**Country: Sri Lanka**

**Project Initiation Document (PID)**

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| **Project Title** | Bi-Lingual Competency Development for Public Officers |
| **UNDAF Outcome:** | By 2012 the people of Sri Lanka live in an improved environment for a sustainable peace anchored in social justice and reconciliation, as envisaged in the Millennium Declaration. |
| **Expected CP Outcome:** | |  | | --- | | Improved performance of public institutions to respond to conflict, promote humanitarian law and build national consensus for peaceful coexistence with active civil society participation. | |  | |
| **Expected Output:** | Capacities of public institutions and civil society organizations focusing on social cohesion strengthened |
| **Implementing Partner:**  Responsible Party | United Nations Development Programme  UNDP |
|  |  |

2010 AWP budget: USD15,000

Total resources required: USD15,000

Total allocated resources: USD15,000

* Regular
* Other:
  + Donor (BCPR) USD15,000
  + Donor \_\_\_\_\_\_\_\_\_
  + Donor \_\_\_\_\_\_\_\_\_
  + Government \_\_\_\_\_\_\_\_\_

Unfunded budget: \_\_\_\_\_\_\_\_\_

Programme Period: 2008-2012

Key Result Area (Strategic Plan): Crisis Prevention and Recovery

Award ID/ Project ID:

Start date: 17 September 2010

End Date 31 December 2010

Management Arrangements DIM

**Brief Description**

In 2007-2008, UNDP provided Project Preparatory Facilities (PPF) to assist the Department of Official Languages to develop a project proposal for ‘Bilingual Competency Development (BCD) Programme for Public Servants’. The project proposal developed with this support proposed to target 10,000 Level 3 officers during a 12-month pilot exercise, and proposed to use a training programme combining classroom and distance learning methods. In subsequent discussions between the Ministry of Constitutional Affairs and National Integration, the Official Languages Department and UNDP, it was agreed, that while the proposal provided some useful entry-points and innovative activities, there was still a need to be far more strategic, with respect to its proposed targeting and proposed scope of training activities, also taking into consideration resource availability. It was also agreed that it would be useful to target a particular professional sector and category within the public service within a select geographic foci, in order to test the effectiveness and demonstrate the results of such a targeted approach, as a model for bilingual competency development of the public sector in the future. In preparation for the formulation of a fully-fledged BCD project, an initiation phase is introduced, enabling UNDP to undertake a number of initiation steps to prepare for the project.

Signed by UNDP:

# Annual Work Plan

# Year: 2010

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| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **2010** | | | | | | | | **RESPONSIBLE PARTY** | | **PLANNED BUDGET** | | | |
| **Q1** | | | **Q2** | **Q3** | | **Q4** | | **Funding Source** | **Budget Description** | | **Amount** |
| **Related CP outcome:** Improved performance of public institutions to respond to conflict, promote humanitarian law and build national consensus for peaceful coexistence with active civil society participation.  **Output: 15.** Capacities of public institutions and civil society organisations focusing on social cohesion strengthened.  **Baseline:**  Language training is currently undertaken using a combination of methods, though competency is not reached to required levels.  **Output Indicator[s]:** Innovative language training methodologies, proposals introduced.  **Target[s]:**  Draft Proposal for effective language training pilot in place by 30 September 2010.  Final Proposal for effective language training pilot in place by 30 September 2010. | **1. Activity Result: Necessary activities for project formulation completed.** | | | | | | | | | | | | | | |
| 1.1 Hire national consultant to formulate project document | |  |  | | | x | X | UNDP | |  | | 71305  National consultants | | 13,000 |
| 1.2 Conduct consultations with Stakeholders in Colombo and field | |  |  | | | x | X | UNDP | |  | | 73410  Travel &DSA | | 2000 |
| 1.3 Convene regular meetings between national consultant, the Ministry of National Languages and UNDP | |  |  | | | x | x | UNDP | |  | |  | |  |
| **2. Activity Result: Project document approved** | | | | | | | | | | | | | | |
| 2.1 Draft project document | |  | |  |  | | X | | UNDP | | n/a | | n/a | n/a |
| 2.2 Organise LPAC for the project | |  | |  |  | | X | | UNDP | | n/a | |  | n/a |
| 2.3 Incorporate inputs and circulate draft for signature | |  | |  |  | | X | | UNDP | | n/a | | n/a | n/a |
| TOTAL |  | |  | |  |  | |  | |  | |  | |  | 15,000 |

# Purpose

In preparation for the formulation of a fully-fledged BCD project, the CO intends to undertake an initiation phase, in order to identify a suitable national consultant, undertake the necessary stakeholder consultations, facilitate discussions with relevant government counterparts and develop and finalize the project document.

# Expected Output

In contribution to CPAP Output15 Capacities of public institutions and civil society organisations focusing on social cohesion strengthened, the following activities will be undertaken.

[1]. **Necessary activities for project formulation completed.**

[2]. **Project document approved**

# Management arrangements

The project initiation plan will be implemented through Direct Implementation Modality [DIM] with the following organizational structure:

**Project Manager**

UNDP PO

**Project Board**

**Senior Beneficiary**

Ministry of National Languages and Social Integration

**Executive/ Senior Supplier**

UNDP DCD(P)

**Project Organisation Structure**

## The Project Board (PB) will have overall responsibility for initiation plan implementation, oversight & quality assurance. The PB will approve the appointment and responsibilities of the Project Manager (PM) and will define the latter’s responsibilities; will provide policy guidance and monitor the performance of the initiation plan, review progress on a periodic basis as well as manage risks and issues. The Project Board will ensure that required resources are committed and arbitrate any conflicts the may arise during the preparatory phase as well as negotiate a solution to any problems between the project and external bodies. The Project Board will authorize any major deviations in project work plans as well as approve budget revisions. It will also be responsible for assessing and deciding on the final project as well as the composition of the management, quality assurance and oversight mechanisms for the NHDR. The Project Board will meet on a quarterly basis and will comprise the UNDP Deputy Representative Programme and other UNDP programme officers and/or advisers, as relevant. The Project Management Board will be chaired by the UNDP Country Director, who will also serve as the Senior Executive/Senior Supplier.

## The UNDP DRR/P will serve as Executive and Senior Supplier and will have ultimate responsibility for the initiation plan. As part of the responsibilities of the Project Board, the Executive will ensure that the initiation plan is focused on achieving its key activity results and targets. Additional responsibilities include monitoring and controlling the progress of the preparatory phase at a strategic level, ensuring that risks are being tracked and mitigated as effectively as possible and organizing, chairing and ensuring that the Project Board meet in a timely manner. The Executive will be responsible for approving and signing the Annual Work Plan (AWP), approving and signing the Combined Delivery Report (CDR) at the end of the year and signing budget revisions.

## As Senior Supplier, the UNDP DRR/P will represent the interests of those designing and developing the project deliverables and providing project resources. The primary function of the Senior Supplier will be to provide guidance regarding the technical feasibility of the project throughout the preparatory phase. The Senior Supplier will have authority to commit or acquire supplier resources as required. As part of the responsibilities of the Project Board, Senior Supplier will advise on the selection of the strategy, design and methods to carry out future project activities. Quality assurance and oversight roles include ensuring that standards defined for the initiation plan are met and used to good effect, monitoring potential changes and their impact on the quality of deliverables and monitoring any risks in implementation. Within the context of the Project Board, the Senior Supplier will also be responsible for ensuring that progress towards outputs remains consistent, contributing the supplier’s perspective & opinions on implementing any proposed changes and arbitrating on and ensuring resolution of input/resource related priorities or conflicts.

The **Ministry of National Languages and Social Integration** will serve as the Senior Beneficiary with the primary function of ensuring the realization of results from the perspective of project beneficiaries. As part of the responsibilities for the Project Board, the Senior Beneficiary will be responsible for ensuring that specification of the Beneficiary’s needs are accurate, complete and unambiguous, implementation of activities at all stages are monitored to ensure that they will meet the beneficiary’s needs and are progressing towards identified targets, impact of potential changes is evaluated from the beneficiary’s point of view, risks to beneficiaries are frequently monitored, providing the opinion of beneficiaries of implementation of any proposed changes, and helping to resolve priority conflicts.

Under the guidance of the Project Board, the Project Manager will ensure efficient delivery of the initiation activities as per the workplan and the coordination of efforts between the UNDP, relevant Government Ministries, and Civil Society.

The Project Manager will be responsible for managing the realization of the initiation plan key activity results through activities as specified in the initiation work plan and within specified constraints of time and cost. This includes monitoring progress against quality criteria; monitoring events, and updating the Monitoring & Communication Plan; liaising with any suppliers to mobilize goods and services to initiative activities; monitoring financial resources & accounting to ensure accuracy & reliability of financial reports; managing requests for the provision of financial resources using advance of funds, direct payments, or reimbursement using the managing, monitoring and updating the project risks as initially identified and elaborating risks for the future Project; managing issues & requests for change by maintaining an Issues Log; preparing a Final Review Report on the Initiation plan and submitting the project workplan for review and approval.

**FINANCIAL PROCEDURES**

Funding for this initiation plan is from **regular** resources. UNDP will be the fund manager and will serve as a conduit and administrative agent for all initiation plan funding.

It will be the responsibility of the PM to liaise with the UNDP Programme Associate to prepare a consolidated financial report, in the required format, and provide it to the Project Board at regular and necessary intervals.

**MONITORING AND EVALUATION PLAN**

* On a quarterly basis, a **quality assessment** shall record progress towards the completion of key results, based on indicators and methods captured in the Project M & E Framework.
* 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, **Quarterly Progress Reports** (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard UNDP report format. The signed QPR for the previous quarter shall be submitted with the FACE form by each NIM project to the concerned programme units for the release of quarterly advances.
* 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 [see Annex 2]

Annexes

1. ToR – National Consultant
2. Monitoring Plan
3. Risks and Issues Log

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| **Intended Results** | **Indicators** | **Indicator Definition** | **Collection Method** | **Data Collection & Analysis Process** | | | | **Baseline** | **Targets** |
| **Frequency & Schedule** | **Person Responsible for:** | | |
| **Coll** | **Mngmnt** | **Analysis** |
| **Output: 15.** Capacities of public institutions and civil society organisations focusing on social cohesion strengthened. | Innovative language training methodologies, proposals introduced. |  | Consultant’s deliverables | Quarterly | DF | DF | DF | I Language training is currently undertaken using a combination of methods, though competency is not reached to required levels. | Draft Proposal for effective language training pilot in place by 30 September 2010.  Final Proposal for effective language training pilot in place by 30 September 2010. |
| 1. Activity Result: Necessary activities for project formulation completed. 2. Activity Result: Project document approved | 1. Project proposal drafted 2. Project document approved by Government in place. |  | Consultant’s deliverables | Quarterly | DF | DF | DF | No project proposal in place | Draft Proposal for effective language training pilot in place by 30 September 2010.  Final Proposal for effective language training pilot in place by 30 September 2010. |
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| **#** | **Description** | **Type** | **Impact &**  **Probability** | **Countermeasures /**  **Mngt response** | **Date/ Author** | **Owner** |
| 1 Political | Lack of political will to fully implement bilingual competency capacities of the public sector | Political  Strategic | Despite having an effective language training methodology proposed, the lack of political will could impede its operationalization. | Project is being formulated through participatory and consultative process. | August 2010.  Team Leader Peace and Recovery | Team Leader Peace and Recovery |
| 2 Operational | Consultant will not meet deliverables in timely manner. | Operational | Lack of timely inputs from Consultant will delay project roll-out | Consultant’s contract has been drawn up against milestone outputs. | August 2010.  Team Leader Peace and Recovery | Team Leader Peace and Recovery |
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