



Government of Liberia



Empowered Lives
Resilient Nations

**SUPPORT TO CONSTITUTION REFORM PROJECT
2013 – 2015**

**AGENDA FOR
TRANSFORMATION PILLAR
UNDAF OUTCOMES:**

Pillar Four: Governance and Public Institution

EXPECTED CP OUTCOME:

Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively

National reconciliation and social cohesion fostered within an enabling constitutional and legal environment supported by a strengthened and accountable justice and security institutions at national and local level

**UNDAF ACTION PLAN
OUTPUT**

By 2014, review of current constitution and legal framework undertaken and new human rights compliance proposals drafted

**EXPECTED PROGRAMME
OUTPUTS:**

1. Increased capacity of the CRC to provide leadership to the
2. Constitution review process;
3. Review of the Constitution undertaken;
4. Enhanced public participation in the constitutional review process;
5. Increased political parties and civil society participation in the constitutional review process;
6. National consensus built on the proposals; and
7. Appropriate planning made for the legislative and referendum phases of the review

IMPLEMENTING PARTNER:

Constitution Review Committee (CRC)

IMPLEMENTING AGENCY:

Constitution Review Committee, Governance Commission, Law Reform Commission

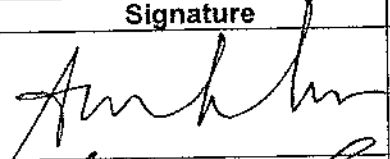
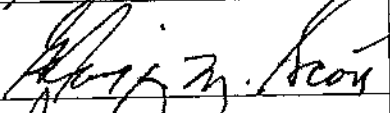
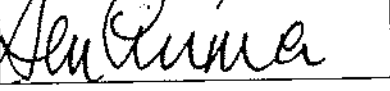
Brief Description

This project document is to support an inclusive and participatory constitutional reform process in Liberia. Constitutional reform provides a unique opportunity for advancing reconciliation, political dialogue, and peace consolidation all aimed at achieving consensus on the underlying issues and the nature of the state best suited for Liberia. An inclusive, transparent and participatory constitutional review process will create an enabling environment for realizing long-term political, social stability as well as economic development in Liberia.

The UN through UNDP Liberia seeks to support the Constitutional Review process in Liberia that would guarantee long term stability of the country. The Support to Constitutional Reform (SCR) Project is intended to give effect to the desire of the Government of Liberia (GOL) in keeping with its obligation under the Constitution Articles 91, 92 and 35, on an inclusive people driven review and amendment of the Constitution. The project's main goal is to strengthen national capacity for the implementation of a transparent, impartial, inclusive, participatory and creditable constitution making process. The project particularly focuses on strengthening the Liberia national leadership and ownership of the Constitutional review process in collaboration with UNDP, UNMIL and other development partners.

The project will focus on three main areas. First it will provide technical, financial and logistical support to the Constitutional Review Committee (CRC) to undertake review, research, establish its secretariat, coordination processes, and implement its work plan. The project will also support CRC, relevant government ministries and agencies, political parties, civil society, women, youth and the media to enhance public participation by developing and implementing a civic education programme at national, county and community levels, and conduct public consultation and dissemination of constitution related materials and popularize the constitution and draft proposals. Finally it will support the development of a project document for the next two phases of the constitutional review process: the review of the Constitution by the Legislature and the electorate in a referendum.

Key Result Area (Strategic Plan):		2013 AWP budget: 6,722,864	
Atlas Award ID:	00074237	2014 AWP budget:	2,263,419
Project ID:	00086738	2015 AWP budget:	906,506
Start date:	01 June 2013	Total resources required:	10,585,284
End Date:	30 Sept. 2015	Total allocated resources:	
PAC Meeting Date:	9 May 2013	• Regular:	_____
Management Arrangements:	NIM	• Other:	_____
		o Donor:	_____
		o Donor:	_____
		o Government:	4,500,00
		Unfunded budget:	_____
		In-kind Contributions:	_____

Agreed by	Signature	Date
Hon. Amara M. Konneh Acting Minister Ministry of Planning & Economic Affairs Republic of Liberia		14/06/13
Cllr. Gloria Musu-Scott Chairperson Constitution Review Committee		June 14, 2013
Mr. Aeneas Chuma Resident Representative United Nations Development Programme		14/06/13

1. SITUATION ANALYSIS

1. SITUATION ANALYSIS

1.1 PROJECT RATIONALE

The Republic of Liberia (RoL) is on track to full recovery. Constitutional reform has been in the agenda of the Liberian Government since the transitional process began in 2003 but nothing concrete was done until the appointment of the Constitutional Review Committee (CRC) on 22nd August 2012. Constitutional reform was one of the key campaign issues in the 2005 elections. From the onset the new President took every opportunity to emphasise the need for constitutional reforms. In a speech to the Liberia National Bar Association on 24 February 2006 the President emphasised the need for the establishment of a National Commission with a mandate to review the constitution to change and modify the provisions undermining democratic principles, and to review out-dated laws.

The new government showed seriousness when constitutional reform was put as a priority in President Ellen Johnson's first 150 days plan upon assumption of office in 2006. The development of a clear plan and timeline for constitutional and legal reform was one of the deliverables under the governance and rule of law pillar that was to be implemented by the Governance Reform Commission (GRC) with support from the European Commission, UNDP, and UNMIL. When it conducted a review at the end of the first 150 days, the Government promised to start the process but this did not materialise. The GRC which was mandated to lead the process did not follow up on constitutional reforms and instead focused on governance issues especially anti-corruption initiatives, leaving constitutional reforms in abeyance. The last attempt to amend certain provisions of the Constitution in 2010/2011 was largely unsuccessful due to a skewed process that lacked inclusiveness and broad participation. Out of the 9 proposals for amendments, 5 were rejected by the Legislature and none of the propositions was approved in the referendum.

There is now greater awareness that a Constitution resulting from an inclusive and participatory review process will provide a framework for nation building, reconciliation, peace, security and development in Liberia. The Security Council in its Resolution 2066 (2012) emphasized that "in order to be sustainable, the transition planning process should take into account broad challenges, including governance and the rule of law as well as the political context, and called on UNMIL to make the appropriate internal adjustments and, at the request of the Government of Liberia, and consistent with its mandate, support the people and the Government of Liberia in taking forward the identified priorities, including national reconciliation, constitutional reform and decentralization. This will need a constitutional review process to be built on good governance principles of transparency and inclusion and calls for broad-based public consultations, public participation, civic education, and provision of information to the public".

After several failed attempts to start the process and following widespread public and international pressure, the Government of Liberia has embarked on a constitutional review process. In 2012 a draft bill was prepared and presented to the Legislature for the creation of a Constitutional Review Commission. However, following stiff opposition from the Legislators, the Bill was withdrawn. On 22nd August 2012 the President of Liberia appointed a five (now six with one additional appointment) persons' Constitution Review Committee (CRC) to lead the process.

The appointment of the CRC provides a real opportunity for constitutional reform and should be supported to undertake an inclusive and participatory process. The mandate of the CRC is to "organise and guide the process of constitution review in Liberia" by reviewing provisions of the Constitution, conducting public discourses and debates on the provisions of the Constitution with a view to ensuring that the Constitution is in harmony with Liberia's post-conflict democratic realities and aspirations, and craft proposals for amending the Constitution, prepare draft amendments and assist, as may be required, in ensuring the conduct of a referendum by the National Elections Commission (NEC) on proposals for amending the Constitution.

The mandate of the CRC as currently constituted is limited to ensure an inclusive and participatory process that is crucial for nation building, reconciliation, peace, security and development.

Although the CRC has been given 3 years to complete its work, the CRC is required to present the draft amendments to the Legislature to pass it in readiness for a referendum to be held after one year, and concurrently with the mid-term Senatorial elections due in 2015. Adhering to this will not allow an inclusive and participatory process. Nevertheless the appointment of the CRC provides a good opportunity for broadening the review to an inclusive and participatory process, and for achieving national consensus on a framework for nation building, peace consolidation, reconciliation and development. The ToR recognizes the need for inclusivity and paragraph (2) of the preamble provides for adequate opportunity for public discourse at each phase of the review. For this to be possible it is expected that the mandate of the CRC will be extended to a more reasonable time frame to enable deliver credible proposals.

The legal provisions for amending the constitution of Liberia are very complex and present a real challenge. It involves (a) policy formulation phase (by CRC), (b) drafting and enactment of legislation by two thirds majority vote in each House of the Legislature, and (c) approval by the electorate through a referendum. The CRC shall after consultation prepare proposals for amending the constitution. The proposed constitutional amendments shall be submitted to the President for presentation to the Legislature. If approved by a two thirds majority of both Houses the draft shall be presented to the people for ratification in a referendum at least one year from the date of the Legislative approval. This implies that the Legislature must approve the draft proposals in mid 2014 for the referendum to take place in mid 2015 as envisaged in the amended ToR of the CRC. Adhering to this timeline will allow CRC to conduct adequate consultations to seek broad views and reach consensus. Further, Article 92 of the Constitution does not allow voting on the amendments as a whole but requires voting on each amendment separately. This implies that a referendum question will be framed for each amendment and put in the ballot. If there are many amendments, the ballot paper will likely be long and confusing to voters. This may lead to a referendum taking more than one day of voting and several days of counting and this is why the extended period of 2015 is very important for the CRC.

Finally the key government agencies envisaged to play key roles in the review process require broad-based support to build their institutional capacity to support the CRC and the review process. These include 1) the Legislature; the Law Reform Commission (LRC); the Governance Commission (GC); the NEC; Traditional Council of Liberia (TCL); women and youth groups, etc. Some of these groups that will play a key role in this process are relatively new and/or lack capacity.

For the above reasons UNDP plans to implement a project to support constitutional reform in Liberia, "Support to Constitutional Reform in Liberia" (SCR). The project is a response to a request by the CRC in discussions with UNMIL and UNDP for the UN to provide support to the constitutional reform process. The proposed project will build upon and supplement UNDP's existing programmes "Justice and Security and Support to Strengthening of National Institutions Programmes", which provide technical assistance for constitutional and law reform, security sector reforms, institutional reform, democratic governance and rule of law in Liberia. It aligns with Pillar four of the Agenda for Transformation.

1.2 PROGRAMMING FRAMEWORK FOR LIBERIA

Constitutional reform is a key priority of the Government of Liberia. A people driven constitution process will create a framework for nation building, reconciliation, peace consolidation, security and development. Constitutional reforms is seen by UNDP as a rope that will tie the loose ends in the current and planned programme areas. The UNDP country programme document for 2008-2012 focused on two priority areas: governance and pro-poor economic growth. The new country programme document for 2013-2017 focuses on three priority areas that are aligned to Liberia's overall development frameworks, Vision 2030 and the 'Agenda for Transformation' and UNDAF. These are (a) peace, security and rule of law; (b) economic transformation; and (c) inclusive governance and public institutions.

Though seen as cross cutting, constitutional reform falls under the inclusive governance and public institutions pillar under the support to legal and constitutional reform programme. The aim of the inclusive governance and public institutions pillar is to create transparent, accountable and responsive public institutions that contribute to economic and social development as well as inclusive and participatory governance system. The legal and constitutional reform programme will create an enabling legal framework for implementing other UNDP programmes. The Constitutional reform process will lay the foundation for subsequent law reform activities.

1.3 STRATEGY

The strategy and approach of this project is informed by the capacity needs of the CRC, the lessons learnt from the 2010/11 constitutional amendment failures and the need to have a people driven process. The strategy shall be six fold: a) institutional capacity development of the CRC, b) review of the current constitution and existing policy documents c) enhancing public participation through conducting an inclusive and participatory review process, d) early engagement with key stakeholders such as the Legislature, political parties, traditional leaders, women and youth, e) involving the diaspora f) broad dissemination, sensitisation and consensus building on the draft proposals and planning for the next phases of the review.

The CRC as the agency mandated to lead the review is new. There is need to build the CRC capacity to effectively execute its mandate. Building institutional and human capacity of the CRC is a top priority of this project. The last attempt to amend the constitution was a fiasco with none of the initial nine propositions being approved. One of the reasons for the failure was the process which lacked participation of key stakeholders and the public that could have generated consensus and ownership. Supporting public participation through civic education and consultation is the primary goal of the project.¹ Further, constitutional reform processes have been derailed by lack of preparedness to develop consensus on the draft proposals when they are prepared and made public. Opponents of reform often take advantage and use propaganda to distort the proposals and mobilise resistance around them. The project shall conduct extensive civic education, dissemination and consensus building on the proposals to forestall any distortion and misinformation. The project shall print copies of the draft proposals and simplified versions and massively disseminate them to the public. The project shall carryout web based research, consultations and civic education. Lastly, the project shall help to plan for the next two phases in the review, the legislative and referendum phases. In terms of technical support the project will contract a team of experts that will be called upon to provide expertise on a continuous basis for consistency.²

1.4 ACTIVITIES

The Project has six intended outputs: 1) Build capacity of the CRC to conduct constitutional review; 2) Undertake review of the current constitution, policies and reports; 3) Enhance public participation through civic education and consultation; 4) enhance the capacity of the Law Reform Commission, Governance Commission, Traditional Council, youth and women agencies to participate in constitutional review; 5) strengthen civil society, political parties, youth, women and media participation in the constitutional review process; and 6) support the development of a project document for the legislative and referendum phases of the reform process.

¹ Civic education shall be conducted first to inform the public about the review and issues, and prepare them for consultations.

² Technical assistance shall be provided through the project period

The activities outlined in the project shall in most cases be implemented concurrently and complementary as indicated in the plan in 2.2 below. To implement the strategy in 1.4 above and in support of the outputs, UNDP under this project plans to carry out the following activities:

Output 1: Build Capacity of the CRC: (a) Support CRC to develop an organisation structure and recruit staff; (b) organize induction workshop on Constitutional Design and Development, Constitutionalism and Constitution Making for the CRC; (c) assist the CRC to develop and cost an "Action Plan" for the constitutional review process; (d) support the development of rules and procedures for its operation; (f) equip the secretariat; (g) assist the CRC to develop a communication strategy; (h) organize and facilitate comparative regional review visits³ and consultation with diaspora for members of the CRC.⁴

Output 2: Undertake review of the Constitution: (a) Undertake review of the current constitution, policy documents and reports such as Vision 2030, Agenda for Transformation, and decentralisation and frame issues for consultation; (b) Conduct research on contentious issues (c) organize and facilitate comparative regional review visits and (c) Prepare draft amendments and explanatory notes (d) Print and disseminate draft amendments and explanatory notes and (e) Submit draft Constitutional amendments and explanatory.

Output 3: Enhance Public Participation in the Constitution Review Process⁵: (a) Support the design and conduct of civic education and public awareness; (b) Support the design and conduct of public consultations at county, district and community levels; (c) provide research support to the CRC, particularly on contentious issues; (d) support consultation with diaspora by the CRC; (e) and support consensus building and validation of the draft proposals.

Output 4: Assist the Law Reform Commission, Governance Commission, Traditional Council, youth and women agencies to provide support to the CRC and/or participate in the review process – Provide grants, technical support, training, materials and information.

Output 5: Support political parties and civil society participation in the review process. Provide grants, training, materials, information, logistical and financial support to political parties, civil society, women, youth and media organizations.

Output 6: Support development of a project document for the legislative and referendum stages of the review.⁶ Provide technical assistance to prepare project document and mobilise resources.

1.5 PARTNERSHIP

The project will coordinate constitutional review activities and in so doing attempt to maximize the efficiency of the contributions of development partners to national institutions that will participate in the review process, and prevent overlap and duplication of contributions. The project will establish linkages with on-going initiatives within the government, UN and other development partners to benefit from the activities of those initiatives. The project will use the UN networks in the counties and the UN Public Information Office (especially the UN radio) to educate the public and promote public participation. Coordination within the project will include regular consultation among project partners to plan and undertake project activities as well as information-sharing

³ The comparative studies are meant to learn from the experiences of these countries on the process, substantive issues and implementation of different aspects. These will be supplemented by some experts coming and making presentations in Liberia. The countries being proposed for comparative studies and the rationale are: Ghana (devolution and democratic governance), Kenya (process, devolution, Judiciary, Legislature, executive), Uganda (process, devolution, traditional institutions, transitional justice, Judiciary, Legislature, affirmative action), South Africa (process, affirmative action, devolution, Legislature and Judiciary).

⁴ The consultations with the diaspora shall be done during the comparative study tours in Africa. Brussels, Washington and Minnesota were selected because they have high diaspora population. Diaspora from other countries and states shall be mobilized to come to these centers. Others shall be consultative the web.

⁵ A baseline survey shall be conducted at the beginning to enable measurement of participation and civic education effectiveness

⁶ The legislative and referendum phases could not be included in the project because it is difficult to predict and measure the deliverables since there are political processes.

mechanisms for partners, UN offices and the wider national and international community supporting or interested in the review process.

The project will also prepare and share with its partners and interested parties periodic reports on activities of the project and progress towards results. In addition to the coordination of inputs, the project will strive to ensure constructive and consistent coordination of planning to achieve the desired results. Deliberate efforts will be made to share information and plan activities with partners who are not contributors to or partners in the project to increase synergies and avoid overlaps.

- **Partnership strategy.** The CRC, as the institution mandated to conduct constitutional review in Liberia, will be in the substantive lead of the review process and in matters of overall coordination. The project will target for funding and partnership those donors and organizations that express an interest in the prospective activities of the UNDP project. However, it will also seek collaboration and information sharing with other actors not providing support through the project. It will therefore be imperative to build good communication links between the various initiatives that may emerge in order to minimize duplication and share relevant information that affects progress. It would also be important to provide a means by which non-contributing donors to the UN project could share information through regular participation in Project Board meetings. The Project Management Unit will be embedded in the CRC premises that would also host the constitutional experts of UNDP, UNMIL or any other UN agency.
- **UNDP role.** The government and CRC have entrusted UNDP with the task of facilitating donor coordination and donor support to constitutional reform. UNDP has a proven track record in constitutional reforms and development as a trusted and non-partisan partner. UNDP has been successful in coordinating and implementing constitutional reforms in Somalia, Tunisia, Libya and Kenya. UNDP's status as an unbiased development partner will allow for closer management relationships with donors, government, political actors and civil society partners. Expertise⁷ and non-partisanship, in addition to an active field presence and country knowledge, make UNDP a suitable choice for the coordination of constitutional reform support. In this case, the approach will be to create a UNDP-managed project fund, which facilitates flexible and coordinated financing, transparency and impartiality, strict and timely reporting as well as an appropriate accountability mechanism for resources received and utilised.
- **One UN approach.** Notwithstanding UNDP's role in managing the project, in order to deliver the results described in the above components the project will adopt a 'One UN' approach. This means that all UN offices and agencies that have a mandate and expertise in constitutional reform, rule of law, governance, civic, and public information related areas will be called on to provide their support under this project. Relevant UN actors include UNMIL (particularly the Political, Policy and Planning, LJSSD, Human Rights, Gender, Public Information and Civil Affairs Sections), and UN Women.

⁷ UNDP as the UN agency entrusted to manage the United Nations Resident Coordinator system at the country level, adds to its own expertise that of the UN Secretariat, Department of Political Affairs, Policy Assistance Division.

I. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

National reconciliation and social cohesion fostered within an enabling constitutional and legal environment supported by a strengthened and accountable justice and security institutions at national and local level

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome indicator: Constitutional review fully address property rights, gender equality and justice for human rights abuses
Baseline: Review yet to take place
Target: Constitution fully reviewed with key issues addressed

Applicable Key Result Area : Strengthening Key Governance Institutions

Partnership Strategy: The programme will be implemented using the NIM modality and the expertise of UNDP and UNMIL will be sourced for specialized components in line with their mandates.

Project title and ID (ATLAS Award ID):

EXPECTED OUTPUTS And baseline, associated indicators and annual targets		PLANNED ACTIVITIES List activity results and associated actions		BUDGET (USD) AND TIMEFRAME 2013 - 2015						RISKS AND MITIGATIONS T		
				Y1	Y2	Y3	Timeframe	RESPARTY	Inputs	Primary Risk	Mitigation	
Output 1 Capacity of CRC Built Baseline <ul style="list-style-type: none"> CRC was established on 30th August 2012 with limited mandate The CRC has no rented office. 6 full time CRC members appointed by November 2012 CRC is in process of preparing action Plan 		1.1. Develop Institutional Capacity of CRC Actions <ul style="list-style-type: none"> Develop rules of procedure and other internal policies Develop organisation structure and prepare job description and ToRs for staff (at 20% women) Recruit and conduct induction training for Secretariat staff Establish focal points in each county Prepare action plan and mobilise resources Establish Working Sub Committees/Groups 		7,200	0	0	Jan - April 2013	UNDP and UNMIL in Support of CRC	International consultant National consultant International consultant International consultant	CRC was not created by law and can be disbanded at the will of the President Lack of funds	Issue an Executive Order to Create CRC Make CRC a Statutory body CRC performs its work diligently and apparently to establish confidence in stakeholders	
Indicators: <ul style="list-style-type: none"> Number of functioning focal points of CRC Number of proposals prepared and submitted Number of documents reviewed according to plan/ # of persons trained (gender disaggregated) Targets: <ul style="list-style-type: none"> CRC operate in/reach all 15 counties Proposals reflect views of Liberian 		Sub-total for activity 1.1		618,300	256,020	173,680				CRC's timeframe is too short	Extend the timelines in the CRC ToR. Maintain open dialogue among project partners at all levels and ensure high level political support for the process is maintained.	
1.2. Build capacity of CRC members and Secretariat Action <ul style="list-style-type: none"> Conduct induction training on constitutional design and development, law reform process and project management (gender disaggregated information on participation and policy content) Provide office space and basic office tools, reference materials, and generator Provide vehicles (3) Establish and support working sub committees/groups (5) 		1.2. Build capacity of CRC members and Secretariat Action <ul style="list-style-type: none"> Conduct induction training on constitutional design and development, law reform process and project management (gender disaggregated information on participation and policy content) Provide office space and basic office tools, reference materials, and generator Provide vehicles (3) Establish and support working sub committees/groups (5) 		156,400	239,292	162,656	Jan - April 2013		International consultant	Lack of political will to conduct, transparent, impartial, inclusive and credible constitution process	Inadequate capacity of CRC to plan and undertake the	
				387,600	176,868	120,224						
				150,000	30,600	18,720						
				96,000								

• Amendments presented to the President in time	Outcome:	Sub total for activity 1.2	561,020	416,160	282,880								during the whole process.
Output 2: Review of Constitution and Amendments Undertaken		Total for Output 1	1,179,320	672,180	456,560								
Baseline	<ul style="list-style-type: none"> There are many policy documents available The 1986 constitution is available 	2.1 Conduct review of the constitution and policy documents and frame issues for review											
Indicators:	<ul style="list-style-type: none"> Number of proposal 	Action											
		<ul style="list-style-type: none"> Review the current constitution, frame issues for review and public consultations (technical support) ensure women, ethnicity, religion and other issues are tabled) Hold Initial National Conference (INCC) Conduct research on contentious issues (including cross cutting issues) Conduct comparative study tours to Ghana, Uganda, Kenya & South Africa (gender disaggregated data) 	238,000	91,800	0	0	0	0	0	0	0	0	
			35,400	0	0	0	0	0	0	0	0	0	
			194,000	9,190	0	0	0	0	0	0	0	0	
			168,160	0	0	0	0	0	0	0	0	0	
		Total for Activity 2.1	635,560	100,980	9,360								

<p>prepared and presented in a timely manner</p> <ul style="list-style-type: none"> # of comparative study visits made (gender disaggregated data) <p>Targets:</p> <ul style="list-style-type: none"> Amendments presented to the President in time <p>Outcome:</p>	<p>2.2 Prepare draft amendments and explanatory notes and submit to the President</p> <ul style="list-style-type: none"> Prepare draft amendments and explanatory notes Print and disseminate draft amendments and explanatory notes Hold consensus building workshops and meetings Mobilise signatures for petitioning Legislature Prepare final draft amendments/proposals Submit draft amendments and explanatory notes to the President (printing costs) 	78,000	0			Sept - Dec 2013	Local consultant			
		105,000	0	0	0	Sept - Oct	International consultant			
		30,000	31,080			Jan 2014				
		183,060	162,660	0						
	818,560	162,660	9,360							

Output 3: participation in the constitutional process enhanced	Public review	3.1. Conduct civic education	75,000	0	0	Feb Dec 2014	UNDP and UNMIL in Support of CRC	Lack of enabling environment for CSOs, Media, and the public to freely participate in the process	Ensure an avenue from CSOs /Media to CRC, Project Board and the CWG to discuss and take decisions for action.
Baseline:		<ul style="list-style-type: none"> • Conduct a civic and legal awareness baseline survey • Identify and accredit organisations to conduct civic education • Develop civic education and public consultation strategy and programme • Develop Communication and Media Strategy • Prepare, print and distribute civic education and public consultation materials (brochures, branded items, illustrations, etc.) • Prepare and print copies of the Constitution and simplified versions of the Constitution of Liberia • Conduct training of trainers on civic education and public for CRC, media and civil society • Conduct civic education in all counties (3 vehicles, radio, TV, seminars, drama, illustrations, cartoons, etc.) 	10,000	0	0				
Indicators:			16,000	0	0				Ensure participation of law enforcement agencies through awareness and training
• # of people reached by the Constitution and IEC materials (gender disaggregated)			23,000	0	0				Timely finalization and agreement to the project document and effective communication with donors for timely commitment and disbursement by development partners needed
• # of person who know constitution during the survey (women, men, youth, based on ethnicity, disability and religion)			360,700	127,500	0				Use CWG and the partnership developed for coordinating the efforts of the multiple partners
• # of persons trained (gender disaggregated)			144,500	0	0				
• # of persons reached by civic education (gender disaggregated)			25,800	0	0				
• # of public hearings held			430,000	285,600	0				
• # Level of public' media debate on review and issues			1,085,000	413,100	0				
		Sub total							
		3.2 Design CRC website and conduct web based consultations/dissemination				Feb April 2013		Potential overlaps and inefficient use of project resources as a result of a large number of international actors involved in supporting the GOL	
		Action							
		• Design and populate CRC website (hard and soft ware)							
		• Develop interactive website that acts as a portal for constitutional review and debate	80,000	24,000	16,000				
		• Manage and maintain the website							
		Sub total	80,000	24,000	16,000				

<ul style="list-style-type: none"> • Consensus developed on draft amendments • Proposals reflect aspirations of Liberians • Timely presentation of amendments <p>Targets:</p> <ul style="list-style-type: none"> • % of Liberians(men, women and youth) reached/ consulted • % of Liberians(men, women and youth) that access Constitution • Draft amendments prepared based on broad consultations <p>Related CP outcome:</p>	<p>3.3. Conduct public consultations</p> <p>Action</p> <ul style="list-style-type: none"> • Prepare and print public consultation materials • Conduct public consultations at all levels in all counties (interviews, public hearings, focus group discussions) • Analyse public consultation data and prepare report -- collate and synthesize views and draft reports from public consultations <p>Sub total</p>	<p>31,400</p> <p>196,800</p> <p>23,000</p> <p>251,200</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>April – Sept 2013</p>	<p>Consultant</p>	<p>Constitution review process being driven by international interests and lack of national ownership</p> <p>Recurrent political tensions and differences significantly slows down project implementation on as the leadership of the affected parties focus on resolving conflicts</p>	<p>Enhance the leadership role of CRC in CWG</p> <p>Work closely with political parties and civil society, government officials and monitoring the situation to respond to the political issues on a timely manner</p> <p>Organize meetings with diaspora in central locations and use web based methods. Meet diaspora</p>
<p>3.4. Facilitate political parties participation</p> <p>Action</p> <ul style="list-style-type: none"> • Provide training • Provide grants • Prepare and make submissions to CRC 	<p>151,100</p>	<p>0</p>	<p>0</p>	<p>Mar – Dec 2013</p>	<p>UNDP and UNMIL in Support of CRC</p>	<p>Diaspora diversely spread and difficult to reach and assemble</p>	<p>Organize meetings with diaspora in central locations and use web based methods. Meet diaspora</p>	
<p>3.4. Engagement with Legislature</p> <p>Action</p> <ul style="list-style-type: none"> • Provide training to Judicial Committee • Hold consultative meetings and workshops with Senate and House of representatives • Hold consensus building workshops with both Houses 	<p>115,400</p>	<p>0</p>	<p>0</p>	<p>Mar – Dec 2013</p>	<p></p>	<p>Diaspora diversely spread and difficult to reach and assemble</p>	<p>Organize meetings with diaspora in central locations and use web based methods. Meet diaspora</p>	
<p>3.5. Facilitate INCHR participation</p> <p>Action</p> <ul style="list-style-type: none"> • Provide training to members and staff • Technical assistance • Hold consultative and consensus building meetings with human rights actors 	<p>100,000</p>	<p>0</p>	<p>0</p>	<p>Mar – Dec 2013</p>	<p></p>	<p>Diaspora diversely spread and difficult to reach and assemble</p>	<p>Organize meetings with diaspora in central locations and use web based methods. Meet diaspora</p>	

<p>Output 4: Capacity of the Law Reform Commission / Traditional Council, youth and women agencies to support constitutional review strengthened</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> LRC/GC are mandated to provide technical support by CRC TOR LRC/GC operational LRC and GC have limited capacity <p><u>Indicators:</u></p> <ul style="list-style-type: none"> # of persons trained (gender disaggregated) # of members consulted # submissions to CRC # technical assistance provided Timely preparation and presentation of draft proposals <p><u>Targets:</u></p> <ul style="list-style-type: none"> GC/LRC use their networks, staff and resources to support the review Traditional leaders, women and youth own the process Draft amendments technically sound <p><u>Related CP outcome</u></p>	<p>4.1. Strengthen capacity of LRC, and GC</p> <p><i>Action</i></p> <ul style="list-style-type: none"> Conduct training. Provide technical assistance, grants, resource materials and share information (information on youth, women will be provided) Provide legislative drafting support Prepare and make submissions to CRC <p>Sub total</p>	<p>224,210</p>	<p>150,404</p>	<p>0</p>	<p>Mar 2013 – Sept 2015</p>	<p>UNDP and UNMIL in Support of CRC</p>	<p>Consultant</p>	<p>Potential for institutional rivalry that may affect the review process</p>	<p>Develop clear rules of procedures that elaborate how the CRC will work with government and non-government institutions</p>
<p>4.2. Support to TCL, women and youth agencies to participate in the review process</p> <p><i>Action</i></p> <ul style="list-style-type: none"> Provide training Provide grants Facilitate consultations with their members Prepare and make submissions to CRC Hold a National Traditional Leaders Conference <p>Sub total</p>	<p>157,500</p>	<p>51,000</p>	<p>0</p>	<p>Mar 2013 – April 2014</p>	<p>UNDP and UNMIL in Support of CRC</p>	<p>Lack of funding</p>	<p>Timely finalization and agreement to the project and document and effective communication with donors for timely commitment and disbursement by development partners needed</p>		
<p>Total for Output 4</p>	<p>381,710</p>	<p>201,404</p>	<p>0</p>						

<p>Output 5: Participation/ inclusion of civil society and political parties and media in the review process enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> Liberia Bar Association/CSOs are active in advocating for constitutional reform <p><u>Indicators:</u></p> <ul style="list-style-type: none"> # of CSOS/Media applied and accessed grants # of outreach civic education events organized by CSOS/Media # submissions by CSOs/media made to CRC <p><u>Targets:</u></p> <ul style="list-style-type: none"> 20 CSOS/Media accessing grants for public consultations 20 outreach civic education events organized by CSOS/Media <p><u>Related CP outcome</u></p>	<p>5.1. Enhance capacity of civil society, political parties and media to effectively support and participate in the review process</p> <p><i>Action</i></p> <ul style="list-style-type: none"> Provide grants to political parties, civil society organizations and media organizations, in particular to women's and minority groups Provide training to journalists, editors, media house executives (men and women) on ethical and objective reporting about constitution making and conduct media monitoring Support independent research on specific issues especially by interest and marginalised groups (gender, vulnerability) Share best practices through exchange of information Support political parties, CSOs and media to conduct civic education on and disseminate draft proposals Conduct consensus building meetings and workshops Prepare and make submissions to CRC 	552,4000	82,110	0	Mar 2013 – April 2014	UNDP and UNMIL in Support of CRC	Lack of enabling environment for CSOs, Media, and the public to freely participate in the process	Ensure an avenue from CSOs/Media to CRC, Project Board and the CWG to discuss and take decisions for action.
		837,400	82,110	0				
	<p>Total for Output 5</p>	837,400	82,110	0				

<p>Output 6: Legislative and referendum phases of the review properly planned <u>Baseline:</u></p> <ul style="list-style-type: none"> Articles 91 and 92 of the Constitution requires the draft amendments to be approved by the Legislature and referendum Legislature passed a referendum resolution in 2010. NEC conducted a referendum in 2011 Amendments to be approved by legislature one year before a referendum 	<p>Plan for the legislative and referendum phases</p> <p><i>Action</i></p> <ul style="list-style-type: none"> Prepare a project document to support the legislative and referendum phases Mobilise resources to support the legislative and referendum phases 	36,200	36,924	0	Dec 2013 – Jan 2014	UNDP and UNMIL in Support of CRC		Lack of funds to identify appropriate expert to develop project document in time	Timely mobilisation of funds and engagement of an expert.
<p>Indicators:</p> <ul style="list-style-type: none"> A project document developed Amendments approved by legislature Referendum held and draft amendments approved <p>Targets:</p> <ul style="list-style-type: none"> Legislators support and approve draft amendments Referendum prepared and held on time <p>Related CP outcome:</p>	<p>Total for Output 6</p>	36,200	36,924	0					

Output 7: Support to Constitutional Reform Project Managed effectively	7.1 Recruit and place project staff	<ul style="list-style-type: none"> CTA (Senior Constitutional Law Expert) (P5) National Officer (SC11) Admin/Finance Associate (SB3/4) - G-6 Admin/Finance Assistant (SB3/3) - G-6 Admin/Logistics Assistant (SB3/1) - G-5 Driver (SB2/2) -2 Establish Project Board Conduct field monitoring missions Conduct project quarterly review Vehicle (1) 	285,574	426,343	286,994	April 2013 - Sept 2015	UNDP and UNMIL in Support of CRC	Difficulties in identifying and recruiting staff with the right qualifications of the Project.	A wide range of networks will be utilized to identify suitable staff for the project, including mobilizing experts/advisors through assignment and partners.
		Sub total	295,423	429,047	328,095			Lack of funds to recruit project staff on time	Timely finalization and agreement to the project document and effective communication with donors for timely commitment/disbursement by development partners needed
	7.2 Monitor and Evaluate the project activities	<ul style="list-style-type: none"> Action Conduct field monitoring missions Conduct project quarterly review 	80,300	83,538	83,512	April 2013 - Sept 2015	UNDP and UNMIL in Support of CRC		
	Sub total		80,300	83,538	83,512				
	7.3 Equipment, transport, operations, stationery, etc.		193,500	79,560	54,080				
	Sub total		193,500	79,560	54,080				
	Total for Output 7		559,374	589,441	424,586				
	FACILITY AND ADMINISTRATION - 7%		6,722,864	2,263,419	906,506				
	USD		472,700	156,297	63,455				
TOTAL PROJECT	USD		7,193,465	2,421,858	969,961				
TOTAL CONTRIBUTION	UNDP		5,693,465	921,858	-530,039				
TOTAL CONTRIBUTION	GOL		1,500,000	1,500,000	1,500,000				

YEAR: 2013 AWP for Support to Constitutional Review Process project

Related CP outcome: National reconciliation and social cohesion fostered within an enabling constitutional and legal environment supported by a strengthened and accountable justice and security institutions at national and local level

CP Output: By 2014, review of current constitution and legal framework undertaken and new human rights compliance proposals drafted

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME 2013				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD
Output Output 1 Capacity of CRC Built Baseline <ul style="list-style-type: none"> CRC was established on 30th August 2012 with limited mandate The CRC has no rented office. 6 full time CRC members appointed by November 2012 CRC is in process of preparing action Plan Indicators: <ul style="list-style-type: none"> Number of functioning CRC focal points Number of proposals prepared and submitted according to plan/ # of persons trained (gender disaggregated) Targets: <ul style="list-style-type: none"> CRC operate in/reach all 15 counties Proposals reflect views of Liberian Amendments presented to the President in time 	Activity results 1: Institutional Capacity of CRC Developed <ul style="list-style-type: none"> Conduct induction training on constitutional design and development, law reform process and project management (gender disaggregated information on participation and policy content) 				X	UNDP	UNDP	International Consultant	5,000
Output 2: Review of Constitution and Preparation of Amendments Undertaken	Activity Result 2: Review of the constitution and policy documents and frame issues for review conducted								

<p>Baseline</p> <ul style="list-style-type: none"> There are many policy documents available The 1986 constitution is available <p>Indicators:</p> <ul style="list-style-type: none"> Number of proposal prepared and presented in a timely manner # of comparative study visits made (gender disaggregated data) <p>Targets:</p> <ul style="list-style-type: none"> Amendments presented to the President in time 	<ul style="list-style-type: none"> Conduct comparative study tours to Ghana 	X	X	UNDP/UNMIL	UNDP	DSA & Tickets (UNMIL flight)	20,000																																																																																																																																																																																																																																																																																																																								
<p>Output 3: Public participation in the constitutional review process enhanced</p>																																																																																																																																																																																																																																																																																																																															
<p>Baseline:</p> <ul style="list-style-type: none"> NEC/civil society have conducted civic and voter education There is limited knowledge about CRC, Constitution, review, laws, policies A number of Liberians live in the diaspora There is active media/civil society <p>Indicators:</p> <ul style="list-style-type: none"> # of people reached by the Constitution and IEC materials (gender disaggregated) # of person who know constitution during the survey (women, men, youth, based on ethnicity, disability and religion) # of persons trained (gender disaggregated) 	<p>Activity Result 3.1: Public consultations conducted</p> <ul style="list-style-type: none"> Identify and accredit organizations to conduct civic education Develop civic education and public constitution strategy and programme Develop Communication and Media strategy Prepare, print and distribute civic education and public consultation materials (brochures, branded items, illustrations, etc.) Prepare and print copies of the Constitution and simplified versions of the Constitution of Liberia Conduct training of trainers on civic education and public education for CRC, media and civil society. Conduct civic education in all counties 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

<ul style="list-style-type: none"> # of persons reached by civic education (gender disaggregated) # of public hearings held Level of public/ media debate on review and issues Consensus developed on draft amendments Proposals reflect aspirations of Liberians Timely presentation of amendments 	(radio, TV, seminars, drama, illustrations, cartoons, etc.)						
Activity Result 3.3: Public Consultations Conducted							
<ul style="list-style-type: none"> Prepare and print public consultation materials. Conduct public consultations at all levels in all counties (interviews, public hearings, focus group discussions) 	X	X	X	X	X	CRC	30,000
<ul style="list-style-type: none"> Activity Result 3.4: Political Parties Participation facilitated Provide Training 		X		X	X	CRC	5,000
<ul style="list-style-type: none"> Activity Result 3.5: Legislature Engaged Provide Training to Judicial Committee Hold consultative meetings with Senate and House of Representative 				X	X	UNDP	5,000
<ul style="list-style-type: none"> Activity Result 3.6: INHCR Participation Facilitated Provide Training to members and staff 				X	X	UNDP	5,000
<ul style="list-style-type: none"> Activity Result 3.7: Traditional Leaders Council, women and youth groups participation in the review process facilitated 				X	X	UNDP	5,000
Activity Result 7.1: Technical ad programme support staff recruited							
<ul style="list-style-type: none"> CTA (Driver (SB22) - 				X	X	UNDP	110,000
Activity Result 7.2 Monitor and Evaluate the project activities							
<ul style="list-style-type: none"> Conduct field monitoring missions Establish Project Board Conduct project quarterly review 				X	X	UNDP	2,500
<ul style="list-style-type: none"> Activity Result 7.3 Equipment, transport, operations, stationery, etc. Vehicle (1) Operational Costs 						UNDP	60,000
Output 7: Support to Constitutional Reform Project effectively Managed							

2. MANAGEMENT ARRANGEMENTS

The project will be implemented under the national implementation modality. The Constitutional Review Committee will assume direct responsibility for the implementation under the Chair of the Commission. The Secretariat of the CRC will manage and coordinate the activities under this programme. The management structure described in the chart below is a structure specifically designed to manage the project to its conclusion, and it consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project. The roles and responsibilities are described in annex 2.

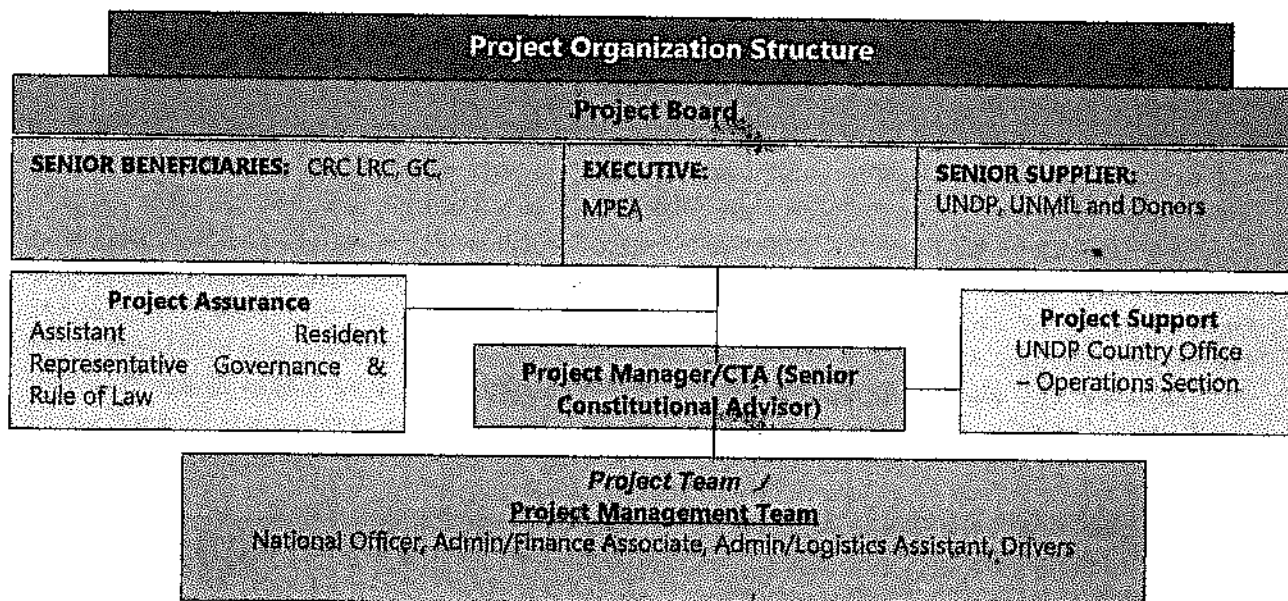


Figure 1: Project Management Structure

The Project Board

A **Project Board** will be established and chaired by the Ministry of Planning and Economic Affairs or designated government representative. The Project Board will be established under the umbrella of the Principals of the Constitutional Working Group (CWG) of the UN.¹⁰ Members of the board will be limited, and comprise a representative of donors contributing to the project fund and representation from CRC, LRC, GC, and civil society/political parties. Observers to the Board may be invited at the Board's discretion and may be called upon to provide technical clarity on implementation of the project activities on which they are collaborating with UNDP and the Project Team. The UNDP Project Management Unit (PMU) will provide Secretariat services to the board. The Board will meet on a quarterly basis, or more frequently as required.

A **Technical Working Group (TWG)** will be formed within the PB and can include the respective technical staff of the donors, UNDP and UNMIL plus the representatives of the CRC, other international partners supporting the CRC and other beneficiaries as relevant. The Project Board will be tasked with preparing issues for discussion and iron out in advance any outstanding controversial issues. The TWG will be chaired by the UNDP and will meet at least monthly and more frequently nearer to the drafting phase as needed.

A **Project Management Unit (PMU)** will be the dedicated unit that administers and manages project. The PMU will be responsible for the day-to-day running of the project and will serve as a

¹⁰. Please see below for Roles and Responsibilities of the board

Secretariat to the PB. In addition to the PMU and PB, the project would also seek a wider stakeholders' forum, chaired by the CRC, which would bring together representatives of the donor community, national stakeholders and assistance providers to exchange information on a periodic basis. The selection of experts shall be done in collaboration and in agreement between UNDP Country Office, UNMIL and the CRC. The selection will be carried out in conformity with requirements of competitive review and diverse applicant tools following UNDP rules and regulations. UNDP agrees that clearance for the selection of experts shall be provided in an expeditious manner and the selection of the entire set of experts required may be completed at different stages in order to allow the immediate implementation of the project. The proposed project management structure is captured in **Figure 1** above.

United Nations Development Programme (UNDP)

UNDP through its Inclusive Governance and Public Institutions Unit will serve as a senior supplier to the Project Board for project quality assurance through the undertaking of oversight and independent assessments of the project activities, results, reporting and internal and external audit. UNDP recruits and places a Senior Constitutional Advisor as a Project Manager/Chief Technical Advisor (CTA) who will manage the implementation of the project supported by Project staff in coordination with UNMIL and the CRC. In all project implementation decision-making, the inputs and guidance of the Senior Beneficiaries – CRC, LRC, GC, TCL, women and youth agencies, CSOs and Media will be sought and applied as guidance to ensure that expectations are met in terms of quality of the project results. In this respect the principals and technical sub-committees of the project, will play lead role in ensuring implementation of the Project Board decisions, and in monitoring and evaluation of the project activities and results.

The CTA will be supported by project staff in the delivery of project outputs. The project team will make quarterly field visits to interact with the project beneficiaries in order to monitor the quality and delivery of project outputs. If requested by the CRC, Technical Advisors in the areas of Constitution-making and communications will be recruited and placed in CRC. Whenever necessary the project coordinates with UNDP and UNMIL field teams for the implementation of activity related to this project.

The national officer will closely coordinate with CTA and CRC in ensuring that project technical work and activities are implemented efficiently and effectively and will assist in liaising with UNDP, counterparts, implementing agencies and donors. The national officer will also assist the CTA with the Project Board for the reports and development results. UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

The administrative assistant will closely coordinate with UNDP in ensuring that management systems (finance, procurement, human resources, M&E, etc) are implemented efficiently and effectively and will act as liaison with UNDP, counterparts, implementing agencies and donors. The administrative assistant will also be responsible to the Project Board for the financial performance and development results as indicated in the Result and Resources Framework (RRF). UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

Donors:

Besides providing the funding needed for activity implementation, the donors will also provide general oversight through counterpart visits. Donor representative will also be invited to accompany project staff on field visits where possible.

Collaborative arrangements with related projects

The project scope relates to the work being done by UNDP Support to Accountability, Support to Justice, Security, Reconciliation, Rule of Law, Inclusive Governance and Public Institutions Programmes. Similarly, the Project will collaborate with UNMIL programmes such as Rule of Law, Political Affairs, Human Rights, Gender, Public Information and Civil Affairs. Reports will be shared with the management of these programmes/projects to ensure that they are kept up-to-date with the progress and challenges in these areas. The project management of related projects will also be invited as observers to the project, as well as undertake joint field trips to the counties where possible to ensure coordination and synergy in project implementation.

Audit Arrangement

Project accounts will follow standard UNDP Procedures. For funds that will be transferred to implementing partners through Letters of Agreements (LOA), auditing will follow the normal procedures required of those IP organizations.

3. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

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

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

5.1 Quality Management for Project Activity Results

OUTPUT 1: Capacities of the CRC Built		
Activity Result 1.1 (Atlas Activity ID) Activity 1	<i>Capacity of Constitution Review Committee and structures to effectively manage and deliver inclusive and credible Constitution enhanced</i>	Start Date: March 1, 2013 End Date: September 30, 2015
Purpose	This activity result is intended to enhance the capacity of CRC lead, review, educate, consult and produce amendment to the constitution.	
Description	<ul style="list-style-type: none"> • Develop rules of procedure and other internal policies • Develop organisation structure, identify staffing positions and develop job description and ToRs for staff • Recruit and conduct induction training for Secretariat staff • Provide rented office space • Establish and empower county coordination offices to coordinate and conduct civic education, consultations, media and outreach activities • Prepare action plan and mobilise resources for CRC • Conduct induction training on constitutional design and development, law reform process and project management • Provide basic office tools, reference materials, and generator • Provide vehicles (3) • Support establishment of working sub committees/group 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Policy documents, structure, secretariat, trainings, and action plan		
i. Counterpart Input in institutional support – Yes/No	• Counterpart participation in institutional building facilitated and documented.	Pre and post event phase
ii. Counterpart input in policy development and planning – Yes/No	• Counterpart participation in action plan and rules of procedure development facilitated and documented.	Pre and post event phase
iii. Number of policy documents and plans developed	• Action plan and policy documents printed	Pre and post event phase
iv. Impact of planning and policy documents and level of application determined.	• Impact evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
i. "Before and after" use of policy and action plan performance evaluated.	• Pre and post workshop confidence forms filled and analysed.	Pre and post learning event
ii. Impact of use and level of application and adherence to action plan and rules of procedure determined.	• Impact evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
Trainings		
iii. Counterpart Input in training design and training – Yes/No	• Counterpart participation in workshop design facilitated and documented.	Pre and post event phase
iv. Facilitator and Participant training modules developed - Yes /No.	• Facilitator and Participant Training modules developed. • Translated modules in place.	Pre event phase
v. Number of participants trained disaggregated by gender and age.	• Participants list compiled daily.	Throughout the learning event
vi. Number of training sessions held.	• Training objectives, programme and facilitation methods designed, documented and used	Throughout the learning event
vii. "Before and after" capacity level of awareness training participants evaluated.	• Pre and post workshop confidence forms filled and analysed.	Pre and post learning event
viii. Impact of training and level of application of learning/skills/knowledge etc determined.	• Training impact evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
Equipment and Supplies		
i. Counterpart equipment and supplies needs/requirements.	• Needs assessment report • Minutes of meetings.	AWP discussions with counterparts/Project Board meetings.
ii. Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services)	• Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members).	AWP discussions with counterparts/Project Board meetings.
iii. Assessment of learning needs (computer literacy, driving skills, operations and maintenance etc) undertaken.	• Learning plan developed by counterparts (UNDP to support key learning needs where applicable)	AWP discussions with counterparts/Project Board meetings.
iv. Equipment usage.	• Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in. • Project staff spot checks during project life cycle.	During project delivery

v. Impact of equipment and extent to which it contributed to achievement of outputs	• Equipment availability and county /working condition assessment and documented in project evaluation/review.	Evaluation phase/project review phase.
Study tours		
i. Counterpart input in study tour design – Yes/No	• Study tour learning purpose, objectives and activities discussed with host institution. • Study tour learning objectives discussed and agreed upon with counterparts.	Pre event phase
ii. Study tour learning compact documented and in place - Yes /No	• Study tour learning compact documented and shared.	Pre event phase
iii. Number of participants in study tour disaggregated by gender.	• List of participants in study tour	Implementation phase
iv. Study tour monitored and necessary corrective measures made, as appropriate.	• Reports documenting daily recap on learning's during Study tour.	Implementation phase
v. Evaluation of study tour learning compact.	• Echo conference/workshop designed, scheduled and implemented. • Participant's evaluation analysed and included in study tour report. • Comprehensive study tour report compiled, produced and disseminated to counterparts including Project Board.	Post learning event
vi. Application of learning in day to day work, processes and procedures.	• Quarterly monitoring reports • Counterpart learning in study tours included as agenda in Project Board Meetings.	Project implementation phase
vii. Impact of learning through study tour; and extent of application of the learning/skills/knowledge etc determined. viii. Extent to which Study tour contributed to achievement of project outputs	• Impact evaluation undertaken as part of other learning and CD evaluation activities.	Evaluation/project review
Technical expertise		
i. Counterpart input in the process – Yes/No	• Counterpart participation facilitated and documented.	Pre event phase
ii. # of institutions and structures reviewed	• Reviewed organizations and structures documented	Pre event phase
iii. Number of roundtable meeting participants disaggregated by gender.	• Participants list compiled daily.	Pre and during workshop event
iv. TA needs/capacity assessment of counterpart agencies	• Needs/capacity assessment report	Project Initiation/ LPAC/AWP
v. Scope of work, tasks and responsibilities of TA clearly defined.	• TOR defined and agreed upon with counterparts • Counterparts input in recruitment process.	AWP discussion
vi. TA outputs and milestones for performance monitoring.	• TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts.	AWP discussion
vii. TA exit strategy articulated and implemented.	• Exit strategy developed and documented.	AWP/Implementation phase
viii. Number of staff coached, mentored and trained.	• Progress reporting on capacity transfer plans in monthly, quarterly and annual reports.	Project delivery stages
ix. Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.	• Project evaluation/review report	Project evaluation /review phase.
M & E		
i. Counterpart input in the Project M & E process – Yes/No	• Counterpart participation facilitated and documented.	Pre event phase
ii. # of field visits conducted	• Field visit report prepared and shared	Post event
iii. # of field visit participants disaggregated by gender	• List of participants prepared	Pre and during the event
iv. Board meeting and review meeting documented regularly and on time	• Meeting Minutes documented	During and post event
v. Evaluation of field visits	• Evaluation design prepared, evaluation conducted, report shared and feedback provided	Post-events

Output 2: Review of Constitution and Preparation of Amendments Undertaken

2.1 Conduct review of the constitution and policy documents and draft amendments and explanatory notes

Purpose	This activity result is intended to review the constitution, identify gaps and issues, frame issues for review and consultations and prepare proposals for amendments.
Description	<ul style="list-style-type: none"> • Review the current constitution, frame issues for review and public consultations (technical support) • Hold Initial National Constitutional Conference (INCC) • Conduct research on contentious issues • Conduct comparative study tours to Ghana, Uganda, Kenya & South Africa • Prepare draft amendments and explanatory notes • Print and disseminate draft amendments and explanatory notes

	<ul style="list-style-type: none"> • Hold consensus building workshops and meetings • Mobilise signatures for petitioning Legislature • Prepare final draft amendments/proposals • Submit draft amendments and explanatory notes to the President 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Review of the constitution and framing of documents		
i. Counterpart input in review of constitution – Yes/No	• Counterpart participation in review of the Constitution facilitated and documented.	Pre and post event phase
ii. Counterpart participation in Initial National Constitutional Conference supported – Yes/No	• Counterpart participation in Initial National Constitutional Conference supported and documented.	Post event phase
iii. Impact of review of the constitution and framed issues on the review process determined.	• Impact evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
iv. "Before and after" use of policy and action plan performance evaluated.	• Pre and post workshop confidence forms filled and analysed.	Pre and post learning event
v. Impact of consensus building on the adoption of the drafts determined.	• Impact evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
Preparation of draft amendments and consensus building		
vi. Counterpart input in preparation of the draft proposals supported – Yes/No	• Counterpart participation in preparation of the draft proposals supported and documented. • Proposals submitted to President on time	Post event phase
vii. Counterpart input in consensus building supported – Yes/No	• Counterpart participation in consensus building on proposals facilitated and documented.	Post event phase
viii. Number of participants in workshops disaggregated by gender and age.	• Participants list compiled daily.	Throughout the learning event
ix. Number of workshop sessions held.	• Training objectives, programme and facilitation methods designed, documented and used	Throughout the learning event
x. "Before and after" capacity level of awareness participants evaluated.	• Pre and post workshop confidence forms filled and analysed.	Pre and post learning event
xi. Impact of workshops and level of application of information/knowledge etc. determined.	• Report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
Equipment and Supplies		
xii. Counterpart equipment and supplies needs/requirements.	• Needs assessment report • Minutes of meetings.	AWP discussions with counterparts/Project Board meetings.
xiii. Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services)	• Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members).	AWP discussions with counterparts/Project Board meetings.
xiv. Assessment of learning needs (computer literacy, driving skills, operations and maintenance etc) undertaken.	• Learning plan developed by counterparts (UNDP to support key learning needs where applicable)	AWP discussions with counterparts/Project Board meetings.
xv. Equipment usage.	• Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in. • Project staff spot checks during project life cycle.	During project delivery
xvi. Impact of equipment and extent to which it contributed to achievement of outputs	• Equipment availability and county /working condition assessment and documented in project evaluation/review.	Evaluation phase/project review phase.
Output 3: Public participation strengthened		
Activity Result 3.1: Capacity of the public to participate in the Constitution Review enhanced		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Civic Education Workshops/conferences/forums		
i. Counterpart input in civic education sensitization design – Yes/No	• Counterpart participation in workshop design facilitated and documented.	Pre event phase
ii. Facilitator and Participant training modules developed - Yes /No.	• Facilitator and Participant Training modules developed. • Translated modules in place.	Pre event phase
iii. Number of participants trained disaggregated by gender.	• Participants list compiled daily.	Throughout the learning event
iv. Number of training sessions held.	• Training objectives, programme and facilitation	Throughout the learning event

	methods designed, documented and used	
v. Translation into applicable language – Yes/No	• Translator services procured.	Pre and during learning event
vi. Sensitization delivery monitored and adjustments made, as appropriate.	• Workshop monitoring mechanism designed, used and analysed (mood meter)	During learning event
vii. Sensitization and civic education sessions evaluated	• Workshop evaluation forms analysed • Comprehensive workshop report compiled, produced and disseminated to counterparts including Project Board. • Counterpart learning's in workshops discussed as agenda in Project Board Meetings.	Post learning event
viii. "Before and after" capacity level of awareness training participants evaluated.	• Pre and post workshop confidence forms filled and analysed.	Pre and post learning event
ix. Impact of training and level of application of learning/skills/knowledge etc determined.	• Training impact evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
Public consultations/ public hearings Workshops /conferences/ meetings/forums		
i. Counterpart input in public consultation sensitization design – Yes/No	• Counterpart participation in workshop design facilitated and documented.	Pre event phase
ii. Facilitator and Participant training modules developed - Yes /No.	• Facilitator and Participant Training modules developed. • Translated modules in place.	Pre event phase
iii. Number of participants trained disaggregated by gender.	• Participants list compiled daily.	Throughout the learning event
iv. Number of training sessions held.	• Training objectives, programme and facilitation methods designed, documented and used	Throughout the learning event
v. Translation into applicable language – Yes/No	• Translator services procured.	Pre and during learning event
vi. Public hearings monitored and adjustments made, as appropriate.	• Consultation monitoring mechanism designed, used and analysed (mood meter)	During event
vii. Public hearings and meetings sessions evaluated	• Public hearing evaluation forms analysed • Comprehensive consultation report compiled, produced and disseminated to counterparts including Project Board. • Counterpart learning's in hearings discussed as agenda in Project Board Meetings.	Post event
viii. Impact of consultations and level of application of information in the review process determined.	• Quality of data from public hearings analysis and evaluation undertaken and report disseminated to relevant parties including Project Board.	Project evaluation/annual review stage
Equipment and Supplies		
i. Counterpart equipment and supplies needs/requirements.	• Needs assessment report • Minutes of meetings.	AWP discussions with counterparts/Project Board meetings.
ii. Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services)	• Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members).	AWP discussions with counterparts/Project Board meetings.
iii. Assessment of learning needs (computer literacy, driving skills, operations and maintenance etc) undertaken.	• Learning plan developed by counterparts (UNDP to support key learning needs where applicable)	AWP discussions with counterparts/Project Board meetings.
iv. Equipment usage.	• Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in. • Project staff spot checks during project life cycle.	During project delivery
v. Impact of equipment and extent to which it contributed to achievement of outputs	• Equipment availability and county /working condition assessment and documented in project evaluation/review.	Evaluation phase/project review phase.
Consultations with diaspora		
vi. Counterpart input in diaspora consultation design – Yes/No	• Diaspora consultation learning purpose, objectives and activities discussed with respondents. • Diaspora consultation learning objectives discussed and agreed upon with counterparts.	Pre event phase
vii. Diaspora consultation learning compact documented and in place - Yes /No	• Diaspora consultation learning compact documented and shared.	Pre event phase
viii. Number of participants in diaspora consultation disaggregated by gender.	• List of participants in diaspora consultation	Implementation phase
ix. Diaspora consultation monitored and necessary corrective measures made, as appropriate.	• Reports documenting daily recap on learning's during in diaspora consultation.	Implementation phase
x. Evaluation of diaspora consultation learning compact.	• Echo conference/workshop designed, scheduled and implemented.	Post learning event

	<ul style="list-style-type: none"> Participant's evaluation analysed and included in diaspora consultation report. Comprehensive diaspora consultation report compiled, produced and disseminated to counterparts including Project Board. 	
xi. Application of learning in day to day work, processes and procedures.	<ul style="list-style-type: none"> Quarterly monitoring reports Counterpart learning in study tours included as agenda in Project Board Meetings. 	Project implementation phase
xii. Impact of learning through diaspora consultation; and extent of application of the learning/skills/knowledge etc. determined.	<ul style="list-style-type: none"> Impact evaluation undertaken as part of other learning and CD evaluation activities. 	Evaluation/project review
xiii. Extent to which diaspora consultation contributed to achievement of project outputs		
National Constitution Conference		
I. Counterpart input in conference design – Yes/No	<ul style="list-style-type: none"> Counterpart participation in workshop design facilitated and documented. 	Pre event phase
II. Number of participants attended the conference disaggregated by gender.	<ul style="list-style-type: none"> Participants list compiled daily. 	Throughout the learning event
III. Number of conference sessions held.	<ul style="list-style-type: none"> Conference objectives, programme and facilitation methods designed, documented and used 	Throughout the learning event
IV. Translation into applicable language – Yes/No	<ul style="list-style-type: none"> Translator services procured. 	Pre and during learning event
V. Facilitation delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> Conference monitoring mechanism designed, used and analysed (mood meter) 	During learning event
VI. National Constitution Conference sessions evaluated	<ul style="list-style-type: none"> Conference evaluation forms analysed Comprehensive Conference report compiled, produced and disseminated to counterparts including Project Board. Counterpart learning's in conference discussed as agenda in Project Board Meetings. 	Post learning event
Technical expertise		
xiv. Counterpart input in the process – Yes/No	<ul style="list-style-type: none"> Counterpart participation facilitated and documented. 	Pre event phase
xv. # of institutions and structures reviewed	<ul style="list-style-type: none"> Reviewed organizations and structures documented 	Pre event phase
xvi. Number of roundtable meeting participants disaggregated by gender.	<ul style="list-style-type: none"> Participants list compiled daily. 	Pre and during workshop event
xvii. TA needs/capacity assessment of counterpart agencies	<ul style="list-style-type: none"> Needs/capacity assessment report 	Project Initiation/ LPAC/AWP
xviii. Scope of work, tasks and responsibilities of TA clearly defined.	<ul style="list-style-type: none"> TOR defined and agreed upon with counterparts Counterparts input in recruitment process. 	AWP discussion
xix. TA outputs and milestones for performance monitoring.	<ul style="list-style-type: none"> TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts. 	AWP discussion
xx. TA exit strategy articulated and implemented.	<ul style="list-style-type: none"> Exit strategy developed and documented. 	AWP/implementation phase
xxi. VIII. Number of staff coached, mentored and trained.	<ul style="list-style-type: none"> Progress reporting on capacity transfer plans in monthly, quarterly and annual reports. 	Project delivery stages
xxii. Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.	<ul style="list-style-type: none"> Project evaluation/review report 	Project evaluation /review phase.
M & E		
xxiii. Counterpart input in the Project M & E process – Yes/No	<ul style="list-style-type: none"> Counterpart participation facilitated and documented. 	Pre event phase
xxiv. # of field visits conducted	<ul style="list-style-type: none"> Field visit report prepared and shared 	Post event
xxv. # of field visit participants disaggregated by gender	<ul style="list-style-type: none"> List of participants prepared 	Pre and during the event
xxvi. Board meeting and review meeting documented regularly and on time	<ul style="list-style-type: none"> Meeting Minutes documented 	During and post event
xxvii. Evaluation of field visits	<ul style="list-style-type: none"> Evaluation design prepared, evaluation conducted, report shared and feedback provided 	Post-events
OUTPUT 4: Human and institutional capacities of the Law Reform Commission, Governance Commission, Traditional Council of Liberia, women and youth agencies to support constitutional review enhanced		
Activity Result 4.1 (Atlas Activity ID)	Capacity of LRC, GC, TCL, youth, and women agencies to effectively support and participate in the constitutional review process enhanced	Start Date: March 1, 2013 End Date: September 30, 2015
Purpose	This activity result aims to support key government agencies to effectively in the review process	During and post event

Description	<ul style="list-style-type: none"> Conduct assessment of LRC, GC, TC, women and youth agencies Provide grants and technical support to of LRC, GC, TC, women and youth agencies Provide training of LRC, GC, TC, women and youth agencies Sharing best practices through the exchange of information 	During and post event
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Civic Education Workshops/ conferences/forums		
i. Counterpart input in training design – Yes/No	<ul style="list-style-type: none"> Counterpart participation in training design facilitated and documented. 	Pre event phase
ii. Facilitator and Participant training modules developed - Yes /No.	<ul style="list-style-type: none"> Facilitator and Participant Training modules developed. 	Pre event phase
iii. Number of participants trained disaggregated by gender.	<ul style="list-style-type: none"> Participants list compiled daily. 	Throughout the learning event
iv. Number of training sessions held.	<ul style="list-style-type: none"> Training objectives, programme and facilitation methods designed, documented and used 	Throughout the learning event
v. Training delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> Workshop monitoring mechanism designed, used and analysed (mood meter) 	During learning event
vi. Training sessions evaluated	<ul style="list-style-type: none"> Workshop evaluation forms analysed Comprehensive workshop report compiled, produced and disseminated to counterparts including Project Board. Counterpart learning's in workshops discussed as agenda in Project Board Meetings. 	Post learning event
vii. "Before and after" capacity level of awareness training participants evaluated.	<ul style="list-style-type: none"> Pre and post workshop confidence forms filled and analysed. 	Pre and post learning event
viii. Impact of training and level of application of learning/skills/knowledge etc determined.	<ul style="list-style-type: none"> Training impact evaluation undertaken and report disseminated to relevant parties including Project Board. 	Project evaluation/annual review stage
Technical expertise		
i. Counterpart input in the process – Yes/No	<ul style="list-style-type: none"> Counterpart participation facilitated and documented. 	Pre event phase
ii. # of institutions and structures reviewed	<ul style="list-style-type: none"> Reviewed organizations and structures documented 	Pre event phase
iii. Number of roundtable meeting participants disaggregated by gender.	<ul style="list-style-type: none"> Participants list compiled daily. 	Pre and during workshop event
iv. TA needs/capacity assessment of counterpart agencies.	<ul style="list-style-type: none"> Needs/capacity assessment report 	Project initiation/ LPAC/AWP
v. Scope of work, tasks and responsibilities of TA clearly defined.	<ul style="list-style-type: none"> TOR defined and agreed upon with counterparts Counterparts input in recruitment process. 	AWP discussion
vi. TA outputs and milestones for performance monitoring.	<ul style="list-style-type: none"> TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts. 	AWP discussion
vii. TA exit strategy articulated and implemented.	<ul style="list-style-type: none"> Exit strategy developed and documented. 	AWP/Implementation phase
viii. Number of staff coached, mentored and trained.	<ul style="list-style-type: none"> Progress reporting on capacity transfer plans in monthly, quarterly and annual reports. 	Project delivery stages
ix. Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.	<ul style="list-style-type: none"> Project evaluation/review report 	Project evaluation /review phase.
M & E		
i. Counterpart input in the Project M & E process – Yes/No	<ul style="list-style-type: none"> Counterpart participation facilitated and documented. 	Pre event phase
ii. # of field visits conducted	<ul style="list-style-type: none"> Field visit report prepared and shared 	Post event
iii. # of field visit participants disaggregated by gender	<ul style="list-style-type: none"> List of participants prepared 	Pre and during the event
iv. Board meeting and review meeting documented regularly and on time	<ul style="list-style-type: none"> Meeting Minutes documented 	During and post event
v. Evaluation of field visits	<ul style="list-style-type: none"> Evaluation design prepared, evaluation conducted, report shared and feedback provided 	Post-events
OUTPUT 5: Participation and Inclusion of civil society and media in the constitutional review process enhanced		
Activity Result 5.1 (Atlas Activity ID)	<i>Civic participation in the Constitution Review Process actively promoted and supported</i>	Start Date: March 1, 2013 End Date: September 30, 2015
Purpose	This activity result aims to support CSOs including women and youth groups and Media to facilitate empowerment of excluded groups and their participation in the development of the new constitution	
Description	<ul style="list-style-type: none"> Conduct assessment of civil society organizations 	

	<ul style="list-style-type: none"> • Provide grants to civil society and media organizations for public consultations and civic education processes • Provide training to journalists, editors, media house executives on ethical and objective reporting about constitution making and conduct media monitoring • Sharing best practices through the exchange of information 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Civic Education Workshops/ conferences/forums		
x. Counterpart input in sensitization design – Yes/No	<ul style="list-style-type: none"> • Counterpart participation in workshop design facilitated and documented. 	Pre event phase
xi. Facilitator and Participant training modules developed – Yes /No.	<ul style="list-style-type: none"> • Facilitator and Participant Training modules developed. • Translated modules in place. 	Pre event phase
xii. Number of participants trained disaggregated by gender.	<ul style="list-style-type: none"> • Participants list compiled daily. 	Throughout the learning event
xiii. Number of training sessions held.	<ul style="list-style-type: none"> • Training objectives, programme and facilitation methods designed, documented and used 	Throughout the learning event
xiv. Translation into applicable language – Yes/No	<ul style="list-style-type: none"> • Translator services procured. 	Pre and during learning event
xv. Sensitization delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> • Workshop monitoring mechanism designed, used and analysed (mood meter) 	During learning event
xvi. Sensitization and civic education sessions evaluated	<ul style="list-style-type: none"> • Workshop evaluation forms analysed • Comprehensive workshop report compiled, produced and disseminated to counterparts including Project Board. • Counterpart learning's in workshops discussed as agenda in Project Board Meetings. 	Post learning event
xvii. "Before and after" capacity level of awareness training participants evaluated.	<ul style="list-style-type: none"> • Pre and post workshop confidence forms filled and analysed. 	Pre and post learning event
xviii. Impact of training and level of application of learning/skills/knowledge etc determined.	<ul style="list-style-type: none"> • Training Impact evaluation undertaken and report disseminated to relevant parties including Project Board. 	Project evaluation/annual review stage
Technical expertise		
xix. Counterpart input in the process – Yes/No	<ul style="list-style-type: none"> • Counterpart participation facilitated and documented. 	Pre event phase
xx. # of institutions and structures reviewed	<ul style="list-style-type: none"> • Reviewed organizations and structures documented 	Pre event phase
xxi. Number of roundtable meeting participants disaggregated by gender.	<ul style="list-style-type: none"> • Participants list compiled daily. 	Pre and during workshop event
xxii. TA needs/capacity assessment of counterpart ministries.	<ul style="list-style-type: none"> • Needs/capacity assessment report 	Project Initiation/ LPAC/AWP
xxiii. Scope of work, tasks and responsibilities of TA clearly defined.	<ul style="list-style-type: none"> • TOR defined and agreed upon with counterparts • Counterparts input in recruitment process. 	AWP discussion
xxiv. TA outputs and milestones for performance monitoring.	<ul style="list-style-type: none"> • TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts. 	AWP discussion
xxv. TA exit strategy articulated and implemented.	<ul style="list-style-type: none"> • Exit strategy developed and documented. 	AWP/Implementation phase
xxvi. VIII. Number of staff coached, mentored and trained.	<ul style="list-style-type: none"> • Progress reporting on capacity transfer plans in monthly, quarterly and annual reports. 	Project delivery stages
xxvii. Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.	<ul style="list-style-type: none"> • Project evaluation/review report 	Project evaluation /review phase.
M & E		
VI. Counterpart input in the Project M & E process – Yes/No	<ul style="list-style-type: none"> • Counterpart participation facilitated and documented. 	Pre event phase
II. # of field visits conducted	<ul style="list-style-type: none"> • Field visit report prepared and shared 	Post event
III. # of field visit participants disaggregated by gender	<ul style="list-style-type: none"> • List of participants prepared 	Pre and during the event
IX. Board meeting and review meeting documented regularly and on time	<ul style="list-style-type: none"> • Meeting Minutes documented 	During and post event
X. Evaluation of field visits	<ul style="list-style-type: none"> • Evaluation design prepared, evaluation conducted, report shared and feedback provided 	Post-events
OUTPUT 6: Legislative and referendum phases of the review properly planned		
Activity Result 6.1 (Atlas Activity ID)	A project document to mobilise support for the legislative and referendum phases prepared	Start Date: March 1, 2013 End Date: December 31, 2014
Purpose	This activity result aims to mobilize support for the approval phased of the review process	During and post event
Description	<ul style="list-style-type: none"> • Prepare ToR and identify a consultant to prepare a project document • Prepare and sign off the project document 	During and post event

Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Consultancy Implementation and consultations		
i. Counterpart input in training design - Yes/No	<ul style="list-style-type: none"> • Counterpart participation in ToR design facilitated and documented. 	Pre event phase
ii. Consultant identified - Yes /No.	<ul style="list-style-type: none"> • Contractual arrangements concluded and consultant commenced work. 	Pre event phase
iii. Project document prepared, validated and signed off - Yes /No	<ul style="list-style-type: none"> • Project document produced. 	Pre and post event phase

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP, which is incorporated by reference, constitute together a Project Document as referred to in the SBAA signed on April 27th1977 and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner will:

- a) 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;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 will be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Sub-committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/sub-committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

Annex 1: Staffing Table

S n	Name of Position	International/ National	Quantity	No. Months	Proforma Cost per Unit	Budget in AWP	
						Output	Activity Result
1	Senior Constitutional Expert (CTA) (P5)	International	1	30	322,689.00	Output 7	Activity 1
2	National Officer (SC11)	National	1	30	34,365.00	Output 7	Activity 1
3	Admin/Finance Assistant (SC6)	National	1	30	18,489.00	Output 7	Activity 1
4	Admin/Logistic Assistant (SC6)	National	1	30	18,489.00	Output 7	Activity 1
5	Driver (SC2) - 1	National	1	30	7,752.00	Output 7	Activity 1

Annex 2: Project Management Structure - Roles and Responsibilities

The following roles state the standard tasks and responsibilities of each member of the project management structure.

a) Project Board:

The Project Board is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager/CTA, including approval of project revisions.

Project assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager/CTA. This group is consulted by the Project Manager for decisions when project tolerances have been exceeded.

The Project Board is responsible for the overall direction and management of the project and it covers the following three roles:

- The **Executive** is ultimately responsible for the Project supported by the Senior Beneficiary and the Senior Supplier.
- The **Senior Beneficiary** represents the interests of those who will ultimately benefit from the outputs of the project.
- The **Senior Supplier** represents the interests of those designing and developing the project deliverables and providing Project resources.

Specific responsibilities of the Project Board:

At the beginning of the project:

- Approve the start of the project
- Agree on Project Manager's responsibilities
- Appraise and approve the project plans submitted by the Project Manager
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

As the project progresses:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

At the end of the project:

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

b) Project Assurance:

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.

- User/Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the expected achievements
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the development need is maintained
- Applicable standards are being used
- Adherence to quality assurance standards

c) Project Manager/CTA:

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager/CTA is responsible for day-to-day management and decision-making for the project. The Project Manager's /CTA's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Specific responsibilities would include:

Overall project management and planning:

- Manage the production of the required deliverables
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- May also perform Team Manager and Project Support roles
- Prepare Project Plans and agree them with the Project Board

Project monitoring:

- Plan and monitor the project
- Record progress
- Manage the risks
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control

Project reporting:

- Report to the Project Board according to agreed mechanisms and frequency
- Prepare any Follow-on Action Recommendations as required

d) Project Support:

The Project Support role provides project administration and management support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and

Project Assurance roles separate in order to maintain the independence of Project Assurance. Specific responsibilities would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Central source of expertise in:

- Specialist knowledge (for example, estimating, risk management)
- Specialist tool expertise (for example, planning and control tools, risk analysis)
- Specialist techniques and standards