UN
DP

Work Plan 2012 – UNDP Sierra Leone (draft)
Practice Area: Democratic Governance

Award ID: 00049186

Project ID: 00059795

Project Title: Support to African Peer Review Mechanism (APRM)

UN Joint Vision Priority Area [Programme]: Democratic Institutions [Programme 15].

Expected CPAP Outcome: The quality of national development policy and effectiveness of its implementation enhanced through the transformative leadership support and capacity development.

Expected Outputs: 1) APRM Country Report and NPOA prepared, submitted to the Heads of State and Governments Implementation Committee (HSGIC), and disseminated, 2) APRM implementation strategy 2012-2015 developed in line with existing development programmes and carried out, 3) Implementation of the NPOA monitored against governance benchmarks and indicators developed.

Executing Agency: UNDP

Implementing Partner: Ministry of Political Affairs (MPA), APRM NGC, APRM National Secretariat

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Narrative

The APRM process provides a unique opportunity for Sierra Leone to mainstream governance indicators and benchmarks into existing national development programs. In compliance with the NEPAD (New Partnership for African Development) agreement, Sierra Leone acceded to the African Peer Review Mechanism (APRM) process in 2004, becoming one of 29 member states that have joined the APRM process thus far. UNDP has supported the APRM process in Sierra Leone in collaboration with the African Development Bank (AfDB), UNDP regional office, and United Nations Economic Commission for Africa (UNECA) since Sierra Leone joined the African self-assessment mechanism.

Since 2010, the APRM process in Sierra Leone gained momentum and made good progress. Following the visit of the Country Support Mission in August 2010, draft Country Self Assessment Reports (CSAR) and National Programme of Action (NPOA) have been developed in four governance thematic areas. Through a validation exercise involving a wide range of stakeholders nationwide, these reports were subsequently consolidated into one report for Sierra Leone. In 2011, the Country Review Mission was concluded between 20 May and 7 June to ascertain Sierra Leone's ownership of the Country Self-Assessment process, the credibility of the APRM report (CSAR/NPOA) and to generate additional information on the country's state of governance. The mission conducted multi-stakeholders (both State and Non-State stakeholders) consultative meetings in Northern, Southern and Eastern Provinces. The mission also had consultation meetings with members of the Presidency and MDAs, Parliament and Judiciary, civil society organizations, private sector, development/donor partners, youth groups, women groups, media houses, local councils etc. in the Western Area.

In 2012, the APRM Country report and National Programme of Action are expected to be submitted to the Heads of State and Governments Implementation Committee (HSGIC) in January where the President of Sierra Leone will have an opportunity to discuss challenges and opportunities associated with governance issues in Sierra Leone with African heads of states. Following the discussion of the Sierra Leone APRM report at the African heads of state meeting, the project will support the development of the NPOA implementation strategy in line with the existing development plans and programmes as well as monitor its implementation against governance indicators and benchmarks developed.

Programme Period: **2009-2013** Programme Component: **Fostering Democratic Governance** Project Title: **Support to APRM** Project ID: 00059795 Project Duration: **1 year (2012)** (with possibility of extension) Management Arrangement: Implementation within the **DEX framework**	**Estimated Annualized Budget:** **USD 50,000** Allocated resources: ● Government ——————— ● **Regular:** **USD50,000** **Other:** ● AfDB** ● In kind contributions ** GoSL and AfDB expected to make contributions

Agreed by APRM NGC: Name: DR. Osman Gbla   Title: Chunr., NGC   Signature: ⟨signature⟩ 24/1/2012

Agreed by UNDP: Name: MIA SEPPO   Title: COUNTRY DIRECTOR   Signature: ⟨signature⟩ 23/1/12

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ANNUAL WORKPLAN & BUDGET

Year 2012

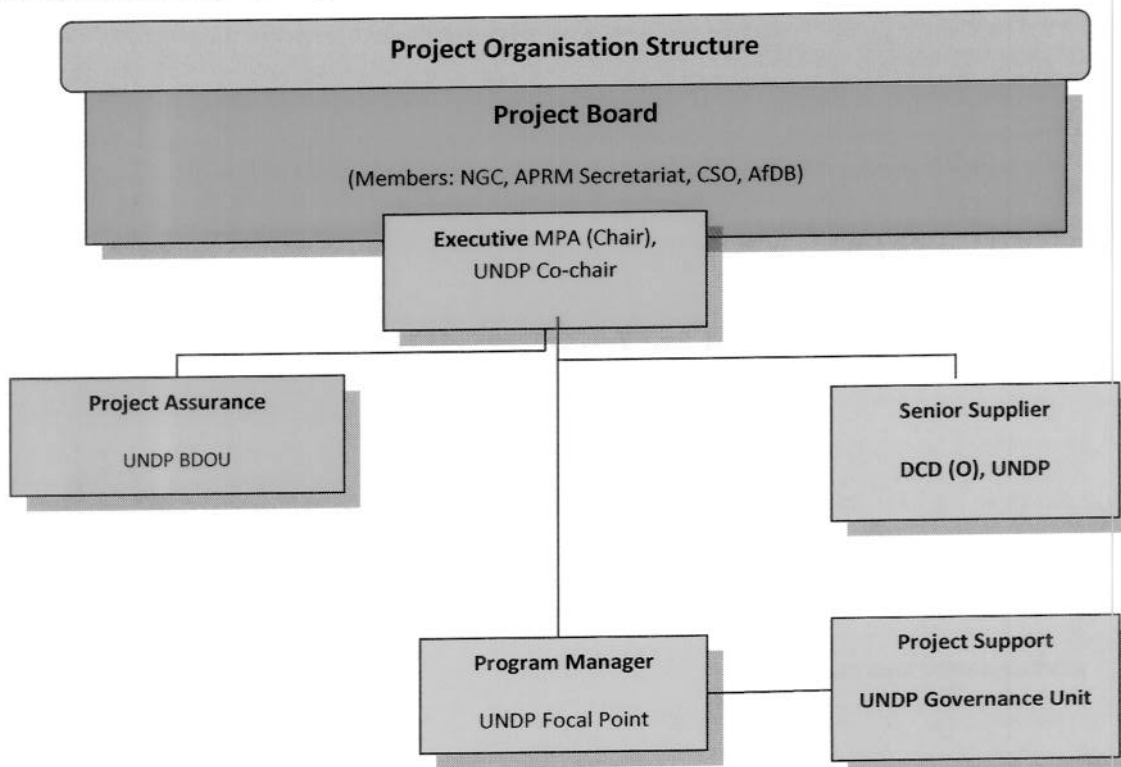| EXPECTED OUTPUTS (Indicators and Targets)	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description		Amount (USD)
								Account Code	Description	
Output 1: APRM Country Report and NPOA prepared, submitted to the Heads of State and Governments Implementation Committee (HSGIC), and disseminated **Indicators:** - Country Review Report, - Finalized NPOA **Baseline:** No Country Review Report in existence. **Targets:** APR Team's report and final NPOA submitted and adopted by APRM Forum	1.1 Publication and dissemination of final APRM report to relevant stakeholders and NPOA implementing institutions	x				NGC, APRM Secretariat	UNDP	72500	Supplies	20,000
	1.2 Continued national popularization of the APRM process through media programs and production and dissemination of IEC materials		x	x	x	NGC, APRM Secretariat	UNDP	71600 72500 74200	Travel Supplies Audio Visual & Print Prod Costs	6,500
Output 2: APRM implementation strategy 2012-2015 developed in line with existing national development programmes and carried out	2.1 Preparation of the APRM implementation strategy through a mapping exercise of ongoing initiatives and projects in the 4 APRM governance areas and alignment with existing national development programmes	x				NGC, APRM Secretariat	UNDP	71300	Local consultant	5,000

Project Title and ID: Support to APRM/0005979S

EXPECTED OUTPUTS (Indicators and Targets)	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description		Amount (USD)
								Account Code	Description	
Indicators: - Well developed APRM implementation strategy **Baseline:** No combined national strategy currently in place. **Targets:** APRM implementation strategy 2012-2015 developed	2.2 NPOA implementation strategy working sessions	x				NGC, APRM Secretariat	UNDP	75700	Training, Workshops and conference	5,000
Output 3: Implementation of the NPOA monitored against governance indicators and benchmarks developed **Indicators:** - No of monitoring visits - Monitoring reports **Baseline:** No ongoing implementation of NPOA as yet **Targets:** Annual reports from NPOA implementing institutions	3.1 Regular monitoring and evaluation visits to MDAs, corporate institutions, local government, and civil society organizations		x	x	x	NGC, APRM Secretariat	UNDP	71600	Travel	7,500
Sub-total										44,000
UNDP Implementation Support Services (ISS) – 2%										1,000
Programme support (including staffing costs, 10%)										5,000
Grand total										50,000

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MANAGEMENT ARRANGEMENTS

The project will be executed by UNDP with a Programme Manager. This means that UNDP will have full responsibility under to ensure accountability, transparency, timely implementation, management and achievement of results. A Project Board comprising the Ministry of Political Affairs (MPA) as Chair, UNDP as co-chair and members comprising the National Governing Council (NGC), APRM Secretariat, and CSO representative, AfDB will oversee the project.

The Project Board will be supported by the Programme Manager based at UNDP, providing technical support to the APRM project on a day-to-day basis, working closely with the Governance Portfolio Manager/Head of the Governance Unit who will provide overall guidance, quality assurance and will ensure compliance with UNDP rules and procedures. Together with the Programme Manager, he will ensure that the project produces the results specified in the AWP to the required standard of quality and within the specified constraints of time and cost.

The Project Board will be responsible for making, on a consensus basis, management decisions for a project when guidance is required by the Programme Manager, including recommendation for UNDP/ Implementing Partner approval of project revisions. Project reviews by this group will be made at designated decision points during the year, or as necessary when raised by the Project Stakeholders. This group will be consulted by the Programme Manager for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. Below is the project organizational structure.

Project Organisation Structure

Project Board

(Members: NGC, APRM Secretariat, CSO, AfDB)

Executive MPA (Chair), UNDP Co-chair

| **Project Assurance** | **Senior Supplier** |
| UNDP BDOU | DCD (O), UNDP |

| **Program Manager** | **Project Support** |
| UNDP Focal Point | UNDP Governance Unit |

Project Board – to be composed of key stakeholders – APRM NGC and Secretariat, will retain the overall authority for the project and will be responsible for providing direction, review and eventual closure;

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Executive –MPA as Chair of the Project Board and UNDP Country Director as co-chair will be responsible for the "business case", ensuring that the project is delivering value for time and resources; the Executive chairs the Project Board meetings.

Prgramme Manager – to be based at UNDP, s/he will plan and oversee the project's implementation, ensuring overall guidance, quality assurance and will ensure compliance with UNDP rules and procedures, s/he will ensure that the project realizes the results described in the AWP; in all this, s/he will work closely with the Project support, helping to define responsibilities for project personnel and other specialist project teams, ensuring progress reporting to the project board.

Project support – UNDP Governance Unit will be responsible for providing additional support: setting up and maintaining project documentation; updating plans and assessing impact of changes; defining and maintaining project management standards, recording minutes of meetings and compilation of reports;

Senior Supplier – this role, to be played by the Deputy Operations Manager at UNDP will ensure the design, development and procuring the project's products, ensuring compliance to applicable procurement rules and procedures;

Project Assurance - This will be the Business Development and Oversight (BDOU) Team at UNDP, under the leadership of the Unit Head; it will ensure adherence to quality systems; assesses all aspects of the project's performance and products.

Framework and Evaluation

This will be in accordance with UNDP's programming policies and procedures. The Programme Manager will ensure effective monitoring of the AWP ensuring that implementing partners develop monitoring plans. The plan will include to facilitate effective monitoring. S/he will provide periodic reports to the project board.

The specific mechanisms that will be used to monitor the achievement of results in the annual work plan will include the following:

i.   Quarterly meetings of the Project Board - to review progress reports so as to take necessary actions to ensure the project results are achieved and where possible, recommend a change in implementation strategy. Quarterly progress report, technical and financial report are prepared by the project Secretariat for review by the Project Board;

ii.   **Annual Progress Report.** An Annual Progress Report shall be prepared by the Programme Manager and shared with the Project Board. The Annual Review Report shall provide a summary of results achieved against pre-defined annual outputs and targets. It will also include financial report generated through Atlas at the end of the year;

iii. **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;

iv.   Field visits, where necessary will be undertaken jointly by implementing agency and UNDP.

Risk and Issues Log

Within the annual cycle a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. In addition, 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. It is the responsibility of the Programme Manager to maintain and update the Project Risk Log, and ensure that risks are identified, communicated, and managed effectively.

A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Legal Context

This AWP 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 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 shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall 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 Committee established pursuant to resolution 1267 (1999).