



PEACEBUILDING FUND
Peacebuilding and Recovery Facility

PROJECT DOCUMENT COVER SHEET

Project Title: Development of an Independent National Public Broadcasting Service for Sierra Leone	Recipient UN Organization: United Nations Development Programme (UNDP)
Project Contact: UNDP Name: Edward Kamara Address: UNDP 76 Wilkinson Rd Telephone: +232.76.638.241 E-mail: edward.kamara@undp.org UNIPSIL Name: Linda Mitchell Address: UNIPSIL Cabenda Hotel Telephone: +232.76.800.508 E-mail: mitchelll@un.org	Implementing Partner(s): Sierra Leone Broadcasting Corporation (SLBC)
Project Number: <i>To be completed by UNDP MDTF Office</i>	Project Location: Freetown and area stations nationwide
Project Description: Contribute to enhance peace, reconciliation, democracy, human rights, development and empowerment of the people of Sierra Leone by supporting SLBC to establish itself as an independent public broadcaster. This will be achieved through initial financial and operational support, technical assistance, capacity building and sponsorship of development oriented programmes.	Total Project Cost: USD 800,000 Peacebuilding Fund: USD 800,000 Government Input: Other: Total: USD 800,000
	Project Start Date and Duration: January 2011, 2 years

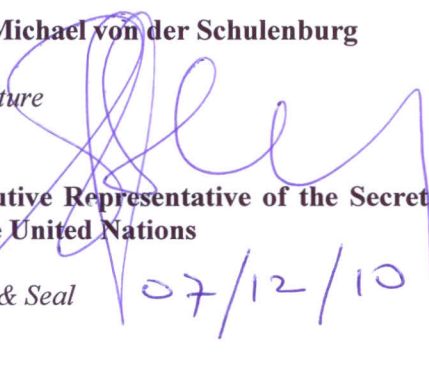
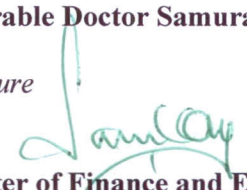



Gender Marker Score¹: 2
PBF Priority Area(s) and Outcomes: Priority Area 2. Promote coexistence and peaceful conflict resolution PBF Outcome 5. National reconciliation processes that promote culture of inclusion and peaceful resolution of conflicts are strengthened and the most urgent human rights legacies of the conflict addressed, including responsible media.
Outputs and Key Activities: The project will assist the establishment of an independent and professional public broadcasting corporation that contributes to peace, democracy, reconciliation and empowerment of the people through high quality and impartial programmes which are available nationwide to all sections of the population. Following are the main outputs that the project intends to achieve. Output 1: Strengthened public service ethos through programming that informs, educates and entertains the people Output 2: Strategic planning completed for coverage of the 2012 elections Output 3: Initial operational support provided to SLBC to operate reliably, providing daily unbiased and independent news and current affairs programmes, relevant information and development programmes, and entertainment and sports programme coverage on radio Output 4: Consistency of technical quality of SLBC output ensured and maximum reach among the total population achieved

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with:

- SC Resolution 1325 (inclusion of women in prevention and resolution of conflict and in peacebuilding)
- SC Resolution 1612 (protection of children affected by armed conflict);
- SC Resolution 1820 (prevention of sexual violence and women in situations of armed conflict); and
- SC Resolution 1888 (re-enforcing Resolution 1820)
- SC Resolution 1889 (re-enforcing Resolution 1325)

PBSO measures inclusion of women and girls at project planning stage based on intended results and allocated budgets. PBSO also monitors and documents the progress and results of these projects separately to inform the SC and UN system.

December 7, 2010

Co-chairs of the DEPAC	
<p>Mr. Michael von der Schulenburg</p> <p><i>Signature</i> </p> <p>Executive Representative of the Secretary General of the United Nations</p> <p><i>Date & Seal</i> 07/12/10</p>	<p>Honorable Doctor Samura Kamara</p> <p><i>Signature</i> </p> <p>Minister of Finance and Economic Development</p> <p><i>Date & Seal</i> 07/12/10</p>
<p>Mr. Vijay Pillai</p> <p><i>Signature</i> </p> <p>Country Manager of the World bank</p> <p><i>Date & Seal</i> 7/12/10</p>	
Recipient UN Organization(s)	National Implementing Partner(s)
<p>Ms. Mia Seppo</p> <p><i>Signature</i> </p> <p>UNDP</p> <p><i>Date & Seal</i> 7/12/2010</p>	<p>Replace with:</p> <p><i>Name of Head of Partner</i> Elva Hollowell</p> <p><i>Signature</i> </p> <p><i>Name of Institution</i> SLBC</p> <p><i>Date & Seal</i> 10/12/10</p>
	<p>Replace with:</p> <p><i>Name of Head of Partner</i></p> <p><i>Signature</i></p> <p><i>Name of Institution</i></p> <p><i>Date & Seal</i></p>

1. SITUATION ANALYSIS

There is a significant role for a national broadcaster to fill. During the 2007 elections ordinary members of the public were discomfited by the hostile nature of the broadcasts of the political radio stations belonging to the Sierra Leone People's Party (SLPP) and the All People's Congress (APC), coming close to causing widespread violence. Then in March 2009, Sierra Leone was hit by the biggest eruption of violence since the end of the conflict in 2002 when supporters of the two main political parties clashed. The two parties denounced each other on their own partisan radio stations, further inflaming the political climate. The stations which played such a large part in the violence were suspended by Sierra Leone's regulation institution, the Independent Media Commission. All political parties then signed a Joint Communiqué brokered by the UN condemning partisan broadcasting and supporting an independent national broadcaster.

The Government of Sierra Leone has recognized and embraced the concept that an independent broadcast service better serves the objectives of peace building, good governance and progress than one which is controlled by partisan groups. Against this backdrop, the Sierra Leone Broadcasting Corporation (SLBC) was created by law in January 2010, replacing the Sierra Leone Broadcasting Service (SLBS) and UN Radio, as the second independent public broadcaster in Africa. This is therefore a unique and unprecedented opportunity to consolidate a process that began with the establishment of UN Radio. It offers the opportunity to empower an information hungry public by creating SLBC, a broadcast institution which is truly independent and owned by the public through public funds.

On April 1, broadcasts of SLBC started combining existing programming from SLBS and UN Radio into a single channel aired on UN Radio and SLBS frequencies. While the full transition from SLBS, a government-run broadcaster, into the SLBC, an independent public broadcasting corporation, may not be achieved instantly, this is a tremendous step forward in the establishment of a broadcaster that delivers inclusive, balanced and diverse programmes, a vital source of information for the Sierra Leonean public.

UN has supported the transition process and promoted the creation of the independent public broadcaster through the provision of funds from the UN Peace Building Fund (PBF) and Delivering as One Fund (DaO). These funds have assisted the transition process through a provision of critically needed technical assistance, renovation of one floor of SLBS to prepare for the transfer of the UN Radio equipment, provision of critical equipment, payment of severance for the terminated staff, and support to the initial operations of SLBC including salary support to temporary SLBC staff during the transition period.

SLBC was officially launched on May 15th, in the presence of the UN Secretary General, Ban Ki-moon, and the President of Sierra Leone. The Secretary General acknowledged the contribution that the UN Radio has made since 2000 to the peace building process in Sierra Leone as the only radio station that reached the length and breadth of Sierra Leone and provided independent, neutral and unbiased source of information. The President emphasized that the SLBC is "the people's radio station" and provides means through which all Sierra Leoneans can participate in the national dialogue and development process. The President also stressed that SLBC is not a government broadcaster and will

have no place for political influence, encouraging the SLBC Board to provide necessary policy guidance to ensure independence and neutrality.

2. PROJECT JUSTIFICATION

The second phase of this historical project involves setting in place the systems and staff that will ensure that Africa's second independent public service broadcaster fulfils its nation-building potential fifty years after the country first became independent.

Today tension is building in a number of areas ahead of the 2012 elections as all political parties realise that they will have to scramble after votes from an increasingly disillusioned electorate. The opening salvos have already been fired. Sporadic clashes between the army and police, demonstrations by disgruntled motor bike taxi riders in front of State House, friction between different Muslim groups in the north and a university lecturers' strike attest to the growing unrest. By elections in Tongo fields and Pujehun have attracted violence and the interconnected nature of the Mano River area was once more underlined as fighting broke out between Fullahs and Mandingos in Kenema and Kabala following the contested elections in Guinea.

Approximately mid-way between two elections, the people have already seen the overturning of one party in what was generally judged to be a fair and open poll. Back in 2007, the All People's Congress (APC) was returned to power after years in the shadows. The defeated Sierra Leone People's Party (SLPP), who had led the people into the newly restored peace after a decade of bloody civil conflict, accepted the outcome. Now the result of the third post conflict poll in 2012 is eagerly expected. The stakes are high for all concerned, politicians and voters alike. Whoever is in power after the next election stands to gain from the dramatic increase in GDP likely to accrue from iron ore mining and other extractive industries, notably off-shore oil, over the next few years.

Radio's importance in Sierra Leone arises out of a situation in which more than 50% of the population is illiterate, the tiny newspaper circulation of some 30,000 rarely reaches the provinces and the television service is restricted. It is therefore the most important medium for news and public information in Sierra Leone. A recent survey showed that radio is listened to by 82% of Sierra Leoneans, with 60% of that audience listening to the new Sierra Leone Broadcasting Corporation. It is the only broadcaster with nationwide coverage and so its potential to 'contain' the simmering tensions in the political arena as well as give ordinary people a voice is significant. Effective public service broadcasting focuses on exploring matters of concern with the potential to cause conflict; it does not ignore them until conflict breaks out. SLBC has the potential to play a singular role in transforming political debate in Sierra Leone. In the wake of its collapse, bias, speculation and sectarianism will quickly fill the vacuum, undoing a decade of peace building and hope.

Previous Peacebuilding Funds have supported the transition process by providing much needed technical and operational support for the establishment of SLBC. For 2010, government subvention was not nearly adequate to support the corporation's first year of operations and it is projected that external support will be needed until 2014 when the organisation's commercial revenues should overtake government/donor funding as SLBC's primary source of funding. Government funding, as per Government Budget, will continue to be far from adequate. Key to the independence of public service

broadcasters (PSBs) is the principle that funding must not, either directly or indirectly, influence the content of the programming. Whether in the Balkans, Timor Leste or Sierra Leone, sustainability of PSBs has been a matter of concern. Here, the most pressing issue beyond sustainability is the potential of the national broadcaster to give ordinary people a voice, something that was denied them before the advent of UN radio. Only donor support can enable the organisation to build capacity in this area without relying too heavily on government funds with the attendant risk of political influence or failing due to scant commercial income.

After funding the initial winding down costs of the SLBS and the start up costs of the SLBC, the UN is now poised to deliver support in the next phases of the project. The focus for 2011 and 2012 will be in two areas: strengthening the organisation's ability to produce quality programmes and increasing its capacity to manage its own affairs. Part of that support to broadcasting will involve engaging previously under-served groups and laying the necessary foundations for output that enables the conduct of peaceful and fair elections.

SLBC needs to build trust and familiarity amongst its listeners by simplifying and streamlining its radio programmes so that there are specific time slots during the day when the country comes together to listen to Freetown output and specific times when local communities receive output in local languages. This will not only build familiarity with routine programming but also significantly cut down costs as transmitters are consolidated and frequencies simplified. Currently, it is a confusing situation for audiences in those cities where SLBC has two transmitters as the two frequencies broadcast the same content for part of the day and different content for the rest of the day.

Today, radio is by far the most important medium for news and public information in Sierra Leone. A survey carried out in March 2010 for the Swiss media development agency Fondation Hironnelle showed that radio is listened to by 82% of Sierra Leoneans, up 5% on the 2008 findings. This compares to 26% for television, 9% for newspapers and just 3% for the internet. 86% of men and 78% of women are listeners, an increase in both figures since 2008.

Significantly, well over half the radio audience did not go to school and 25% of those surveyed said they did not have enough money even to feed themselves. As previous experience shows, the poor and illiterate are often denied the information they need to participate fully in the democratic process and are more likely to be swayed by the arguments of political activists. Crucially, for the purposes of this application, UN Radio attracted 32% of the audience alongside SLBS's 27%. The combined figure for SLBC after the merger constitutes nearly 60% of the available audience, a reach unattainable by any other medium. In terms of investment on return, this represents a cost of approximately 15 cents per listener based on \$500k investment.

In 2011, the objective will be to strengthen output by concentrating on building themed 'programme zones' aimed at specific target groups, namely women, children and young people. These zones will be supported by funded initiatives in the key areas of governance and human rights, health, sport, culture, religion and education. In addition, SLBC's relationship with its audiences in the regions will be strengthened by building networks around UN and SLBC clusters in those towns where regional outposts of the two organizations exist side by side. Regular audience research will be carried out in

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order to better address the tastes, interests and needs of audiences in the regions. Funding will be given to build the knowledge database that a modern authoritative national broadcaster needs. In 2012, these activities will continue together with a strategic planning process studying how best to cover the 2012 elections and any contingencies that may arise.

3. LOGICAL FRAMEWORK

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
PBF Priority Area Promote coexistence and peaceful conflict resolution			
PBF Outcome(s) 5. National reconciliation processes that promote culture of inclusion and peaceful resolution of conflicts are strengthened and the most urgent human rights legacies of the conflict addressed, including responsible media.	Independent, non partisan media, respecting diversity	Analysis of PBF project progress reports and results frameworks Press Freedom index (RWB)	Political context of the country does not become more divided and unstable towards the 2012 elections
OUTPUTS: 1.Strengthened public service ethos through programming that informs, educates and entertains the people	# of programs on gender issues % increase in listeners (male and female) of women's programming	- Feedback from radio audience through call-in programmes and vox populi interviews. -Audience and opinion polls; media effect research. - Monitoring records -Notes from focus groups	Recruitment of core staff is carried out on time
2.Strategic planning completed for coverage towards 2012 elections	Strategic plan in place for coverage of elections		
3.Initial operational support provided to SLBC to operate reliably, providing daily unbiased and independent news and current affairs programs, relevant information and development programs, and entertainment and sports programs on radio	SLBC is operational and able to broadcast with resources including staff, skills, and funding. Salaries are received by staff.	Bank statement of transfer is received.	SLBC's total income is sufficient to sustain its operational needs to fulfill its obligation as a public broadcaster to inform, educate and entertain the people of all districts
4.Consistency of technical quality of SLBC output ensured and maximum reach among the total population achieved	SLBC maintains national coverage at least 90% of the time	- Monitoring logs of SLBC broadcasts. - Interviews with SLBC staff.	National coverage plan and programming distribution system are implemented timely

Part 2 (Implementation Level):

PBF Outcome: 5. National reconciliation processes that promote culture of inclusion and peaceful resolution of conflicts are strengthened and the most urgent human rights legacies of the conflict addressed, including responsible media.

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
Activity 1.1: Provide 'output based aid' by supporting the creation of targeted programming for women, young people and children	<i>Subcontract w/NGO, CSO</i> <i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 1.2: Support the production of programs in development issues, governance, human rights, sport, culture, religion and education.	<i>Subcontract w/NGO, CSO</i> <i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 1.3: Build networks of UN/SLBC clusters and partnership with CSOs around area stations	<i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 1.4: Working with key partners create 'listening clubs' around key themes	<i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 1.5: Carry out audience research to better address the tastes, interests, and needs of audiences in the regions	<i>Subcontract w/NGO, CSO</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 1.6: Map areas of potential conflict and ensuring reception of SLBC in those spots	<i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 1.7: Build database of key contacts around the country to support programme makers in all areas	<i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 2.1: Strategic planning for live coverage of election via outside broadcasts and studio debate	<i>Subcontract w/NGO, CSO</i> <i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 2.2: Mapping of operational requirements for coverage of 2012 elections	<i>Subcontract w/NGO, CSO</i> <i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 2.3: Operational costs of covering elections live	<i>Supplies, commodities, transport</i> <i>Project Manager</i>		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 3.1: Support to recruitment of SLBC staff and salary payment	SLBC staff Project Manager		<i>Project Manager</i> <i>UNDP</i> <i>UNIPSIL</i> <i>SLBC</i>
Activity 4.1: Procurement of vehicle assigned to technical	Equipments		<i>Project Manager</i> <i>UNDP</i>

staff to respond to monitor transmission signals, conduct routine maintenance, and respond to emergencies in area stations	Project Manager		UNIPSIL SLBC
Activity 4.2: Procurement of spare parts and equipments for routine maintenance to prevent breakdown and restore broadcast quickly in case of a station going off air	Equipments Project Manager		Project Manager UNDP UNIPSIL SLBC

4. BUDGET

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	128,200
2. Personnel (staff, consultants and travel)	350,000
3. Training of counterparts	
4. Contracts	235,004
5. Other direct costs	34,460
Sub-Total Project Costs	
Indirect Support Costs**	52,336
TOTAL	800,000

5. MANAGEMENT ARRANGEMENTS

The project will be directly implemented (DIM) by UNDP Sierra Leone in consultation with the SLBC and other project partners. United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL), with overall oversight responsibility for the project, provides the technical assistance and guidance to the SLBC on specific issues relating to the operations of independent national public broadcaster through the Media Management Advisor. UNDP is primarily responsible for procurement and fiduciary oversight and accountability. All procurement of goods and services for this project is conducted by UNDP in accordance with its policies and procedures.

The following main principles will apply for recruitment:

- 1) all positions should be filled according to a mutually agreed organogram
- 2) all positions should be filled through a transparent, competitive process
- 3) all candidates should fulfil pre-determined minimum criteria

The Project will be implemented subject to agreement with Government on implementation principles such as:

- A) Agreement on a business plan and sustainable organizational structure against which initial salary support would be provided

- B) Agreement on recruitment processes, including UNDP's assessment of a fair and transparent process, as a basis for salary support
- C) Agreement on procurement principles, e.g. in accordance with NPPA Act, as basis for support on equipment and the hiring of consultants
- D) Agreement on national broadcast plan, including modalities for transmission to districts, and targets for national coverage in terms of areas and time, as basis for programme support

Project Board

The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board meets quarterly to review implementation progress of activities earmarked in the annual work plan and, when necessary, to take critical and appropriate decisions in the interest of the project. The Project Board also provides policy guidance to ensure effective results and achievement of project objectives and authorizes revision of project outputs. The composition of the Steering Committee will include representatives from SLBC, UNIPSIL, UNDP, Ministry of Finance and Economic Development, Ministry of Information and Communication, and civil society/media organizations.

Project Assurance

The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP Programme Officer holds the Project Assurance role.

Project Manager

The Project Manager will be recruited to run the project on a day-to-day basis. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost. Project Manager reports to UNDP'S Governance Unit and ensures that appropriate UNDP procedures are followed at all stages of project implementation

The project will work closely with media development NGOs and organizations which have all offered assistance, if needed, in the development of SLBC: BBC/World Service Trust, Deutsche Welle Akademie, Hironelle Foundation, Journalists for Human Rights, and the Knight Foundation Fellowship programme (administered by the International Center for Journalists, ICFJ).

6. MONITORING AND EVALUATION

During project implementation, UNDP Project manager should monitor

- the project's progress towards intended outputs
- that resources entrusted to UNDP are utilized appropriately
- national ownership, ongoing stakeholder engagement and sustainability

- that the project's outputs contribute to intended country programme outcomes

Annual Work Plan (AWP) and annual monitoring and evaluation plan will be developed for 2011 and 2012. Within the annual cycle, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance on the quarterly basis, using the standard UNDP report format.

At the end of each year, an Annual Review Report shall be prepared by the Project Manager and shared with the Project Board with a summary of results achieved against pre-defined annual targets at the output level. 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.

The Project Manager and/or UNIPSIL'S Media Development Advisor meets with the SLBC on a weekly basis to coordinate, support and review the management of project activities.

Each of the training activities will include a pre-test and post-test to evaluate the performance of the participants and of the trainers.

7. ANALYSIS OF RISK AND ASSUMPTIONS

- SLBC's total income is not sufficient to sustain its operational needs to fulfill its obligation as a public broadcaster to inform, educate and entertain the people of all districts
Likelihood: medium
Mitigation strategy: Strengthen SLBC's Commercial Services Department to generate revenues through areas such as marketing and sales, leasing, corporate branding, programme sponsorship, sports, and investment
- Political context in the country becomes more divided and apprehensive towards the 2012 elections
Likelihood: high
Mitigation strategy: Utilize the momentum gained by April 2 2009 Joint Communique and engage political actors to ameliorate tensions. UNIPSIL (leadership in particular) has a crucial role in addressing political issues.
- Recruitment of staff is delayed affecting the quality of SLBC programming
Likelihood: medium
Mitigation strategy: Treat recruitment as a priority item and sequence the order of recruitment according to priority of positions most important for regular key programming and operations

- The population is unaware of the meaning of transition from SLBS to SLBC and from a state broadcaster to an independent public broadcaster with fairer and neutral coverage.
Likeliness: low
Mitigation strategy: Continued nation-wide sensitization of the transition of SLBS to SLBC with unbiased and balanced media. Project will also address this through strengthening relationships with audience in regions by building networks and creating listening clubs
- Increased occurrences of breakdown in transmission of signals and regional stations going off air after the withdrawal of UN satellite
Likeliness: low
Mitigation strategy: The project will assist SLBC to have consistent broadcast and maximum reach among the population by supporting SLBC's capacity for routine maintenance for prevention and quick recovery

ANNEX 1: Budget Breakdown

Category and item	Unit	Number	Unit Cost (\$)	Total Cost (\$)
1. Supplies, commodities, equipment and transport				
Office Supplies (Stationery etc.)	Months	24	400	9,600
Consumables (batteries, editing materials)	Months	24	400	9,600
Production supplies (CDs, cassettes, DVDs, etc)	Months	24	300	7,200
Production of handbooks	L/S	1	5000	5,000
Fuel for local travels	Months	24	500	12,000
Catering & drinking water	Months	24	200	4,800
1 vehicle	Unit	1	45000	45,000
Spare parts for broadcast and other equipments	Set	1	35000	35,000
Sub-Total				128,200
2. Personnel (staff, consultants, travel and training)				
Support to SLBC staff salaries	L/S	1	300,000	300,000
1 Project Manager	Months	24	2,083	50,000
Sub-Total				350,000
3. Training of counterparts				
Sub-Total				0
4. Contracts				
Creation of programs for women, young people and children	L/S	1	104,246	104,246
Production of programmes on development themes: governance, culture, education, sport and religion	L/S	1	100,758	100,758
Audience Research	L/S	1	15,000	15,000
Strategic planning for live coverage of elections	L/S	1	10,000	10,000
Mapping of operational requirement for coverage of elections	L/S	1	5,000	5,000
Sub-Total				235,004
5. Other direct costs				
Travel, accommodation & per diem (local)				11,800
Monitoring and evaluation				8,000

UNDP Implementation Support Services 2%				14,660
Sub-Total				34,460
Sub-Total 1-5				747,664
6. Indirect costs				
UNDP Agency Management 7%				52,336
TOTAL				800,000

ANNEX 2: Terms of Reference for Project Manager

TERMS OF REFERENCE

Post: Project Manager, Support to SLBC
Period of Consultancy: 1 year

BACKGROUND:

UN supports the development of an independent national public broadcasting service for Sierra Leone through the projects funded by the UN Peacebuilding Fund (PBF) and Delivering as One (DaO) Fund. The main goal of the projects is to contribute to strengthening peace, security and democracy in the country and achieve participation of the populace in development through a national independent public broadcasting service. This shall be accomplished by contributing to the establishment of a public service broadcaster in Sierra Leone that is independent, has a functioning and trained board, trained and professional staff, is adequately resourced to provide independent news and information, and provides programming which includes the participation of the citizens. In this respect, the project will need a Project Manager with management experience who will support the UNDP Country Office and UNIPSIL (United Nations Integrated Peacebuilding Office in Sierra Leone) in day-to-day management of project activities supporting the institutional development of the SLBC.

OBJECTIVE

The objective is to assist the project in the establishment the SLBC as an independent public service broadcaster within a new statutory and regulatory regime through the day-to-day management of the project aiming at the institutional and capacity building of the SLBC.

DUTIES (Terms of Reference):

Reporting to UNDP's Head of Governance Unit through the Programme Officer, the Project Manager will be responsible for the day-to-day level management of the project ensuring that appropriate UNDP procedures are followed at all stages of project implementation.

The major job responsibilities and duties include, but are not limited to:

- Management and delivery of the project outputs and activities in accordance with UNDP procedures and Annual Work Plan
- Coordination of project implementation and liaison with key stakeholders such as SLBC, UNIPSIL and other UNDP units including Project Implementation Support Unit, Finance, and Human Resource

- Regular preparation of aggregate reports on activities, outputs and outcomes as well as project risks and issues
- Analyze and monitor progress and advise on timely corrective actions for proper operational project delivery
- Logistics and admin support to project board and stakeholders meetings
- Preparation and implementation of project procurement plan
- Preparation of Terms of Reference (TOR) for consultants and service providers and monitoring of delivery of services
- Management of project assets, facilities and logistical services
- Build a common understanding among key stakeholders on the project management requirements/practices based on UNDP policies and procedures
- Identification and synthesis of best practices and lessons learned directly linked to the project
- Work closely with media development partners to facilitate the development of SLBC
- Conduct field monitoring visit to assess project implementation
- Other duties as assigned and needed inherent to the position.

COMPETENCIES:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Technical knowledge in the area of democratic governance especially on access to information and communication
- Knowledge of UNDP and UN system policies and programming in crisis and post-crisis situations.
- Ability to lead formulation, implementation, monitoring and evaluation of development projects, mobilize resources
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Superior analytical and organizational skills with excellent attention to detail
- Ability to prioritize, manage multiple activities with variable deadlines.
- Self-scheduling and self-motivated in achieving successful conclusions to the defined project objective

QUALIFICATIONS:

An advanced University Degree in Public Administration, Organizational Development and Management, Project Management, Development Studies or related fields.

- 5-7 years of relevant experience with demonstrated success in project management.
- Experience managing complex projects serving a wide range of clients including international partners and implementing major projects in the public sector
- Knowledge and experience of UNDP programme/project management

- Computer literate: able to use word-processing, spreadsheet, and database software
- Excellent communication skills in written and spoken English

DURATION

1 year with possibility of extension for second year

ANNEX 3: Biannual Work Plan 2011-201

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET			
		2011				2012					Source of Funds	Budget Description	Amount 2011	Amount 2012
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4					
Output 1: Strengthened public service ethos through programming that inform, educate and entertain the people	1.1 Provide `output based aid` by supporting the creation of targeted programming for women, young people and children	x	x	x	x	x	x	x	x	SLBC/UN	UN PBC		50,000	54,246
	1.2 Support the production of programmes in development issues, governance, human rights, sport, culture, religion and education.	x	x	x	x	x	x	x	x	SLBC/UN	UN PBC		46,511	54,246
	1.3 Build networks of UN/SLBC clusters and partnership with CSOs around area stations	x	x	x	x	x	x	x	x	SLBC/UN	UN PBC		5,000	5,000
	1.4 Create `listening club` around key themes					x	x	x	x	SLBC/UN	UN PBC			5,000
	1.5 Carry out audience research to better address the tastes, interests, and needs of audience in the regions		x	x			x	x		SLBC/UN	UN PBC		10,000	5,000
	1.6 Map areas of potential conflict and ensuring reception of SLBC in those spots					x	x	x		SLBC/UN	UN PBC			10,000
	1.7 Build database of key contacts around the country to support programmeme makers in all areas		x	x			x	x		SLBC/UN	UN PBC		5,000	5,000

Output 2: Strategic planning completed for coverage towards 2012 elections	2.1 Strategic planning for live coverage of election via outside broadcasts and studio debate			x	x	x	x			SLBC/UN	UN PBC		10,000	10,000
	2.2 Mapping of operational requirement for coverage of 2012 elections			x	x					SLBC/UN	UN PBC		10,000	
	2.3 Operational costs of covering elections live					x	x	x	x	SLBC/UN	UN PBC			10,000
Output 3: Initial operational support provided to SLBC to operate reliably, providing daily unbiased and independent news and current affairs programmes, relevant information and development programs, and entertainment and sports programmes on radio	3.1 Support to recruitment of SLBC staff and salary payment	x	x	x	x					SLBC/UN	UN PBC		300,000	
Output 4: Consistency of technical quality of SLBC output ensured and maximum reach among the total population achieved	4.1 Procurement of vehicle assigned to technical staff to respond to monitor transmission signals, conduct routine maintenance, and respond to emergencies in area stations		x	x	x	x	x						45,000	
	4.2 Procurement of spare parts and equipments for routine maintenance to prevent breakdown and restore broadcast quickly in case of a station going off air		x										20,000	15,000

Output 5: Project support provided to enable implementation of project activities	5.1 Recruitment of project manager	x	x	x	x	x	x	x	x	UNDP	UN PBC		25,000	25,000
	5.2 Monitoring and evaluation	x	x	x	x	x	x	x	x				4,000	4,000
UNDP Implementation Support Services 2%													10,610	4,050
UNDP General Management Support 7%													37,879	14,458
TOTAL													579,000	221,000