

| BASELINE, INDICATORS, AND TARGETS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
|-----------------------------------|---|--|---|
| | <p>MPs, media and civil society, including training on dialogue, mediation and conflict resolution</p> <p>5.8 Produce recordings / transcripts of all relevant public discussions and dialogue</p> <p>5.9 Support the design of web site interface to receive public inputs. Analyse public consultation data and prepare report – collate and synthesize views and draft reports from public consultations</p> <p>5.10 Support the CRC to undertake additional public consultations on the CRC’s Draft Recommendations</p> <p>5.11 Support the Government and Parliament to undertake additional public consultations on the draft Constitutional Amendment Bill</p> | | <p>20,000</p> <p>15,000</p> <p>42,000</p> <p>35,000</p> |
| | <p>Output 6: Enhance capacity of MPs, political parties and traditional leaders to effectively support and participate in the review process</p> <p>6.1 Share best practices on key constitutional issues through information exchange</p> <p>6.2 Providing training on dialogue, mediation and conflict resolution to MPs in support of constitutional outreach, as well as issues-based training</p> <p>6.3 Support specific dialogue and outreach work between the CRC and (i) MPs and (ii) political parties.</p> <p>6.4 Conduct consensus building meetings and workshops between the CRC and MPs and political parties on the CRC draft</p> | <p>CRC, UNIPSIL, UNDP, PPRC, Parliament, UNWomen, Ministry of Women and Social Affairs</p> | <p>USD 150,000</p> <p>20,000</p> <p>10,000</p> <p>20,000</p> <p>15,000</p> <p>20,000</p> |

| BASELINE, INDICATORS, AND TARGETS | INDICATIVE ACTIVITIES | | RESPONSIBLE PARTIES | INPUTS |
|--|-----------------------|--|---------------------|---|
| | | <p>recommendations, as necessary</p> <p>6.5 Work with the Ministry for Local Government and other stakeholders to develop outreach and consultation activities with chiefs and other local officials</p> <p>6.6 Share best practices on key constitutional issues through information exchange</p> <p>6.7 Develop and implement a programme to promote gender equality issues in throughout the constitutional process and content, including providing capacity support and technical advice to women's advocates (e.g. the Ministry of Women and women's NGOs)</p> | | <p>15,000</p> <p>50,000</p> |
| <p>Project Start up and Implementation</p> <p>Output</p> <p>Well managed and well coordinated implementation of Constitutional Review Programme as approved by LPAC and amendments approved by the Steering Committee.</p> <p>Baseline:</p> <p>No running Project</p> <p>Indicators:</p> <ul style="list-style-type: none"> CTA onboard by end of Q3 2013 Regular minuted Steering Committee | | <p>Recruitment of CTA (18 months)</p> <p>National Staff (admin/Finance, civic educations, gender and youth)</p> <p>Regular Steering Committee meetings</p> <p>Monitoring, evaluation and reporting</p> <p>DPA monitoring mission</p> <p>Audits</p> <p>Final project evaluation</p> | <p>UNDP</p> | <p>USD 650,000</p> <p>500,000</p> <p>60,000</p> <p>5,000</p> <p>10,000</p> <p>15,000</p> <p>40,000</p> <p>20,000</p> |

| BASELINE, INDICATORS, AND TARGETS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
|---|-----------------------|---------------------|--------|
| meetings held <ul style="list-style-type: none"> • Strategic documents developed and implemented • Regular reports submitted | | | |

For the Government of Sierra Leone:

For UNDP:

Signature:

Signature:

Date: July 2013

Date: July 2013

SECTION 5: INDICATIVE BUDGET SHEET

An indicative budget breakdown follows. UNDP's standard 2% ISS (direct costs to the project) and 7% GMS (indirect costs to the project) are also included.

| Project Outputs | 2013 (6 Months) | 2014 | 2015 (3 months) | 2013 –2015 Total |
|--|--------------------|------------------|--------------------|----------------------|
| 1.1. Capacity of CRC members developed to undertake effective constitutional review process and produce final recommendations | 100,000 | 239,000 | 0 | USD 339,000 |
| 1.2. Secretariat to provide legal and research services to CRC developed | 400,000 | 179,500 | 179,500 | USD 759,000 |
| 1.3. Messaging Strategy designed and implemented | 50,000 | 170,000 | 50,000 | USD 270,000 |
| 1.4. Civil society led inclusive and informative civic education process completed | 100,000 | 800,000 | 100,000 | USD 1,000,000 |
| 1.5. CRC led inclusive & transparent civic education and public consultation process completed | 100,000 | 447,000 | 100,000 | USD 647,000 |
| 1.6. Enhance capacity of MPs, political parties and traditional leaders to effectively support and participate in the review process | 25,000 | 100,000 | 25,000 | USD 150,000 |
| TOTAL PROGRAMMING COSTS | 775,000 | 1,935,500 | 454,000 | USD 3,165,000 |
| Project start up and implementation | 140,000 | 370,000 | 140,000 | USD 650,000 |
| PROGRAMME AND MANAGEMENT COSTS | 915,000 | 2,305,500 | 594,500 | USD 3,815,000 |
| Indirect Costs GMS (7%) | 59,859 | 150,827 | 38,892 | USD 249,579 |
| Direct Costs ISS (2%) | 16,767 | 40,248 | 10,894 | USD 69,910 |

| | | | | |
|--------------------|---------|-----------|---------|---------------|
| TOTAL PROJECT COST | 991,626 | 2,496,575 | 644,286 | USD 4,132,487 |
|--------------------|---------|-----------|---------|---------------|

SECTION 6: ACTIVITIES IMPLEMENTATION TIMETABLE

| ACTIVITY | 2013 | | | | 2014 | | | | 2015 |
|---|------|----|----|----|------|----|----|----|------|
| | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | |
| 1 Cabinet approval of setting up of CRC | ■ | | | | | | | | |
| 2 Receipt of nominations of members of CRC | | | | | | | | | |
| 3 National Launching of CRC by the President | | | | | | | | | |
| 4 Orientation for members of CRC | | | | | | | | | |
| 5 Inaugural Meeting/Appointment of Tech. Comm. of CRC | | | | | | | | | |
| 6 Setting up of Website- contributions/publicity | | | | | | | | | |
| 7 Sittings of CRC | | | | | | | | | |
| 8 Consultations/Public Hearings/Submissions/Outreach | | | | | | | | | |
| 9 District Consultations | | | | | | | | | |
| 10 Western Area Consultations | | | | | | | | | |
| 11 Report Writing Retreat | | | | | | | | | |
| 12 Report Validation/Finalization | | | | | | | | | |
| 13 Govt. receipt of Report & issuance of WP on Report | | | | | | | | | |
| 14 Preparation of Final Draft Constitution | | | | | | | | | |

SECTION 7: MANAGEMENT ARRANGEMENTS

This document is the result of consultations held with the Government of Sierra Leone, independent national institutions, CSOs and a range of development partners during the DPA-UNDP Constitutional Assessment Mission in April 2013 and other strategic meetings between the Government and UNIPSIL and UNDP. This Project represents an integrated UN initiative in support of the constitutional review process in Sierra Leone. This current UNDP Project Document includes the contribution of the UNIPSIL advisors, UN Women, the DPA constitutional focal point, the DPA Standby Team of Mediation Experts, and the inputs of UNDP programme office and programme teams. As such, the programme serves as the overall substantive framework for the UN, with all actors contributing to the results as articulated, regardless of where they sit organizationally. That said it may be that other UN agencies design and provide other complementary support to Sierra Leone's constitutional review. In such a case every effort should be made by implementers of the Project Document to include such efforts into the overall UN support. This will allow the UN to speak and deliver as one in response to the needs of national stakeholders, present a harmonized approach to donors and other partners, and enhance the effectiveness of the assistance.

Management Arrangements

A Chief Technical Advisor (Constitutional Review) will be brought onboard who will be responsible in collaboration with the Political Section of UNIPSIL for day-to-day management and technical support of the programme, as well as ensuring that the programme produces the outputs and results specified in this programme document, in compliance with the required standards of quality, within the specified limits of time and cost and in line with UNDP rules and regulations. To support the CTA, UNDP will make use of all internal capacities in the programme and operations units and in particular the operations and finance capacities of the already established and currently functioning Elections Programme Management Unit (PMU) in close coordination with the CTA elections. It is expected that an integrated approach using existing UN staff will also contribute to reduce overall costs.

The Chief Technical Advisor will be supported by the PMU which will be responsible for providing project Support, in collaboration with the Operations staff and PMU elections of UNDP Sierra Leone.). The PMU is the dedicated, technically staffed unit that administers, manages and monitors the overall constitutional review project on a day-to-day basis. PMU staff includes operations staff that are familiar with UNDP procedures on recruitment, procurement and project execution modalities. The finance and administration officer will record, process, disburse and report expenditures on a regular basis. The finance officer works closely with the UNDP Country Office's finance professionals

Given the political sensitivities and donor partnerships involved in constitutional assistance, there is a need for regular (fortnightly at minimum) briefings and debriefings with the UNDP/UNIPSIL senior management, whose support is often critical when swift decisions/actions are necessary.

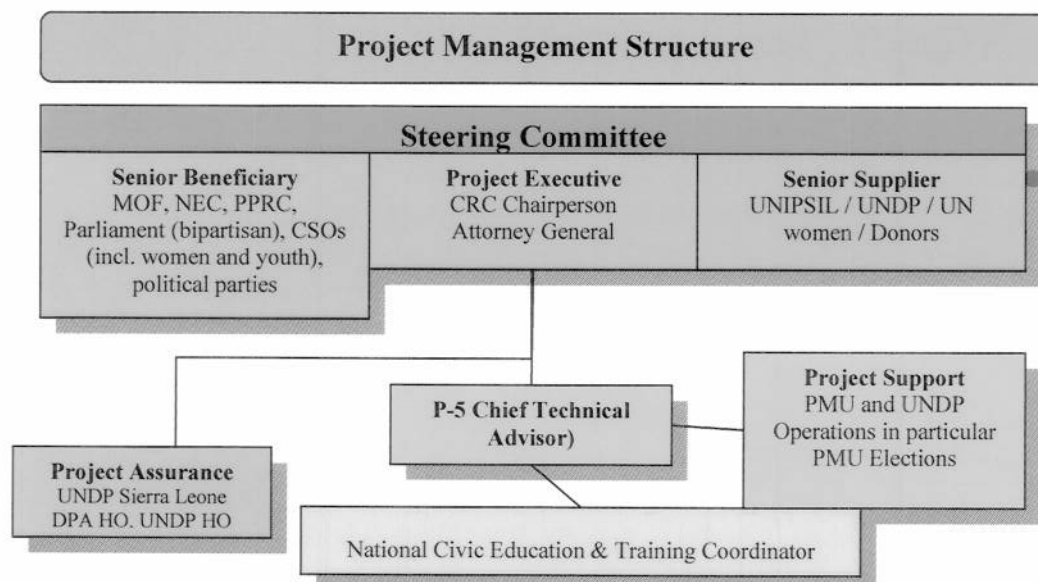
To maintain a single communication and command line, it is important that the CTA remains the chief managing officer for the programme and technical aspects. However, the CTA will closely coordinate its work with UNIPSIL, report to the Executive Representative of the Secretary-General (ERSG), during the remainder of the UNIPSIL mission, and the UN Resident Coordinator and UNDP Country Director

thereafter. The Chief Technical Advisor will meet at least weekly with the UNIPSIL's Political Affairs and Peace Consolidation Section to discuss progress with the Project and identify issues for follow up. UNIPSIL will also provide guidance on political matters and share relevant political information with UNDP. UNIPSIL's Political Affairs and Peace Consolidation Section will work closely with the CTA in support of activities with political parties, the media and other non-state actors. UNWomen will work closely with the CTA on all gender-related activities. UNIPSIL and UNWomen will be represented on the Project Board, and will participate in regular coordination meetings, in quarterly decision-making and in annual work planning. If/when the UNDP Peace and Development Advisor is recruited, he/she will also work closely with the CTA, to provide advice on conflict sensitivity, including by participating in the weekly meetings with UNIPSIL and the CTA. The DPA and UNDP Constitutional Focal Points at headquarters will also provide technical advice and quality assurance support throughout the Project, as necessary to ensure high quality services are provided to national partners, and will therefore require periodic briefings and/or reports. One of the first tasks for the new CTA will be to elaborate the Annual Work Plan and Monitoring and Evaluation Plan, in a participatory and inclusive manner.

This programme will be directly implemented (DIM) by UNDP Sierra Leone, in consultation with the programme's beneficiaries and other programme partners. All outcomes will be coordinated through the Steering Committee. The Steering Committee is the group responsible for making — on a consensus basis — management decisions for the project when guidance is required, including recommendations for UNDP approval of programme revisions. Such decisions must adhere to UNDP rules and regulations. Programme reviews by the Steering Committee should be made at regular intervals or as necessary. The Chief Technical Advisor will report to the Steering Committee, which comprises the following members:

- **Project Executive:** Chairperson of the CRC and Attorney General of Sierra Leone;
- **Senior Supplier:** Representatives of Donors to the programme;
- **Senior Beneficiary:** Representatives of the Ministry of Finance, NEC, PPRC, Parliament (bipartisan), CSOs (incl. women and youth), political parties, Office of the Attorney General,

The programme management structure is illustrated as follows:



Programme Assurance will primarily be provided by UNDP Sierra Leone, as well as by DPA and UNDP headquarters units responsible for constitutional support. To this end, all Project reports from the CTA

will be shared with the UNDP Country Office, as well as UNISPIL, the DPA Constitutional Focal Point and the UNDP Constitutional Focal Point. On demand programme support from a number of offices will also be provided. First, the Department of Political Affairs will provide political and technical advisory services in the implementation of the programme, while UNDP's constitutional support specialists at headquarters will provide complementary technical advisory and programming support. DPA and UNDP will jointly conduct a mid-term review of the programme. UNDP Sierra Leone will liaise with the Bureau for Development Policy (BDP) and the Bureau for Crisis Prevention and Recovery (BCPR) for support as needed on broader democratic governance and conflict prevention and recovery expertise to the implementation of the programme. This will include implementation support missions, as well as support to the programme and country office in monitoring progress towards the three outcomes.

Financial Arrangements

This programme will use the basket fund modality whereby partners operationalize their contributions to the basket through third-party cost-sharing arrangements or trust fund agreements. Based on the principles of the Paris Declaration, this modality will ensure an increased degree of coordination amongst the contributing parties as well as a reduction in transaction costs through harmonised narrative and financial reporting. Donor contributions to this project will be received into the basket fund via third-party cost-sharing arrangements negotiated at country level, or trust fund agreements approved at UNDP headquarters.

The total value of the project is **USD 4,132,487**, the programming costs is **USD 3,165,000** and project management cost is **USD 550,000**. Full implementation of all project activities will hinge on the mobilization and timely contribution of funding through voluntary contributions by interested donors. UNDP Sierra Leone will assess the normal Executive Board mandated 7% General Management Services (GMS) and 2% Implementation Support Services (ISS) fees. Budget revisions will be processed when deemed necessary and at least quarterly to ensure financial monitoring effectiveness and accuracy in programme accounts.

Coordination arrangements

Donor coordination will be done at two levels: (a) at the policy level through a high-level donor coordination mechanism; and (b) at the programme level through the Steering Committee of this Project. This means that the current project will benefit from one management body and one coordination mechanism as listed below:

High-Level Coordination Mechanism

- This group will operate as a coordination mechanism that includes at Ambassadorial/High-level representation from donor agencies — both those contributing to the current programme and those contributing more broadly to relevant democratic governance programming through bilateral or other means. This mechanism will be convened and managed by the UN-ERSG and will meet periodically to discuss the evolving political environment, share plans and activities, deliberate issues of common concern, negotiate agreed responses, and analyze emerging needs and risks. This high-level forum is an important part of donor coordination, with the emphasis on high-level policy development, collaboration and information-sharing.

Project Steering Committee

- As noted earlier, the Project Steering Committee provides a specific policy and decision-making mechanism. The Steering Committee will meet quarterly or more frequently if need be and is responsible for general oversight of programme activities, including financial oversight and approval of funding allocations within the overall budget as recommended by the PMU. It should receive regular reports from the PMU, approve major activities and expenditures, reach consensus and take decisions in any change in the programme work plan, provide ongoing risk analysis, and consider funding for emerging issues. It is facilitated by the PMU, which provides secretariat services. The reports of the Steering Committee will be shared with all donors to the basket fund and their reports will constitute a standing item at meetings of the High Level Coordination Mechanism.
- Small, flexible technical committees can be developed to guide key outputs, in particular the civic education outputs, which may usefully benefit from some form of CSO/Stakeholder Coordination Committee, depending on how implementation proceeds. These could meet on a regular basis to follow implementation progress and make recommendations on key issues. They would also review the annual work plan (including budgetary requirements) before approval by the Steering Committee. The technical committees should also help ensure timely planning and coordination of activities within their sector.
- The time frame for the implementation of the project is from 2013 to 2015. However, as UNIPSIL's mandate will end in March 2014, the roles and responsibilities within the UN in terms of the programme may need to be clarified. To address issues of transition, the Project document has been designed as co-owned between UNIPSIL and UNDP to allow for seamless follow-on to UNDP leadership once UNISPIL leaves.

SECTION 8: MONITORING AND EVALUATION

In terms of monitoring and evaluation, the programme will be subject to UNDP's current monitoring and evaluation procedures and any additional policies and procedures agreed to by the implementing agents, the programme partners and UNDP. The Programme will be monitored throughout its duration, reviewed substantively on an annual basis and evaluated in accordance with the requirements of the Steering Committee. The focus of M&E will be at the outcome level to understand the impact the programme has had on the electoral cycle.

All programme activities will be closely monitored by UNDP Country Office. To this effect, a Programme Officer from the UNDP Governance Unit will backstop the programme and support the Chief Technical Advisor in the attainment of the established programme outputs. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP. The DPA and UNDP Constitutional Focal Points at headquarters will also be mobilised to provide monitoring functions from desk, as well as in-country as required.

The project will be guided by the following documents, which will be produced within the first three months by the Chief Technical Advisor for endorsement and approval by the Steering Committee.

- (i) **A Monitoring & Evaluation Framework**, which finalises the baselines, impact, outcomes and outputs with associated indicators and means of verification as based on the Programme's Results and Resources Framework.
- (ii) **A Monitoring & Evaluation Plan**, which schedules all major M&E activities
- (iii) **A Monitoring & Evaluation System** that contains tools and templates (e.g. assets and inventory control, financial and narrative reports formats, risk logs and field monitoring forms, and a common system for generating feedback and lessons). The M&E System will also clarify the monitoring, review and evaluation roles and responsibilities at the different levels of the Programme for internal monitoring, monitoring and review committees for external monitoring, and detail the principles of joint monitoring 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 Report (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. This PPR will also be shared with the DPA and UNDP Constitutional Focal Points at headquarters.
- 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 jointly prepared by the CTA and Programme Manager shared with the steering Committee, as well as the DPA and UNDP Constitutional Focal Points at headquarters. 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.

Although only required when mandated by partnership protocols, an evaluation of the programme will be undertaken at the end of its period to learn lessons and apply these to possible follow-on assistance activities.

SECTION 8: LEGAL CONTEXT

This programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Sierra Leone and UNDP, signed on the 21st December 1977. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall:

1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried; and
2. Assume all risks and liabilities related to the executing agency'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 shall be deemed a breach of this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme 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 Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEX 1: TERMS OF REFERENCE FOR THE CONSTITUTION REVIEW COMMITTEE

Background

Sierra Leone has come a long way from a devastating civil war that left behind a ravaged economy, destruction of physical infrastructure and massive loss of human life. Destruction of social fabrics and mass exodus of skilled human capital created an adverse situation in human conditions, the effect of which will be felt in many years to come. However, a lot has been achieved since the end of the war in 2002 with the concerted efforts of the government of Sierra Leone and international community in putting back the country to normality through a variety of interventions under Judicial sector reform programme, electoral law reform and Public Sector Reform Programme. Good governance and the rule of law have been identified as critical in ensuring that the country does not slip back to the unfortunate history of conflict. In order to have holistic reform, the need for constitutional review becomes imperative. To do that in a post-conflict country like Sierra Leone means to create a conducive political environment that would encourage the evolution of a Constitution that, in all facets of national life, would promote the welfare of the ordinary citizen of the country. Where laws not only have teeth but are equally capable of biting in a manner that would check-mate the excesses of the political class thereby ensuring that infrastructure, goods and services are put at the doorsteps of the ordinary Sierra Leonean, and thus a good quantum of national agitation would have been assuaged.

To this end, during his inaugural speech in January 2013, the President of Republic of Sierra Leone underscored the need to review the 1991 Constitution and also re-examine the recommendations of the Constitution Review Commission submitted in 2008. It was the contention of the President that the country needs to undertake a consultative review of the fundamental law of Sierra Leone, the 1991 Constitution with an overriding aim of promoting the unity and cohesion of the nation and also making it compatible with international standards and best practices. The Truth and Reconciliation Commission also recommended the review of the 1991 Constitution in its report.

Membership

The membership of CRC shall comprise representatives from the key stakeholders such as political parties, democratic institutions, local councils, civil society, gender interest groups, Bar Association, academia, traditional leaders, judiciary and other eminent citizens.

Terms of Reference

The Terms of Reference of the Committee shall be to review the recommendations contained in the Report of the Constitutional Review Commission submitted to Government in January 2008 and to advise Government on the acceptability or otherwise of the recommendations. In the discharge of its mandate, the Committee will be required to do the following:

- Collect views by all practicable means from the general public in and outside Sierra Leone;
- Undertake wide consultations with the public and the relevant social, political and economic groups on its terms of reference;
- Recommend provisions which will promote an open, transparent and democratic society;

- Examine constitutions of other countries especially the best practices contained therein;
- Examine and recommend any subject-matter of a constitutional nature which is relevant in strengthening multi-party democracy;
- Consider any other matters that might arise during the review process pertaining to the constitution making;
- Examine and recommend on any matter which is connected with or incidental to its terms of reference; and
- The Committee shall submit its report to the Government within eighteen months after it is constituted.

Rules of Procedure for meetings

Venue and number of meetings

- The CRC shall meet for the conduct of its business at least once in a week at the Miatta Conference Centre, Youyi Building Freetown and at such time as the Chairman direct. The CRC may meet at other venue such as regional and district headquarters, towns/capitals as the circumstances may require.

Presiding at meetings

- The Chairman shall preside at all meeting of the CRC except that in his absence, the members present shall select one of their members to preside.

Quorum

- The quorum at meetings of the CRC shall be 1/3 of the Committee members.

Proceedings

Public meetings

- Meetings of the CRC with members of the public, interest groups and other stakeholders shall be held in public unless the CRC determines otherwise.

Private meetings

- All other meetings of the CRC shall be held in private to promote free, frank, and open discussions, sharing of ideas, opinions, experiences and exchange of views among members.

Frequency of the meetings

- The Committee shall meet regularly under the chairmanship of the Constitution Review Committee. The Committee shall also convene such meetings more frequently as and when necessary, taking into account developments related to the constitutional review process. The meetings shall be held at CRC secretariat or such other location, including the regional and district headquarters towns/ capitals, as determined by the Committee.

Decision making

- The Chairman shall afford every member of the CRC an opportunity to be heard on all issues before or considered by the CRC and in this regard the Chairman must encourage active participation of all members. The CRC shall endeavour to reach its decisions by consensus and the Chairman shall ensure that issues are decided in an atmosphere of consensus and cooperation not competition or confrontation. However, if consensus cannot be reached, the CRC shall decide by a majority of its members present when an issue is decided. In such circumstances, the views of the minority must be recorded.

Minutes and Conclusion of Meeting

The secretariat of the CRC shall prepare the minutes of the Committee's meeting and endeavour to circulate by email or other agreed mode of delivery to the parties preferably not later than three days before the agreed date of the next scheduled meeting. The members of the CRC shall offer their comments on the minutes which shall then be finalized and adopted.

Work Methodology

In the discharge of its responsibilities, the Review Committee will adopt the following methodology:

- Promote public awareness of its work, public awareness of constitutional issues, stimulate public debate on the constitutional process and promote national ownership of the process through civic education.;
- Facilitate and receive submissions orally, in writing, electronically and in any other manner, on views ideas and opinions of persons within and outside Sierra Leone;
- Organize workshops and meetings in all four regional headquarter towns and fourteen district headquarters targeting specific stakeholders such as civic society, politicians, women groups, youth groups, academia, traditional and religious leaders;
- Hold public and private meetings/hearings to enable the active participation of all Sierra Leoneans in the constitutional review process and encourage members of the public to express themselves in a language of their choice;
- Hold consultations in all districts and in the Western Area of Sierra Leone to obtain views, opinions, ideas from persons from all walks of life including women, youth and disabled on the Constitution;
- Receive, collate and analyze views, ideas and opinions expressed during consultative process;
- Organize and arrange study visits to Ghana, Kenya and Nigeria where some members of CRC will observe practical implementation of comparable provision of the Constitution;
- Request the conduct of research, studies and analysis of the 1991 Constitution, other Constitutions especially those of Commonwealth countries and other constitutional systems for the benefit of CRC;

- Engage the services of consultants to design and develop information, education and communication(IEC)strategies/materials in the form of television and radio programmes, banners, brochures and posters, and widely disseminate the information and materials with a view to ensure maximum participation in the review process by all sectors of society;
 - Organize a validation workshop to consult stakeholders on the tentative findings and recommendations made by the Review Committee;
 - Take cognizance of international standards and best practices in the development of Constitution;
 - Produce recommendations and the final report.
-

ANNEX 2. TERMS OF REFERENCE FOR THE PROJECT STEERING COMMITTEE

Introduction

Within the context of *the UN Support to Sierra Leone Constitutional Process* project, the Steering Committee will provide a specific policy and decision-making mechanism. The Steering Committee will meet quarterly or more frequently if need be and is responsible for general oversight of project activities, including financial oversight and approval of funding allocations within the overall budget as recommended by the Project Management Unit (PMU). The Steering Committee will receive regular reports from the PMU and the Constitution Review Committee (CRC) and other stakeholders approve major activities and expenditures, reach consensus and take decisions in any change in the programme work plan, provide ongoing risk analysis, and consider funding for emerging issues.

Composition of the Steering Committee

The membership of the Steering Committee shall comprise representatives from the key stakeholders such as political parties, democratic institutions, civil society, judiciary and Basket Fund donors.

Chairs

- The Attorney General and Minister of Justice (Chair)
- The Executive Representative of the Secretary-General and later on the UN Resident and UNDP Resident Representative Co-chair

Specific Responsibilities

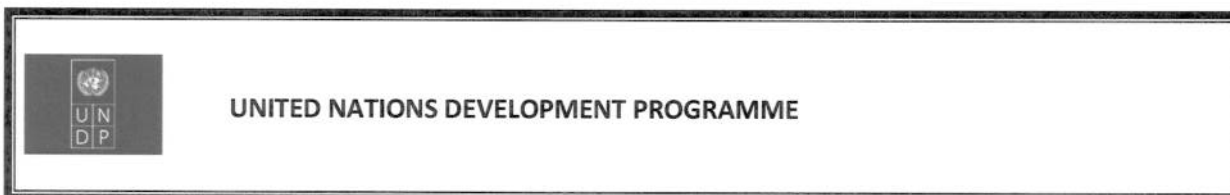
The Steering Committee will perform the following:

- Make decisions by consensus on any issues to facilitate the effective management of the project in line with the provisions set out in *the UN Support to Sierra Leone Constitutional Process* project document;
- Provide overall guidance and direction to the project;
- Review and approve the annual and the quarterly work plans prepared by the PMU;
- Review work progress at the quarterly meetings to be held and follow-up on the implementation of the programme;
- Provide recommendations and orientation to the project execution to solve any emerging issues;
- Approve any changes needed during project implementation.
- Advise on key strategic and policy issues;
- Make decisions on revisions of the programme, if required; and
- Delegate decision making authority within defined areas.

The Steering Committee Secretariat

PMU will act as the Secretariat to the Steering Committee.

ANNEX 3. TERMS OF REFERENCE FOR THE CHIEF TECHNICAL ADVISOR (CTA)



I. Post Information

| | |
|-----------------------|--|
| Post Title: | Chief Technical Advisor - UN Constitutional Support |
| Type of contract: | FTA |
| Pre-classified Grade: | P5 |
| Assignment location: | Freetown, Sierra Leone |
| Focal Point : | http: jobs.undp.org |
| Duration : | One year |
| Supervisor: | ERSG/RC Sierra Leone |
| Second Supervisor | |

II. Organizational Context

Sierra Leone has made notable progress in consolidation of peace and democratic governance since the end of the 11-year civil war in 2002. This includes the successful administration of three elections, including a peaceful transfer of power in 2007 and peaceful presidential, parliamentary, and local council elections in 2012, with significantly less international involvement than the previous elections. However, a lot more remains to be done to address the underlying challenges in the country as well as to solidify democratic norms. The 2012 elections while hailed as a milestone in country's consolidation of democratic governance also demonstrated deep seated ethno-regional political divisions – that need to be addressed. Despite major progress, young people – who constituted the majority of combatants during the civil conflict and now comprise almost 70% of the population – face a very high unemployment rate, which in turn poses a key challenge to the consolidation of peace.

In early 2013, the Government of Sierra Leone indicated its intention to initiate a major review of the 1991 Constitution. This will be done through an appointed Constitutional Review Committee, comprised of 80 members representing political parties, independent bodies, CSOs, the judiciary and the legislature. The CRC composition and TOR are currently being finalized and the constitutional review process is expected to be formally launched in July 2013.

UNIPSIL has been mandated by the Security Council to support the Sierra Leone constitutional review process, during 2013 and until its scheduled departure in March 2014. To this end, UNIPSIL and UNDP have developed a Constitutional Support Project to guide the UN's support to the process. During this period, in UNIPSIL the Political and Peace Consolidation Section, under the guidance of the Deputy Head of Mission and Head of the Political Affairs Section, is the lead section in providing support to the constitutional review process. The CTA (Constitutional Support) will work therefore coordinate and work in close collaboration the section and UNIPSIL, under the direct supervision of the ERSG/ UN Resident Coordinator. He/ She will be responsible both for providing advice to the ERSG/RC, UNIPSIL and UNCT, as well as providing direct technical constitutional advice and programming support under

the UNDP-managed Project. In coordination with UNIPSIL, She/he will also work closely with Government of Sierra Leone through the AG office and the CRC and other stakeholders on relevant matters of UN technical support to the constitutional review.

III. Functions / Key Results Expected

1. Support to Constitutional Review:

- Provide, in coordination with UNIPSIL Political Section and in accordance with prevailing best practices and UN policies and procedures, strong technical support and advice to the Constitution Review Committee, its Secretariat and other key stakeholders.
- Provide, in coordination with UNIPSIL, advice on ways and means of ensuring wide public participation in the review process, public education and broad inclusivity in the process (in particular of women, young people, people living with disabilities and rural people), and provide technical support and advice to progress activities for that purpose.
- Support, in coordination with UNIPSIL, the CRC to prepare reports or other necessary documentation, provide advice and written inputs on technical issues and attend meetings of the Constitution Review Committee, as appropriate.
- Provide advice to UNIPSIL and UNDP on all relevant constitutional issues.

- Coordinate with UNSIPL and the United Nations Country Team, as part of UNIPSIL's transition, to ensure continued United Nations support to the Constitutional Review process.
- Provide technical oversight of the UN Constitutional Support Project including providing inputs to narrative reporting to donors and others, participating in Project Board meetings, providing ad hoc updates to donors, providing advice on project issues as they arise.
- Provide technical advisory support to UNIPSIL and UNDP staff
- Assist, in coordination with UNIPSIL, with the planning and the implementation of constitutional review activities throughout the different phases of the project
- Plan and assist periodic evaluation missions making sure to provide necessary assistance and support to the missions.

- In close coordination with UNIPSIL, liaise and foster strategic cooperation with other partners to reinforce the dialogue between the stakeholders of the process.

2. Coordination:

The CTA will be responsible for the implementation of activities as well as the supervision of the following:

- Ensure with effectiveness the administrative and technical management of the Programme
- Supervise and coordinate the actions and activities of the Programme including high level experts and personnel support
- Ensure effective cooperation and coordination of all project implementation teams

- Support the Elaboration and implementation of the annual work plan as well as an plan of action for the different activities of the project
- Ensure the continued UN support, following UNIPSIL's withdrawal, and follow up of the project activities.
- Coordinate, in collaboration with UNIPSIL and CRC, the organization of seminars and training or reinforce actors/ facilitators capacities building on the constitutional review process
- Establish the means of collaboration with potential partners (all stakeholders including donors, etc.), resource mobilization system and appropriate operational partnership arrangements
- In close collaboration with CRC, supervise procurement process for equipment required for the constitutional review process
- Ensure in all circumstances that the project upholds the values of the UN System, the country's interests and partners implicated in the process.

3. Reporting:

- In close collaboration with UNDP support the elaboration and submission of periodic reports on the progress of the project to the UNDP and its Partners.
- In collaboration with UNDP office, plan and coordinate meetings with partners to submit reports or documents in liaison with the constitutional review process.

4. Fundraising/Resource mobilization:

- Contribute to the mobilization of funds with partners for additional resources to the constitutional review process.
- Provide strong fundraising arguments to donors/or stakeholders.
- Perform other relevant duties as required by the ERSG/RC

IV. Impact of Results

The key results have an impact on the project management efficiency and success of the constitutional review process. In particular, the key results have an impact on the delivery of Inclusive, transparent, participatory and peaceful process of constitutional review.

V. Competencies

Corporate Responsibility and Teamwork:

- Serves and promotes the vision, mission, values, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Plans, prioritizes, and delivers tasks on time

Results-Oriented and Development Effectiveness:

- Plans and produces quality results to meet established goals
- Ability to lead strategic planning, results-based management and reporting
- Ability to lead implementation, monitoring and evaluation of development programmes and programmes, mobilize resources

- Ability to formulate and manage budgets, manage transactions, conduct financial analysis and reporting

Management and Leadership:

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Sets clear performance goals and standards; executes responsibilities accordingly

Innovation and Judgment:

- Conceptualizes and analyses problems to identify key issues, underlying problems and how they relate
- Contributes creative, practical ideas and approaches to deal with challenging situation
- Strives for quality client-centered services (internal/external) when making decisions and taking action

Job Knowledge & Expertise

- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Uses ICT and web-based management systems effectively as a tool and resource
- Is motivated and demonstrates a capacity to pursue personal development and learn

VI. Recruitment Qualifications

| | |
|------------|--|
| Education | Master's degree in Political Science, International Relations, Social Sciences, Management, Administration, Law or related fields. |
| Experience | <ul style="list-style-type: none"> ▪ At least ten years of professional and responsible experience in constitutional, law reform, political analysis and governance are required, with experience in conflict or post-conflict settings an advantage; ▪ Strong experience supporting inclusive and consultative public consultation processes; ▪ Strong drafting, report-writing skills and oral communication skills ▪ High level representational and advisory experience, ideally in a cross-cultural setting; ▪ Experience working with the UN an asset; ▪ Relevant experience in Africa an advantage. ▪ Ability to work under pressure in a multicultural and complex environment; |

| | |
|-----------------------|---|
| | <ul style="list-style-type: none">▪ Previously experience as CTA in the framework multi donor programmes; |
| Language Requirements | Fluency in English mandatory. |

ANNEX 4. RISK LOG

The following are potential risks associated with the implementation of the project:

| # | Description | Category | Probability and Impact | Countermeasures / Management response | Owner | Author | Date Identified | Last Update | Status |
|---|---|---------------------|------------------------|---|---|---------------------|---------------------|-------------|--------|
| 1 | Project start-up takes longer than planned, due to difficulties in securing the appropriate expertise | Operational | P=Medium I=Medium | DPA and UNDP headquarters available to provide technical advice and support until the Project is mobilised | Programme Assurance | Programme Developer | Programme Inception | | |
| 2 | Full funding for the project is not available | Financial | P=Low I=High | Based on current estimates of probable pledges from stable partners, the current complement of project activities looks fairly well covered. | Steering Committee | Programme Developer | Programme Inception | | |
| 3 | The political situation in Sierra Leone becomes more divided and tense and/or the Opposition boycotts the CRC process | Political Strategic | P=High I=High | UNIPSIL (the ERSG in particular), has an important role to play in ensuring that political issues are addressed, and there is constant engagement with political actors. Notwithstanding this, the programme will engage political actors in order to defuse tensions and manage conflict around the this process. Already DPA/UNDP have provided advice to the AG and ERSG to encourage a more politically inclusive process | UN/UNDP Leadership; Programme Assurance | Programme Developer | Programme Inception | | |
| 4 | The CRC loses credibility with the political actors and/or public | Political Strategic | P=Med/Low I=High | Already DPA/UNDP have provided advice to the AG to encourage a more politically inclusive process which will ensure CRC credibility. TA throughout the process will be directed at maintaining CRC legitimacy will all actors | Steering Committee | Programme Developer | Programme Inception | | |

| # | Description | Category | Probability and Impact | Countermeasures / Management response | Owner | Author | Date Identified | Last Update | Status |
|---|---|---------------------------|--------------------------|---|----------------------------|---------------------|---------------------|-------------|--------|
| 5 | Needs for the civic education / public consultation components are greater than anticipated in terms of material and financial assistance | Operational/ Financial | P=Med/High I=Med/High | If the needs are assessed as being realistic and necessary, the programme will endeavour to shift resources from other activities as well as to mobilize new resources from donors. | Steering Committee; CTA | Programme Developer | Programme Inception | | |
| 8 | Expertise required for successful implementation of the project teams is not identified | Operational | P=Medium I=High | The project will rely on a range of expert selection methods, including use of the DPA/UNDP rosters. | Steering Committee; CTA | Programme Developer | Programme Inception | | |