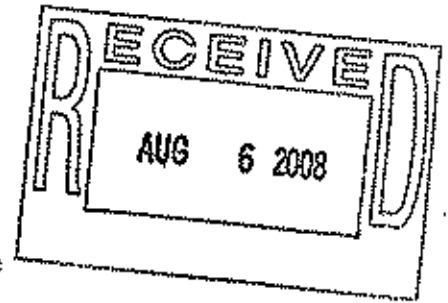




**Submission Form
To
Sierra Leone PBF Steering Committee**



To be completed by the Participating UN Organisation and Government Counterpart

To be completed by the Support Office of the Steering Committee	
Meeting No: 03	Date of Meeting: 15 th July 2008
Item No: 06	Programme/ project: <i>Support to Capacity Building and Programmes of National Anti-Corruption Strategy (NACS) Secretariat</i>

(To be completed by the Participating UN Organisation and endorsed by Peer Group)

To: Sierra Leone PBF Steering Committee	Date of Submission: 15 th July 2008.
From: National Authority and Head of UN Participating Organisation	Contact: Telephone number, email Abdul Tejan Cole +23276244720 Bernard Mokam : +23276541259
Through: Peer Group Chair	Contact: Telephone number, email Mr. John Sumaila: +23276684861
<input type="checkbox"/> Endorsement <input checked="" type="checkbox"/> Comments	
Proposed submission, if approved would result in:	Proposed submission resulted from:
<input type="checkbox"/> Continuation of existing programme/project <input checked="" type="checkbox"/> New programme/project <input type="checkbox"/> Other (explain)	<input checked="" type="checkbox"/> National Authorities initiative within Sierra Leone PBF Priority Plan <input type="checkbox"/> UN Agency initiative within Sierra Leone PBF Priority Plan <input type="checkbox"/> Other (explain)
Programme/project Title: <i>Support to Capacity Building and Programmes of National Anti-Corruption Strategy (NACS) Secretariat</i>	
Amount of PBF funds requested for Proposed Programme/project: USDS 349,034	
Amount of indirect costs requested: (7%)	

1. Background

Corruption has been perceived as one of the major causes of the 10 years of rebel war in Sierra Leone and it is widely considered as one of the driving forces for Sierra Leone's socio-economic decay and fragility. Among others, the state's inability to effectively utilize resources, collect taxes and exercise an effective and legitimate monopoly of power resulted in the collapse of the country. The scourge has led to the deprivation of the vast majority of the people. Today, the country is considered as one of the poorest nations in the world in spite of its rich natural resources. Committed to the fight against corruption, the Government of Sierra Leone set up the Anti-Corruption Commission in February 2000 with a mandate to prevent all forms of corruption in Sierra Leone. In his maiden address to parliament the present Government of Ernest Bai Koroma has reiterated this commitment to the fight against graft and to a zero tolerance policy for corruption.

Albeit the establishment of the Anti-Corruption Commission (ACC) as a crucial element of the consolidation of peace process and good governance, the ACC alone can not effectively fight corruption without the support of the other pillars of integrity in the state. Hence, a National Anti-Corruption Strategy (NACS) was formulated in 2005 and a Secretariat established to effectively coordinate the work aimed at analysing the root causes of corruption and finding solutions to reduce opportunities for graft within the public service and the society. A dedicated team of experts is to guide this process at Ministerial as well as national levels through constructive engagements with stakeholders including civil society, the media and international actors.

The proposed NACS Secretariat will be the driving force to coordinate the implementation undertaken by the pillars of integrity and to report on the same to the ACC and the Steering Committee in the first instance and at national level on the other. A three year strategic plan has been developed for the setting-up and running of the Secretariat (2008-2010). The ACC requests first year funding from the PBF to undertake the initial costs for set-up and running for 2008, meeting the costs of staff hire, furniture and logistics, after which operational costs are integrated in the national budget.

2. Purpose of Proposed Programme/Project

The goal of this project is to Contribute to Improved Governance through the reduction of corruption for improved service delivery.

To achieve this, the project shall seek to contribute to key output areas of

1. A well structured secretariat equipped with manpower and logistical support to carry out the coordination of the NACS implementation.
2. A well formulated Ministerial action plans developed from the policy matrix of the NACS for tracking progress made on the implementation process. The formulation of action plans will take the form of focused group discussion with entities identified under the various pillars of integrity
3. Adequately sensitised Sierra Leonean public on their social responsibilities in the fight against corruption through national sensitization on all pillars of integrity in the fight against corruption
4. Production of Monitoring reports to track progress made in the implementation of the NACS. Production of these reports will be coordinated by the NACS secretariat by collating the monitoring reports of entities with monitoring responsibilities as indicated on the policy matrix of the NACS.

3. Evaluation of Proposals by the Cluster

Provide concise summary evaluation of proposal against:

General principles and selection criteria		
(a)	Must be explicitly based on Sierra Leone PBF Priority Plan Assessment.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Must promote and ensure national ownership.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

(c)	Must fall within the areas of UN's comparative advantage.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
(d)	The organization must have the appropriate system to deliver the intervention.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
(e)	The UN response must be effective, coherent, context-sensitive, cost-efficient and the outcomes, sustainable.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
(f)	Must avoid duplication of and significant overlap with the activities of other actors.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
(g)	Must use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
(h)	Must build on existing capacities, strengths and experience.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
(i)	Must promote consultation, participation and partnerships.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

Project Implementability

	2007	2008
<i>Estimated commitments (\$mill)</i>	_____	\$ 75,000

Estimated disbursements (\$mill) _____ USDS 349,034

Project approved by Line Ministry _____ on _____ (date)

To be completed by the Steering Committee Support Office

4. Review by Steering Committee Support Office

Check on Programme/Project Proposal Format Contents

- Cover sheet (first page) Yes No
- Logical Framework Yes No
- Programme/Project Justification Yes No
- Programme/Project Management Arrangements Yes No
- Risks and Assumptions Yes No
- Budget Yes No
- Progress Report (for supplementary funding only) Yes No
- Support Cost Yes No

Provide concise summary assessment against:

- One year implementability*

Technical equipping of anti-corruption secretariat could be implemented within one year as most of the activities can be rolled out quickly.

- Agency indirect support cost*

Elaborate
7% for UNDP

- General evaluation criteria at annex 2.B.*

<i>General criteria for prioritising clusters</i>		
(a)	Must be in line with Sierra Leone PBF Priority Plan	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Recipient Organization is unable to meet high or urgent priority needs with existing level of funding.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Need to address high priority activities that have significant impact, and by nature must address seasonal or timing imperatives and considerations.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Supports activities that are likely to improve the overall peacebuilding situation at national and local levels.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	As the improving security situation permits, activities that exploit the opportunities presented.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

- Overall review of programme submission*

Recommendations

Elaborate
The implementation of a national anti-corruption strategy is key in promoting development and improved service delivery in Sierra Leone. It is therefore recommended that this project be approved

6. Decision of the Sierra Leone PBF Steering Committee

- Approved for a total budget of USDS 349,034
- Approved with modification/condition
- Deferred

7. Action taken by the Executive Coordinator, MDTF Office, UNDP

- Project consistent with provisions of the UN-LNDP and UNDP-Participating UN Organizations Memorandum of Understandings and Letter of Agreement with donors (if applicable)

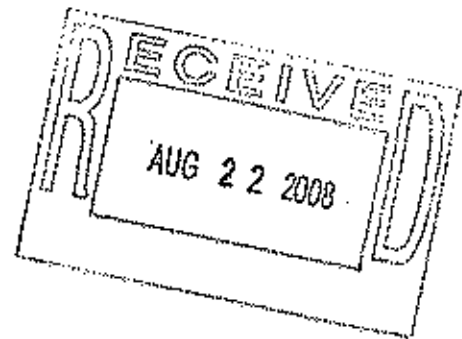
To be completed by the UNDP/ITF

..... 11/8/2008
Date

PBF/SLE/A-2

PBF Budget Summary for ACC Project

CATEGORY	TOTAL COST (\$)
1. Personnel	
<i>Including staff and consultants</i>	40,800.00
2. Contracts	
<i>Including companies, professional services, grants</i>	55,000.00
3. Training	72,000.00
4. Transport	42,000.00
5. Supplies and commodities	66,400.00
6. Equipment	20,000.00
7. Travel	30,000.00
8. Miscellaneous	-
Sub-total	326,200.00
9. Agency Management Support**	22,834.00
TOTAL	349,034.00





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 AUG 22 2008

PEACEBUILDING FUND PROJECT DOCUMENT COVER SHEET

Recipient UN Organization: United Nations Development Programme	National Ministry or other National Entity Office of the President: Anti-Corruption Commission																
Project Contact: Address: 3, Gloucester Street, Freetown Telephone: 076-224-720 E-mail: atejancole@yahoo.com / atejancole@anticorruption.org	Project Title: Support to Capacity Building and Programmes – National Anti-Corruption Strategy (NACS) Secretariat																
Project Number: PBF/SLE/A-2 To be completed by UNDP MDTF Office.	Project Location: Freetown																
Project Description: Coordination of the implementation of the National Anti-Corruption Strategy for improved delivery of social services and effective public service in preventing and confronting corruption without compromising peace and security.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Project Cost:</td> <td style="text-align: right;">\$ 424,034</td> </tr> <tr> <td>Peace building Fund:</td> <td style="text-align: right;">\$ 349,034</td> </tr> <tr> <td>Government Input:</td> <td style="text-align: right;">\$ 75,000</td> </tr> <tr> <td>Other:</td> <td></td> </tr> <tr> <td>Total:</td> <td></td> </tr> </table>	Total Project Cost:	\$ 424,034	Peace building Fund:	\$ 349,034	Government Input:	\$ 75,000	Other:		Total:							
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Peace building Fund:	\$ 349,034																
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Other:																	
Total:																	
Main Goal and Key Immediate Objectives: The goal of this project is to Contribute to Improved Governance through the reduction of corruption for improved service delivery. To achieve this, the project shall seek to contribute to key output areas of																	
Key Output: <ol style="list-style-type: none"> 1. A well structured secretariat equipped with manpower and logistical support to carry out the coordination of the NACS implementation. 2. A well formulated Ministerial action plans developed from the policy matrix of the NACS for tracking progress made on the implementation process. The formulation of action plans will take the form of focused group discussion with entities identified under the various pillars of integrity 3. Adequately sensitised Sierra Leonean public on their social responsibilities in the fight against corruption through national sensitization on all pillars of integrity in the fight against corruption 4. Formation of Civil Society Monitoring Group that is properly resourced to monitor the implementation process 5. Production of Monitoring reports to track progress made in the implementation of the NACS. Production of these reports will be coordinated by the NACS secretariat by collating the monitoring reports of entities with monitoring responsibilities as indicated on the policy matrix of the NACS. 																	
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">On behalf of:</th> <th style="width: 20%;"><i>Signature</i></th> <th style="width: 20%;"><i>Date</i></th> <th style="width: 30%;"><i>Name/Title</i></th> </tr> </thead> <tbody> <tr> <td>Recipient UN Organization</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>UN Representative</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Head of PBSO</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> </tbody> </table>		On behalf of:	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>	Recipient UN Organization	_____	_____	_____	UN Representative	_____	_____	_____	Head of PBSO	_____	_____	_____
On behalf of:	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>														
Recipient UN Organization	_____	_____	_____														
UN Representative	_____	_____	_____														
Head of PBSO	_____	_____	_____														



PEACEBUILDING FUND EMERGENCY WINDOW PROJECT DOCUMENT FORMAT

COMPONENT 1: Situation Analysis

Corruption has been perceived as one of the major causes of the 10 years of rebel war in Sierra Leone and it is widely considered as one of the driving forces for Sierra Leone's socioeconomic decay and fragility. Among others, the state's inability to effectively utilize resources, collect taxes and exercise an effective and legitimate monopoly of power resulted in the collapse of the country. The scourge has led to the deprivation of the vast majority of the people. Today, the country is considered as one of the poorest nations in the world in spite of its rich natural resources. This has been perpetuated and consolidated by undemocratic practices and by bad political, economic and corporate governance and management. The public service itself has been characterised by a plethora of problems including poor staff motivation partly due to lacking competitive salaries, cumbersome and outdated regulations and procedures, weak systems of accountability and transparency and an unsystematic and uncoordinated human resource development all of which created a fertile ground for the seeds of corruption to grow and flourish.

Being committed to the fight against corruption, the Government of Sierra Leone set up the Anti-Corruption Commission through an Act of Parliament in February 2000 with a mandate to prevent all forms of corruption in Sierra Leone. In his maiden address to parliament the present Government of Ernest Bai Koroma has also reiterated its commitment to the fight against graft and zero tolerance policy for corruption.

Albeit the establishment of the Anti-Corruption Commission (ACC) as a crucial part of the process for the consolidation of peace and good governance, the Commission can not as a stand alone institution effectively fight against corruption without the support of the other pillars of integrity in the state. This requires a broad stakeholder coalition and is better fought through systemic changes rather than through isolated events. In light of such reality, it is appropriate to have a national anti-corruption strategy (NACS) and a coordinating unit to effectively direct the fight through a clearly defined path that leads to a preferred destination. In this respect, the NACS was finalised in 2005 and serves as a national action plan aiming at analysing the root causes for corruption and finding solutions for reducing the opportunities of corruption within the public service and the society.

COMPONENT 2: Narrative Section: Project justification

As expressed, corruption has been and still is a crucial obstacle in Sierra Leone's development risking progress in achieving the Millennium Development Goals and also in realising the goals identified in the Poverty Reduction Strategy Paper (PRSP) and the Sierra Leone Peace building Cooperation Framework (Compact) in the area of consolidating democracy and good governance.

The present fight against corruption in Sierra Leone is the exclusive domain of the Anti-Corruption Commission and a few stakeholders. This has not been quite helpful as it fails to involve the other pillars of integrity within the state including Civil Society and the media. The approach was therefore piecemeal and uncoordinated.

The Anti-Corruption Act 2000 made provision in Sec 4 (1) for the Commissioner to implement the National Anti-Corruption Strategy (NACS) which presupposes that the Commissioner was to be the chief proponent and a driving force of such a task. The fight against corruption from the outset therefore was seen as the sole mandate of the ACC and the Commissioner. The implementation process was therefore very slow and eventually halted due to fundamental flaws in the drafting of the erstwhile strategy. This strategy has now been reviewed following a national consultative meeting that was held to consider the review of the strategy and the appointment of a technical working group to carry out the process, taking into consideration the weaknesses of the past.

With the completion of the review process of the NACS, the major challenge now is the implementation of the strategy which cannot be left uncoordinated. It requires a dedicated team of experts to guide the process at Ministerial as well as national levels through constructive engagements with stakeholders including civil society, the media and international actors. The inclusion of

every pillar of integrity within the state provides for a more structured approach in the fight against graft. The implementation of the NACS further makes it easier to track progress made in the fight against corruption since every pillar of integrity has a role to play in dealing with corruption issues identified in the policy matrix of the NACS. Every entity, pillar wise, has monitoring responsibilities with specific benchmarks and time frame. The proposed NACS Secretariat will be the driving force to coordinate the implementation undertaken by these pillars of integrity and to report on the same to the ACC and the Steering Committee in the first instance and at national level on the other.

Without the implementation of the NACS it will be difficult to measure any meaningful effort made by various sectors of the Sierra Leonean society in the fight against corruption in spite of the ongoing governance reform programmes that has impact on Anti-Corruption Performance. The present efforts of the ACC will continue to be piecemeal and uncoordinated, and the perception that the fight against corruption is the sole responsibility of the ACC will persist, making it difficult and unachievable to deal with the scourge.

The NACS Unit however lacks the required funding for its set-up and operationalization. A three year strategic plan has been developed for the setting-up and running of the Secretariat (2008-2010). The ACC is however requesting emergency funding from the PBF to undertake the initial costs for set-up and running for 2008, meeting the costs of staff, furniture and logistics.

With the implementation of the National Anti-Corruption Strategy (NACS) the country will benefit a lot in terms of a collaborative approach in the fight against corruption which will in turn contribute to the reduction of corruption in the country. There will be improved service delivery across the public sector and the corruption perception on the country will reduce thus improving the country's image in the international community and increasing investment opportunities. Improvements in service delivery will also positively contribute to strengthening people's trust in state institutions leading to a fertile ground for nation building, stability and peace.

COMPONENT 3: Logical Framework

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>1.0 Contribute to Improved Governance through the reduction of corruption for improved service delivery.</p>	<p>Pillars of integrity showing increased adherence to recommended policies Pillars of integrity showing improved service delivery</p>	<p>Annual report form PETS Surveys Post ante Evaluation by ACC and partners</p>	
<p>1.1 Contribute to an established NACS Unit with capacity to Coordinate the implementation of the National Anti-corruption Strategy</p>	<p>An established unit showing capacity in Coordinating the implementation of the NACS</p>	<p>Annual Evaluation/Review, Mid term review, Steering Committee annual report</p>	<p>Political will in the implementation of policy recommendation and funding may pose a problem in the long run. Sustained commitment on the part of appointed steering committee members in influencing policy adherence and the implementation of the strategy</p>
<p>1.2 Contribute to increased awareness on the importance of community/stakeholder involvement in addressing corruption by adhering to policy recommendations in the NACS geared towards increased service delivery</p>	<p>General public with increased level of awareness on stakeholder involvement in curbing corruption Pillars of integrity adhering to establish policy recommendations</p>	<p>Annual Scoping/perception surveys Achievement of benchmarks in the policy matrix of the NACS</p>	<p>Adequate budgetary provision for entities of focus under the various pillars of integrity to implement the action plans.</p>
<p>1.3 Effective and timely monitoring of the implementation of the NACS</p>	<p>Adherence to policy recommendations in the NACS evaluated</p>	<p>Number of monitoring visits to entities of focus Number of Monitoring Reports produced</p>	<p>Human errors in the process of monitoring may affect the quality of reporting</p>

<p>1.1.1 A structured secretariat to coordinate NACS implementation established</p>	<p>4 Staff recruitment,</p>	<p>Recruitment records</p>												
<p>1.1.2 Logistics (Vehicles and Office equipment) Procured</p>	<p>1 (4X4) Vehicles procured and delivered</p>	<p>Delivery note</p>												
<p>1.1.3 Assigned staff for the NACS provided with need-based trainings</p>	<p>No of capacity building trainings done</p>	<p>Training reports</p>												
<p>1.2.1 General Public sensitized on their social responsibilities in the fight against corruption and in the implementation of the NACS</p>	<p>No of public awareness programs undertaken on radio</p>	<p>Payment slip for slots</p>												
<p>1.2.2 Ministerial action plans developed from the policy matrix of the NACS for tracking progress made on the implementation process.</p>	<p>Action plans developed for each MDA</p>	<p>Reports from action plan</p>												
<p>1.2.3 Civil Society Monitoring Groups set up to monitor implementation</p>	<p>Monitoring groups formed with TOR and training provided</p>	<p>Reports of monitoring</p>												
<p>1.2.3 Production of Monitoring reports to track progress made in the implementation of the NACS</p>	<p>No of monitoring reports produced</p>	<p>Report files</p>												
<p>♦ 1.1.1.1 Assign staff for the NACS</p>														
<p>♦ 1.1.2.1 Raise purchase order through ATLAS for the supply of one 4x4 wheel vehicle</p>														
<p>♦ 1.1.3.1 Identify training needs, outsource and deliver trainings for recruited staff</p>														
<p>♦ 1.2.1.1 Conduct sensitization programs via radio for the general public</p>														
<p>♦ 1.2.2.1 Develop action plans for all Pillars of integrity including MDAs</p>														

COMPONENT 4: Budget

Category	Item	Number of Items	Unit Cost	Total Cost
1. Personnel (Top-up)				
Director(1)	Months	12	1,500	18,000
Coordinating Officers (2)	Months	24	600	14,400
Coordinating Assistant (1)	Months	12	400	4,800
Drivers (1)	Months	12	300	3,600
Sub Total				40,800
2. Contracts (commercial, grants, professional services)	Rent for office space	1	10,000	10,000
3. Training	Overseas training	3	9,000	27,000
	Support to Steering Committee Meetings	12	1,000	12,000
	Awareness Raising/ Sensitization and Workshops		45,000	45,000
	Support to Civil Society Monitoring Groups		45,000	45,000
Sub Total				139,000
4. Transport	Purchase of Vehicle,	1	30,000	30,000
	Motor bikes	2	6,000	12,000
Sub Total				42,000
5. Supplies and commodities	Office stationary, and Generator running cost	L/S		28,000
	Vehicle+ motor bikes running costs	12	2,200	26,400
Sub Total				54,400
6. Equipment	Purchase of equipment and furniture including Generator	L/S	20,000	20,000
7. Travel		L/S	30,000	30,000
Grand Sub Total				326,200
8. Agency Management Support**7%				22,834
Grand Total				349,034
14. GOSL contribution- Salaries and other Charges (Electricity, Water, Telephone etc)	L/S		75,000	75,000

* The Standard Financial Report that has been reviewed with the UNDG Financial Policies Working Group.

** The rate shall be within the range of 5% to 9%, with overall expected average of 7%, as specified in the PBF MOU, of the total of categories 1-8.

COMPONENT 5: Management Arrangements

Implementation and Supervision Arrangements

The management of the NACS Unit shall be headed by the Director who shall be directly responsible to the Commissioner of the Anti-Corruption. He shall work in close collaboration with other support staff and the Steering Committee on the implementation of the NACS.

The Secretariat shall be responsible for the timely implementation of programmes and production of reports to the Steering Committee and the Commissioner of the Anti-Corruption as and when required and shall coordinate the process of sensitization with pillars of integrity and the general public for internalization of the strategy.

Funds allocated to the Commission for the purpose of the implementation of the NACS shall be managed in accordance with the financial procedures and regulations of the Commission and donor guide lines where necessary. All other management arrangements shall be according to UNDP policies and procedures¹

5.2 Specific delivery mechanism chosen

Outcome 1.1 Contribute to an established NACS unit with capacity to coordinate the implementation of the National Anti-corruption Strategy

In order for the ACC to follow-up on and monitor the revised Anti Corruption Strategy, it was the recommendation that a unit be set up that would garner buy-ins from all pillars of integrity including MDAs and civil society. To contribute to ensuring an established secretariat, the project shall hire an office space, assign staff, furnish the office, procure office equipments and vehicles and provide need based capacity building training for the staff. The hiring of the office space, its furnishing, the procurement of equipments etc shall follow UNDP's policies and procedures as it obtains in dealing with sub grants.

Outcome 1.2 Contribute to increased awareness on the importance of community/stakeholder involvement in addressing corruption by adhering to policy recommendations in the NACS geared towards increased service delivery

The present fight against corruption in Sierra Leone is the exclusive domain of the Anti-Corruption Commission and a few stakeholders. This has not been quite helpful as it fails to involve the other pillars of integrity within the state including Civil Society and the media. The approach was therefore piecemeal and uncoordinated. The Anti-Corruption Act 2000 made provision in Sec 4 (1) for the Commissioner to implement the National Anti-Corruption Strategy (NACS) which presupposes that the Commissioner was to be the chief proponent and a driving force of such a task. The fight against corruption from the outset therefore was seen as the sole mandate of the ACC and the Commissioner.

The proposed NACS Unit will be the driving force to coordinate the implementation undertaken by these pillars of integrity and to report on the same to the ACC and the Steering Committee in the first instance and at national level on the other.

To achieve this, the Unit shall raise awareness to stakeholders and the wider community on their social responsibilities in the fight against corruption and in the implementation of the NACS; it shall also develop action plans for each pillar of integrity and monitor the implementation of those plans. The awareness raising shall be undertaken by eh NACS staff through radio discussions using various radios that are far reaching.

5.3 Sustainability Arrangements

The NACS Unit will be part of the ACC Human Resource framework and staff will benefit from top up salaries in line with the outlined parameters of the recent Human Resource review. To guarantee sustainability a five year strategic plan including a fund raising strategy will serve as one of the key tools for future funding. On the other hand, Government shall be required to make a commitment on a sustained and increasing budgetary support to the NACS

5.4 Time frame: Overall Timeframe for the initial funding shall be one year

¹ See MOU between UNDP and NACS

COMPONENT 6: Monitoring and evaluation

Baseline Data Collection

A participatory baseline data shall be collected for both outcomes and outputs. Inclusive in this shall be data on the target beneficiaries. Benchmarks in the forms of quantitative as well as qualitative data shall be collected. This shall later be used to measure progress on activities and results and their contribution to outcomes and outputs

Monitoring

Monitoring shall be done at various levels and in various forms. Activity and process level monitoring on a daily basis shall be the responsibility of the Civil Society Monitoring Group, NACS, ACC and UNDP. Together, they shall ensure efficacy in quality of delivered materials, efficiency in their costs and timelines of delivery. This monitoring shall be supported by relevant documentation (monthly reports, POs etc.)

Monthly and quarterly monitoring shall be further supported by the PBF Technical Secretariat for informing of the PBF Steering and Technical Committee, and for triangulating monitoring information fed into its system by UNDP and NACS The National Anti-Corruption Unit shall in this direction submit monthly and quarterly monitoring reports to UNDP who will then copy the PBF Secretariat.

Evaluation

Evaluations shall be quarterly, mid term and immediate post project. These shall jointly be undertaken by the the NACS-Secretariat, the PBF Secretariat, and the Steering Committee, Donors, and other stakeholders including civil society organisations. It shall take the forms of quarterly reviews and reports, midterm reviews, future stories and an annual review at the end of implementation. These shall go to indicate immediate effects of the intervention on the lives of the targeted beneficiaries. These shall inform quarterly and annual reports.

COMPONENT 7: Analysis of risks and assumptions

RISK ANALYSIS

The implementation of the NACS envisage a likely problem of political will and funding in the long run especially the provision of adequate budgetary provision for entities of focus under the various pillars of integrity to implement the action plans.

Lack of cooperation by the management of the entities of focus may also pose a problem for the implementation process especially the non-implementation of functional review recommendations of the public sector for the establishment of Change Management Teams that will serve as focal group for driving the implementation process.

Finally, failure to amend the Anti-Corruption Act by parliament may pose the problem of compliance on the part of entities under the pillars of integrity.

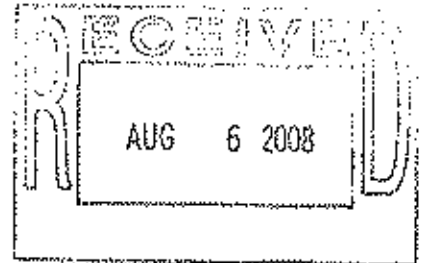
ASSUMPTION ANALYSIS

This project is developed on the main assumption that Government can sustain and increase budgetary allocation to the special fund for NACS. To ensure this, the PBF shall seek Government's commitment prior to project approval. To ensure sustained funding by donors, the PBF shall support NACS to develop a five year strategic plan that shall be used to develop a fund raising strategy for the sustenance of the project. Another assumption is that the peace will continue to be sustained thereby reducing the risk of future conflict. This is low given the successful conclusion of the recent democratic elections, commitment of the Peace Building Commission to support the peace process, on-going private and public-sector reforms, security and border strengthening.

Another significant risk for successful project implementation is the ownership of the programme by the Government and capacity of the line ministries, Parliament, the Judiciary and other national institutions without which the required legal instruments and policy directives will not be affected. However, the personal involvement of the new President and the coordination mechanisms that will be put in place will definitely mitigate this risk.



**SIERRA LEONE PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET**



Annex 1

Participating UN Organisation: UNDP	Office of the President: Anti-Corruption Commission
Project Contact Name: Abdul Tejan Cole Address: Anti Corruption Commission Telephone: +232 76 244 720 E-mail: atejancole@unlpo.com / atejancole@anticorruption.org	Peer Group Chair Name: Mr. John Sumaila Address: Ministry of Finance and Development Telephone: +23276684861 E-mail: john.sumaila@yahoo.com
Programme/Project Number: PBF/SLE/A-2	Programme/Project Location: Freetown
Programme/Project Description: Today, the country is considered as one of the poorest nations in the world in spite of its rich natural resources. This has been perpetuated and consolidated by undemocratic practices and by bad political, economic and corporate governance and management. The public service itself has been characterised by a plethora of problems including poor staff motivation partly due to lacking competitive salaries, cumbersome and outdated regulations and procedures, weak systems of accountability and transparency and an unsystematic and uncoordinated human resource development all of which created a fertile ground for the seeds of corruption to grow and flourish. Being committed to the fight against corruption, the Government of Sierra Leone set up the Anti-Corruption Commission through an Act of Parliament in February 2000 with a mandate to prevent all forms of corruption in Sierra Leone. In his maiden address to parliament the present Government of Ernest Bai Koroma has also reiterated its commitment to the fight against graft and zero tolerance policy for corruption.	Total Programme/Project Cost: PBF: USDS Government Input: US\$55 75,000 Other:- Total: US\$ 349,034 Programme/Project Duration: August 2008 – July 2009
Development Goal and Key Immediate Objectives: The goal of this project is to Contribute to improved Governance through the reduction of corruption for improved service delivery.	

Outputs and Key Activities:

1. A well structured secretariat equipped with manpower and logistical support to carry out the coordination of the NACS implementation.
2. A well formulated Ministerial action plans developed from the policy matrix of the NACS for tracking progress made on the implementation process. The formulation of action plans will take the form of focused group discussion with entities identified under the various pillars of integrity
3. Adequately sensitised Sierra Leonean public on their social responsibilities in the fight against corruption through national sensitization on all pillars of integrity in the fight against corruption
4. Production of Monitoring reports to track progress made in the implementation of the NACS. Production of these reports will be coordinated by the NACS secretariat by collating the monitoring reports of entities with monitoring responsibilities as indicated on the policy matrix of the NACS.

Peer Review Date: 19th June 2008

Steering Committee Support Office Review Date: April - May 2008

Steering Committee Approval Date: 15th July 2008



**PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET**

Recipient UN Organization: United Nations Development Programme	National Ministry or other National Entity Office of the President; Anti-Corruption Commission														
Project Contact: Address: 3, Gloucester Street, Freetown Telephone: 076-224-720 E-mail: atejancole@yahoo.com / atejancole@anticorruption.org	Project Title: Support to Capacity Building and Programmes – National Anti-Corruption Strategy (NACS) Secretariat														
Project Number: To be completed by UNDP MDTF Office	Project Location: Freetown														
Project Description: Coordination of the implementation of the National Anti-Corruption Strategy for improved delivery of social services and effective public service in preventing and confronting corruption without compromising peace and security.	<table border="1"> <tr> <td>Total Project Cost:</td> <td>\$ 424,034</td> </tr> <tr> <td>Peace building Fund:</td> <td>\$ 349,034</td> </tr> <tr> <td>Government input:</td> <td>\$ 75,000</td> </tr> <tr> <td>Other:</td> <td></td> </tr> <tr> <td>Total:</td> <td></td> </tr> <tr> <td colspan="2">Project Duration:</td> </tr> <tr> <td colspan="2">1 year</td> </tr> </table>	Total Project Cost:	\$ 424,034	Peace building Fund:	\$ 349,034	Government input:	\$ 75,000	Other:		Total:		Project Duration:		1 year	
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On behalf of: Recipient UN Organization UN Representative Head of PBSO	<table border="1"> <tr> <td align="center"><i>Signature</i></td> <td align="center"><i>Date</i></td> <td align="center"><i>Name/Title</i></td> </tr> <tr> <td align="center">_____</td> <td align="center">_____</td> <td align="center">_____</td> </tr> </table>	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>	_____	_____	_____								
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PEACEBUILDING FUND EMERGENCY WINDOW PROJECT DOCUMENT FORMAT

COMPONENT 1: Situation Analysis

Corruption has been perceived as one of the major causes of the 10 years of rebel war in Sierra Leone and it is widely considered as one of the driving forces for Sierra Leone's socioeconomic decay and fragility. Among others, the state's inability to effectively utilize resources, collect taxes and exercise an effective and legitimate monopoly of power resulted in the collapse of the country. The scourge has led to the deprivation of the vast majority of the people. Today, the country is considered as one of the poorest nations in the world in spite of its rich natural resources. This has been perpetuated and consolidated by undemocratic practices and by bad political, economic and corporate governance and management. The public service itself has been characterised by a plethora of problems including poor staff motivation partly due to lacking competitive salaries, cumbersome and outdated regulations and procedures, weak systems of accountability and transparency and an unsystematic and uncoordinated human resource development all of which created a fertile ground for the seeds of corruption to grow and flourish.

Being committed to the fight against corruption, the Government of Sierra Leone set up the Anti-Corruption Commission through an Act of Parliament in February 2000 with a mandate to prevent all forms of corruption in Sierra Leone. In his maiden address to parliament the present Government of Ernest Bai Koroma has also reiterated its commitment to the fight against graft and zero tolerance policy for corruption.

Albeit the establishment of the Anti-Corruption Commission (ACC) as a crucial part of the process for the consolidation of peace and good governance, the Commission can not as a stand alone institution effectively fight against corruption without the support of the other pillars of integrity in the state. This requires a broad stakeholder coalition and is better fought through systemic changes rather than through isolated events. In light of such reality, it is appropriate to have a national anti-corruption strategy (NACS) and a coordinating unit to effectively direct the fight through a clearly defined path that leads to a preferred destination. In this respect, the NACS was finalised in 2005 and serves as a national action plan aiming at analysing the root causes for corruption and finding solutions for reducing the opportunities of corruption within the public service and the society.

COMPONENT 2: Narrative Section: Project justification

As expressed, corruption has been and still is a crucial obstacle in Sierra Leone's development risking progress in achieving the Millennium Development Goals and also in realising the goals identified in the Poverty Reduction Strategy Paper (PRSP) and the Sierra Leone Peace building Cooperation Framework (Compact) in the area of consolidating democracy and good governance.

The present fight against corruption in Sierra Leone is the exclusive domain of the Anti-Corruption Commission and a few stakeholders. This has not been quite helpful as it fails to involve the other pillars of integrity within the state including Civil Society and the media. The approach was therefore piecemeal and uncoordinated.

The Anti-Corruption Act 2000 made provision in Sec 4 (1) for the Commissioner to implement the National Anti-Corruption Strategy (NACS) which presupposes that the Commissioner was to be the chief proponent and a driving force of such a task. The fight against corruption from the outset therefore was seen as the sole mandate of the ACC and the Commissioner. The implementation process was therefore very slow and eventually halted due to fundamental flaws in the drafting of the erstwhile strategy. This strategy has now been reviewed following a national consultative meeting that was held to consider the review of the strategy and the appointment of a technical working group to carry out the process, taking into consideration the weaknesses of the past.

With the completion of the review process of the NACS, the major challenge now is the implementation of the strategy which cannot be left uncoordinated. It requires a dedicated team of experts to guide the process at Ministerial as well as national levels through constructive engagements with stakeholders including civil society, the media and international actors. The inclusion of

every pillar of integrity within the state provides for a more structured approach in the fight against graft. The implementation of the NACS further makes it easier to track progress made in the fight against corruption since every pillar of integrity has a role to play in dealing with corruption issues identified in the policy matrix of the NACS. Every entity, pillar wise, has monitoring responsibilities with specific benchmarks and time frame. The proposed NACS Secretariat will be the driving force to coordinate the implementation undertaken by these pillars of integrity and to report on the same to the ACC and the Steering Committee in the first instance and at national level on the other.

Without the implementation of the NACS it will be difficult to measure any meaningful effort made by various sectors of the Sierra Leonean society in the fight against corruption in spite of the ongoing governance reform programmes that has impact on Anti-Corruption Performance. The present efforts of the ACC will continue to be piecemeal and uncoordinated, and the perception that the fight against corruption is the sole responsibility of the ACC will persist, making it difficult and unachievable to deal with the scourge.

The NACS Unit however lacks the required funding for its set-up and operationalization. A three year strategic plan has been developed for the setting-up and running of the Secretariat (2008-2010). The ACC is however requesting emergency funding from the PBF to undertake the initial costs for set-up and running for 2008, meeting the costs of staff, furniture and logistics.

With the implementation of the National Anti-Corruption Strategy (NACS) the country will benefit a lot in terms of a collaborative approach in the fight against corruption which will in turn contribute to the reduction of corruption in the country. There will be improved service delivery across the public sector and the corruption perception on the country will reduce thus improving the country's image in the international community and increasing investment opportunities. Improvements in service delivery will also positively contribute to strengthening people's trust in state institutions leading to a fertile ground for nation building, stability and peace.

COMPONENT 3: Logical Framework

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>1.0 Contribute to Improved Governance through the reduction of corruption for improved service delivery.</p>	<p>Pillars of integrity showing increased adherence to recommended policies Pillars of integrity showing improved service delivery</p>	<p>Annual report form PETS Surveys Post ante Evaluation by ACC and partners</p>	
<p>1.1 Contribute to an established NACS Unit with capacity to Coordinate the implementation of the National Anti-corruption Strategy</p>	<p>An established unit showing capacity in Coordinating the implementation of the NACS</p>	<p>Annual Evaluation/Review, Mid term review, Steering Committee annual report</p>	<p>Political will in the implementation of policy recommendation and funding may pose a problem in the long run. Sustained commitment on the part of appointed steering committee members in influencing policy adherence and the implementation of the strategy</p>
<p>1.2 Contribute to increased awareness on the importance of community/stakeholder involvement in addressing corruption by adhering to policy recommendations in the NACS geared towards increased service delivery</p>	<p>General public with increased level of awareness on stakeholder involvement in curbing corruption Pillars of integrity adhering to establish policy recommendations</p>	<p>Annual Scoping/perception surveys Achievement of benchmarks in the policy matrix of the NACS</p>	<p>Adequate budgetary provision for entities of focus under the various pillars of integrity to implement the action plans.</p>
<p>1.3 Effective and timely monitoring of the implementation of the NACS</p>	<p>Adherence to policy recommendations in the NACS evaluated</p>	<p>Number of monitoring visits to entities of focus Number of Monitoring Reports produced</p>	<p>Human errors in the process of monitoring may affect the quality of reporting</p>

COMPONENT 4: Budget

Category	Item	Number of Items	Unit Cost	Total Cost
1. Personnel (Top-up)				
Director(1)	Months	12	1,500	18,000
Coordinating Officers (2)	Months	24	600	14,400
Coordinating Assistant (1)	Months	12	400	4,800
Drivers (1)	Months	12	300	3,600
			Sub Total	40,800
2. Contracts (commercial, grants, professional services)	Rent for office space	1	10,000	10,000
3. Training	Overseas training	3	9,000	27,000
4. Transport	Purchase of Vehicle,	1	30,000	30,000
5. Motor bikes	bikes	2	6,000	12,000
6. Vehicle+ motor bikes running costs	Months	12	2,200	26,400
7. Supplies and commodities Office stationary, and Generator running cost	L/S			28,000
8. Equipment Purchase of equipment and furniture including Generator	L/S		20,000	20,000
9. Monitoring/ Local Travels	L/S		30,000	30,000
10. Awareness Raising/Sensitization and Workshops	L/S		45,000	45,000
11. Support to Steering Committee Meetings	Months	12	1,000	12,000
12. Support to Civil Society Monitoring Groups	L/S		45,000	45,000
			Sub Total	285,400
13. Agency Management Support**7%				22,834
14. GOSL contribution- Salaries and other Charges (Electricity, Water, Telephone etc)	L/S		75,000	75,000
			Grand Total	424,034

326,200

7%

349,034

* The Standard Financial Report that has been reviewed with the UNDG Financial Policies Working Group.

** The rate shall be within the range of 5% to 9%, with overall expected average of 7%, as specified in the PBF MOU, of the total of categories 1-8.

Output		Output	
1.1.1 A structured secretariat to coordinate NACS implementation established	4 Staff recruitment,	Recruitment records	
1.1.2 Logistics (Vehicles and Office equipment) Procured	1 (4x4) Vehicles procured and delivered	Delivery note	Timely delivery of vehicles
1.1.3 Assigned staff for the NACS provided with need-based trainings	No of capacity building trainings done	Training reports	Commitment by staff to put training into practice
1.2.1 General Public sensitized on their social responsibilities in the fight against corruption and in the implementation of the NACS	No of public awareness programs undertaken on radio	Payment slip for slots	Commitment of the public to change attitudes towards reporting corruption
1.2.2 Ministerial action plans developed from the policy matrix of the NACS for tracking progress made on the implementation process.	Action plans developed for each MDA	Reports from action plan	MDAs willing to follow recommendations in action plans
1.2.3 Civil Society Monitoring Groups set up to monitor implementation	Monitoring groups formed with TOR and training provided	Reports of monitoring	Identification of areas of weaknesses and strengths in the implementation process
1.2.3 Production of Monitoring reports to track progress made in the implementation of the NACS	No of monitoring reports produced	Report files	Commitment of management to follow up on recommendations in reports
<ul style="list-style-type: none"> ♦ 1.1.1.1 Assign staff for the NACS ♦ 1.1.2.1 Raise purchase order through ATLAS for the supply of one 4x4 wheel vehicle ♦ 1.1.3.1 Identify training needs, resources and deliver trainings for recruited staff ♦ 1.2.1.1 Conduct sensitization programs via radio for the general public ♦ 1.2.2.1 Develop action plans for all Pillars of integrity including MDAs 			

COMPONENT 5: Management Arrangements

Implementation and Supervision Arrangements

The management of the NACS Unit shall be headed by the Director who shall be directly responsible to the Commissioner of the Anti-Corruption. He shall work in close collaboration with other support staff and the Steering Committee on the implementation of the NACS.

The Secretariat shall be responsible for the timely implementation of programmes and production of reports to the Steering Committee and the Commissioner of the Anti-Corruption as and when required and shall coordinate the process of sensitization with pillars of integrity and the general public for internalization of the strategy.

Funds allocated to the Commission for the purpose of the implementation of the NACS shall be managed in accordance with the financial procedures and regulations of the Commission and donor guide lines where necessary. All other management arrangements shall be according to UNDP policies and procedures¹

5.2 Specific delivery mechanism chosen

Outcome 1.1 Contribute to an established NACS unit with capacity to coordinate the implementation of the National Anti-corruption Strategy

In order for the ACC to follow-up on and monitor the revised Anti Corruption Strategy, it was the recommendation that a unit be set up that would garner buy-ins from all pillars of integrity including MDAs and civil society. To contribute to ensuring an established secretariat, the project shall hire an office space, assign staff, furnish the office, procure office equipments and vehicles and provide need based capacity building training for the staff. The hiring of the office space, its furnishing, the procurement of equipments etc shall follow UNDP's policies and procedures as it obtains in dealing with sub grants.

Outcome 1.2 Contribute to increased awareness on the importance of community/stakeholder involvement in addressing corruption by adhering to policy recommendations in the NACS geared towards increased service delivery

The present fight against corruption in Sierra Leone is the exclusive domain of the Anti-Corruption Commission and a few stakeholders. This has not been quite helpful as it fails to involve the other pillars of integrity within the state including Civil Society and the media. The approach was therefore piecemeal and uncoordinated. The Anti-Corruption Act 2000 made provision in Sec 4 (1) for the Commissioner to implement the National Anti-Corruption Strategy (NACS) which presupposes that the Commissioner was to be the chief proponent and a driving force of such a task. The fight against corruption from the outset therefore was seen as the sole mandate of the ACC and the Commissioner.

The proposed NACS Unit will be the driving force to coordinate the implementation undertaken by these pillars of integrity and to report on the same to the ACC and the Steering Committee in the first instance and at national level on the other.

To achieve this, the Unit shall raise awareness to stakeholders and the wider community on their social responsibilities in the fight against corruption and in the implementation of the NACS; it shall also develop action plans for each pillar of integrity and monitor the implementation of those plans. The awareness raising shall be undertaken by the NACS staff through radio discussions using various radios that are far reaching.

5.3 Sustainability Arrangements

The NACS Unit will be part of the ACC Human Resource framework and staff will benefit from top up salaries in line with the outlined parameters of the recent Human Resource review. To guarantee sustainability a five year strategic plan including a fund raising strategy will serve as one of the key tools for future funding. On the other hand, Government shall be required to make a commitment on a sustained and increasing budgetary support to the NACS

5.4 Time frame: Overall Timeframe for the initial funding shall be one year

¹ See MOU between UNDP and NACS

COMPONENT 6: Monitoring and evaluation

Baseline Data Collection

A participatory baseline data shall be collected for both outcomes and outputs. Inclusive in this shall be data on the target beneficiaries. Benchmarks in the forms of quantitative as well as qualitative data shall be collected. This shall later be used to measure progress on activities and results and their contribution to outcomes and outputs

Monitoring

Monitoring shall be done at various levels and in various forms. Activity and process level monitoring on a daily basis shall be the responsibility of the Civil Society Monitoring Group, NACS, ACC and UNDP. Together, they shall ensure efficacy in quality of delivered materials, efficiency in their costs and timelines of delivery. This monitoring shall be supported by relevant documentation (monthly reports, POs etc.)

Monthly and quarterly monitoring shall be further supported by the PBF Technical Secretariat for informing of the PBF Steering and Technical Committee, and for triangulating monitoring information fed into its system by UNDP and NACS. The National Anti-Corruption Unit shall in this direction submit monthly and quarterly monitoring reports to UNDP, who will then copy the PBF Secretariat.

Evaluation

Evaluations shall be quarterly, mid term and immediate post project. These shall jointly be undertaken by the the NACS-Secretariat, the PBF Secretariat, and the Steering Committee, Donors, and other stakeholders including civil society organisations. It shall take the forms of quarterly reviews and reports, midterm reviews, future stories and an annual review at the end of implementation. These shall go to indicate immediate effects of the intervention on the lives of the targeted beneficiaries. These shall inform quarterly and annual reports.

COMPONENT 7: Analysis of risks and assumptions

RISK ANALYSIS

The implementation of the NACS envisage a likely problem of political will and funding in the long run especially the provision of adequate budgetary provision for entities of focus under the various pillars of integrity to implement the action plans.

Lack of cooperation by the management of the entities of focus may also pose a problem for the implementation process especially the non-implementation of functional review recommendations of the public sector for the establishment of Change Management Teams that will serve as focal group for driving the implementation process.

Finally, failure to amend the Anti-Corruption Act by parliament may pose the problem of compliance on the part of entities under the pillars of integrity.

ASSUMPTION ANALYSIS

This project is developed on the main assumption that Government can sustain and increase budgetary allocation to the special fund for NACS. To ensure this, the PBF shall seek Government's commitment prior to project approval. To ensure sustained funding by donors, the PBF shall support NACS to develop a five year strategic plan that shall be used to develop a fund raising strategy for the sustenance of the project. Another assumption is that the peace will continue to be sustained thereby reducing the risk of future conflict. This is low given the successful conclusion of the recent democratic elections, commitment of the Peace Building Commission to support the peace process, on-going private and public-sector reforms, security and border strengthening;

Another significant risk for successful project implementation is the ownership of the programme by the Government and capacity of the line ministries, Parliament, the Judiciary and other national institutions without which the required legal instruments and policy directives will not be affected. However, the personal involvement of the new President and the coordination mechanisms that will be put in place will definitely mitigate this risk.