



**United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding
Fund
(PBF)**

Project Title: Developing national mechanisms and capacities for conflict prevention and peace preservation in Sierra Leone	Recipient UN Organization(s): UNDP
Project Contact: Sudipto Mukerjee, Country Director Address: 55 Wilkinson Road, Freetown Telephone: +232 78950000 E-mail: sudipto.mukerjee@undp.org	Implementing Partner(s) – name & type (Government, CSO, etc): Ministers of Internal Affairs and Youth, Office of National Security, National Youth Commission and selected civil society partners.
Project Number: <i>To be completed by UNDP MPTF Office</i>	Project Location: Sierra Leone
Project Description: <i>One sentence describing the project's scope and focus.</i> The project aims to strengthen conflict resolutions mechanism in Sierra Leone building on the existing systems and filling the potential gaps due to the withdrawal of UNIPSIL. The project will support national stakeholders in institutionalizing systems for preserving peace through i) an early warning and response system, and ii) creating a culture of dialogue with a particular focus on engaging with youth at risk.	Total Project Cost: US \$ 2,015,000 Peacebuilding Fund: US\$ 1,515,000 UNDP BCPR TTF: US\$ 500,000 Government Input: in kind Total: \$2,015,000 Proposed Project Start Date: 1 August 2014 Proposed Project End Date: 31 February 2016 Total duration (in months): 18 months
Gender Marker Score¹: 2 <i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i> <i>Score 0 for projects that are not expected to contribute noticeably to gender equality.</i>	
Project Outcome Statements: The National Early Warning and Response System enabled to monitor risks and threats and respond appropriately through a network of active insider mediators at both national and local levels, with a particular emphasis on capacity building and training for youth and women and ensuring they are the principle beneficiaries.	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

Creation of a lasting culture of constructive dialogue on issues of national concern with capacity building for youth and women to facilitate and effectively participate.

PBF Outcomes² which best summarizes the focus of the project: 2's

Promote coexistence and peaceful resolution of conflicts

PROJECT DOCUMENT COVER SHEET

<i>(for IRF-funded projects)</i>	
Recipient UN Organization(s) <i>Name of Representative</i> Sudipto Mukerjee, Country Director <i>Signature</i>	Representative of National Authorities <i>Name of Government Counterpart</i> J.B. Dauda <i>Signature</i>
<i>Name of Agency</i> UNDP <i>Date & Seal</i>	<i>Title</i> Minister of Internal Affairs <i>Date & Seal</i> 30/7/14
Peacebuilding Support Office (PBSO) <i>Name of Representative</i> <i>Signature</i> Peacebuilding Support Office, NY <i>Date & Seal</i>	Resident Coordinator (RC) <i>Name of Representative</i> David McLachlan-Karr <i>Signature</i> RCO <i>Date & Seal</i> 29/7/14

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I. Peacebuilding Context and Rationale for PBF support

a) Peacebuilding context:

Sierra Leone has made many advances towards lasting peace, however, many challenges still remain. Three consecutive peaceful elections is the best indicator of the consolidation of peace in the country. In the course of the campaign for the 2012 election, President Koroma promised a constitutional review process, which he launched in July 2013. The review process offers a rare and important opportunity, both as an end in itself, as well as a means for ensuring widespread robust engagement on issues of national concern such as land ownership and sustainable, equitable management of natural resources, transparency and corruption, human rights and harnessing the potential of youth and women. There is no doubt that a broadly inclusive constitutional review process will lay the foundations for a more politically educated and informed populace capable of electing good leadership, preventing conflict and promoting peaceful and democratic resolution of disputes through constructive dialogue and early measured responses to tensions. Furthermore, the government recently presented its third Poverty Reduction Strategy Paper, the Agenda for Prosperity 2013-2018 (AfP), which if delivered holds the possibility of addressing many of the major conflict drivers, but conversely, if unrealized, has the potential to exacerbate tensions.

H.E. President Ernest Bai Koroma noted that Sierra Leone has taken great strides in consolidating peace and democratic governance since the end of the civil war and aims to become a middle income country by 2035. The President highlighted the need for continued collaboration with the Peacebuilding Commission (PBC), donors and international community in assisting the country in its efforts to address challenges identified in the AfP including the constitutional review process.

The Interagency Technical Assessment Mission to Sierra Leone³ identified that national institutions have made great progress, but widespread corruption, weak public service, gender inequalities, illicit drug trafficking, environmental degradation, high levels of youth unemployment and social inequalities still require significant work. As the Secretary-General outlined in his final report to the Security Council, there are still some potential challenges linked to the root causes of the war that would require further attention. These include, apart from those listed above, mutual distrust between the two major political parties that have alternated in power since independence--the All People's Congress (APC) and the Sierra Leone People's Party (SLPP); tension associated with electoral cycles; and perceived ethno-regional imbalance and political exclusion. The great economic opportunities presented as a result of the discovery and exploitation of vast mineral resources should also be managed to realize the country's development aspirations and to ensure that all Sierra Leoneans share the benefits and exhibit tangible improvement in their standard of living. It is clear that although considerable progress has been made in rebuilding democratic institutions, Sierra Leone lacks a holistic, nationally owned and driven conflict prevention, management and resolution structure. The absence of overall peace consolidation architecture hampers the country's ability to adequately prevent, respond to, and manage conflicts at the community and national level.

³ 14-25 January 2013

With the full withdrawal of UNIPSIL on 31 March 2014, and, as a result, no direct UN Security Council focus on Sierra Leone for the first time in 15 years, it will be incumbent upon UNDP and the UN Country Team to support national and local efforts for identifying and resolving tensions and threats of potential conflicts. In addition, a PBC assessment mission to Sierra Leone from 18 to 22 November 2013 proposed a lighter and narrower scope of Commission engagement accomplished through informal cooperation with key stakeholders, such as the Ministry of Foreign Affairs and International Cooperation, the UN Country Team as led by the Resident Coordinator, and Member States. In this context, the Commission would continue to serve as a political advocate and a forum for the Government of Sierra Leone to express its national priorities and to sustain international attention, including through pointing to emerging needs and challenges as required.

A conflict analysis will be conducted to create a mechanism for ongoing conflict monitoring within the UNCT. Throughout its mandate, UNIPSIL maintained close contacts with the political parties and continued to emphasize the need for dialogue and political tolerance, targeting Non-State Actors, including women and youth associations, traditional and religious leaders, the media, academia, artists and other key stakeholders. Through the Peacebuilding Fund, assistance was provided for facilitating dialogue between political parties and promoting democratic governance in the country. At the local level, UNIPSIL provided technical advice to District Code of Conduct Monitoring Committee (DCMCs) and District Security Committees (DISECs) in managing political disputes and addressing security issues. UNIPSIL coordinated with Economic Community of West African States (ECOWAS) and the Mano River Union (MRU) in ensuring cross border security. In addition to supporting the UN Office for West Africa (UNOWA) to establishment a transnational organized crimes unit within the Sierra Leone Police, the mission provided support to the MRU efforts to establish Border Security Units along the common borders of Liberia, Guinea and Sierra Leone.

Moving forward, while building on these initiatives, reforms will be required to preserve peace. National stakeholders agree that extensive reforms are needed in key sectors to strengthen a social contract between the state and the citizens. This was clearly articulated in the Fragility Assessment for Sierra Leone⁴, which places the country squarely in a "transition" stage and identified "over flexibility" in governance processes, capacity constraints and the "dramatically" different conditions between the capital and provinces and within Freetown itself, as key factors currently hampering the country's full transformation. The report also set out some clear institutional and capacity building priorities in the areas of 'Legitimate Politics' and 'Security' with regard to improving the social contract between the state and its citizens. These include "support constructive cooperation and healthy democratic challenge between parties", "conflict sensitive political reporting in the media", "effectively capacitate local government and active involvement of local communities", "foster harmony between different local actors" and "enhance traditional authorities".

Similar challenges and priority areas are reflected in a number of reports. The Youth Report 2012⁵, recognized that central to the conflicts of the past lay a large group of

⁴ Fragility Assessment, Summary of Results, 18.03.2013. The fragility assessment process in Sierra Leone was carried out with support from the G7+ Secretariat, ODI's Budget Strengthening Initiative, DFiD and UNDP.

⁵ Sierra Leone Youth Report 2012, National Youth Commission and Ministry of Youth Employment and

marginalized young people, particularly from rural areas. The AfP has targeted creating job opportunities for the large and growing number of young women and men as one of the country's major development challenges to maintaining peace. Youth in Sierra Leone face high rates of inactivity, underemployment and poor working conditions with long working hours and low pay. The vast majority of youth have little chance of finding or securing a job. Employment opportunities are significantly lower for youth, regardless of their qualifications. According to figures provided by GoSL, well over 60 percent of the population is made up of those in the age bracket up to 35 (many of whom are former combatants), including children less than 15 who will soon join the ranks of dissatisfied young people without gainful employment. Young women are particularly marginalized from processes that impact profoundly on their lives, including political decision-making at the community, local and national levels. Literacy rates amongst women are as low as 27 percent compared to 45 percent amongst men, severely reducing their employment opportunities and hampering their capacity to participate meaningfully.

b) Mapping of existing peacebuilding activities and gaps:

While the United Nations has provided considerable support and assistance to complement Sierra Leone's efforts to sustain its hard won peace and stability with special focus on the areas of: security, rule of law, justice and reconciliation, no member of the UNCT in Sierra Leone is working specifically and directly on conflict prevention. The planned conflict analysis to follow the UNIPSIL draw down will provide a full picture of activities contributing to conflict prevention. Through its political mandate, UNIPSIL and the United Nations system provided vital support to key institutions such as the Political Party Registration Commission (PPRC), the National Commission for Democracy (NCD), the National Electoral Commission (NEC) and the Constitutional Review Committee (CRC) and over national institutions. Relevant areas of support to the PPRC include: Non State Actor project funded by Peacebuilding Fund; technical support in recruiting competent and qualified staff for the Commission; logistics support to Political Parties through PPRC for the 2011 electoral project. There is now the need to provide catalytic support for the creation of a national infrastructure for peace, equipped to identify and respond effectively to potential conflict situations in a nascent multi-party democratic system.

On the constitutional review project, funded by DFID, EU, UNDP, PBF and GoSL, a 80-member Constitutional Review Committee (CRC) representing different stakeholders in society, including political parties, NGOs, the media and key independent bodies has been appointed and tasked with coordinating the review of the 1991 Constitution. At the conclusion of the process, Parliament will need to endorse a set of recommendations for change, after which a referendum will be held.

Linked, although not directly, to the constitutional review process, is the Media Development Strategy 2013-2018, through which UNDP will support the Independent Media Commission of Sierra Leone to improve ethics and strengthen the capacity, professionalism and sustainability of private media organizations and practitioners⁶.

Sports

⁶ Draft Report on a Media Development Strategy, produced for IMC, supported by UNDP and UNESCO, 18.11.2013

Building the capacity of the Independent Media Commission and strengthening the legal framework within which the media operate – coupled with ongoing training for media personnel in conflict sensitive reporting, facilitation of constructive dialogue and mediation skills – is a key element in building and sustaining a culture of constructive dialogue.

The drawdown of UNIPSIL has also meant the departure of the UNPOL contingent. The security and justice sectors which are receiving considerable support from a range of donors, will be further complemented by a new UNDP Security Sector Reform project with PBF funding to strengthen security sector governance and enhance border security. The International Security Advisory Team (ISAT) has emerged out of the former International Military Advisory Teams, and now has a broader mandate which includes support to police reform and development, with UK and EU backing. The Access to Security and Justice Project (ASJP), is a DFID funded package of support across the justice and police sectors with the aim of improving people's ability to equitably engage these services. The UN Office on Drugs and Crime is providing ongoing support to the Transnational Organized Crime Unit (TOCU) in its efforts to address drug trafficking, people trafficking and other transnational crimes.

The National Human Rights Commission has already begun to take the lead on the country's Treaty Body reporting obligations. A further step needs to be taken to increase public awareness of treaty body committee recommendations and to create inclusive mechanisms for implementation of the recommendations by building partnerships between the government and civil society.

The 2015-2018 UNDAF provides many opportunities for addressing systemic conflict drivers including by accelerating human development through increased access to quality education for boys and girls (under Pillar 3 of the AfP)⁷; enabling the private sector to lead on accelerated generation of sustainable and decent employment (under Pillar 5)⁸; strengthening social protection systems for vulnerable populations including adolescent girls (under Pillar 6)⁹; governance and public sector reform to facilitate participatory planning, monitoring and decision making, to improve justice and security sector delivery systems and build the capacity of democratic institutions such as the media (under Pillar 7)¹⁰; and promoting gender equality, particularly women's access to political opportunities (under Pillar 8)¹¹. Furthermore, the conflict monitoring mechanism that will emerge from the conflict analysis will enable the UNCT to better target existing programming to support conflict prevention initiatives. The early warning systems and national dialogues provide an opportunity for the UNCT to gauge effectiveness in conflict prevention on a regular basis.

c) Rationale for this project and project strategy:

⁷ Convener: UNFPA, Contributing: UNICEF, IOM, WFP, WHO, UNAIDS, UNESCO, IAEA, UNHCR, UNOPS

⁸ Convener: ILO, Contributing: UNDP, IOM, FAO, UNIDO, UNESCO.

⁹ Convener: WFP, Contributing: UNFPA, UNICEF, IOM, UNAIDS, UNWOMEN, ILO, UNOPS

¹⁰ Convener: UNDP, Contributing: UNFPA, UNICEF, UNWOMEN, IOM, WHO, UNODC, ILO, UNOPS, UNESCO

¹¹ Convener: UNICEF, Contributing: WFP, UNAIDS, UNDP, IOM, FAO, UNWOMEN, UNFPA, OHCHR, UNIDO, ILO, UNHCR, UNOPS, UNESCO

The PBF engagement aims to build on several ongoing strategic government efforts that contribute to peace consolidation, which must necessarily focus on identifying potential areas of conflict and creating ways to prevent flare ups. The project will be implemented alongside ongoing initiatives in the UNDP Country Programme (2013-2014) related to Youth Employment, Local Economic Development, Access to Justice, Environmental Management and Disaster Risk Management that programmatically contribute towards peace consolidation. Within the framework of preserving peace, Sierra Leone is embarking on a comprehensive constitutional review that is intended to introduce a new, more inclusive political system.

With the closure of the UNIPSIL, the United Nations Country Team (UNCT) -- with PBC advisory and accompaniment support as required -- will continue to support national and local efforts for identifying and resolving tensions and threats of potential conflict, especially over political affiliation, ethnicity, and natural resources to avoid the eruption of violence. The conflict analysis is necessary to assess the impact of the withdrawal of UNIPSIL and to identify high risk and particularly vulnerable groups, gaps in the peace building structures in the country and potential partners. Such a conflict analysis will help develop an internal coordination and monitoring mechanism to support the ongoing review and fine tuning of this project and other conflict prevention responses undertaken by the UNCT.

This initiative will help strengthen the existing capacity for early warning in the country by working with the ONS and WANEP to enhance both the early warning and the response capacities. Currently the capacity of the ONS to systematically map conflict risks is limited as is the capacity for coordinated national response to the identified potential conflicts. Insider mediators will be engaged at national and local levels to become key partners in addressing potential conflicts through mediation.. In addition, by engaging at risk groups through facilitated dialogues on key development issues a constructive civic engagement will be encouraged. Such dialogues will be informed by the early warning and response system, which helps to identify issues of concern and target groups at risk of engaging in conflict. Similarly, the analysis and mapping being undertaken by the early warning and response mechanism will highlight issues of potential conflict that can then be discussed in the appropriate dialogue forums. Moreover, community level facilitators, with an emphasis on women and youth, will be trained to support regular dialogues on issues of national concern, such as land ownership and exploitation of natural resources, transparency and accountability, and harnessing the potential of women and youth. Dialogues will complement and be complemented by the ongoing constitutional review process. Wherever feasible and appropriate the media will be used to support broader dissemination of the dialogues, providing greater visibility to otherwise marginalized groups.

As identified above, substantial potential exists for both strategic and financial leverage for the conflict prevention interventions proposed in this project document to be supported by the 2015-2018 UNDAF. The project objectives will be especially relevant and catalytic as they support the strengthening of the existing national capacities, and as outlined below, focus on enhancing structures that are already in place at the national and local levels.

II. Objectives of PBF support and proposed implementation

a) Project outcomes, theory of change, activities, targets and sequencing:

Although considerable progress has been made in rebuilding democratic institutions, and the constitutional review process offers a rare and important opportunity as a means for ensuring widespread robust engagement on issues of national concern, Sierra Leone lacks a holistic, nationally owned and driven conflict prevention, management and resolution structure. While there is no doubt that a broadly inclusive constitutional review process will lay the foundations for a more politically educated and informed populace capable of electing good leadership and promoting peaceful and democratic resolution of disputes through constructive dialogue, the absence of coordinated efforts for early warning and response and constructive civic engagement through a culture of dialogue still hamper the country's ability to adequately prevent, respond to, and manage conflicts at the community and national level.

Project outcomes:

Outcome 1: Office of National Security (ONS) with the West African Network for Peacebuilding (WANEP) is able to monitor risks and threats to sustainable peace through an Early Warning and Response system and respond appropriately through a network of active insider mediators at national and local levels

Outcome 2: A culture of dialogue established in which issues of national concern are discussed across political party lines and particularly amongst high-risk groups

Theory of change

If a culture of open and constructive dialogue on issues of national concern is fostered and all citizens are enabled to participate in solutions to issues of potential conflict and actively interact with an enhanced National Early Warning and Response System supported by a network of mediators, then Sierra Leoneans will be able to identify causes of tension and coordinate their responses to threats thereby fundamentally decreasing the risk of violent conflicts.

Scope and scale of support:

The eighteen month Programme strategy focuses on the following two priority areas that will develop a nationwide system for preventing conflict. As a particularly high risk group, youth will be specifically targeted as beneficiaries and recipients of capacity building:

1. Provide support to national and local efforts for national early warning and response to identify and resolve potential conflict and establishing a network of 'insider mediators';
2. Facilitate local and national level dialogues on key issues of national concern, and ensure that the findings of the dialogues are fed into the early warning and response system to facilitate appropriate action.

These activities are intended as catalytic initiatives in the period following the withdrawal of UNIPSIL in support of the space for political dialogue created by UNIPSIL. These initiatives will strengthen the capacity of certain peacebuilding structures at the community, district and national levels and ultimately contribute to the development of a national Infrastructure for Peace in the form of a peace commission or council established by statute, with the mandate to coordinate the work of peace structures at different levels and to work with relevant government and regional counterparts and members of civil society to maintain peace. The immediate objective of this project is to strengthen the capacity of Sierra Leoneans to facilitate constructive dialogue between groups, a key role formerly played by UNIPSIL, and to start building the national capacities to identify potential conflicts and then to respond through dialogue and mediation.

A functioning National Early Warning and Response System (NEWRS) that focuses on gathering data and information about the potential for conflict as well as an early response to the identified threats will enhance the national capacity for preventing violent conflict including sexual and gender based violence. The proper functioning of an early warning system requires that the efforts are decentralized and well coordinated, including at the chiefdom level, district level, provincial level, and the national level, as well as to link in with the regional early warning initiative (through the Mano River Union Cross Border Security Strategy).

To accelerate peace consolidation, horizontal collaboration needs to be achieved between key stakeholders including the Security Sector, Human Rights Commission, National Commission for Democracy, the Office for National Security, the Ministry of Internal Affairs, the Ministry of Youth and the National Youth Commission, various civil society groups, as well as local communities and institutions. By enhancing the capacity of local governance structures for early warning and management of disputes, enhanced capacity for conflict prevention can be established at the community level.

A network of people will be trained to provide mediation and dialogue facilitation in response to potential tensions flagged by the early warning system, as well as to become part of the system to identify threats in their communities. The insider mediators that will be supported and trained in the context of the project will be part of the response system of the NEWRS. They will mediate among areas with conflict risk, as well as become part of a national system for preventing conflict. At the national level, these insider mediators and dialogue facilitators should have both personal connections with and an ability to influence decision-makers, as well as an aspiration to promote peace and national reconciliation in order to mediate and facilitate dialogue. The local level insider mediators will have the relevant connections and influence in their communities. The network of mediators will have links to other mediation networks in the region.

Special measures will put in place to ensure women and youth (F&M) with strong social mobilization capacity are identified, entry point for their engagement assessed and training material according to their needs developed to be able to function as insider mediators. The independent women's network and youth activist will be selected and receive support such as inter-generational dialogue to create a conducive environment for their participation and contribution into larger peacebuilding framework in the country.

Complementing the NEWRS, the second component of the project aims to create a culture of dialogue that engages across political party lines and targets those groups that are at high risk of generating violent conflict. An entrenched culture of dialogue will strengthen civic engagement on issues of national concern and will promote the engagement of citizens in supporting and realizing the Agenda for Prosperity. The dialogue forums will also provide useful material and information on issues of concern that require attention of the NEWRS. On the other hand, the analysis and mapping being undertaken by the NEWRS will generate information related to key groups and hot spots that can then be discussed in the appropriate dialogue forums. Civil society groups, youth groups, women, farmers organisations, chambers of commerce and the business community, the media, government institutions and individual citizens will be engaged to support evidence based discussion around issues such as land ownership, the environmental and social impact of the extractive industry, sustainable exploitation of natural resources, transparency and corruption, and harnessing the potential of youth. In order to enable a culture of constructive national dialogue, linkages between local level dialogue mechanisms will have to be made with those at the national level.

Major target groups:

Youth have been consistently identified as a potential conflict driver in Sierra Leone with large numbers of unemployed youth, feel increasingly disenfranchised with little prospects for their future. The overall objective of this proposal is to contain and prevent violent conflict by engaging the most marginalized and disaffected youth in community-level conflict management and mediation structures, providing them with essential skills and mediation training, and identifying opportunities for constructive engagement on national issues of particular concern to the youth.

The National Security Council (NSC) is the highest forum for national security decision making, and is supported by the National Security Council Coordinating Group (NSCCG) and the decentralized security committees namely Provincial, District and Chiefdom Security Committees (PROSECS; DISECS; CHISECS). As the secretariat of the NSC, the Office of National Security receives security information from the regions through the Security Committees which inform assessments that eventually influence security decision making at the strategic level. Currently there are 4 (four) Provincial; 12 (twelve) District and 15 (fifteen) Chiefdom security committees in the country, and all of them are staffed by Office of National Security Personnel as security coordinators. The membership of the security committees encompasses Government administrative structures, the security sector, local authorities, civil society and traditional authorities. Provincial Security Committee meetings are held fortnightly whilst District and Chiefdom security committees meet weekly.

The Office of National Security is the focal point for the West African Network for Peacebuilding (WANEP) in Sierra Leone. Security information from communities in the regions as well as intelligence provided by the Central Intelligence and Security Unit (CISU) are collated and analyzed to discern threat trends and mitigation strategies to be recommended to decision makers. Such information is also valuable in identifying conflict drivers based on WANEP indicators. WANEP provided reporting software to the ONS to facilitate reporting on conflict indicators.

Youth at risk will be targeted through training that enhances their skills in mediation and conflict resolution and to provide them alternative opportunities that reduces their vulnerability to antisocial behaviour. The overall programme addresses short-term violence and insecurity while delivering longer-term reform in community security and the potential to prevent youth enlistment in violent activities will also be addressed. As such, UNDP will work closely with the National Youth Commission and the Ministry of Youth to ensure appropriately targeted engagement with young people in rural and urban areas.

Women as agents of change will be targeted for training and capacitated to build networks of insider mediators and to facilitate dialogues across party lines and within marginalized groups at the community, district, provincial and national levels.

b) Budget:

Table 2: Project Activity Budget			
Outcome 1: Office of National Security (ONS) with the West African Network for Peacebuilding (WANEP) is able to monitor risks and threats to sustainable peace through an Early Warning and Response system and respond appropriately through a network of active insider mediators at national and local levels			
Output number	Output name	Output budget	Any remarks (e.g. on types of inputs provided or budget justification) The following is a non-exhaustive list of activities to be undertaken towards realization of the outputs:
Output 1.1	National and local efforts for identifying and resolving tensions and threats of potential conflict through a National Early Warning and Response System (NEWRS) supported.	740,000	<ul style="list-style-type: none"> -strengthen ONS capacity for early warning and response ; -support establishment of a national conflict analysis group; -support establishment of a national and sub-national advisor body to represent women and youth perspective in the conflict analysis; -strengthen PROSECS and DISECS on continuous conflict mapping to feed ONS; -training for ONS, PROSEC, DISEC and CHISEC level security committees; -engage in gender responsive public education and media advocacy to encourage use of the NEWRS; -explore the use of social media and related technologies for data collection and sharing by the NEWRS considering the limited access of women and semi-illiterate people in the country

Output 1.2	National Early Warning and Response System supported through a network of trained insider mediators	240,000	-establish a core advisory group of insider mediators (30% women) to respond to potential threats identified by NEWRS; Create a system of reporting and communication between national and sub-national level where women and youth can report on early warning sign.- Based on capacity assessment train a core group of insider mediators, including 30% women and 20% youth;
Sub-Total		980,000	
Outcome 2: A culture of dialogue established in which issues of national concern are discussed across political party lines and particularly amongst high-risk groups			
Output 2.1	A series of dialogues held across party lines and within targeted marginalized groups on issues of national concern	270,000	-Support the facilitation of dialogue on topics such as land ownership and exploitation of natural resources, transparency and corruption, and harnessing the potential of youth;; -building on civic education and outreach within the constitutional review process, provide support in dialogue facilitation; -Create a feedback mechanism from local to national level dialogues and onto relevant stakeholders. Create a feedback mechanism from local women's networks involved to national womens' machinery.
Output 2.2	A network of mediators and dialogue facilitators trained and established	140,00	-Identify and train insider mediators within each sector to support constructive dialogue, inter-generational dialogue; -Work with National Youth Commission to build capacity of youth in communities in facilitating constructive dialogue and mediation;
Sub-total		410,000	
Total		1,3980,000	
General operating costs (2%)		27,800	
Indirect Support costs (7%)		1,515,100	

Table 3: PBF PROJECT BUDGET (\$)			
CATEGORIES	Amount Participating Agency BCPR	Amount Participating Agency PBF	TOTAL (\$)
1. Staff and other personnel	500,000.00		500,000.00
2. Supplies, Commodities, Materials		300,000.00	300,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)		150,000.00	150,000.00
4. Contractual services (including Monitoring and Evaluation)		550,000.00	550,000.00
5. Travel		200,000.00	197,661.00
6. Transfers and Grants to Counterparts		190,000.00	190,000.00
7. General Operating and other Direct Costs (2%)		27,800.00	28,320.00
Sub-Total Project Costs		1,415,981.00	1,915,981.00
8. Indirect Support Costs (7%)		99,119.00	99,119.00
TOTAL	500,000.00	1,515,100.00	2,015,100.00

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

c) Capacity of RUNO(s) and implementing partners:

This programme will be directly implemented (DIM By UNDP Sierra Leone, in consultation with the programme's beneficiaries and other programme partners. The Office of National Security (ONS) was established in 2001 as a post conflict institution supported by legislation the National Security and Central intelligence Act 2002. It is the secretariat of the National Security Council (NSC) and has demonstrated capacity to partner with donors and deliver on projects. The agency has implemented projects for DFID; UNDP in Security Sector Reform (SSR) and Disaster Risk Reduction in the recent past. It has been HACT (Harmonized approach to cash transfers) assessed as low risk. The Ministry of Internal Affairs (MIA) is part of the executive branch of GoSL and has supervisory and oversight function for the SLP, Corrections, Fire Force, Immigration and National Registration. It has capacity to implement small projects associated with key security sector agencies. It is currently being HACT assessed for any financial disbursements. The National Youth Commission is supported by statutory regulation with the capacity to implement projects with various partners such as the UNDP, Ministry of

Youth, and the World Bank. This includes, but is not limited to, the Youth Employment Support Programme (YESP).

The United Nations Development Programme (UNDP) is a trusted development partner of GoSL. UNDP's focus is on transformative initiatives that support the consolidation of peace and assisting the country to achieve its long term development objectives as articulated in the Agenda for Prosperity (2013-2018). The UNDP has been operating in Sierra Leone since 1965 and has developed a comparative advantage as a trusted partner with the Implementing partners, namely the Ministry of Internal Affairs, the Office of National Security and the National Youth Commission.

III. Project Management Arrangements and coordination:

a) Project management:

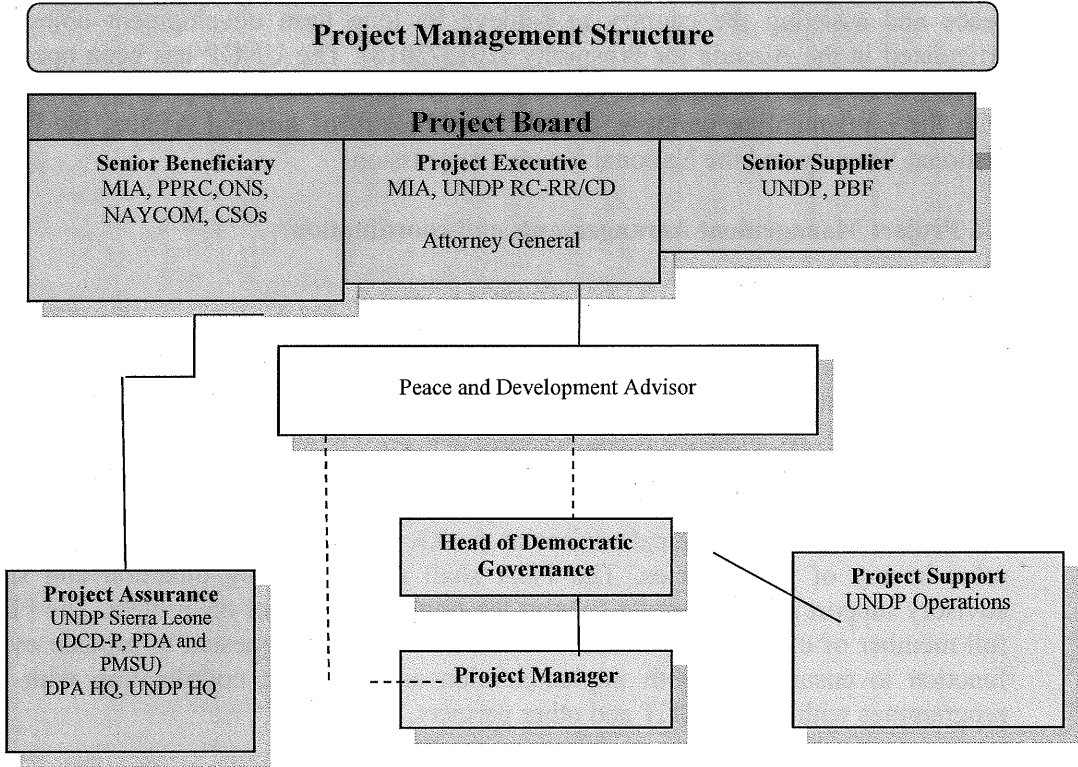
The Project Manager will be responsible for the day-to-day management of the project working within the Democratic Governance Unit, and in close collaboration with the Head of Unit. At strategic level, a Peace and Development Advisor (PDA) has been appointed to serve as a senior strategic thinker and political/conflict analysis expert under the direct supervision of the Resident Representative / Resident Coordinator (RR/RC). The PDA shall be the principal advisor to the RR/RC without direct programme function roles in any of the agencies. The PDA shall provide policy direction and strategic advisory support as necessary to support the implementation of the project. The PDA is a full member of the Steering Committee and such will be requested to provide oversight function to ensure a smooth implementation and effective coordination with related programmes within the UNCT and other partners.

Strengthening of the National Early Warning and Response System (NEWRS) will have a high priority and is expected to have immediate effects on identifying and managing conflicts. Capacity enhancement at the institutional, political and individual level will be a continuous process that builds on earlier UNDP-supported interventions and existing structures. The project envisages leveraging the considerable expertise already developed within key stakeholder bodies in Sierra Leone. The UN will also work closely with other development partners, to ensure that lessons can be learned and applied from previous consultation and outreach efforts. The project will collaborate closely with the UNDP Governance Clusters on improved Governance and Risk Management (including Democratic Institutions, PSR and Access to Justice), Inclusive Growth and Management of Natural Resources (including local Governance and Economic Development, Youth Employment and Empowerment, Environment and Private Sector), and also build on and entrench the UNIPSIL Non-State Actors programme. Furthermore, the project will complement and be complemented by the ongoing constitutional review process.

The intended result is that increased national and community-level capacity for dialogue, conflict prevention and management will contribute to an enabling environment for the realization of the Agenda for Prosperity, enhance social cohesion, and leverage the transition to resilience, attainment of key MDGs and sustainable

Project coordination will be done through a Project Board, which will be established to guide the implementation of the project and to periodically review progress against the agreed results. The Project Board will include the CD or DCD-P, PDA, the Head of the

Governance Programme, the project donors, representatives of the MIA, ONS, the National Youth Commission and national implementing partner and CSO's. Programme reviews by the Board should be made at regular intervals or as necessary.



b) Risk management:

Project implementation will be preceded by a conflict analysis to assess the impact of the withdrawal of UNIPSIL and to better assess any changes to basic assumptions that could impact on risk management. Such a conflict analysis will create an internal coordination and monitoring mechanism to support the UNCT ongoing review and fine tuning of this project and other conflict prevention response undertaken by the UNCT.

Table 5 – Risk management matrix			
Risk to the achievement of PBF outcomes	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Project start-up takes longer than planned, due to difficulties in securing the appropriate expertise	L=medium	P=Medium I=Medium	BCPR and UNDP headquarters available to provide technical advice and support until the Project is mobilized
Lack of political will to change the status quo	L=medium/ high	P=High I=High	The project is working in coordination with the Office of National Security and the National Youth Commission to mitigate any issues regarding political will. UNDP CO engaged key stakeholders (political leadership and CSOs) in project design to assure buy-in and political inclusiveness.
Insufficient commitment from ECOWAS to support linkage of National Early Warning and Response System (NEWRS) to ECOWARN	L=medium	P=Med/High I=Med/High	UNDP CO engaged WANEP, the organisation contracted by ECOWAS in Sierra Leone to lead the management of the NEWRS. The output on NEWRS in project is therefore designed to complement and fill gaps in the existing ongoing work on the NEWRS. Through WANEP the UNDP CO is also in discussion with the regional body to ensure sustained ECOWAS financial and technical support that would guarantee sustainability of the system following project completion.

c) Monitoring and Evaluation (Results framework will appear in Annex 2):

The project takes a two pronged approach aimed specifically at responding to the withdrawal of UNIPSIL through the support national stakeholders in institutionalizing systems for preserving peace in Sierra Leone. There are two major outcomes: i) establishment of a National Early Warning and Response system and iii) creating a culture of dialogue aimed at moving from talk to action on key development issues such as land ownership and exploitation of natural resources, transparency and corruption, and harnessing the potential of youth, which will complement and be complemented by the ongoing constitutional review process. Women and youth are particularly targeted for capacity building within these two major outcomes. Common to all elements of the project, insider mediators will be identified and trained to mediate conflicts and organize dialogues in their communities.

The project board is responsible for the quarterly monitoring of the project and the Project Manager will submit quarterly reports to the board using standard reporting formats. In accordance with the programming policies and procedures outlined in the UNDP User Guide and in compliance with the PBF guidelines for Monitoring and Evaluation, the project will be monitored through the following:

- a. On a quarterly basis, the Project Manager shall record progress towards the completion of key results, based on results framework agreed, and report to the Board;
- b. The Project Board will meet on a quarterly basis to review progress and assess challenges as well as review workplan as necessary;
- c. The PBSO will receive reports on the status of results achievements on a half year basis in full compliance with PBF reporting standards;

In addition, an independent mid-term evaluation and a final evaluation of the project will be organized in timely fashion under the responsibility of PBF-M&E unit; the evaluators will report to the Project Board and PBSO. The project may also benefit from technical support mission by PBF/M&E unit.

A review of the results framework and related project activities will be undertaken – and fine-tuned if necessary - after the conflict analysis exercise is completed to ensure that intended project results will appropriately address the key causes of conflict.

d) Administrative arrangements

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than 15 July;
- Annual and final narrative reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Country name: SIERRA LEONE

Project Effective Dates: 18 months

IRF Theory of Change:

An entrenched culture of open and constructive dialogue on issues of national concern will allow citizens to participate in solutions to issues of potential conflict, and actively interact with an enhanced National Early Warning and Response System supported by a network of mediators. This catalytic intervention will mean that Sierra Leoneans are able to coordinate their response to threats and identify possible issues that can cause tension contributing to reduced marginalization and fundamentally decreasing the possibility of tensions exacerbating into violent conflicts.

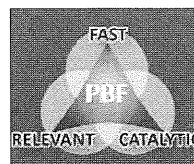
Outcomes	Outputs	Indicators	Means of Verification	Year 1	Milestones
<p>Outcome Statement 1:</p> <p>Office of National Security (ONS) with the West African Network for Peacebuilding (WANEP) is able to monitor risks and threats to sustainable peace through an Early Warning and Response system and respond appropriately through a network of active insider mediators at national and local levels.</p>	<p>Output 1.1</p> <p>National and local efforts for identifying and resolving tensions and threats of potential conflict through a National Early Warning and Response System (NEWRS) supported.</p>	<p>Outcome Indicators:</p> <p><i>1.1.a Number of threats identified by the conflict Early Warning and Response System;</i> <i>1.1.b Number of Chiefdom level early warning systems and structures established;</i> <i>1.1.c Number of new initiatives and youth engaged in the early warning and response activities;</i> <i>1.1.d Number of women's networks identified;</i></p> <p>Baseline:</p> <p><i>A National Early Warning System (NEWS) in place linked to the ECOWAS Early Warning System (ECOWARN) but not able to actively identify conflict threats or coordinate appropriate responses to these threats;</i></p> <p>Targets</p> <p><i>A national Early Warning and Response system in place and</i></p>	<p><i>National Early Warning and Response database;</i> <i>Office of National Security reports;</i> <i>Project Monitoring and Evaluation Reports;</i> <i>Office of National Security UNDP Project Progress Report and Annual Review Reports</i> <i>Site Visits</i> <i>Citizens' Perception Survey</i></p>		<p>(10) chiefdom level early warning systems and structures established 2014 (10) chiefdom level early warning systems and structures established by November 2015</p> <p>Communication structures of NEWRS reviewed by December 2014</p> <p>The Early Warning and Response System functioning by mid- 2015;</p> <p>(20) Early warning and response systems supported in Sierra Leone by December 2015 20) Potential conflicts brought to the attention of the national network of Mediators by December 2015</p>

		<i>functional, and able to effectively coordinate responses to the identified threats</i>				
	Output 1.2. National Early Warning and Response System supported through a network of trained insider mediators	<p>Outcome Indicator</p> <p>1.2.a Number of coordinated responses by the insider mediators at the national and local levels;</p> <p>1.2.b Number of insider mediators, including women and youth, actively responding to conflict threats</p> <p>1.2.c Number of young men and women identified and mapped based on criteria established;</p> <p>Baseline No active insider mediators currently supporting the early warning capacity in the country</p> <p>Targets A network of 50 insider mediators (including 30 % women) developed and deployed across the country.</p> <p>30 trained youth engaged with the network of mediators.</p>	<p><i>Project Monitoring and Evaluation Reports</i></p> <p><i>Ministry of Internal Affairs</i></p> <p><i>National Youth Commission</i></p> <p><i>Office of National Security</i></p> <p><i>UNDP Project Progress Report and Annual Review Reports</i></p>			<p>A network of 50 insider mediators established by mid-2015</p> <p>20 National level insider mediators actively responding to conflict threats by December 2015</p> <p>By December 2014 (50,000) young men and women (aged 15-35) identified and mapped based on criteria established</p>
Outcome Statement 2: A culture of dialogue established in which issues of national concern are discussed across political party lines and particularly	Output 2.1. A series of dialogues held across party lines and within targeted marginalized groups on issues of national concern	<p>Outcome Indicator</p> <p>2.1.a Number of dialogues organized on issues of national concern including on sexual and gender based violence;</p> <p>2.1b Number of participants in the dialogues;</p>	<p><i>Dialogue reports and minutes of meetings held;</i></p> <p><i>Project Monitoring and Evaluation Reports</i></p> <p><i>Ministry of Internal Affairs</i></p> <p><i>National Youth</i></p>			<p>(20) national and local level dialogues held by December 2014</p> <p>(70) dialogues held at the national and local levels by November 2015</p>

amongst high-risk groups		<p>2.1c Number of dialogues across party lines</p> <p>2.1d Number of interest groups represented in the dialogues;</p> <p>2.1e Number of recommendations made to the National Early Warning and Response System and to the network of insider mediators;</p> <p>Baseline A weak culture of dialogue in the country; vacuum left after UNIPSIL withdrawal; lack of opportunities for national dialogues of issues of national concern (with the exception of the dialogues held in the constitutional review process); limited culture of dialogue</p> <p>Targets Series of 20 tailored national dialogues contribute to peace consolidation by two-way interaction with the National Early Warning and Response System through holding dialogues about topics identified and by feeding the information to the insider mediators.</p>	Commission Office of National Security UNDP Project Progress Report and Annual Review Reports			
	Output 2.2: A network of mediators and dialogue facilitators trained and established	Outcome Indicator 2.2a Number of youth trained in mediation and dialogue facilitation 2.2b Number of women trained in mediation and dialogue facilitation				100 youth and women trained in mediation and dialogue facilitation by November 2015 By December 2014 viable interest groups for inclusion in national dialogues

		<p><i>2.2c Number of interest groups identified and mapped at the community, district and national levels for inclusion in dialogues</i></p> <p>Baseline:</p> <p>No network of insider mediators or dialogue facilitators currently active in the country.</p> <p>Targets</p> <p>30 youth provided with mediation and dialogue facilitation training and supporting peacebuilding efforts either through mediation or the facilitation of dialogues.</p> <p>20 women provided with mediation and dialogue facilitation training and supporting peacebuilding efforts either through mediation or the facilitation of dialogues</p>			<p>identified and mapped based on criteria established</p>
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Annex A: Project Summary (to be submitted as a word document to MPTF-Office)



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/ Developing national mechanisms and capacities for conflict prevention and peace preservation in Sierra Leone	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	Ministers of Internal Affairs and Youth, Office of National Security, National Youth Commission, Political Parties Registration Commission, and selected civil society partners.	
Location:	Sierra Leone	
Approved Project Budget:	US\$ 1,515,000	
Duration:	Planned Start Date: 1 September 2014	Planned Completion: 31 March 2016
Project Description:	The project aims to strengthen conflict resolutions mechanism in Sierra Leone building on the existing systems and filling the potential gaps due to the withdrawal of UNIPSIL. The project will support national stakeholders in institutionalizing systems for preserving peace through i) an early warning and response system, and ii) creating a culture of dialogue with a particular focus on engaging with youth at risk.	
PBF Priority Area:	Promote coexistence and peaceful resolution of conflicts(2.3)	
Project Outcome:	Outcome 1: Office of National Security (ONS) with the West African Network for Peacebuilding (WANEP) is able to monitor risks and threats to sustainable peace through an Early Warning and Response system and respond appropriately through a network of active insider mediators at national and local levels Outcome 2: A culture of dialogue established in which issues of national concern are discussed across political party lines and particularly amongst high-risk groups.	
Key Project Activities:	1.1. National and local efforts for identifying and resolving tensions and threats of potential conflict through a National Early Warning and Response System (NEWRS) supported. <ul style="list-style-type: none"> • Strengthen ONS capacity for early warning and response ; • Support establishment of a national conflict analysis group; • Support establishment of a national and sub-national advisor body to represent women and youth perspective in the conflict analysis; • Strengthen PROSECS and DISECS on continuous conflict mapping 	

to feed ONS;

- Training for ONS, PROSEC, DISEC and CHISEC level security committees;
- Engage in gender responsive public education and media advocacy to encourage use of the NEWRS;
- Explore the use of social media and related technologies for data collection and sharing by the NEWRS considering the limited access of women and semi-illiterate people in the country

1.2. National Early Warning and Response System supported through a network of trained insider mediators

- Establish a core advisory group of insider mediators (30% women) to respond to potential threats identified by NEWRS;
- Create a system of reporting and communication between national and sub-national level where women and youth can report on early warning sign.-Based on capacity assessment train a core group of insider mediators, including 30% women and 20% youth;

2.1. A series of dialogues held across party lines and within targeted marginalized groups on issues of national concern

- Support the facilitation of dialogue on topics such as land ownership and exploitation of natural resources, transparency and corruption, and harnessing the potential of youth,;
- Building on civic education and outreach within the constitutional review process, provide support in dialogue facilitation;
- Create a feedback mechanism from local to national level dialogues and onto relevant stakeholders.
- Create a feedback mechanism from local women's networks involved to national women's machinery.

2.2. A network of mediators and dialogue facilitators trained and established

- Identify and train insider mediators within each sector to support constructive dialogue, inter-generational dialogue;
- Work with National Youth Commission to build capacity of youth in communities in facilitating constructive dialogue and mediation;