

TJV Outcome:

Security Sector Reform in Sierra Leone: Building Effective and Accountable Institutions for Increased Citizen Security
Outcome 1: National institutions will be strengthened to perform their core functions more effectively and deliver services at national and local levels in a transparent and equitable manner, social protection, child protection, gender and human rights

Expected Outputs And baseline, associated indicators and annual targets	Planned Activities List activity, results and associated actions	Timeframe Q1 Q2 Q3 Q4	Responsible Party	Funding Source	Budget Description	Amount (USD)
Output 1 : SLP institutions professionally and account for the integrity, quality and timeliness of their services for ensuring public safety.	<p>1. Activity Result: IPCB established and undertaking core functions</p> <p>- Action: In coordination with bilateral actors, support the operationalization of the Independent Police Complaints Board including through co-location of a institutional development advisor (IDA) to support development of internal systems, strategic planning, policy advice and sharing of best practices</p> <p>- Action: In coordination with bilateral actors, provide equipment/furniture as needed to operationalize IPCB offices</p> <p>- Action: In coordination with bilateral actors and UNDP's support to Sierra Leone Parliament Program, provide training to oversight bodies, namely the relevant parliamentary committees as well as the Ombudsman and civil society organizations on the IPCB as well as other complaints mechanisms including through South-South partnerships</p> <p>- Action: Working with the SLP to meet its obligations per the ACC's Performance Contract with the Police to strengthen the Corporate Services Division and CIDID, including support for inspections, surveys and reporting to ACC, with a particular focus on complaints brought by women</p> <p>2. Activity Result: Transparent selection and recruitment criteria in place and applied in compliance with the ACC performance contract</p> <p>- Action: Design and undertake review of SLP recruitment and promotion practices are required by the ACC</p>	<p>X X</p> <p>X X</p> <p>X X</p> <p>X X</p>	<p>UNDP / ASJP / MIA</p> <p>UNDP / UNDP / ASJP / MIA</p> <p>SLP / UNDP / ASJP / MIA</p> <p>SLP / UNDP / ASJP / MIA</p>	<p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p>	<p>71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies 75700 workshops</p> <p>72200 Equipment and Furniture</p> <p>71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies 75700 workshops</p> <p>LOA / Training 71600 Travel 75700 workshops</p>	<p>70,000</p> <p>150,000</p> <p>70,000</p> <p>100,000</p>
		X X	UNDP / SLP / ISAT	BCPR	71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies 75700 workshops	70,000
		X X	UNDP / SLP / ISAT	PBF	LOA / Workshops	10,000

And baseline, associated indicators and annual targets	Expected Outputs	Planned Activities	Timeframe				Responsible Party	Funding Source	Planned Budget		Amount (USD)
			Q1	Q2	Q3	Q4			Budget Description		
		<ul style="list-style-type: none"> - Action: Provide technical consultant to develop new recruitment procedures in line with recommendations 		X			UNDP / SLP / ISAT	PBF	71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies 75700 workshops		30,000
		<ul style="list-style-type: none"> - Action: Build capacity in SLP HQ Human Resource Department to implement new procedures - Action: Accompany fresh recruitment round to ensure compliance with new systems 				X	UNDP / SLP / ISAT / CSO	PBF	LOA / Training 71600 Travel 75700 workshops 72600 Grant		30,000
		<ul style="list-style-type: none"> 3. Activity Result: Asset management database established - Action: Develop asset management plan with the SLP Inspectorate and Evaluation Unit derived from a baseline study 	X				UNDP / SLP	BCPR	71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies 75700 workshops		60,000
		<ul style="list-style-type: none"> - Action: Provide technical consultant to develop a new bespoke asset management system suitable to the SLP's needs - Action: Procure equipment for new asset management system - Action Support initial rollout of asset management system 	X	X			UNDP / SLP	PBF	71200, 71300 Int/Nat Consultant		40,000
		<ul style="list-style-type: none"> 4. Activity Result: Police Act, 1964, is reviewed and revised - Action: Review of Sierra Leone Police Act, 1964, to ensure compliance with international best practice and human rights standards. International / regional comparative analysis 		X	X		UNDP / SLP / ASJP	PBF	71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies		50,000
		<ul style="list-style-type: none"> - Action: Validation process of review, with recommendations, to security sector actors, including Parliamentary Security committee for initiation of official review process 			X	X	UNDP / SLP / ASJP	PBF	75700 workshops LOA / Training 71600 Travel 75700 workshops		20,000
		<ul style="list-style-type: none"> 5. Activity Result: Results of Security Sector Public Expenditure Review used to inform budgetary and financial reforms - Action: Provide technical consultant to undertake a review of the SLP's public expenditure management - Action: Conduct consultation and validation process around the review 		X	X	X	UNDP / SLP / WB UNDP / SLP	PBF	71200 Int Consultant LOA 71600 Travel 75700 workshops		50,000 20,000

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Expected Outputs And baseline, associated indicators and annual targets	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
<p>Indicators: • Survey of police recruitment practices undertaken and informing an action plan, including practices for female officers</p> <ul style="list-style-type: none"> • SLP reports progress under "Performance Contract" with ACC, including promotion of female officers • Asset management database established and operational • Revised Command and Control system adopted and implemented • Updated SSPER with implementation plan approved • Review of Police Act, 1964 initiated by the Parliamentary Security Committee • IPCB established, with critical operational and policy frameworks in place 	<ul style="list-style-type: none"> - Action: Provide technical consultant to develop new systems and procedures for budgeting and financial management - Action: Procure equipment for new budgeting and financial management systems - Action: Support to initial implementation of new budgeting and financial management systems 				X	UNDP / SLP	PBF	71200 Int Consultant Workshops	50,000
	<ul style="list-style-type: none"> - Action: Present review and recommendations to SLP's Executive Management Board (with follow-up engagement as needed) for decisions - Action: Support roll-out of command and control structure, engaging Local Unit Commanders as well as relevant actors providing sectoral oversight - Action: Monitor implementation of command and control adherence through an annual review of upward and downward information channels 				X	SLP / UNDP / ISAT / ASJP	BCPR / PBF	71200 Int Consultant	-
	<ul style="list-style-type: none"> - Action: Provide advisory services for a SLP-led review of existing command and control structures and the implementation with recommendations (including baselines) 		X	X		SLP / UNDP / ISAT / ASJP	BCPR / PBF	71200 Int Consultant 71600 Travel 72200 Office equipment 72500 Supplies 75700 workshops	20,000
	<ul style="list-style-type: none"> - Action: Support development of National Security Policy and Strategy 				X	SLP / UNDP / ISAT / ASJP	BCPR / PBF	71600 Travel 75700 workshops 71200 Int Consultant 71300 Nat Consultant	70,000
	<ul style="list-style-type: none"> - Action: Provide technical consultant to support drafting committee 		X	X		ONS / ISAT / ASJP / UNDP	BCPR	71300 Nat Consultant	6,000
Facilities & Administration									
Total of Output 1									1,166,000

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Expected Outputs And baseline, associated indicators and annual targets	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Funding Source	Planned Budget		Amount (USD)
		Q1	Q2	Q3	Q4			Budget Description		
Output 2: Improved border security for enhanced citizen safety Baseline: % of population in selected border districts perceiving high levels of personal insecurity (drawn from ASJP Citizens Perception Survey of Security and Justice)	1. Activity Result: Four joint border control facilities in place and functional - Action: Provide technical support through an embedded advisor to the ONS Border Security Department to further develop a strategy for border control, and undertake validation of strategy, with a particular focus on the needs of women in border areas - Action: Undertake a training needs assessment, including skills audit of existing personnel, related to border management as well as new strategy, with a particular focus on promoting women officer - Action: Monitor implementation of strategy with ONS' Border Security Department, including local perception analysis 2. Activity Result: Overall number of violent incidents reduced - Action: Conduct mapping of CSO partners in border areas, identify capacity needs and develop capacity of CSOs on police powers, complaints mechanisms (including corruption) and measuring impact of CSO interventions - Action: Undertake community consultation to identify key drivers of violence and conflict and key change agents Action: Implement capacity building training for LPPB representatives on issues relevant to border security at the community level - Action: Develop series of interventions with local partners to increase interaction between communities and authorities to address the key drivers of violence and conflict - Action: Develop tracking system to measure impact of interventions 3. Activity Result: Increased public confidence in border security units (disaggregated per border area) - Action: Undertake desk review of surveys measuring public confidence in border regions - Action: With local partners identified in Activity 2, develop a range of confidence building interventions between Police and communities at the local level - Action: Undertake rigorous monitoring of the interventions to measure successes, disaggregated by location	X	X	X	X	UNDP / UNODC / SLP / TOCU / MRU / UNOWA	PBF	71200 Int Consultant 71300 Nat Consultant 71600 Travel 72200 Equipment 72500 Supplies		100,000
		X	X	X	X	UNDP / UNODC / SLP / TOCU / MRU / UNOWA	BCPR	71600 Travel Grant	72600	50,000
		X	X	X	X	UNDP / MRU / SLP	PBF	71200 Int Consultant 71600 Travel		30,000
		X	X	X	X	UNDP / MRU / SLP	BCPR	71600 Travel Grant 75700 Workshops	72600	25,000
		X	X	X	X	UNDP / MRU / SLP	PBF	LOA / MCG Capacity building		40,000
		X	X	X	X	UNDP / MRU / SLP	PBF	72600 Grant		100,000
		X	X	X	X	UNDP / MRU / SLP	PBF	71600 Travel 72600 Grant		30,000
		X	X	X	X	UNDP / MRU / SLP	PBF	71300 Nat Consultant		5,000
		X	X	X	X	UNDP / MRU / SLP	PBF	72600 Grant		50,000
		X	X	X	X	UNDP / MRU / SLP	PBF	71600 Travel 72600 Grant		30,000

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Expected Outputs And baseline, associated indicators and annual targets	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Funding Source	Planned Budget Budget Description Facilities & Administration	Amount (USD)
		Q1	Q2	Q3	Q4				
Total of output 2									
General Management Services (GMS) x %									
Project Management Costs									
	Personnel (Salaries)	X	X	X	X	UNDP	PBF Salaries		400,000
	Monitoring and Evaluation	X	X	X	X	UNDP	PBF M & E		20,000
	Common Services	X	X	X	X	UNDP	PBF / BCPR Common Services		
Total Project Management									
Sub-Total									
									2,076,000
	ISS @ 2%								41,520
	GMS @ 7%								145,320
	Pooled funds @ 3%								62,280
Total 2013 Project Budget									2,325,120

This Annual Work Plan (AWP) is based on Results Management Guidelines (RMG) of UNDP. Once signed by UNDP and the Implementing Partner, the plan authorizes the responsible parties and project management to

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