>14</sup> for the Pacific Island Countries and Territories. The SRPD outlines a programme strategy aligned with the vision of the Pacific Leaders, contributes to the achievement of Agenda 2030 for Sustainable Development and forms part of the UN Pacific Strategy 2018-2022.

The Effective Governance Programme supports initiatives in the Pacific to promote peaceful, just and inclusive society (SDG16) through the following programme areas:

- Strengthening anti-corruption institutions and systems, supporting the implementation of United Nations Convention against Corruption (UNCAC);
- Supports access to justice for impoverished and vulnerable groups through empowering people to access legal rights and services;
- HIV and Health;
- Enhancing inclusive political processes and institution. This includes supporting efforts related to constitutional reform processes, enhancing the credibility, transparency and effectiveness and sustainability of electoral institution and processes, parliamentary development and the advancement of women's equal participation.

The UNDP Pacific Office in Fiji is supporting the Electoral Management Body (EMB) of Vanuatu through the Vanuatu Electoral Environment Project (VEEP) phase II. VEEP II is implementing a range of country level activities to increase the effectiveness and capacity of the Vanuatu Electoral Commission and Office to fulfil its mandate to supervise the registration of electors and the conduct of elections to Parliament and provincial and municipal councils. Improving the capacity of the Vanuatu Electoral Commission and Office will contribute to its ability to manage the political change process through credible electoral processes. As part of this a new voter registration system will seek to more accurately represent the electorate, building the public's trust in democracy in Vanuatu. The project is due to run until December 2020 and has 4 outputs:

- Output 1: Institutional Capacities of the Electoral Authorities Strengthened
- Output 2: Integrity and Accuracy of the Voter Registry Enhanced
- Output 3: Ability to conduct voter education and raise public awareness strengthened
- Output 4: Legal Framework for Political Parties developed and capacity building on legal framework to key stakeholders provided.

Under the direct supervision and technical guidance of the Technical Advisor/Project Manager for VEEP II (P4), the Public Outreach Coordinator (UNV) will work with the VEEP II team and in close consultation with the Vanuatu Electoral Office (VEO) to strengthen the role of the VEO to plan, develop and implement effective public outreach, including both civic and voter education strategies and campaigns. The Public Outreach Coordinator will report on delivery of Output 3 of the VEEP II to the Technical Advisor/Project Manager.

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<sup>13</sup> 10 Pacific Island Countries and Territories (PICTs) are namely Fiji, Federated States of Micronesia, Kiribati, Nauru, Palau, Republic of Marshall Islands, Solomon Islands, Tonga, Tuvalu, and Vanuatu, with technical support also provided to PNG, Samoa, Cook Islands, Tokelau and Niue.

<sup>14</sup> The United Nations Pacific Strategy (UNPS) 2018-2022 is a five-year strategic framework that outlines the collective response of the UN system to the development priorities in 14 PICTs.



The strategy for voter information, public outreach and civic education will be implemented as part of a broader strategy developed under output 1. Reports produced by 2016 in UNDP will act as a baseline for the development of an inclusive strategy that includes a special focus on gender. For its implementation, new staffing structures and additional resources will be required as the current structure of the commission does not have the capacity to undertake further work.

The emphasis for voter education will be on developing messages and materials that have been tested for efficacy, in providing practical information on how voters can register and cast their ballot. Civic education and public outreach will be guided on the findings of a needs assessment of the different island contexts and the gender considerations that accompany those different contexts. Civic education (democracy, inclusiveness, constitution, etc.) and outreach strategies will be developed on the back of that assessment.

## **Sustainable Development Goals 17. Partnerships For the Goals**

### **UNV Focus Area**

National capacity development via volunteer schemes

### **Task description**

Within the delegated authority and under the supervision of the Technical Adviser and Project Manager, the UNV Public Outreach Coordinator will:

- Take the lead in facilitating the collection of materials for the website as an online archive and information management system for the electoral office;
- Provide input into the conduct assessment broken down by province on civic understanding and how different communities prefer to access information;
- Provide support to the implementation of capacity building initiatives for the electoral office staff to enable them to train registration offices on voter and civic education;
- Identify and facilitate opportunities for peer-to-peer learning with other Pacific Island Electoral Offices, Australia and New Zealand Electoral Administrators Network (PIANZEA) and/or the BRIDGE professional development programmes and other relevant stakeholders;
- Support the development of education and awareness strategies of the electoral office based on the electoral cycle and timeline around an electoral event;
- Based on this strategy, support targeted awareness campaigns on the importance of voter registration and the exercise of voting rights in the referendum and elections, on inclusive political participation and gender related aspects;
- Support the staff of VEO to provide periodic status reports to the Electoral Commission and other relevant stakeholders on the public outreach activities when required;
- Advise the Senior Electoral Advisor of any additional requirements for support to the VEO Public Outreach activities;
- Perform other duties under other outputs of the project as required.

Furthermore, UN Volunteers are required to:- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark International Volunteer Day)- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country- Provide annual and end of assignment reports on UN Volunteer actions, results and opportunities using UNV's Volunteer Reporting Application- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.



## Results/Expected Outputs

As an active UNDP Effective Governance team member, efficient, timely, responsive, client-friendly and high-quality support rendered to UNDP and its beneficiaries in the accomplishment of her/his functions, including:

- VEO is provided with well analyzed, concise information and recommendations reflective of comparative experiences and international best practices in the field of voter information, public outreach and civic education.
  - Website for the VEO is designed, developed and regularly updated;
  - Capacity building initiatives undertaken for electoral office staff on voter and civic education;
  - Opportunities for peer-to-peer learning identified and placement/attachments facilitated;
  - Development of the education and awareness strategies of the electoral office supported.
  - Targeted awareness campaigns supported and implemented.
- The development of capacity through coaching, mentoring and formal on-the-job training, when working with (including supervising) national staff or (non-) governmental counter-parts, including Implementing Partners (IPs); • Age, Gender and Diversity (AGD) perspective is systematically applied, integrated and documented in all activities throughout the assignment • A final statement of achievements towards volunteerism for peace and development during the assignment, such as reporting on the number of volunteers mobilized, activities participated in and capacities developed.

## Qualifications/Requirements

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Required Degree Level      Bachelor degree or equivalent

### Education - Additional Comments

Bachelors or equivalent in political sciences, international relations, public administration, or related field;

Required experience      36 months

### Experience Remark

A minimum of three years of progressively responsible experience in electoral administration, with specific experience in elections related training, voter education and capacity building, required;

### Language

English (Mandatory), Level - Fluent

### Area of Expertise

Governance and decentralization Mandatory

### Area of Expertise Requirement



- Effective organization skills and ability to manage large volume of work in an efficient manner;
- Experience of public speaking and presenting to high level audiences;
- Experience in the usage of computers and office software packages, experience in handling of web-based management systems.
- Excellent oral and written skills; excellent drafting, formulation, reporting skills;
- Excellent interpersonal skills; culturally and socially sensitive; ability to work inclusively and collaboratively with a range of partners, including grassroots community members, religious and youth organizations and authorities at different levels; familiarity with tools and approaches of communications for development

## **Competencies & Values**

- Accountability
- Adaptability and Flexibility
- Client Orientation
- Commitment to Continuous Learning
- Communication
- Ethics and Values
- Integrity
- Knowledge Sharing
- Planning and Organizing
- Professionalism
- Respect for Diversity
- Working in Teams

## **Finance Specialist (Partial)**

### **Functions / Key Results Expected**

#### **Summary of Key Functions:**

- Ensures effective programme finance management and monitoring of project budgets under the programme portfolio for efficient, transparent and timely financial management ultimately leading to accomplishment of programme goals
- Acts as project focal point for finance matters.
- Coordinates all finance -related activities.
- Facilitates knowledge building and knowledge sharing amongst implementation partners on UNDP related policies on financial management of project funding.

#### **1. Ensures effective programme finance management and monitoring of project budgets**

- Ensures full compliance – for self and all project-level staff - with UNDP rules, regulations, and policies of financial activities, financial recording/reporting system, and follow-up on audit recommendations; implementation of effective internal controls, proper functioning of a client-oriented financial resources management system.
- Plans, guides and controls the use of programme financial resources;
- Under the direction of the Programme Manager, prepares and manages programme budgets, inputting budgets into ATLAS, and complete budget revisions in a timely manner;
- Monitors core and non-core funds of the projects, by using ATLAS to track financial delivery; produce financial reports for team and donors;
- Identifies and investigates operational and financial bottlenecks and develops solutions to address them;
- Conducts monthly analysis and monitoring of budget expenditures;
- Exercises control of accounts receivables for programmes and fund transfers from donors and UNDP HQ;



- Participates in project audits, control on the follow up, ensure implementation of all audit findings;
- Produces quarterly combined delivery reports for the projects and donors, as well as oversees the preparation of delivery reports and closing of project transactions at year end;
- Contributes to year end reporting including preparation of annual reports;
- Responds to all requests and questions related to programme delivery;
- Oversees financial closure of cost sharing agreements and the programmes.
- Ensures the correct filing and storage of legal documents and binding agreements at programme level;
- Supervises and provides oversight for programme associate and any other admin/finance officers hired to support implementation.

## **2. Acts as project focal point of administrative and logistics support.**

- Exercises proper control and maintenance of (e-)filing of the supporting documents for payments, review projects financial reports and safekeeping of confidential materials; ensures accuracy of all programme filings.
- Maintains the internal expenditure control system, which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas, and ensure same is done for all programme level filings.
- Supervises staff on the uploading of payment vouchers in the UNDP GSSU portal, verifies requisitions, undertakes timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Prepares General Ledger entries to correct mis-posting of expenditures and carry out reversal;
- Coordinates project staff and stakeholders' travel, including development of logistical notes, maintenance of project calendar.
- Supervises entry of travel requests under the Travel and Expense Module and TRIP clearance.
- Follows up on F10 to liquidate DSA advances and attend to travel related queries.
- Supervises Vendor entry and creation of travel profile in compliance with UNDP rules and regulations
- Supervises administrative and financial support (including drafting agenda's where needed) for conferences, workshops, retreats and other meetings.
- Supervises support staff in processing of staff/workshop participants travel claims in line with financial procedures.
- Liaises with UNDP Operations Team on project cash advance, verifies acquittals and submits to finance for approval prior to uploading
- Follows up on the acquittal of cash advances issued to project implementing partners under the HACT.
- Oversees the programme associate in development, maintenance and updating of the asset register for all equipment purchased within the Programme
- Acts as the audit focal point and provides information for audits and reviews.

## **3. Facilitates knowledge building and knowledge sharing amongst implementation partners on UNDP related policies on financial management of project funding.**

- Organizes trainings for the operations/ projects staff on programme.
- Organizes trainings and knowledge building of external partners and responsible agents on UNDP procedures.
- Provides a synthesis of lessons learnt and best practices in programme from a programme/financial perspective
- Dissemination of information on the Unit activities to UN agencies, donors, & development partners.
- Contributes to knowledge networks and communities of practice.

## **Impact of Results**

The key results have a significant impact on the effectiveness and efficiency of the Fiji Police Force Support Project, through smooth and transparent management of finances to enable strong technical performance of the programme.



## Competencies

### Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional Competencies:

#### Finance and Administration

- Experience in managing budgets and financial operations in the UN system
- Experience in conducting financial analysis of programmes
- Ability to manage complicated budgets
- Experience providing financial reports
- Experience with ATLAS
- Knowledge of UNDP procurement in accordance with UNDP policies and procedures for procurement and finance

#### Development and Operational Effectiveness

- Ability to perform a broad range of specialized activities related to financial resources management, including formulating budgets, maintaining Accounts Receivables and Accounts Payables
- Sound knowledge of financial rules and regulations
- Strong IT skills

#### Knowledge Management and Learning

- Shares knowledge and experience
- Encourages office staff to share knowledge and contribute to UNDP practice areas
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

#### Job Knowledge/Technical Expertise

- Fundamental knowledge of processes, methods and procedures
- Understands the main processes and methods of work regarding to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates same in own work
- 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
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools, and utilizes these regularly in work assignments

#### Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexity

### Recruitment Qualifications

Education:	Advanced university degree (Master's degree or equivalent) in finance, accounting or related field, or a first-level university degree in combination with two (2) additional years of qualifying experience may be accepted in lieu of the advanced university degree.
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Experience:	<p>Three years working experience (five years for bachelor's degree) in similar public sector organization or programme experience at private/public sector organizations is required at the national or international level.</p> <p>Very Good understanding of computers and office software packages (MS Word, Excel, PowerPoint) and advanced knowledge of spreadsheet and database packages, and web-based management systems.</p> <p>Previous experience within the UN system, in particular with UNDP financial management systems, is an asset.</p> <p>Additional training in relation to transparency and integrity is desirable.</p>
Language Requirements:	<p>Fluency in English; fluency in another language spoken in Fiji is desirable.</p>