



SIGNATURE PAGE

Country: Seychelles

Expected Output(s)/Indicator(s):

The project aims at covering three different but related sectors, namely: (1) training and development of human resources for state actors; (2) capacity-building of non-state actors and civil society; and (3) promotion of human rights via training and sensitization campaigns.

Implementing partner:

Government of Seychelles
Seychelles Institute of Management, Liaison Unit for Non-Governmental Organization in Seychelles, Ministry of Foreign Affairs

Other Partners:

Programme Component: Subsector: Project Title: Award ID: 00044497 Project ID: (00052376, 00052377, 00052378,00052379, 00052380) Project Duration: 3 Years Management Arrangement: National Execution with CO Support	Total Project Costs: USD 1,253,700 <u>Budget:</u> European Union USD 1,083,600 Total budget EU: USD 1,083,600 Allocated resources: USD 984,060 In kind Contribution Govt. of Seychelles USD 170,100 Total allocated resources USD 1,154,160
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Agreed by:

<u>On behalf of:</u>	<u>Signature</u>	<u>Date</u>	<u>Name/Title</u>
Government of Seychelles			Ambassador Claude Morel Principal Secretary Ministry of Foreign Affairs
UNDP			Mrs. Aase Smedler Resident Representative

Annex I

UNITED NATIONS DEVELOPMENT PROGRAMME
AND GOVERNMENT OF SEYCHELLES

PROJECT DOCUMENT

NATIONAL CAPACITY BUILDING PROGRAMME FOR STATE AND NON-STATE
ACTORS

The objective of the project is to contribute to the sustainable economic and social development of Seychelles, by enhancing the capacity of state and non-state actors and developing sensitization to human rights issues. This will entail the capacity building of state actors in gender responsive policy formulation, development and implementation of a Human Resources Action Plan, and of NGOs in project management to improve service delivery, and strengthening the capacity of police officers in respecting and adopting human rights practices, sensitising the judiciary, media and civil society on gender and human rights issues.

NATIONAL CAPACITY BUILDING PROGRAMME FOR STATE AND NON-STATE ACTORS

SECTION 1

PART I - Situation Analysis

Background

The Republic of Seychelles, consisting of 115 islands in the Indian Ocean, is situated between 4 and 9 degrees south of the equator and between 46 and 56 degrees east. The archipelago covers a vast tract of the western Indian Ocean in an Exclusive Economic Zone of over 1.3m km², while the total land area of known islands is only 455 sq km. Most of the island lies outside the cyclone belt.

The Seychelles is a very small island state with a population of approximately 81,000 most of whom live on the main island Mahe (88%), Praslin (7%) and La Digue (3%). The Human Development Report 2005 classified Seychelles among countries having achieved medium human development, with GDP per capita around US\$ 8500, a HDI of 0.786, HDI rank of 51 (highest in Africa), life expectancy of 66.2 years (male) and 76.1 years (female), primary school enrolment ratio of 100% for both boys and girls, adult literacy rate of 96% (both men and women) and population growth of 1%. Seychelles has met some of the MDG targets (education, maternal health) and is on track to meet all the goals by 2015. This achievement is even more remarkable when one considers the limitations to development typically faced by a Small Island Developing State, which includes limited human resources, high infrastructure per capita requirement, a limited resource base including limited land for development and a narrow economic base, resting on the tourism and fisheries sectors. This economic base is highly vulnerable to external factors beyond the control of government.

Seychelles gained independence from Britain in 1976. In June 1977, the first President James Mancham was overthrown by a military coup and a one-party system was installed. The country returned to multi-party democracy in December 1991, and since then multi-party elections have been held in 1993, 1998, 2001 and 2002. The next Presidential election is due end of July 2006, while general elections are due in 2007.

Socio-economic context

Since independence, the economy of the Seychelles has been transformed from a quasi mono-crop agricultural economy (cinnamon and copra), to a dual economy heavily dependent on tourism and fishing. Generous foreign aid during the Cold war era allowed for heavy investments in social infrastructure. In the early 1990s, Seychelles adopted a more market-oriented approach to development, with the Government embarking on a privatisation program. This, combined with a generous welfare system, allowed Seychelles to achieve impressive social and economic progress.

Over the years however, the toll of this generous welfare provision started to be felt. In effect, in an attempt to maintain the *acquis* of previous years and at the same time with the need to implement ambitious development projects often on borrowed money, this imposed too high a

burden on the finances of the economy. The problem was compounded by the maturation of several long-term loans contracted in the late 1970's and early 1980's to finance the welfare provisions. The result was a growing budget deficit, loss in foreign reserves, difficulties in attracting foreign investment, and by the end of last decade, an acute shortage of foreign exchange – which had a negative impact on business and the population at large. Moreover, the dependency of Seychelles on tourism, fishing and related activities leaves the country highly vulnerable to external fluctuations in import prices and exchange rates movements.

Although Seychelles returned to multi-party democracy in 1991, the Government has a strong influence over the media, which are crucial means for reaching the public, by owning the only television station, the only radio station, and the only daily newspaper. Furthermore, it still has total control over the security apparatus, which includes a National Guard force, the army, the Presidential Protection Unit, the coast guard, the marines and the police. Participatory consultations with stakeholders on issues of national importance such as the economy, environment and national security, started only recently. On the other hand, the country still has a long way to go in the development of a real democratic culture, which promotes respect for human rights and fosters good governance, as a crucial pre-requisite to achieve sustainable human development. International consensus has been reached about the fact that an environment conducive to economic growth and sustainable development calls for a genuine, sustainable partnership among actors and participants: credible government, a constructive opposition, a vibrant business sector, an efficient and respectful public sector and, last but equally important, a dynamic, committed and empowered civil society.

The limited supply of qualified labour in Seychelles is another constraint on development. Tertiary education not being easily accessible has led to a very narrow labour market, which in turn hinders the long-term professional development. Most of the time, the government has to rely heavily on expatriate labour giving further rise to heavy leakage of the already scarce foreign exchange. To address the problem, the government has embarked on a major reform programme, aimed principally at reducing government spending. In this respect, there is also need to curtail the expatriate fees, which represent an important strain on the government finances in terms of fees to foreign experts. Consequently, government is giving high priority to the development of local capacities so as to substitute foreign expertise by local resources of required calibre.

Project Justification

The ongoing economic restructuring and tightening of government expenditure has lead, over the last years, to a drastic decrease of investment in human capital with the consequence that Seychelles now finds itself with a lack of competent local manpower to match the pace of social and economic development of the country. Consequently, there is considerable reliance on expatriate employment to make up for its domestic skills deficiencies. Moreover, with a decreasing intervention of the government in social provisions, the needs of vulnerable groups are expected to rise in the coming years, and there is a need for ensuring that social safety nets are in place to cater for the poorer segments of the Seychelles society.

Non-state actors (NSA), such as civil society organisations and the non-governmental organizations still lack the competences and financial capability to ensure a sustainable provision of social services. The reinforcement of these organizations – through targeted training, increased collaboration among themselves, and the establishment of an enhanced legal framework – is considered an important means to increase their capacity in assisting vulnerable groups. Such

collaboration is also likely to improve their lobbying capacity vis-à-vis the Government, and their participation in policy dialogue and decision-making processes.

Furthermore, the role of an active civil society is particularly important nowadays in Seychelles since the country is embarking on deep-rooted structural reforms that will have significant impacts on human rights, on the socio-economic structure and on the State's ability to maintain its generous welfare state and to sustain past socio-economic achievements in the midst of current macroeconomic challenges. In this context the project will raise awareness and build capacity of civil society, the police, media and judiciary on the understanding of gender and human rights issues among the population. It will provide the catalyst to generate civil society interest and understanding of human rights as a key prerequisite for sustainable human development.

PART II – Strategy

A. Overall Objectives

The present project's objective is to contribute to the sustainable economic and social development of Seychelles, by enhancing the capacity of state and non-state actors and developing sensitization to human rights issues.

B) Project Strategy

From the above, the project aims at empowering state and non-state actors through capacity building and training, with particular attention to three main activities, namely: (1) training and development of human resources for state actors; (2) capacity-building of civil society; and (3) promotion of human rights via training and sensitization campaigns

- (1) The first component is geared towards human resource development, with the objective of providing the country with a qualified manpower, appropriate policy framework and training opportunities. To achieve this, it is proposed to (a) improve the capacity of the Human Resources Division (HRD) of the Ministry of Education and Youth (MEY) in policy formulation and in implementing a Human Resources Development Action Plan (HRDAP); (b) provide support to put in place a National Qualifications Framework (NQF) for the newly established National Qualifications Authority (NQA); (c) reinforce the capacity of the Seychelles Institute of Management (SIM) to run a Degree course in Management and an Executive Development Programme (EDP).
- (2) Concerning the non-state actors component, actions would aim at enhancing the capacity of non-state actors to better represent and serve the interest of vulnerable groups by (d) providing training in thematic policies, project management, and resource mobilization, (e) setting up an information database and networking of NSA, (f) revising and strengthening the existing legal framework for NSA participation in policy dialogue and decision-making.
- (3) The last component aims at (e) strengthening the capacity of police officers in adopting and respecting gender and human rights practices, and sensitising the media, the judiciary, and civil society on this issue.

C. Expected Results

The implementation of this project is expected to attain the following results:

1. To provide Seychelles with qualified national manpower through capacity enhancement of the Human Resources Division of the Ministry of Education and Youth in human resource planning. To reinforce the capacity of the Seychelles Institute of Management in running a degree course and an Executive Development Programme, and establishment of a national system of academic qualifications accreditation;
2. To strengthen the capacity of non-state actors in delivering social services to the most vulnerable groups of the population, to improve the networking capabilities and their participation in policy dialogue and decision making process;
3. To reinforce the capacity of policy officers, civil society organizations; media and judiciary in respecting and adopting gender and human rights practices through training and sensitisation campaigns.

PART III - Management Arrangements

The project will be financed by the European Union and managed by UNDP following its own procedures, as detailed in the Framework Administrative and Financial Agreement (FAFA). In this context a Contribution Agreement will be signed between the EC Delegation in Mauritius and the UNDP Country Office for Seychelles, based in Mauritius.

Once the project is approved, all recruitments and acquisitions for the project will be undertaken in accordance with UNDP policy and procedures and agreed upon between the Executing and Financing Agencies.

Government - The Ministry of Foreign Affairs will be the Executing Agency for the project and will be responsible for the financial management of the project. The Legal Affairs Division of the Ministry of Foreign Affairs will also be the implementing agency for the component on Human Rights through the Humanitarian Affairs Committee, which is chaired by the ministry. Quarterly Financial Reports will be compiled by the Ministry of Foreign Affairs and submitted to the UNDP.

Seychelles Institute of Management - The Seychelles Institute of Management (SIM) will be implementing Agency for the Degree courses and the Executive Development Programme.

Ministry of Education - The Ministry of Education (Human Resources Division) will be responsible for the Human Resource Action Plan.

National Qualifications Authority – The newly established National Qualifications Authority will be responsible for the development of the National Qualifications Framework.

Liaison Unit for Non-Governmental Organizations in Seychelles (LUNGOS) – The LUNGOS will be the implementing agency for the non-state actors component and will ensure the coordination of all activities related to the NGOs and civil society under this project.

The Regional Office for the High Commissioner for Human Rights for Southern Africa will provide technical support to the implementation of the Human Rights component of the project, particularly the design and implementation of the Human Rights Training for the Police Academy, and sensitization programme for gender and human rights for the NGOs, civil society, media and judiciary. The UN- OHCHR's support will be provided through technical missions from the regional office as well as backstopping at critical stages of the planning and implementation process. OHCHR will identify and help mobilize additional technical support and expertise in support of the project, as appropriate. Its contribution will be in-kind to the project.

UNDP - The UNDP office in Mauritius will support the implementing agencies in the recruitment of national and international technical experts for the implementation of the project. Terms of reference for the mission/experts will be prepared by implementing agencies with inputs from the UN specialized agencies. The UNDP Regional Service Centre in Pretoria will provide backstopping to the gender mainstreaming and human rights training as appropriate. UNDP will advance funds to the project on a quarterly basis based on the agreed Workplan. Project accounts will be replenished on a quarterly basis based on the Financial Report and quarterly Workplans.

PART IV - Monitoring and evaluation

In compliance with UNDP's monitoring, evaluation and reporting requirements, Monitoring & Evaluation will be undertaken as spelled out in the UNDP Programming manual. Progress reports will be submitted to UNDP by the executing agency, providing a brief summary of the status of activities and output delivery. A Final Project Report (FPR) will be prepared at the end of the project, summarizing the results achieved. UNDP will provide the European Commission with regular progress and financial reports, as detailed in the Contribution Agreement. Provision has been made for two evaluation exercises (mid-term and final/ex post). The Project will be audited by an independent audit firm agreed upon with the European Commission. A yearly Review Meeting will be organized by UNDP and the Government to review implementation progress.

PART V - Legal context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Seychelles and the United Nations Development Programme, signed by both parties on 18th November 1977. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project have no objections to the proposed changes.

- Revisions in, or additions of, any of the annexes of the project document (with the exception of the Standard legal text of non-SBAA countries which may not be altered and the agreement which is a pre-condition for UNDP assistance);
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by rearrangements of inputs agreed to or by costs

increases due to inflation; and

- Mandatory annual revisions, which re-phase delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.
- Inclusion of additional annexes and attachments only as set out here in the Project Document.

The estimated programme duration will be of 48 months as from signature of the Contribution Agreement with UNDP. A Financing Agreement shall be concluded with the Government of Seychelles by 31st December of the year following the year in which the global financial commitment is adopted. Failing this, the corresponding appropriations shall be cancelled. The end of the period of implementation of the Project is hereby set at 31st December 2009. The end of the period of execution of the Financing Agreement is thus set at 31st December 2012. Any balance of funds remaining available under the EC grant shall be automatically cancelled 6 months after the end of the period of execution of the Financing Agreement, which is on 30th June 2013.

SECTION II – RESULTS AND RESOURCES FRAMEWORK

Objectives	Outcomes, including outcome indicators, baselines and targets	Outputs, indicators, baselines and targets	Activities	Total Budget (EUROS)
Objective 1: Capacity and qualification of local manpower improved	1. Capacity of the Human Resources Division of the Ministry of Education and Youth (MEY) enhanced in policy formulation and implementation of a Human Resources Action Plan (HRAP). National Qualifications Framework developed and National Qualifications Authority accrediting locally designed courses. Baseline: No human resource action plan. National Qualifications Authority established in 2006. Target: Build local capacity in human resource planning. Indicator:	1. Trained Human Resources Division staff in policy formulation for human resource action planning. Baseline: Limited capacity in human resource planning and human resource policy formulation. Target: Training of Human Resources Division staff of the MEY in policy formulation and human resource action planning. Indicator: Number of Human Resources Division staff trained in Human planning and policy formulation.	1 Recruitment of Human Resources Development Specialist (HRDS). 2 Conduct Capacity Building Needs Assessment for HRD/MEY staff involved in HR Policy formulation and planning. 3 Prepare Training Plan for MEY Staff. 4 Coach and train of HRD Officers in the assessment of organizational and individual training and development needs, policy formulation, and HRD planning. 5 Conduct sensitization workshops for Chief Executives and other relevant personnel on Human resources policy and planning.	19,950
		2. Human Resource Action Plan prepared. Baseline: No Human Resource Action Plan Target: Trained Human Resources Division staff prepare and implement Human Resource Action Plan by end 2007 Indicator: Human Resource Action Plan approved by cabinet as road map for human resources development in Seychelles by end of 2007.	1 HRDS reviews existing documentation, plans and conducts HRD needs assessment. 2 Organize stakeholder workshop to validate Needs assessment report and prioritize HRD needs. 3 Provide technical advice to the HRD division in drafting Human Resource policy. 4 Advise HRD in the preparation of the HRD plan. 5 Organize national validation workshop to review draft HR policy and Draft Plan. 6 HRDS/Trained HRD staff facilitates the national review workshop. 7 Recommendations of workshop incorporated in revised Policy document and HRAP. Cabinet memo prepared by MEY on Draft Policy and HRD Plan Review draft HRD policy. 8 Draft circulated for comments to all stakeholders. 9 Final validation workshop organized incorporating Cabinet recommendations and stakeholders comments. 10 Final Policy Document and HRD prepared and sent to Cabinet for approval. 11 Printing and launching workshop organized.	19,950

		<p>3. National Qualifications Framework developed.</p> <p>Baseline: National Qualifications Authority established in 2006. Target: National Qualification Framework established and certifying locally run courses.</p> <p>Indicator: NQF finalized by end 2008.</p>	<ol style="list-style-type: none"> 1 Recruitment of Consultant 2 Consultation with local stakeholders and training institutions in Seychelles 3 Advise MEY on the appropriate steps to establish NQF 4 Prepare draft NQF 5 Review and validation of NQF 6 NQF approved by cabinet 7 Provide support in developing National Qualifications Framework 8 Set up a system of academic qualifications accreditation with regional Qualifications Authority. 	30,450
	<p>2. SIM offering a degree programme and an executive development Programme (EDP)</p> <p>Indicator: No. of new managers trained for the local market and an emergence of a pool of top executives in both public and private sectors.</p> <p>Baseline: Seychelles Institute of Management autonomous in February 2006.</p> <p>Target: SIM develop capacity to run degree course by June 2007.</p>	<p>1. Capacity of SIM enhanced through offering a degree programme and trainers trained to develop, deliver and monitor degree programme.</p> <p>Baseline: Highest level of training presently on offer at SIM is at diploma level.</p> <p>Target: Build capacity of SIM to design, develop, deliver and monitor Degree in Management and training of trainers.</p> <p>Indicators: Number of trainers trained in the design of Degree in Management at SIM by mid 2008. No. of students completing degree programmes, 50% of female students enrolled by end 2009 in programme</p>	<ol style="list-style-type: none"> 1. Prepare TOR and recruit international consultant 2. Review existing documents (workshop reports) 3. Draw up and implement capacity development strategy 4. Develop Degree programme <ol style="list-style-type: none"> 4.1. Visit organizations and conduct interviews 4.2. Consult with the SIM Management and public and private sectors 4.3. Compile reports on information gathered 4.4. Develop degree using the competency-based approach 4.5. Identify the target audiences for whom the Degree programme should be geared 4.6. Propose best teaching strategies 5. Train local trainers to deliver the degree programme using the competency-based approach (facilitation and presentation skills, preparing training materials,) 6. Train local counterparts on how to monitor and evaluate the programme and how to conduct workplace assessments 7. Manage and oversee the implementation programme during the three years of the project. 8. Arrange and conduct required audit sessions in collaboration with certified learning institutions. 	169,766

		<p>2. SIM offering Executive Development Programme and trainers trained to develop, deliver and monitor EDP programme</p> <p>Baseline: Existing management courses at Diploma level run by SIM. No EDP</p> <p>Target: EDP developed by SIM</p> <p>Indicators: No. of executives attending/completing EDP by 2009. 50% of female executives enrolled by end 2009 in programme.</p>	<p>1 Prepare TOR and recruit international consultant</p> <p>2 Review existing documents (workshop reports, job descriptions, senior executives contracts, etc)</p> <p>2 Develop EDP</p> <p>3 Arrange and conduct required audit sessions in collaboration with certified learning institutions.</p> <p>4 Train local trainers to deliver the EDP Programme using the competency-based approach.</p> <p>5 Train local counterparts to manage the implementation of the programme.</p> <p>6 Evaluate the EDP programme</p>	36,750
<p>Objective 2:</p> <p>Capacity of non-state actors in delivering social services to the most vulnerable groups of the population strengthened</p>	<p>1. Strengthening of Non State Actors (NSAs) capacity for improved service delivery to achieve MDGs.</p> <p>Baseline: Limited number of NSAs involved in decision-making and service delivery.</p> <p>Target: Increased participation of NSAs in decision-making and social service delivery</p> <p>Indicator: % increase in NSAs involved in decision-making and social services delivery.</p>	<p>1. Skills Assessment of Non State Actors</p> <p>Baseline: Insufficient Knowledge of current NSA capacity</p> <p>Target: Conduct capacity assessment of NSA by end of year 1</p> <p>Indicator: NSA capacity assessment complete and recommendations approved by end 2007.</p>	<p>1 Recruit consultants</p> <p>2 Conduct a capacity assessment (technical, managerial, financial) of NSAs in Seychelles.</p> <p>3 Finalize overall assessment of NSA and produces draft Action Plan for capacity building of NSAs</p> <p>4 Action Plan circulated and approved by partners</p>	49,530
		<p>2. NSAs trained in thematic policies, project management and resource mobilization</p> <p>Baseline: Limited number of NSA trained in thematic policies and project management. No NSA resources mobilization strategy.</p> <p>Target: Training of all LUNGOS affiliated NGOs by end 2007. Resources Mobilization strategy developed by end 2007.</p> <p>Indicator: Number of NSAs trained in project management to improve service delivery. Number of Innovative approaches to service delivery designed, applied and replicated by NSAs by 2009.</p>	<p>1 Using the Action Plan as a basis, consultant conceives training programme, focusing on programme planning, organisational development and resource mobilization, integrating IT and other equipment</p> <p>2 Consultant organises for training of trainers and volunteers</p> <p>3 Government provides facilities for training programme</p> <p>4 Training programmes implemented</p> <p>5 Specific workshops held on various themes:</p> <ul style="list-style-type: none"> • International conventions and agreements, • Project writing and management • Education and awareness • Capacity building of women and youth • Private sector and international fundraising • Income generating activities for NSA <p>6 Evaluation and follow up conducted by consultant</p>	120,426

	<p>3. Information database developed and networking of NSA established.</p> <p>Baseline: No information system and database on NSA activities in Seychelles and limited internal and external networking of NSAs.</p> <p>Target: Improved coordination and networking and access to information for NSAs</p> <p>Indicator: Best practices derived from NSA projects are disseminated to stakeholders by end 2009. Pre-tested performance standard has been disseminated nationwide. Number of joint initiatives undertaken by the NSAs by end 2009.</p>	<ol style="list-style-type: none"> 1 Prepare TOR and recruit Outreach, Education and Training Specialist 2 Specialist draws on initial needs assessment to derive necessary steps for improved networking and information dissemination among NSA 3 NSA commissions held on a regular basis, with minutes drafted and disseminated to partners, including government and private sector 4 Regional networks and information database established 5 Disseminate best practices derived from NSA projects to stakeholders 6 Documentation and networking assistant recruited 7 Documentation centre including a variety of publications and computerized tools, opened and operated 	54,600
	<p>4. Legal framework revised and strengthened enabling NSAs effective participation in policy dialogue and decision-making.</p> <p>Baseline: Lack of enabling environment for effective participation of NGO in service delivery and decision-making</p> <p>Target: Approval of legal Framework for NGO/Government collaboration in social service delivery and decision-making processes.</p> <p>Indicator: 50% increase of NGOs involved in social service delivery by 2008. 25% increase in NSA representatives participating in decision-making processes at national level.</p>	<ol style="list-style-type: none"> 1. Recruit consultant with legal background 2. Review existing legal framework for NSAs participation in policy dialogue and decision-making through consultative process involving all stakeholders (Govt, NGOs and private sector). 3. Consultant makes suggestion/amendments to existing legal framework incorporating recommendations/suggestions from consultative process 4. New legal framework drafted/circulated/validated 5. Final Framework approved/endorsed by all stakeholders 	52,500

<p>Objective 3:</p> <p>Awareness on the importance of human rights issues among both police officers and general population improved.</p>	<p>1. Strengthen capacity of police/prison officers in respecting and adopting human rights practices and sensitizing judiciary, media and civil society on gender and human rights issues</p> <p>Baseline: Nil</p> <p>Indicator: Number of human courses provided by the Police Academy</p> <p>Target: Build capacity of Police Academy to run Human Rights courses by 2009.</p>	<p>1. Police Academy trained in gender and human rights issues.</p> <p>Baseline: Gender and human rights issues not presently integrated in the curriculum of the Seychelles Police Academy</p> <p>Target: 100% coverage for new recruits and 50% of existing police force covered by the Human Rights Training by end 2009. Gender and Human Rights education part of the curriculum of Police Academy by end 2007. Training of Trainers Program completed by 2007</p> <p>Indicator: Number of trained police officers sensitized on gender and human rights issues by end 2009.</p>	<ol style="list-style-type: none"> 1 Prepare TOR for recruitment of Human Rights Training experts. 2 Circulate TOR to UNHCHR, Government and Seychelles Police Force 3 Identify and recruit Human Rights Expert through network. 4 Consultant designs courses on human rights issues, Code of Conduct, Fight Against Corruption, Money Laundering for the Police Academy and finalize Training Programme in consultation with the UNHCHR. Approval of training materials and course content. 5 Procurement of training materials 6 Police Academy identifies candidates to undergo the Training of Trainers Programme. 7 Conduct Human Rights Training of Trainers programme at the Seychelles Police Academy. 8 Evaluation Training of Trainers Programme following completion. 9 Design follow- up programme and integrate human rights concepts in Police Academy Curriculum. 10 Undertake yearly independent evaluation of the Training programme. 11 Conduct refreshers course for the Trainers. 	123,350
	<p>2. Awareness raised with media, judiciary and civil society on human rights issues.</p> <p>Baseline: Limited coverage of human rights issues in national media. Limited human rights sensitization campaigns and training workshops involving media, judiciary and civil society</p> <p>Target: Maintain regular national media coverage on Human Rights issues in Seychelles. Conduct information and sensitization workshop on human rights.</p> <p>Indicators: Conduct two (week-long) human rights sensitization campaign every year up to 2009. Two information and sensitization workshops organized every year.</p>	<ol style="list-style-type: none"> 1 Prepare TOR and recruit consultant 2 Design a communications strategy to raise awareness on human rights issues 3 Design training programmes and organize a series of thematic training workshops (Code of Conduct, Fight Against Corruption, Freedom of the press Rights of the Child; Gender and human rights abuses reporting etc.) for the media, judiciary and civil society organizations: on the following: 4 Design follow-up strategies to increase awareness of human rights among media practioners, judiciary and civil society organizations. 5 Undertake evaluation on awareness of human rights at national level. 6 Establish Human rights documentation corner at the National Library and procurement of human rights materials/documentation. 	103,728	
GRAND TOTAL				781,000

SECTION III – THE TOTAL WORKPLAN AND BUDGET

A. Overall Budget

Activities	Estimated Budget (Euros)	Government (in –kind)
	EDF	
1. Human Resources	€ 609,450	€ 114,000
2. Supplies	€ 132,500	€ 21,000
Total Activities	€ 741,950	€ 135,000
6. Administrative Costs (5%)	€ 39,050	
7. Evaluation and Audit	€ 60,000	
Contingencies (2.2%)	€ 19,000	
Total Project	€ 860,000	€ 135,000

Yearly Budgets Key Programme Activities	Total			
	Year 1	Year 2	Year 3	Amount (Euros)
Training of Human Resources Division	9,975	9,975	-	19,950
Preparation and Implementation of HRAP	5,250	9,450	5,250	19,950
National Qualifications Framework Established	10,500	19,950	-	30,450
Development of Degree Courses at SIM	67,916	75,600	26,250	169,766
Development of Executive Programme	15,750	21,000	-	36,750
Skills Assessment of NSAs	28,530	10,500	10,500	49,530
Training on Thematic Policies and Programmes	49,350	42,000	29,076	120,426
Development of Information database and networking	21,000	21,000	12,600	54,600
Legal framework revised and strengthened	21,000	31,500	-	52,500
Training of Police in Human Rights	21,500	49,350	52,500	123,350
Sensitization and Awareness raising on Human Rights	22,000	39,539	42,189	103,728
TOTAL	272,771	329,864	178,365	781,000

Annual Work Plans

Project Title: NATIONAL CAPACITY BUILDING PROGRAMME FOR STATE AND NON-STATE ACTORS

Atlas Award ID: 00044497

Atlas Project IDs: 00052376, 00052377, 00052378, 00052379, 00052380

Output	Key Activities	Time Frame			Impl Agent	Donor	Fund	Account	Description	Amount (EURO)			
		Y 1	Y 2	Y 3						Y1	Y2	Y3	TOTAL
Capacity Building for State Actors	Training of HRD Staff in human resource planning	X	X		MEY	EU		71200	Int Consultants	4,000	4,000		8,000
		X	X		MEY	EU		71300	Loc Consultants	1,500	1,500		3,000
		X	X		MEY	EU		71400	Contract- Individuals	1,000	1,000		2,000
		X	X		MEY	EU		71600	Travel	2,000	2,000		4,000
		X	X		MEY	EU		72400	Communications	500	500		1,000
		X	X		MEY	EU		74500	Misc. Expenses	500	500		1,000
		X	X		MEY	EU		75100	Facilities and Admin	475	475		950
	Preparation of Human Res. Action Plan	X	X	X	MEY	EU		71300	Loc Consultants	2,500	2,500	2,500	7,500
		X	X	X	MEY	EU		71400	Contract- Individuals	1000	2000	1000	4000
		X	X	X	MEY	EU		72500	Supplies	0	2,000		2,000
			X	X	MEY	EU		74200	Printing	0	1,000		1,000
		X	X	X	MEY	EU		72400	Communications	500	500	500	1,500
		X	X	X	MEY	EU		74500	Misc. Expenses	1,000	1,000	1,000	3,000
		X	X	X	MEY	EU		75100	Facilities and Admin	250	450	250	950
	Preparation of National Qualifications Framework	X	X		NQA	EU		71200	Int Consultants	4,000	4,000		8,000
		X	X		NQA	EU		71300	Loc Consultants	1,500	3,000		4,500
		X	X		NQA	EU		71400	Contract- Individuals	1,000	3,000		4,000
		X	X		NQA	EU		71600	Travel	3,000	7,000		10,000
		X	X		NQA	EU		74500	Misc. Expenses	500	2,000		2,500
		X	X		NQA	EU		75100	Facilities and Admin	500	950		1,450
	Development of Degree Courses	X	X		SIM	EU		71200	Int Consultants	6,000	8,000		14,000
		X	X		SIM	EU		71300	Loc Consultants	8,000	12,000		20,000
		X	X	X	SIM	EU		71400	Contract- Individuals	8,000	10,000	5,000	23,000
		X	X	X	SIM	EU		71600	Travel	3,000	5,000	5,000	13,000
		X	X	X	SIM	EU		72500	Supplies	14,000	13,000	4,000	31,000
		X	X	X	SIM	EU		72200	Equipment	14,000	10,000	2,000	26,000

		X	X	X	SIM	EU		72400	Communication	2,000	4,000	4,000	10,000
		X	X		SIM	EU		74200	Printing	1,000	1,000		2,000
		X	X	X	SIM	EU		74500	Misc. Expenses	8,682	9,000	5,000	22,682
		X	X	X	SIM	EU		75100	Facilities and Admin	3,234	3,600	1,250	8,084
	Executive Development Programme	X	X		SIM	EU		71300	Loc Consultants	5,000	5,000		10,000
		X	X		SIM	EU		71400	Contract- Individuals	3,000	4,000		7,000
		X	X		SIM	EU		72500	Supplies	4,000	5,000		9,000
		X	X		SIM	EU		72400	Communications	1,000	2,000		3,000
		X	X		SIM	EU		74200	Printing	1,000	1,000		2,000
		X	X		SIM	EU		74500	Misc. Expenses	1,000	3,000		4,000
		X	X		SIM	EU		75100	Facilities and Admin	750	1,000		1,750
Capacity Building of Non State Actors	Skills Assessment of Non-State Actors	X			LUNGOS	EU		71300	Loc Consultants	8,000			8,000
		X	X	X	LUNGOS	EU		71400	Contract- Individuals	6,000	2,000	2,000	10,000
		X	X	X	LUNGOS	EU		72500	Supplies	2,000	2,000	2,000	6,000
		X	X	X	LUNGOS	EU		74200	Printing	3,000	2,000	2,000	7,000
		X	X	X	LUNGOS	EU		72400	Communications	4,000	2,000	2,000	8,000
		X	X	X	LUNGOS	EU		74500	Misc. Expenses	4,000	2,000	2,000	8,000
		X	X	X	LUNGOS	EU		75100	Facilities and Admin	1,530	500	500	2,530
	Training of NSA on	X	X	X	LUNGOS	EU		71300	Loc Consultants	10,000	9,000	5,000	24,000
		X	X	X	LUNGOS	EU		71400	Contract- Individuals	9,000	11,000	6,000	26,000
		X	X	X	LUNGOS	EU		72500	Supplies	5,000	5,000	3,000	13,000
		X	X	X	LUNGOS	EU		72200	Equipment	12,000	5,000	4,000	21,000
		X	X	X	LUNGOS	EU		74200	Printing	2,000	2,000	2,000	6,000
		X	X	X	LUNGOS	EU		72400	Communications	4,000	4,000	4,000	12,000
		X	X	X	LUNGOS	EU		74500	Misc. Expenses	5,000	4,000	3,683	12,683
		X	X	X	LUNGOS	EU		75100	Facilities and Admin	2,350	2,000	1,393	5,743
	Development of information database and networking	X	X	X	LUNGOS	EU		71300	Loc Consultants	4,000	4,000	2,000	10,000
		X	X	X	LUNGOS	EU		71400	Contract- Individuals	3,000	3,000	2,000	8,000
		X	X	X	LUNGOS	EU		72500	Supplies	2,000	2,000	1,000	5,000
		X	X	X	LUNGOS	EU		72200	Equipment	4,000	4,000	2,000	10,000
		X	X	X	LUNGOS	EU		74200	Printing	2,000	2,000	2,000	6,000
		X	X	X	LUNGOS	EU		72400	Communications	3,000	3,000	2,000	8,000
		X	X	X	LUNGOS	EU		74500	Misc. Expenses	2,000	2,000	1,000	5,000
	Legal Framework	X	X		LUNGOS	EU		71200	Int Consultant	4,000	8,000		12,000
		X	X		LUNGOS	EU		71600	Travel	3,000	5,000		8,000
		X	X		LUNGOS	EU		71300	Loc Consultants	4,000	4,000		8,000

		X	X		LUNGOS	EU		71400	Contract- Individuals	4,000	4,000		8,000
		X	X		LUNGOS	EU		72500	Supplies	2,000	2,000		4,000
		X	X		LUNGOS	EU		74200	Printing	1,000	1,000		2,000
		X	X		LUNGOS	EU		72400	Communications	1,000	2,000		3,000
		X	X		LUNGOS	EU		74500	Misc. Expenses	2,000	4,000		6,000
		X	X		LUNGOS	EU		75100	Facilities and Admin	1,000	1,500		2,500
Improve human rights awareness and training	Human Rights Training for the Police	X	X	X	MFA	EU		71200	Int Consultants	8,000	12,000	15,000	35,000
		X	X	X	MFA	EU		71300	Loc Consultants	2,000	8,000	8,000	18,000
		X	X	X	MFA	EU		71400	Contract- Individuals	2,000	6,000	6,000	14,000
		X	X	X	MFA	EU		72500	Supplies	1,000	3,000	3,000	7,000
		X	X	X	MFA	EU		71600	Travel	2,000	10,000	10,000	22,000
		X	X	X	MFA	EU		72400	Communications	1,000	3,000	3,000	7,000
		X	X	X	MFA	EU		74500	Misc. Expenses	4,000	5,000	5,000	14,000
	X	X	X	MFA	EU		75100	Facilities and Admin	1,500	2,350	2,500	6,350	
	Awareness of Human rights among NGOs, civil society, media Judiciary	X	X	X	MFA	EU		71200	Int Consultants	8,000	8,000	10,000	26,000
		X	X	X	MFA	EU		71300	Loc Consultants	2,000	4,000	4,000	10,000
		X	X	X	MFA	EU		71400	Contract- Individuals	2,000	4,000	4,000	10,000
		X	X	X	MFA	EU		72500	Supplies	1,000	1,000	1,000	3,000
		X	X	X	MFA	EU		71600	Travel	2,000	8,000	8,000	18,000
		X	X	X	MFA	EU		72400	Communications	1,000	3,000	3,000	7,000
X		X	X	MFA	EU		74500	Misc. Expenses	4,000	9,585	10,000	23,585	
X	X	X	MFA	EU		75100	Facilities and Admin	2,000	1,954	2,189	6,143		
GRAND TOTAL										272,771	329,864	178,365	781,000

Appendix II – Logical Framework

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives	Sustainable economic and social development is promoted in the Seychelles	Improved economic growth rate No. of people earning less than/or equal to minimum wage per month reduced	* International Publications of World Bank, IMF, UNDP, OECD, EIU * MDG Reports* National Statistics	
Programme Purpose	State and non-state organisations are empowered through capacity building and training of human resources to function efficiently	No. of expatriate labour in top level management posts reduced by 30% by 2009 No. of qualified personnel in state organisations increased by 50% by 2010 No. of NGO's that are financially sustainable Turnover of NGOs	UNDP Project progress reports	The GOS has pursued its economic reform as announced in 2004. There is no brain-drain among the educated Seychellois. Qualified personnel from the State organisations do not leave their jobs to go to other sectors
Results	R1. Capacity of MAMD enhanced in policy formulation and in implementing human resource development action plan.	Production of an action plan and its approval by Cabinet as a roadmap for human resource development by MAMD at end of year 1	National Budget speech	Policy of government for capacity building of state organisations maintained
	R2. A national system of academic qualifications accreditation is in place	National Qualifications Framework in place by MAMD at end of first year National Qualifications Authority set up by MAMD by mid-second year 50% of all courses accredited by 2009	Project progress reports National Budget speech	Government policy regarding setting up of accreditation authority remains unchanged
	R3. Capacity of SIM to run a Degree course in Management and an Executive Development Programme is reinforced	Courses are set up by SIM by end of year 1 No. of students registered/completing the courses No. of women students in the courses is at least 40% by 2009	Annual report of SIM Project progress report	SIM is able to put at the disposal of the project sufficient and appropriately qualified counterparts
	R4. The quality of delivery of social services by NSAs is improved	<ul style="list-style-type: none"> • Innovative service delivery approaches are improved; • Best practices derived from NSA projects are disseminated to stakeholders; • Pre-tested performance standard has been disseminated nationwide 	<ul style="list-style-type: none"> • Staff survey • Progress and annual reports by NSA networks • Baseline assessment • Progress report • Evaluation report 	<ul style="list-style-type: none"> • NSAs are interested in the project; • NSAs operate freely and without restraint; • NSAs are willing to engage in collaboration with the public institutions and to establishing joint networks;

	R5. NSA networking and participation to national social policy making are improved	<ul style="list-style-type: none"> National mechanism for networking and information sharing set up by end of year 2; Increased number of NSA joint projects by 50%, by year 4; NSA representation on committees dealing with social issues such as gender. 	<ul style="list-style-type: none"> NGO documentation unit is fully working, open to and being used by NSAs; Composition of Committees, NGO reports. 	<ul style="list-style-type: none"> Government sees NSAs as partners.
	R6. Capacity of the Police Academy is reinforced to deliver advanced course on human right issues, Code of Conduct, Fight Against Corruption and Money Laundering, and judiciary and Journalists and civil society are sensitized about human rights issues.	60 policemen/women trained every year Reduction in the number of reported human rights violation by police force 5 workshops and 2 sensitization campaigns are led by year 3	Project Progress reports Report from the Police Department	Directives within system to put in practice knowledge acquired through the course
	Activities		Means (euros)	Budget (euros)
Activities for state actors	A.1.1 Assistance to MAMD in policy formulation and in implementing HR action plan		263,682	Contribution Agreement with UNDP.
	A.1.2 Training of MAMD staff			
	A.1.3 Support the GoS in finalising a draft NQF for implementation			
	A.1.4 Advise the GoS in the establishment of a NQA responsible for the implementation of the NQF			
	A.1.5 Assistance to SIM for design and implementation of Degree course in Management, in collaboration with a recognised university			
	A.1.6 Training of trainers			
	A.1.7 Assistance to SIM in design and running a course in Executive Development Programme in collaboration with a recognised university			
Activities for NSA	A.2.1 Assess skills of NSA staff and members and plan reinforcement strategies		263,683	
	A.2.2 Train NSAs on thematic policies, project cycle and fundraising			
	A.2.3 Implement mechanisms and information collection and sharing for NSAs			
	A.2.4. Review, strengthen and set up mechanisms for NSA participation in policy dialogue and decision making process			
Activities for human rights	A.3.1. Running of courses on human rights issues, Code of Conduct, Fight Against Corruption and Money Laundering at the Police Academy		214,585	
	A.3.2 Training of Trainers for implementation of the above courses			
	A.3.3 Set-up of training centres for the course on Human Rights			
	A.3.4 Workshop and sensitization campaigns among journalists and the judiciary, as well as among NSAs on human rights, fight against corruption etc.			
	Administrative Fee		39,050	
	Contingencies (2.2%)		19,000	
	Audit		20,000	Services (framework contract)
	Evaluation		40,000	Services (framework contract)
	Total		860,000	

Appendix III – Terms of Reference for National Project Director

1. The National Project Director shall have overall responsibility for the implementation of the Project. He/she shall be responsible to report to UNDP on the progress of project implementation.
2. The NPD will be responsible for certifying the Work plan, Financial Reports and Request for advance of funds under the project, ensuring their accuracy and in accordance with the project document.
3. The NPD shall be the authorized person who shall certify all payments to be effected under the project after consultation with the UNDP country office.
4. The NPD shall be the authorized signatory for contracting services under the project following endorsement by the Government and UNDP.
5. Prepare a detailed schedule of project review meetings in consultation with stakeholder representatives and incorporate it in the Project Inception Report.
6. Develop a Project Inception Report including the above requirement immediately following the Inception Workshop.
7. Conduct day-to-day monitoring of implementation progress on the project's Annual Work Plan and its indicators.
8. Prepare the Terms of Reference for consultants and experts and ensure their timely hiring.
9. Guide the work of consultants and experts and oversee compliance with agreed work plan.
10. Organize and coordinate the procurement of services and goods under the project.
11. Manage the Project finance, oversee overall resource allocation and where relevant submit proposals for budget revisions with the help of the UNDP officer.

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