



Government of Liberia



UNDP Liberia

**SUPPORT TO CONSTITUTIONAL REFORM PROJECT
2013 – 2016**

**AGENDA FOR
TRANSFORMATION PILLAR
UNDAF OUTCOMES:**

Pillar Four: Governance and Public Institution

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

EXPECTED 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

**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

EXECUTING ENTITY:

Ministry of Finance and Development Planning

IMPLEMENTING AGENCY:

Constitution Review Committee (CRC)

Brief Description


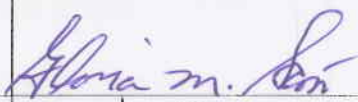
This project document is to support an inclusive and participatory constitutional reform process in Liberia. Constitutional reform provides a unique opportunity for advancing reconciliation, political dialogue, and peace consolidation all aimed at achieving consensus on the underlying issues and the 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 and partners 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, USAID 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, its ex-officio member Law Reform Commission and Governance Commission as well as the National Elections Commission, 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 next two phases of the constitutional reform in Liberia, the approval by the Legislature and the civic education of electorate in a referendum.

Programme Period:	2013 - 2016
Key Result Area (Strategic Plan):	
Atlas Award ID:	00086954
Project ID:	000746620
Start date:	01 June 2013
End Date:	31 Dec. 2016
PAC Meeting Date:	9 May 2013
Management Arrangements	NIM

2013 AWP Budget:	: 542,500.00
2014 AWP Budget:	: 3,239,042.76
2015 AWP Budget:	: 2,446,892.44
2016 AWP Projected Budget	: 1,042,084.96
Total resources required	: 5,068,310.16
Total allocated resources:	
• Regular	
• Other:	
o USAID	1,800,000
o PBF	2,000,000
o UNDP	1,268,310.16
o Government	2,092,439 (Amt not expended thru the AWP)
Unfunded budget:	
In-kind Contributions	UNMIL public information

Agreed by	Signature	Date
Hon. Amara M. Konneh Minister Ministry of Finance and Development Planning Republic of Liberia		9/23/15
Cllr. Gloria Musu-Scott Chairperson Constitution Review Committee		
Mr. Antonio Vigilante Resident Representative United Nations Development Programme		25/9/2015

ACT

1. SITUATION ANALYSIS

1.1 PROJECT EXTENSION RATIONALE

Liberia is on track to full recovery from two main debilitating events in its history, that is, the 14-year old civil war and most recently, from the Ebola virus disease (EVD) outbreak. Constitutional reform has topped the Government of Liberia's (GoL) agenda since the transitional process began in 2003. However, nothing concrete took place until the appointment of the Constitutional Review Committee (CRC) on August 30, 2012. Constitutional reform was one of the key campaign issues in the 2005 elections with President Sirleaf, repeatedly emphasizing the need for constitutional reforms. In a speech to the Liberia National Bar Association (LNBA) on 24 February 2006, the President emphasized 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. While assuming office in 2006, President Sirleaf prioritized constitutional reform in her first 150 days plan.

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 (RoL) pillar that was to be implemented by the Governance and Reform Commission (GRC); however due to competing priorities action on this agenda item did not materialize. The last attempt to amend certain provisions of the Constitution in 2010/2011 was largely unsuccessful due to a skewed process that was devoid of inclusiveness and broader participation. Out of the 9 proposed amendments, 5 were rejected by the Legislature and only one of the propositions was approved in the referendum.

After several failed attempts to start the process despite public and international pressure, the GoL embarked on a constitutional review process (CRP). In 2012, a draft Bill was presented to the Legislature to create a constitutional Review Commission. With stiff opposition from legislators, the Bill was withdrawn. On 22nd August 2012, President Sirleaf appointed a 6-member committee, the CRC to lead the process.

The CRC's appointment provided an inclusive and participatory opportunity for CRP. The CRC remained the political face and the drivers of the process to date. The CRC's mandate was, *inter alia*, to "organise and guide the process of constitution review in Liberia" by reviewing provisions of the Constitution, conducting public discourses and debates on provisions of the Constitution with a view to ensuring that the Constitution was 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,

As per the President's terms of references to CRC, the committee "...shall remain in existence until a referendum shall have been held, but shall not in any case exist for more than three (3) years...". A purposive interpretation of this timeline means that if the referendum "shall not have been held", the "...more than three (3) years..." cannot be said to have lapsed. They are mutually inclusive. This thus means that there is an envisioned role of the CRC up to that time when the referendum "shall have been held". According to the overall timetable for completion of CRP, a referendum should have been held last year but this did not happen principally because of other delays, as well as the outbreak of EVD

The Review Process: The process of amending the constitution of Liberia remains complex and challenging. It involved (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 has undertaken 73 public consultations in all 72 electoral districts around the country the diaspora and thematic sessions with over 18,000 persons participating and providing inputs and suggestions to the review process. The views emanating from the field were consolidated into 25 broad issues and presented at a National Consultative Conference with participation of 750 delegates drawn from participants of the public, diaspora and thematic consultation. The NCC voted on all 25 proposals under consideration. After these public consultation, CRC presented its findings to the President who in turn, sent her comments to the Legislature on August 13, 2015. If approved by a two-thirds majority of both Houses, the proposals shall be presented to the people for ratification in a referendum, at least, one year from the date of the Legislative

action. Consequently, the Legislature must approve the draft proposals end of September 2015 for the referendum to take place sometimes in September or early October 2016.

Importantly, yet another complexity in this process relates to Article 92 of the Constitution. It requires that each amendment be voted for separately. This implies that a referendum question will be framed for each amendment and put in the ballot independent of all the others. Finally, government agencies envisaged to play key roles in the CRP require broad-based support to build their institutional capacity to support CRC. These include: CRC, Legislature, Law Reform Commission (LRC), Governance Commission (GC), NEC, Traditional Council of Liberia (TCL), women and youth agencies. Some of the agencies expected to play a key role in this process are relatively new and/or lack capacity.

Project Extension: The Support to Constitutional Review Process project has been formulated to ensure broad based support to key government agencies to build their institutional capacity to support the CRC and the CRP. These include the Legislature, Law Reform Commission (LRC), Governance Commission (GC), NEC, Traditional Council of Liberia (TCL), women and youth groups. Significant support has been provided in the period 2013 – 2015. However, the EVD epidemic in the Mano River Union had tremendous impact on the already constrained CRP timelines. Hence timelines had to be adjusted, especially following the declaration of the state of emergency (SoE) in 2014. This caused a ripple effect on all planned activities. Secondly, completion of the NCC reports delayed due to extenuating factors and subsequent onward submission to the President. This caused delay in the development of a civic and voters education strategy on the referendum phase of the review process.

Consequently at a Project Board of September 8th, 2015 it was agreed by all stakeholders to extend the SCR project until end December 2016 to support a robust legislative outreach and engagement and allow sufficient and constitutionally mandated time for public awareness and interactions on the actual proposals after the legislative action. This will enable the CRC to collaborate with the NEC, GC and LRC in the development of civic education strategy and specific materials in readiness for the legislative outcome.

To this end, there are three major activities that would require support from the project and in particular a role to be played by the CRC and its collaborative partners including NEC, GC and LRC.

For the above reasons, “Support to Constitutional Reform in Liberia” (SCR) project is extended to December 2016. The project is a response to a request by the CRC in discussions with UNMIL and UNDP for the UN and international development partners to provide support to the constitutional reform process until when the referendum shall have been held as per the ToRs. The project builds 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 GoL. A people-driven constitution process will create a framework for nation building, reconciliation, peace consolidation, security and development. Constitutional reform is seen as an underlying and fundamental reform that will consolidate the outcomes of current and planned programme areas. The UNDP country programme 2013-2017 focuses on three priority areas that are aligned to Liberia’s overall development frameworks, Vision 2030 and the ‘Agenda for Transformation’ (AFT) 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 extension is informed by the capacity needs of the CRC and key stakeholders such as the GC, LRC, NEC, CSO, the legislature and political parties; the lessons learnt from the 2010/11 constitutional amendment failures as well as the public consultations and engagements to date and most importantly and the need to guarantee that the people have a participatory driven process. The strategy shall continue to be six fold: (a) institutional capacity development of the CRC and relevant stakeholders, (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.

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 carry out 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 continue to contract experts that will be called upon to provide expertise on a continuous basis for consistency.²

1.4 ACTIVITIES

The Project extension will focus on the following 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 LRC, GC, Traditional Council, youth and women agencies to participate in constitutional review; (5) strengthen civil society, political parties, youth, women and media participation in the CRP; and (6) support the development of a project document for the legislative and referendum phases of the reform process.

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:

a) Legislative engagement

The engagement with the Legislature is immediate and critical to the process. The current timing is opportune moment given that the proposals have not yet been tabled. The following activities are anticipated and projected as follow:

(i). *Legislative retreat.* A retreat that would bring together both Houses of the Legislature, during which CRC will brief and discuss with them the rationale for some of their decision as well as the process of review. In this case, the Legislature's understanding of the process is good as the substantive proposals before it.

(ii). *Public hearing.* A public hearing intent on expert opinions and voices of ordinary citizens on the proposed amendments; and or some of the hitherto contentious issues such as proposals for and against dual citizenship, as well as proposed removal of the racial words in Art. 27(b) of the constitution. The expert opinion could come from both individuals and institutions such as the National Land Commission and the LRC, etc.,

(iii). A national issues' forum to discuss proposed amendments.

b) Development of Civic education strategy

The development and costing of a civic education strategy, its contents as well as a communication strategy of the proposed amendments as well as robust debate on the process leading up to the Referendum remains an

¹Civic 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

outstanding activity in the lifespan of the project, and as it is indeed for any constitutional review process. Two elements of the strategy can be isolated. The general aspect of process, its methodology, as well as specific aspects of the proposals themselves must be built way in advance. Closely related to this is the need to standardize the messaging as many actors enter the referendum race. A well-coordinated civic education development strategy and its contents is absolutely imperative going forward. This process ought to have started. In Particular, there is need to revamp civic education on the process and in particular some of the hitherto contentious issues. Specifically, there is need to enhance education on what is constitutional amendments as opposed to policy/administrative and legislative issues. Currently, expectation is that all that the people want changed is constitutional. The project had not factored this aspect. This therefore calls for change in strategy. For example, issues to do with dual currency are seen as constitutional than legislative; declaring Liberia a "Christian nation" in the light of freedom of worship and conscience, etc., Only a coordinated civic education strategy developed in partnership with other key stakeholders would ensure that people go into the referendum with knowledge and to quote the words of President Sirleaf, to ensure that "...Liberians are able to vote wisely at the referendum". The main actors in the CRP must play this important role, which must be initiated immediately.

C) CRC & CRP final report

The President, while receiving the NCC report, directed that CRC completes and submits its final report as well as activities it believes are outstanding. The final report would involve the archiving of the materials of the review process to date. This is very important for posterity and to capture history of the review process. This final report would have to be presented and relevant authorities such as the Legislature, Executive, the Judiciary as well as institutions of higher learning to receive records of the review process. It is important to preserve what was in the mind of the framers of the constitution, especially the process as led by CRC.

D) Institutional Support to the CRC – to provide support for critical technical staffing needs in the CRC Secretariat to complement GoL-funded posts and also to provide support to overall operational and logistical operation of the CRC in fulfilment of its mandate.

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 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 lead the CRP 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 the CRP. 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, Zimbabwe, 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. Expertise³ 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.

³UNDP 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 000746620and ID (ATLAS Award ID)00086954:

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	BUDGET (USD) AND TIMEFRAME 2015 - 2016					RESPPART Y	Inputs
		Amount	Donor	Chart of account	Timeframe			
<p>Output 1 Capacity of CRC Built</p> <p>Baseline</p> <ul style="list-style-type: none"> CRC was established on 30th August 2012 with limited mandate The CRC has rented office. 6 full time CRC members appointed by November 2012 CRC is in process of preparing action Plan <p>Indicators:</p> <ul style="list-style-type: none"> Number of functioning CRC focal points Number of proposals prepared and submitted Number Of documents reviewed according to plan/# of persons trained (gender disaggregated) <p>Targets:</p> <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 <p><i>Outcome:</i></p>	<p>1.1. Develop Institutional Capacity of CRC</p> <p>Actions</p> <ul style="list-style-type: none"> Technical and Advisory Support for Secretariat Provide support for fuel and running cost & insurance for 4 vehicles. 	67,500			October 2015 – December 2016	CRC	National consultant Supplies	
Total for Output 1		87,500						

<p>Output 2: Review of Constitution and Preparation of Amendments Undertaken</p> <p>Baseline</p> <ul style="list-style-type: none"> • 25 Recurrent views presented to the President of Liberia • There are many policy documents available • The 1986 constitution is available • 500,000 copies of proposed amendments printed and distributed; <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 	<p>2.2 Prepare draft amendments and explanatory notes and submit to the President</p> <ul style="list-style-type: none"> • Prepare final draft amendments/proposals <p>25,000</p>			CRC/GC/LRC	Local consult
<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 • 85 public consultations held with key stakeholders • Ten public civic education held with stakeholders 	<p>Total for Output 2</p> <p>25,000</p> <p>3.1. Conduct civic education</p> <p><i>Action</i></p> <ul style="list-style-type: none"> • Conduct a civic and legal awareness baseline survey • Identify and accredit organisations to conduct civic education • Develop Communication and Media Strategy • Prepare, print and distribute civic education and public consultation materials (brochures, branded items, illustrations, etc.) 	<p>75,000</p> <p>15,000</p> <p>15,000</p> <p>150,000</p>		NEC/CRC/LR C/GC	October 2015 – December 2016

<p>•Ten public civic education held with stakeholders</p> <ul style="list-style-type: none"> • 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) • # 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 <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 • Amendments prepared based on broad consultations <p>Related CP outcome:</p>	<p>Sub total</p> <p>255,000</p>	<p>250,000</p>	<p>October 2015 – December 2016</p>	<p>GC/LRC/CR C</p>	
<p>3.4. Engagement with Legislature</p> <p>Action</p> <ul style="list-style-type: none"> • Legislative Retreat • Facilitate Public Hearing • Hold consensus building workshops with both Houses • Hold national issues forum 					

<ul style="list-style-type: none"> • Liberia Bar Association/CSOs are active in advocating for constitutional reform • National Civil Society Council participated in the Consultation process 	<p>Indicators:</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>Targets:</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>Related CP outcome</p> <p>Output 6: Legislative and referendum phases of the review properly planned</p> <p>Baseline:</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>Indicators:</p>				<p>50,000 30,000 In kind support from UNDP election Basket fund project</p>	<p>October 2015 - December 2016</p>				<p>200,000</p>					<p>80,000</p>					<p>• Develop civic education and strategy and programme</p> <p>• Launch Civic education</p> <p>• Prepare a project document to support the referendum phases</p> <p>• Mobilise resources to undertake referendum phases</p>					<p>•</p>					<p>•</p>					<p>•</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>Output 7: Support to Constitutional Reform Project effectively Managed</p>	<p>7.1 Recruit and place project staff</p> <ul style="list-style-type: none"> • CTA (Senior Constitutional Law Expert) (P5) • Admin/Finance Associate (SB3/4) - G-6 • Driver (SB2/2) -1 • Establish Project Board / Conduct project quarterly review • Conduct field monitoring missions and M&E assessments <p>Stationary and supplies</p>	<p>466,000 25,000 10,000 5,000 80,000 25,000</p>	<p>October 2015 December 2016</p>	<p>-</p>	<p>UNDP</p>	
<p>TOTAL 1-7</p>	<p>Total for Output 7</p>	<p>611,000</p>				
<p>TOTAL PROJECT</p>	<p>USD FACILITY AND ADMINISTRATION - 8% for USAID</p>	<p>1,751,313,2 52,225.04</p>				

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

	<ul style="list-style-type: none"> • TOTAL PROGRAMME COST 	<p>1,862,624.31</p>								
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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.

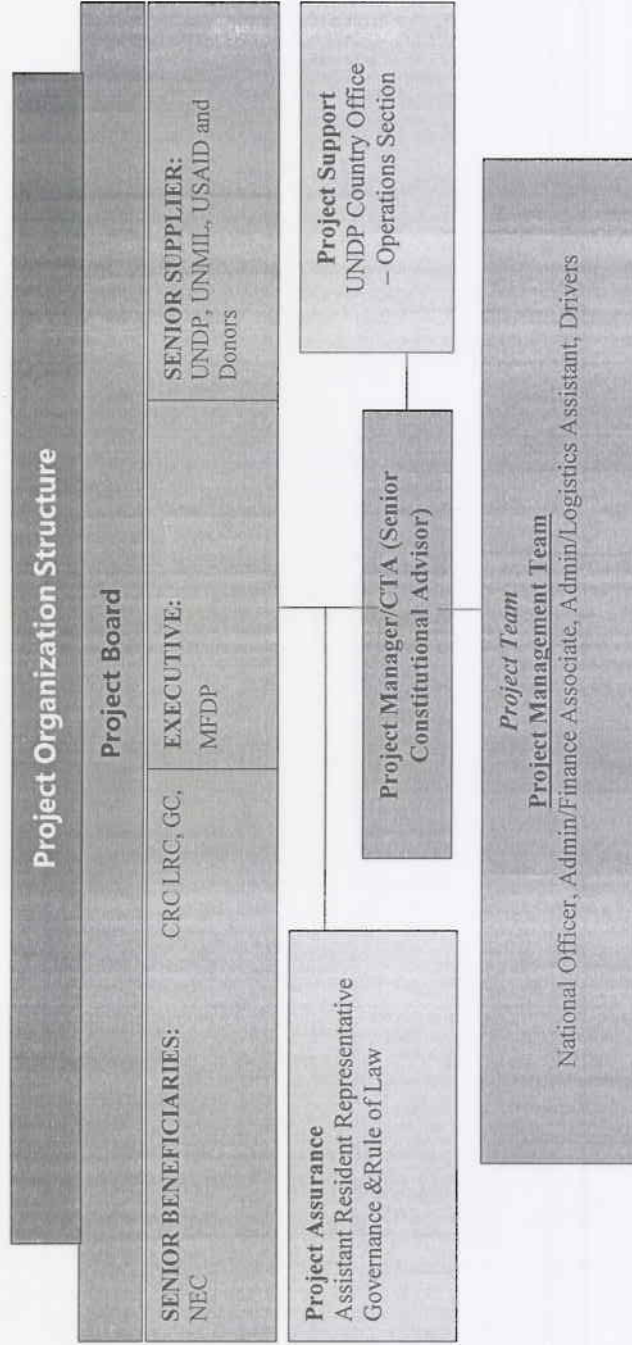


Figure 1: Project Management Structure

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.⁴ 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 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.

⁴ Please see below for Roles and Responsibilities of the board

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.

5.1 Quality Management for Project Activity Results

OUTPUT 1: Capacities of the CRC Built		Start Date: March 1, 2013 End Date: September 30, 2015
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>	
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
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
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

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.

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	<ul style="list-style-type: none"> 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	<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 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 Hold consensus building workshops and meetings Mobilise signatures for petitioning Legislature Prepare final draft amendments/proposals 	

Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	• Submit draft amendments and explanatory notes to the President	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 Conferences supported – Yes/No		• Counterpart participation in Initial National Constitutional Conferences 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
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
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.	Post event phase
vii. Counterpart input in consensus building supported – Yes/No		• Proposals submitted to President on time	Post event phase
viii. Number of participants in workshops disaggregated by gender and age.		• Counterpart participation in consensus building on proposals facilitated and documented.	Throughout the learning event
ix. Number of workshop sessions held.		• Participants list compiled daily.	Throughout the learning event
x. "Before and after" capacity level of awareness participants evaluated.		• Training objectives, programme and facilitation methods designed, documented and used	Throughout the learning event
xi. Impact of workshops and level of application of information/knowledge etc. determined.		• Pre and post workshop confidence forms filled and analysed.	Pre and post learning event
Equipment and Supplies		• Report disseminated to relevant parties including Project Board.	Project evaluation/annual review
xii. Counterpart equipment and supplies needs/requirements.		• Needs assessment report	AWP discussions with counterparts/Project Board meetings.
xiii. Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services)		• Minutes of meetings.	AWP discussions with counterparts/Project Board meetings.
xiv. Assessment of learning needs (computer literacy, driving skills, operations and maintenance etc) undertaken.		• Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members).	AWP discussions with counterparts/Project Board meetings.
xv. Equipment usage.		• Learning plan developed by counterparts (UNDP to support key learning needs where applicable)	AWP discussions with counterparts/Project Board meetings.
		• Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in.	During project delivery
		• Project staff spot checks during project life cycle.	

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
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>		
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. • Participants list compiled daily.	Pre event phase
iii. Number of participants trained disaggregated by gender.	• Training objectives, programme and facilitation methods designed, documented and used	Throughout the learning event
iv. Number of training sessions held.	• Translator services procured.	Throughout the learning event
v. Translation into applicable language – Yes/No	• Workshop monitoring mechanism designed, used and analysed (mood meter)	Pre and during learning event
vi. Sensitization delivery monitored and adjustments made, as appropriate.	• Workshop evaluation forms analysed	During learning event
vii. Sensitization and civic education sessions evaluated	• 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
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. • Participants list compiled daily.	Pre event phase
iii. Number of participants trained disaggregated by gender.	• Training objectives, programme and facilitation methods designed, documented and used	Throughout the learning event
iv. Number of training sessions held.	• Translator services procured.	Throughout the learning event
v. Translation into applicable language – Yes/No		Pre and during learning event

vi. Public hearings monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> • Consultation monitoring mechanism designed, used and analysed (mood meter) 	During event
vii. Public hearings and meetings sessions evaluated	<ul style="list-style-type: none"> • 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. • Quality of data from public hearings analysis and evaluation undertaken and report disseminated to relevant parties including Project Board. 	Post event
viii. Impact of consultations and level of application of information in the review process determined.	<ul style="list-style-type: none"> • Needs assessment report • Minutes of meetings. • Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members). • Learning plan developed by counterparts (UNDP to support key learning needs where applicable) 	Project evaluation/annual review stage
Equipment and Supplies		
i. Counterpart equipment and supplies needs/requirements.	<ul style="list-style-type: none"> • Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services) 	AWP discussions with counterparts/Project Board meetings.
iii. Assessment of learning needs (computer literacy, driving skills, operations and maintenance etc) undertaken.	<ul style="list-style-type: none"> • Learning plan developed by counterparts (UNDP to support key learning needs where applicable) 	AWP discussions with counterparts/Project Board meetings.
iv. Equipment usage.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Diaspora consultation learning compact documented and shared. 	Pre event phase
viii. Number of participants in diaspora consultation disaggregated by gender.	<ul style="list-style-type: none"> • List of participants in in diaspora consultation 	Implementation phase
ix. Diaspora consultation monitored and necessary corrective measures made, as appropriate.	<ul style="list-style-type: none"> • Reports documenting daily recap on learning's during in diaspora consultation. 	Implementation phase
x. Evaluation of diaspora consultation learning compact.	<ul style="list-style-type: none"> • Echo conference/workshop designed, scheduled and implemented. • Participant's evaluation analysed and included in diaspora consultation report. • Comprehensive diaspora consultation report compiled, produced and disseminated to counterparts including Project Board. 	Post learning event
xi. Application of learning in day to day work, processes and procedures.	<ul style="list-style-type: none"> • Quarterly monitoring reports 	Project implementation phase

<p>xii. Impact of learning through diaspora consultation; and extent of application of the learning/skills/knowledge etc. determined.</p> <p>xiii. Extent to which diaspora consultation contributed to achievement of project outputs</p>	<ul style="list-style-type: none"> Counterpart learning in study tours included as agenda in Project Board Meetings. Impact evaluation undertaken as part of other learning and CD evaluation activities. 	<p>Evaluation/project review</p>
<p>National Constitution Conference</p>		
<p>I. Counterpart input in conference design – Yes/No</p>	<ul style="list-style-type: none"> Counterpart participation in workshop design facilitated and documented. Participants list compiled daily. 	<p>Pre event phase</p>
<p>II. Number of participants attended the conference disaggregated by gender.</p>	<p>Throughout the learning event</p>	<p>Throughout the learning event</p>
<p>III. Number of conference sessions held.</p>	<ul style="list-style-type: none"> Conference objectives, programme and facilitation methods designed, documented and used Translator services procured. 	<p>Throughout the learning event</p>
<p>IV. Translation into applicable language – Yes/No</p>	<ul style="list-style-type: none"> Conference monitoring mechanism designed, used and analysed (mood meter) Conference evaluation forms analysed 	<p>Pre and during learning event</p>
<p>V. Facilitation delivery monitored and adjustments made, as appropriate.</p>	<ul style="list-style-type: none"> Comprehensive Conference report compiled, produced and disseminated to counterparts including Project Board. 	<p>During learning event</p>
<p>VI. National Constitution Conference sessions evaluated</p>	<ul style="list-style-type: none"> Counterpart learning's in conference discussed as agenda in Project Board Meetings. 	<p>Post learning event</p>
<p>Technical expertise</p>		
<p>xiv. Counterpart input in the process – Yes/No</p>	<ul style="list-style-type: none"> Counterpart participation facilitated and documented. 	<p>Pre event phase</p>
<p>xv. # of institutions and structures reviewed</p>	<ul style="list-style-type: none"> Reviewed organizations and structures documented 	<p>Pre event phase</p>
<p>xvi. Number of roundtable meeting participants disaggregated by gender.</p>	<ul style="list-style-type: none"> Participants list compiled daily. 	<p>Pre and during workshop event</p>
<p>xvii. TA needs/capacity assessment of counterpart agencies</p>	<ul style="list-style-type: none"> Needs/capacity assessment report 	<p>Project Initiation/ LPAC/AWP</p>
<p>xviii. Scope of work, tasks and responsibilities of TA clearly defined.</p>	<ul style="list-style-type: none"> TOR defined and agreed upon with counterparts Counterparts input in recruitment process. 	<p>AWP discussion</p>
<p>xix. TA outputs and milestones for performance monitoring.</p>	<ul style="list-style-type: none"> TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts. 	<p>AWP discussion</p>
<p>xx. TA exit strategy articulated and implemented.</p>	<ul style="list-style-type: none"> Exit strategy developed and documented. 	<p>AWP/implementation phase</p>
<p>xxi. Viii. Number of staff coached, mentored and trained.</p>	<ul style="list-style-type: none"> Progress reporting on capacity transfer plans in monthly, quarterly and annual reports. 	<p>Project delivery stages</p>
<p>xxii. Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.</p>	<ul style="list-style-type: none"> Project evaluation/review report 	<p>Project evaluation /review phase.</p>
<p>M & E</p>		
<p>xxiii. Counterpart input in the Project M & E process – Yes/No</p>	<ul style="list-style-type: none"> Counterpart participation facilitated and documented. 	<p>Pre event phase</p>

Technical expertise									
i.	Counterpart input in the process – Yes/No								Pre event phase
ii.	# of institutions and structures reviewed								Pre event phase
iii.	Number of roundtable meeting participants disaggregated by gender.								Pre and during workshop event
iv.	TA needs/capacity assessment of counterpart agencies.								Project Initiation/ LPAC/AWP
v.	Scope of work, tasks and responsibilities of TA clearly defined.								AWP discussion
vi.	TA outputs and milestones for performance monitoring.								AWP discussion
vii.	TA exit strategy articulated and implemented.								AWP/Implementation phase
viii.	Number of staff coached, mentored and trained.								Project delivery stages
ix.	Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.								Project evaluation /review phase.
M & E									
I.	Counterpart input in the Project M & E process – Yes/No								Pre event phase
II.	# of field visits conducted								Post event
III.	# of field visit participants disaggregated by gender								Pre and during the event
IV.	Board meeting and review meeting documented regularly and on time								During and post event
V.	Evaluation of field visits								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>							
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 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		Counterpart input in sensitization design – Yes/No							
x.		Counterpart participation in workshop design facilitated and documented.							
		Pre event phase							

OUTPUT 6: Legislative and referendum phases of the review properly planned		Start Date: March 1, 2013 End Date: December 31, 2014
Activity Result 6.1 (Atlas Activity ID)	A project document to mobilise support for the legislative and referendum phases prepared	During and post event
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 27th 1977 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:

- 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;
- 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

Sn	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:

- 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