

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

To be completed by the Participating UN Organisation and Government Counterpart

<i>To be completed by the Support Office of the Steering Committee</i>	
Meeting No: 03	Date of Meeting: 15th July, 2008
Item No: 03	Programme/ project: Support to the Office of National Security (ONS)

(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 Rtd. Brigadier Kellie H. Conteh, National Security Coordinator kellie201conteh@yahoo.co.uk
Through: Peer Group Chair <input checked="" type="checkbox"/> Endorsement <input type="checkbox"/> Comments	Contact: Telephone number, email Mr. John Sumaila: +23276684861
Proposed submission, if approved would result in: <input type="checkbox"/> Continuation of existing programme/project <input type="checkbox"/> New programme/project <input checked="" type="checkbox"/> Other (explain) Complimentary funding with DFID providing \$ 1,400,000 for the construction of the building	Proposed submission resulted from: <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: Support to the Office of National Security (ONS)	
Amount of PBF funds requested for Proposed Programme/project: \$1,576,538	
Amount of indirect costs requested: (7%)	

1. Background

The objective of peace building has, since the end of the war, been a key priority of the Government of Sierra Leone. After the war, it became necessary to put structures in place to consolidate gains made in restoring peace to avoid a relapse into conflict. This precipitated the idea of Security Sector Reform which has been identified as a threat to sustained peace in the Peace Consolidation Strategy and the Priority Plan. SSR also happens to be a primary pillar in the Poverty Reduction Strategy.

Out of the desire to consolidate peace was born the National Security & Central Intelligence Act (2002) which established the Office of National Security (ONS) and the Central Intelligence & Security Unit (CISU). The ONS reserves the mandate to coordinate the roles and responsibilities of all security sector institutions while CISU is the main intelligence organization which feeds intelligence into the larger framework via the ONS.

This project shall compliment the DFID's support effort in improving security sector coordination and intelligence gathering for the ONS/CISU. It shall contribute to improved national security for sustainable development as prescribed by Pillar 1 of the PRSP. The ONS/CISU is currently housed at the State House in overcrowded accommodation which is now required for the use of the Office of the President. Additionally it is inappropriate for intelligence and security agencies who are striving to maintain an apolitical stance to be housed within State House. DFID is providing \$1,400,000 to build a two-story structure to house ONS/CISU. Preparatory work has commenced on a central site provided by the Government of Sierra Leone. The PBF shall compliment this work by providing furniture, IT installation and Vehicles.

2. Purpose of Proposed Programme/Project

In order to contribute to improved national security creating an environment for sustainable development. The PBF shall target as an immediate objective to contribute to an enhanced capacity for intelligence gathering, communication and coordination.

In order to contribute to this outcome, key outputs shall include furnishing the new ONS/CISU building, providing integrated and secure IS/ IT equipment and installations for the office and procuring and delivering 13 vehicles to enhance the work of ONS/CISU.

3. Evaluation of Proposals by the Cluster

Provide concise summary evaluation of proposal against:

<i>General principles and selection criteria</i>		
(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>		
<i>Estimated disbursements (\$mill)</i>	\$1,576,538	

Project approved by Line Ministries of Defence and Internal Affairs on _____ (date)

4. Review by Steering Committee Support Office

Check on Programme/Project Proposal Format Contents

- | | | |
|---|---|-----------------------------|
| <input type="checkbox"/> Cover sheet (first page) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Logical Framework | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Programme/Project Justification | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Programme/Project Management Arrangements | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Risks and Assumptions | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Budget | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Progress Report (for supplementary funding only) | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Support Cost | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

Provide concise summary assessment against:

One year Implementability

Elaborate

The project compliments DFID's support in constructing a building. Most of the deliverables are contingent upon the completion of the ONS/CISU building. If DFID's timeline is ahead to, the project can deliver before completion of the building and put in installations like furniture, IT etc before the timelines set in this project against one year.

Agency indirect support cost

Elaborate

UNDP has consented to take 7% as GMS.

General evaluation criteria at annex 2.B.

<i>General criteria for prioritising clusters.</i>		Yes <input type="checkbox"/>	No <input type="checkbox"/>
(a)	Must be in line with Sierra Leone PBF Priority Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>
(b)	Recipient Organization is unable to meet high or urgent priority needs with existing level of funding.	<input checked="" type="checkbox"/>	<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.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

To be completed by the Steering Committee Support Office

(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
 In support for improved security and peace, we recommend that this project be supported. This view has also been shared by the Pillar Working Group review meeting.

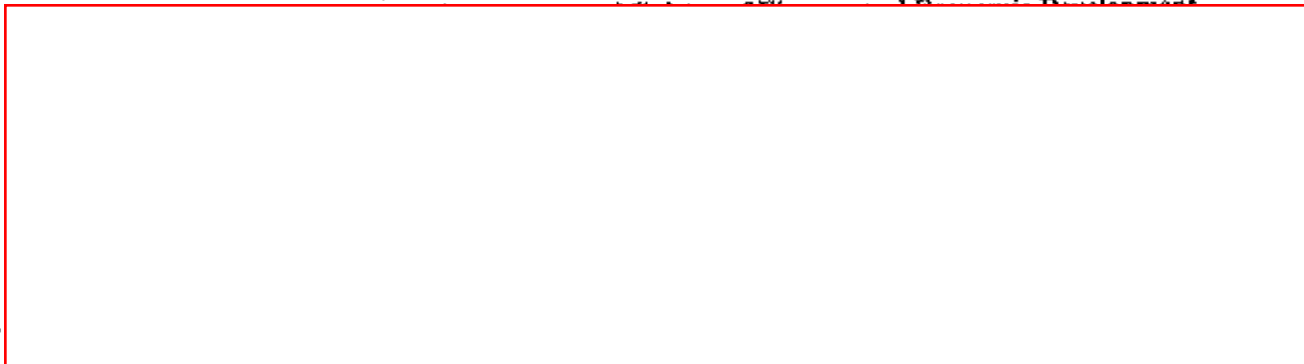
Elaborate

6. Decision of the Sierra Leone PBF Steering Committee

- Approved for a total budget of S.\$1,576,538.
- Approved with modification/condition
- Deferred

Michael Schulenburg

Hon Deputy Minister



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



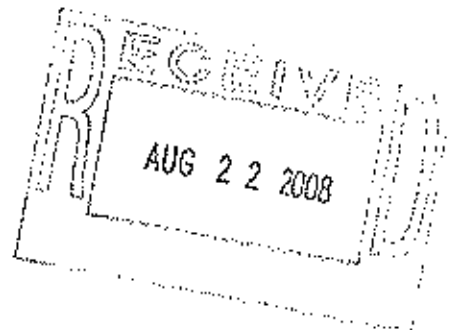
To be completed by the Steering Committee Support Office

ONS

PBF/SLE-B7

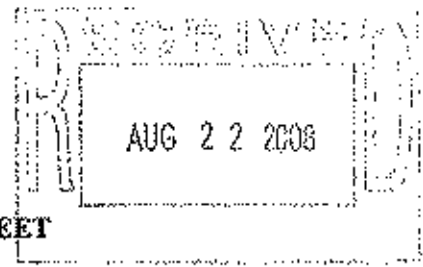
PBF Budget Summary for Energy Project

CATEGORY	TOTAL COST (\$)
1. Personnel <i>Including staff and consultants</i>	60,000.00
2. Contracts <i>Including companies, professional services, grants</i>	18,000.00
3. Training	45,000.00
4. Transport	480,000.00
5. Supplies and commodities	60,000.00
6. Equipment	780,400.00
7. Travel	-
8. Miscellaneous	30,000.00
Sub-total	1,473,400.00
9. Agency Management Support**	103,138.00
TOTAL	1,576,538.00





**PEACEBUILDING FUND
EMERGENCY WINDOW
PROJECTDOCUMENT COVER SHEET**



Recipient UN Organization UNDP	National Ministry or other National Entity: Office of National Security
Project Contact: Rtd. Brigadier Kellie H. Conteh, National Security Coordinator Address: Office of National Security, State House, Freetown. Telephone: mobile: 076 612884 Email: kellie201@yahoo.co.uk	Project Title: Support to Security Coordination and Enhancing Early Warning Systems to Consolidate Peace, Security and Sustainable Development in Sierra Leone
Project Number: PBF/SLE/B-7	Project Location: Freetown
Project Description: This project, with two components, shall complement the GoSL's effort in improving national early warning systems, improved public confidence and participation in the security sector. This activity will contribute to improved national security for sustainable development as prescribed by Pillar 1 of the PRSP. Pilot projects covering fifteen border Chiefdoms will extend the existing regional and district security architecture to Chiefdom levels. It will enhance community participation and confidence in the security sector as a whole and further strengthen the nexus between national local community needs. The Office of National Security (ONS) is currently housed at the State House and is being threatened with eviction. DFID has allocated \$1,400,000 to re-house the office of National Security. This building contract has been awarded and the anticipated date of completion is July '09. The PBF shall compliment this work by:	Total Project Cost: \$1,576,538 Peace building Fund: \$1,576,538 Government Input: Other: Total: \$1,576,538 Project Duration: 12 Months
Main Goal and Key Immediate Objectives: In order to contribute to improved national security for sustainable development, the PBF shall target as an immediate objective contributing to an enhanced capacity for early warning systems, coordination and collaboration between and among security sector agencies and enhance community participation with an overall goal of providing the enabling	

environment for sustainable development.

Outputs and Key Activities:

In order to contribute to this outcome, key outputs shall include the successful implementation of pilot projects to extend the security architecture to Chiefdom level, furnishing the new ONS/CISU building, providing IT equipment and installations for the office, and procuring and delivering 13 vehicles to enhance the work of ONS.

On behalf of:	Signature	Date	Name/Title
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Support to Security Coordination and Enhancing Early Warning Systems to Consolidate Peace, Security and Sustainable Development in Sierra Leone

Recipient UN Organization -UNDP

UN Representative

Head of PBSO

1.0 SITUATION ANALYSIS

The objective of peace building has, since the end of the war, been a key priority of the Government of Sierra Leone. After the war, it became necessary to put structures in place to consolidate gains made in restoring peace to avoid a relapse into conflict. This precipitated the idea of Security Sector Reform which has been identified as a threat to sustained peace in the Peace Consolidation Strategy and the Priority Plan. SSR also happens to be a primary pillar in the Poverty Reduction Strategy.

Out of the desire to consolidate peace was born the National Security & Central Intelligence Act (2002) which established the Office of National Security (ONS) and the Central Intelligence & Security Unit (CISU). The ONS reserves the mandate to coordinate the roles and responsibilities of all security sector institutions while CISU is the main intelligence organization which feeds intelligence into the larger framework via the ONS.

The National Security & Central Intelligence Act (2002), among other things, gives the ONS the mandate outlined as follows:

Maintaining a cordial and cooperative relationship between the National Security Community and Civil Society; 2) Supervision of security vetting, 3) The mobilization and judicious use resources on behalf of and by the security sector; 4) The primary coordinator for the management of national emergencies; 5) The coordination of intelligence at national, Provincial and District levels; 6) Collation and assessment of intelligence in respect of activities that may constitute threats to national security – internal or external; 7) Implementation of protective security measures in government ministries, departments and agencies to ensure uniform high standards; 8) Protect the state against the activities of persons desirous of overthrowing the democratically elected Government of Sierra Leone; 9) Provide direct secretarial services to the National Security Council (NSC) and its Coordinating Group (NSCCG).

The main departments within the ONS¹ are the Provincial & Border Security Department, the Joint Assessment Team, the Ministerial & Inter-Agency Relations Department, the Serious Organized Crime Coordinating Group, the Cabinet & Parliamentary Affairs Department and the Disaster Management Department.

The current staff strength of the entire ONS/CISU is 120. There are plans for expansion in the future as and when the situation dictates and the funding permits.

The reformed security structure has been tested and proved worthy of surmounting stout national security challenges as was exemplified in the just concluded Presidential & Parliamentary Elections. Aside from engendering a cordial and amiable working relationship between our primary security forces, which was hitherto strained, the ONS has also severally been able to bring all security sector institutions to work together in a joint manner for the same goal. The formation of the Provincial and District Security Committees, which are coordinated by ONS staff deployed in respective districts, has largely ensured a unified approach to national security matters. However, the architecture lacks a presence at Chiefdom level to ensure real early warning systems from grassroots level. On the whole, ONS has both unilateral and multilateral partnerships with all security sector institutions, especially the primary security forces, i.e. the SLP and the RSLAF with whom operational planning is done in line with intelligence and information gathered.

Inasmuch as a lot of progress has been made in the SSR process, there have been some constraints in achieving higher goals particularly as it pertains to financing. A lot of input has been made by the donor community to augment GoSL's fledgling fiscal strength. DfID is currently providing direct budget support for the ONS/CISU. However, there still remain some gaps which need immediate attention.

2.0 PROJECT JUSTIFICATION

Conflict mitigation is largely predicated on having in place an effective national early warning system and public understanding of and commitment to the national security structure. The creation of PROSECs and DISECs has been universally seen as addressing regional and district early warning and community engagement in security issues. Sierra Leone has 149 Chiefdoms below District level and hence the need for the security architecture to cascade to this culturally accepted local level. With the ending of a UNIOSIL presence in Sierra Leone by September 2008, there is a greater need for Government to ensure a fully functional security early warning system accepting the fragility of not only Sierra Leone but neighbouring countries within the Mano River Union. Pilot programmes in fifteen (15) border Chiefdoms will create Chiefdom Security Committees (CHISECs) to support and enhance the existing national security framework.

¹ See attached organogram.

The achievement gained so far and the continued role being played by the ONS/CISU is currently being threatened by constraints by way of lack of its own office building and reliable IT equipment, vehicles and furniture, all of which are of utmost necessity if it has to function properly for the achievement of its mandate.

Work has been consistently derailed not only by a lack of an office space but also an absence of an effective and well-secure IT system. At the moment, only stand alone computers are being used, meaning that there is no direct link between and among members of staff. Documents also have to be saved first on memory sticks before being transferred to printers for printing. This renders the systems vulnerable to viruses, compromises teamwork (a key feature of ONS/CISU work) and slows work down considerably. Communication, which is a primary aspect of ONS/CISU work, is also being hamstrung by this absence and needs urgent attention. Constraints faced in this area also affect delivery and security of reports from The PROSEC/DISEC level as we rely only on mobile phones and letters. A similar constraint will apply to the proposed CHISECs if these gaps are not addressed. Reports are delayed making nonsense of the Early Warning Mechanism that is trying to be established.

The present occupation of the West Wing of State House is being threatened by potential eviction to create more space for the Office of the President; hence the urgent need to have a separate building constructed exclusively for ONS/CISU. DfID has consented to provide funding for a new building to the tune of US\$1.4 million. The construction of the building however goes with the provision and installation of IT equipment and furniture. There is also a pressing need for a new fleet of vehicles to augment the perennial problem of inadequacy and also repetitive and expensive repairs to the old, worn-out fleet which have had direct effect on work and budgetary allocations. At the moment, there are 38 vehicles available to the ONS/CISU. However, eight (8) have recently been grounded while eighteen (18) of these, though running, are almost not road worthy and will need to be replaced as soon as possible. This means only twelve (12) of the vehicles available are in good working order.

The general output of ONS/CISU, though has been laudable, is being seriously challenged by these above constraints which perennially threaten to weaken capacity. Budgetary allocations are over-stretched, personnel are coerced to work over-time in overcrowded office spaces and delay also takes its toll on operations. The provision of these items will significantly alleviate the constraints and increase output and efficiency.

Direct beneficiaries of this project will be the Office of National Security and CISU as there will be general capacity building for improved output, while the Government and state of Sierra Leone will be the ultimate, though indirect, beneficiaries as work done and results achieved by ONS/CISU shall put Government in stronger position to dispense security for the state. Through this, there is then an improved chance for development initiatives to take ground, thrive and yield desired results.

To augment the above constraints, a number of items and requirements need to be made available. For the constraint of communication, Local Area Networking which provides for internal (ONS/CISU) and external (other security stakeholders) connections will be needed. Additionally, a PABX telephone system connecting all departments to a central line with extensions, information security and CCTV security cameras will also be needed. There is also the need for an enhanced radio or data communication system for use by PROSECs/DISECs and the proposed CHISECs.

In response to the vehicle problems, most of the current fleet needs to be replaced. The request for 13 jeeps and two buses will make significant difference in this regard.

3.0 LOGICAL FRAMEWORK

Objectives	Activities	Outputs	Means of Verification	Implications/Assumptions
1.0 Contribute to improved national security for sustainable development as prescribed by Pillar 1 of the PRSP.		Reduced level of threats to national security; Improved national stability;	Annual Survey Report on National Security	
1.1 Contribute to an enhanced capacity for early warning, communication, coordination and enhanced community engagement.		Improved ability for intelligence gathering Enhanced communication between HQ and PROSECs/DISECs; Enhanced coordination between PROSEC/DISECs Establishment of CHISECs in three border Districts	Mid-term Reviews Annual Review Monitoring and evaluation of pilot programmes	Continued financial, logistical and technical support from donor partners; government's will to develop sector; continued inter-agency cooperation. Willing community participation
1.1.1 Furnished new ONS/CISU building		Completed building provided with furniture,	On site inspection by Project Board Delivery report	Prompt completion of the ONS/CISU building construction; timely procurement and delivery of items.
1.1.2 IT equipment and appliances procured, delivered and installed		LAN, Internet, data security and telephone system procured and installed	On site inspection by Project Board Delivery/installation test report	Ability to maintain installations
1.1.3 New vehicles procured and delivered		13 (4x4) vehicles, 2 mini buses	Goods delivery note, bill of	Ability to maintain vehicles

	procured	laden	
1.1.4 Creation of Chiefdom Security Committees (CHISECs)	fifteen (15) local Chiefdom Security Coordinators	Quarterly Reviews	Improved community engagement and early warning
1.1.1.1 Tender and Outsource required furniture for completed ONS/CISU building			Timely announcement of bids, timely completion of building; Timely delivery by UNDP
1.1.2.1 Tender, deliver and install IT equipment			Timely delivery by supplier Availability of required expertise for installation
1.1.3.1 Contact IPSO and order vehicles			Timely delivery by UNDP
1.1.4.1 Appointment and equipping of CHISECs			

4.0 BUDGET

Category	Item	Number of Items	Unit Cost (\$)	Total Cost (\$)
1. Personnel (staff and consultants)	Project Manager (Procurement)	1	10,000	60,000
	IS/IT Project Manager	1	50,000	
2. Contracts (Commercial, Grants, Professional services)	Salaries for Chiefdom Security Coordinators for one(1) pilot year	15	100	18,000
3. Training	CHISEC Coordinators	15	3,000	45,000
4. Transport	Toyota Coaster Mini buses (22 seater)	2	28,000	56,000
	4X4 Diesel (manual)	13	28,000	364,000
	Motorcycles XL	15	4,000	60,000
Sub Total				480,000.00
5. Supplies and Commodities	Sustainability (Maintenance and Repairs for vehicles)	12	5,000	60,000
6. Equipment	Executive tables	11	1,000	11,000
	Conference tables	11 (1 to seat 10 people)	500	5,500
		1 to seat 45	3,000	3,000
		1 to seat 30	2,500	2,500
		1 to seat 8	400	400
	Canteen tables	13 (to seat 4 people)	200	2,600
	Canteen chairs	50	50	2,500
	Swivel chairs	45	400	18,000
	Office desks	35	350	12,250
	Chairs	135	30	4,050
	Cabinets	20	250	5,000
	Safes	12	1,350	16,200

	Shelves	30	400	12,000
	Notice/map boards	25	50	1,250
	LAN, internet, data security and telephone system	L/S		306,800
	Laptops for PROSEC/DISEC	15	800	12,000
	Roving internet facility for PROSEC/DISEC	15	400	6,000
	Mobile phones for CHISECS	15	100	1,500
	Air conditioners	55	750	41,250
	Refrigerators	20	500	10,000
	Overhead projectors and screens	4	1,500	6,600
	Generator (180 kva)	1	100,000	100,000
Sub Total				780,400
7. Travel				
8. Miscellaneous	Warehousing cost for 6 months		5,000	30,000
Grand Sub Total				1,473,400
9. Agency Management Support² (7%)				103,138
GRAND TOTAL				1,576,538

² Included in cost for IT system.

5.0 MANAGEMENT ARRANGEMENTS

5.1 Implementation and Supervision Arrangements

A participatory governance approach will be explored in the management of the project activities. The following framework will provide the appropriate mechanism for a successful realization of the intended objectives:

A Project Board (PB) of partners and collaborating organizations including UNDP, ONS/CISU, and DfID will be set up to provide overall oversight for the implementation of the project. The PB will meet monthly to discuss implementation of project activities, lessons, challenges and to review implementation plans. The PB, in close contact with the ONS/CISU Project Managers will, as a first activity, shortlist and identify the key implementing organizations to be subcontracted to directly implement activities under the programme. The PB will also provide overall guidance for the monitoring and evaluation of the entire project and will be tasked with critical advocacy activities linked to the project at stakeholders' level. The co-chairs of the PB will regularly report to the PBF Steering Committee through the SCSS on the successes and challenges in the implementation of the project. The PB's decision would require ONS/CISU's contribution at the highest level but should be in consultation with UNDP. UNDP been the recipient agent ensures full programmatic and fiduciary responsibility for the implementation using its established policies and procedures.

ONS/CISU will submit quarterly financial and narrative progress reports to UNDP who shall then inform the SC through the SCSS. Financial disbursements will be premised on the agreed work plan, budgets and monitoring tools, including quality reporting on both narrative and finances.

5.2 Specific Delivery Mechanism Chosen

Outcome 1.0 Contribute to an enhanced capacity for intelligence gathering, communication and coordination

The office of National Security continues to be limited in its ability to gather intelligence, promote communication and coordination which forms the basis of its work. To realize this outcome, the project shall deliver three key outputs: Complement the efforts of DFID who have committed \$ 1,000,000 to the construction of a new building to do the following; Furnish the building, provide Internet, IT and secured communication systems and procure vehicles to enhance the operations of this all important security outfit. The finishing of the building shall be outsourced to a private service provider. Efforts shall be made to procure locally as best as possible. The IT installations procurement and installations shall be outsourced to a national or international specialized agent. The IT equipment s shall be brought in earlier to make up for timely installations. The procurement and delivery of the vehicles shall be done by UNDP through IAPSO. The order shall be placed earlier to make up for shipment and clearing time.

5.3 Sustainability Arrangements

It is expected that all items procured and delivered should be sustainable over a period of time. Maintenance, servicing and repairs shall be consistently undertaken to ascertain this objective. As such, costs for these have been included in the Project budget to cover a period of one year after completion. Further requests shall be made to either GoSL or other donor bodies for the succeeding years to ensure sustainability.

Charged with the on-going responsibility of delivering the outcome aforementioned, management arrangements and policies within the ONS/CISU shall be reviewed for equipment and vehicle use. As part of its budget review, ONS/CISU shall engage the Ministry of Finance for adequate budget provision to meet running costs and

maintenance of vehicles and equipment. An IT staff shall be recruited and put on ONS payroll that shall be responsible for the servicing and maintenance of the IT equipment.

5.4 National Authority Counterpart and Extent of Cooperation

Close collaboration will be established with the programme primary stakeholders and other actors in the security sector, the Steering Committee and the UN.

UN Agencies: UNDP shall provide oversight and technical back-up.

5.5 Overall Time Frame

The Project shall be implemented within one year: from July 2008 to June 2009.

6.0 MONITORING AND EVALUATION

6.1 Baseline Data Collection

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

6.2 Monitoring

Monitoring shall be done at various levels and in various forms. Activity level monitoring on a daily basis shall be the responsibility of the ONS in collaboration with 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 and quarterly reports, POs, etc.) Quarterly monitoring shall be further supported by the PBF Technical Secretariat for informing the PBF Steering and Technical Committee and for triangulating monitoring information fed into its system by UNDP.

6.3 Evaluation

Evaluations shall be held midterm and immediate post project. These shall jointly be undertaken by the ONS/CISU, UNDP/PBF Secretariat, the Steering Committee, donors and other stakeholders including civil society organizations. It shall take the forms of quarterly reviews and reports, midterm reviews, future stories and an annual review at the end of the implementation. These shall go to indicate immediate effects of the intervention on the efficiency of the targeted beneficiaries. These shall form quarterly and annual reports.

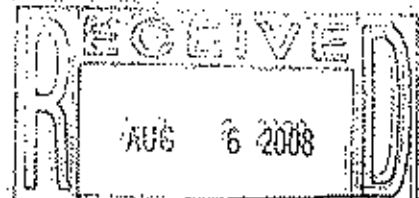
7.0 ANALYSIS OF RISK AND ASSUMPTIONS

The failure to complete the new building in time as a result of failure to coordinate the building project as it precedes this project constitutes the main risk to the successful and timely implementation of the project. Eviction from the current premises prior to completion and furnishing of building constitutes another threat. In this regard therefore we recommend that the Project identifies warehousing facilities.

Prompt funding, proper coordination and project management should however be the mitigating factors to these risks. As a mitigating measure to the eviction threat, contingency plans should be developed.



SIERRA LEONE PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET



Recipient UN Organization UNDP	National Ministry or other National Entity: Office of National Security
Project Contact: Rtd. Brigadier Kellie H. Conteh, National Security Coordinator Address: Office of National Security, State House, Freetown. Telephone: mobile: 075 612884 Email: kellie201conteh@yahoo.co.uk	Project Title: Support to Security Coordination and Enhancing Early Warning Systems to Consolidate Peace, Security and Sustainable Development in Sierra Leone
Project Number: PBF-SLE-B-7	Project Location: Freetown
Project Description: This project, with two components, shall complement the GoSL's effort in improving national early warning systems, improved public confidence and participation in the security sector. This activity will contribute to improved national security for sustainable development as prescribed by Pillar I of the PRSP. Pilot projects covering fifteen border Chiefdoms will extend the existing regional and district security architecture to Chiefdom levels. It will enhance community participation and confidence in the security sector as a whole and further strengthen the nexus between national local community needs. The Office of National Security (ONS) is currently housed at the State House and is being threatened with eviction. DFID has allocated \$1,400,000 to rehabilitation the office of National Security. This building contract has been awarded and the anticipated date of completion is July '09. The PBF shall compliment this work by:	Total Project Cost: \$1,576,538 Peace building Fund: \$1,576,538 Government Input: Other: Total: \$1,576,538 Project Duration: 12 Months
Main Goal and Key Immediate Objectives: In order to contribute to improved national security for sustainable development, the PBF shall target as an immediate objective contributing to an enhanced capacity for early warning systems, coordination and collaboration between and among security sector agencies and enhance community participation with an overall goal of providing the enabling environment for sustainable development. The key outcome is: 1.1 Contribute to an enhanced capacity for early warning, communication, coordination and enhanced community engagement	

Outputs and Key Activities:

Outputs and Key Activities:

In order to contribute to this outcome, key outputs shall include

- 1.1.1 Furnished new ONS/CISU building
- 1.1.2 IT equipment and appliances procured, delivered and installed
- 1.1.3 New vehicles procured and delivered

Peer Review Date: 19th June 2008

Steering Committee Support Office Review Date: April-May 2008

Steering Committee Approval Date: 15th July 2008

1.0 SITUATION ANALYSIS

The objective of peace building has, since the end of the war, been a key priority of the Government of Sierra Leone. After the war, it became necessary to put structures in place to consolidate gains made in restoring peace to avoid a relapse into conflict. This precipitated the idea of Security Sector Reform which has been identified as a threat to sustained peace in the Peace Consolidation Strategy and the Priority Plan. SSR also happens to be a primary pillar in the Poverty Reduction Strategy.

Out of the desire to consolidate peace was born the National Security & Central Intelligence Act (2002) which established the Office of National Security (ONS) and the Central Intelligence & Security Unit (CISU). The ONS reserves the mandate to coordinate the roles and responsibilities of all security sector institutions while CISU is the main intelligence organization which feeds intelligence into the larger framework via the ONS.

The National Security & Central Intelligence Act (2002), among other things, gives the ONS the mandate outlined as follows:

Maintaining a cordial and cooperative relationship between the National Security Community and Civil Society; 2) Supervision of security vetting, 3) The mobilization and judicious use resources on behalf of and by the security sector; 4) The primary coordinator for the management of national emergencies; 5) The coordination of intelligence at national, Provincial and District levels; 6) Collation and assessment of intelligence in respect of activities that may constitute threats to national security – internal or external; 7) Implementation of protective security measures in government ministries, departments and agencies to ensure uniform high standards; 8) Protect the state against the activities of persons desirous of overthrowing the democratically elected Government of Sierra Leone; 9) Provide direct secretarial services to the National Security Council (NSC) and its Coordinating Group (NSCCG).

The main departments within the ONS¹ are the Provincial & Border Security Department, the Joint Assessment Team, the Ministerial & Inter-Agency Relations Department, the Serious Organized Crime Coordinating Group, the Cabinet & Parliamentary Affairs Department and the Disaster Management Department.

The current staff strength of the entire ONS/CISU is 120. There are plans for expansion in the future as and when the situation dictates and the funding permits.

The reformed security structure has been tested and proved worthy of surmounting stout national security challenges as was exemplified in the just concluded Presidential & Parliamentary Elections. Aside from engendering a cordial and amiable working relationship between our primary security forces, which was hitherto strained, the ONS has also severally been able to bring all security sector institutions to work together in a joint manner for the same goal. The formation of the Provincial and District Security Committees, which are coordinated by ONS staff deployed in respective districts, has largely ensured a unified approach to national security matters. However, the architecture lacks a presence at Chiefdom level to ensure real early warning systems from grassroots level. On the whole, ONS has both unilateral and multilateral partnerships with all security sector institutions, especially the primary security forces, i.e. the SLP and the RSLAF with whom operational planning is done in line with intelligence and information gathered.

Inasmuch as a lot of progress has been made in the SSR process, there have been some constraints in achieving higher goals particularly as it pertains to financing. A lot of input has been made by the donor community to augment GoSL's fledgling fiscal strength. DFID is currently providing direct budget support for the ONS/CISU. However, there still remain some gaps which need immediate attention.

2.0 PROJECT JUSTIFICATION

Conflict mitigation is largely predicated on having in place an effective national early warning system and public understanding of and commitment to the national security structure. The creation of PROSECs and DISECs has been universally seen as addressing regional and district early warning and community engagement in security issues. Sierra Leone has 149 Chiefdoms below District level and hence the need for the security architecture to cascade to this culturally accepted local level. With the ending of a UNIOSIL presence in Sierra Leone by September 2008, there is a greater need for Government to ensure a fully functional security early warning system accepting the fragility of not only Sierra Leone but neighbouring countries within the Mano River Union. Pilot programmes in fifteen (15) border Chiefdoms will create Chiefdom Security Committees (CHISECs) to support and enhance the existing national security framework.

¹ See attached organogram.

The achievement gained so far and the continued role being played by the ONS/CISU is currently being threatened by constraints by way of lack of its own office building and reliable IT equipment, vehicles and furniture, all of which are of utmost necessity if it has to function properly for the achievement of its mandate.

Work has been consistently derailed not only by a lack of an office space but also an absence of an effective and well-secure IT system. At the moment, only stand alone computers are being used, meaning that there is no direct link between and among members of staff. Documents also have to be saved first on memory sticks before being transferred to printers for printing. This renders the systems vulnerable to viruses, compromises teamwork (a key feature of ONS/CISU work) and slows work down considerably. Communication, which is a primary aspect of ONS/CISU work, is also being hamstrung by this absence and needs urgent attention. Constraints faced in this area also affect delivery and security of reports from The PROSEC/DISEC level as we rely only on mobile phones and letters. A similar constraint will apply to the proposed CHISECs if these gaps are not addressed. Reports are delayed making nonsense of the Early Warning Mechanism that is trying to be established.

The present occupation of the West Wing of State House is being threatened by potential eviction to create more space for the Office of the President; hence the urgent need to have a separate building constructed exclusively for ONS/CISU. DID has consented to provide funding for a new building to the tune of US\$1.4 million. The construction of the building however goes with the provision and installation of IT equipment and furniture. There is also a pressing need for a new fleet of vehicles to augment the perennial problem of inadequacy and also repetitive and expensive repairs to the old, worn-out fleet which have had direct effect on work and budgetary allocations. At the moment, there are 38 vehicles available to the ONS/CISU. However, eight (8) have recently been grounded while eighteen (18) of these, though running, are almost not road worthy and will need to be replaced as soon as possible. This means only twelve (12) of the vehicles available are in good working order.

The general output of ONS/CISU, though has been laudable, is being seriously challenged by these above constraints which perennially threaten to weaken capacity. Budgetary allocations are over-stretched, personnel are coerced to work over-time in overcrowded office spaces and delay also takes its toll on operations. The provision of these items will significantly alleviate the constraints and increase output and efficiency.

Direct beneficiaries of this project will be the Office of National Security and CISU as there will be general capacity building for improved output, while the Government and state of Sierra Leone will be the ultimate, though indirect, beneficiaries as work done and results achieved by ONS/CISU shall put Government in stronger position to dispense security for the state. Through this, there is then an improved chance for development initiatives to take ground, thrive and yield desired results.

To augment the above constraints, a number of items and requirements need to be made available. For the constraint of communication, Local Area Networking which provides for internal (ONS/CISU) and external (other security stakeholders) connections will be needed. Additionally, a PABX telephone system connecting all departments to a central line with extensions, information security and CCTV security cameras will also be needed. There is also the need for an enhanced radio or data communication system for use by PROSECs/DISECs and the proposed CHISECs.

In response to the vehicle problems, most of the current fleet needs to be replaced. The request for 13 jeeps and two buses will make significant difference in this regard.

3.0 LOGICAL FRAMEWORK

Objectives	Strategy / Interventions	Means of Verification	Indicators / Assumptions
<p>1.0 Contribute to improved national security for sustainable development as prescribed by Pillar 1 of the PRSP.</p>	<p>Reduced level of threats to national security; Improved national stability;</p>	<p>Annual Survey Report on National Security</p>	
<p>1.1 Contribute to an enhanced capacity for early warning, communication, coordination and enhanced community engagement.</p>	<p>Improved ability for intelligence gathering Enhanced communication between HQ and PROSECs/DISECs; Enhanced coordination between PROSEC/DISECs Establishment of CHISECs in three border Districts</p>	<p>Mid-term Reviews Annual Review Monitoring and evaluation of pilot programmes</p>	<p>Continued financial, logistical and technical support from donor partners; government's will to develop sector; continued inter-agency cooperation. Willing community participation</p>
<p>1.1.1 Furnished new ONS/CISU building</p>	<p>Completed building provided with furniture,</p>	<p>On site inspection by Project Board Delivery report</p>	<p>Prompt completion of the ONS/CISU building construction; timely procurement and delivery of items.</p>
<p>1.1.2 IT equipment and appliances procured, delivered and installed</p>	<p>LAN, Internet, data security and telephone system procured and installed</p>	<p>On site inspection by Project Board Delivery/installation test report</p>	<p>Ability to maintain installations</p>
<p>1.1.3 New vehicles procured and delivered</p>	<p>13 (4x4) vehicles, 2 mini buses</p>	<p>Goods delivery note, bill of</p>	<p>Ability to maintain vehicles</p>

	procured	laden	
1.1.4 Creation of Chiefdom Security Committees (CHISECs)	Fifteen (15) local Chiefdom Security Coordinators	Quarterly Reviews	Improved community engagement and early warning.
Activity: Chiefdom Security			
1.1.1.1 Tender and Outsource required furniture for completed ONS/CISU building			Timely announcement of bids, timely completion of building. Timely delivery by UNDP
1.1.2.1 Tender, deliver and install IT equipment			Timely delivery by supplier
1.1.3.1 Contact IPSO and order vehicles			Availability of required expertise for installation Timely delivery by UNDP
1.1.4.1 Appointment and equipping of CHISECs			

4.0 BUDGET

Category	Item	Number of Items	Unit Cost (\$)	Total Cost (\$)
1. Personnel (staff and consultants)	Project Manager (Procurement)	1	10,000	60,000
	IS/IT Project Manager	1	50,000	
2. Contracts (commercial, grants, professional services)	Salaries for Chiefdom Security Coordinators for one(1) pilot year	15	100	18,000
3. Training	CHISEC Coordinators	15	3,000	45,000
4. Transport	Toyota Coaster Mini buses (22 seater)	2	28,000	56,000
	4X4 Diesel (manual)	13	28,000	364,000
	Motorcycles XL	15	4,000	60,000
5. Furniture	Executive tables	11	1,000	11,000
	Conference tables	11 (1 to seat 10 people)	500	5,500
		1 to seat 45	3,000	3,000
		1 to seat 30	2,500	2,500
		1 to seat 8	400	400
	Canteen tables	13 (to seat 4 people)	200	2,600
	Canteen chairs	50	50	2,500
	Swivel chairs	45	400	18,000
	Office desks	35	350	12,250
	Chairs	135	30	4,050
	Cabinets	20	250	5,000
	Safes	12	1,350	16,200
	Shelves	30	400	12,000

	Notice/map boards	25	50	1,250
6. IT & Communication System ²	LAN, internet, data security and telephone system	L/S		506,800
	Laptops for PROSEC/DISEC	15	800	12,000
	Roving internet facility for PROSEC/DISEC	15	400	6,000
	mobile phones for CHISECS	15	100	1,500
7. Equipment	Air conditioners	55	750	41,250
	Refrigerators	20	500	10,000
	Overhead projectors and screens	4	1,500	6,600
	Generator (180 kva)	1	100,000	100,000
8. Travel				
9. Sustainability (Maintenance and Repairs for vehicles)	Months	12	5,000	60,000
			.Sub Total	1,443,400
10. Miscellaneous	Warehousing cost for 6 months			
11. Agency Management Support ³			7% of total	103,138
TOTAL			GRAND TOTAL	1,576,538

1,473,400
7 1/4
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² See assessment of *Technical Requirements* (including installation, Training & Access Control and Cost of Maintenance & Support for five years) done by an IT expert at Annex B.

³ Included in cost for IT system.

5.0 MANAGEMENT ARRANGEMENTS

5.1 Implementation and Supervision Arrangements

A participatory governance approach will be explored in the management of the project activities. The following framework will provide the appropriate mechanism for a successful realization of the intended objectives:

A Project Board (PB) of partners and collaborating organizations including UNDP, ONS/CISU, and DFID will be set up to provide overall oversight for the implementation of the project. The PB will meet monthly to discuss implementation of project activities, lessons, challenges and to review implementation plans. The PB, in close contact with the ONS/CISU Project Managers will, as a first activity, shortlist and identify the key implementing organizations to be subcontracted to directly implement activities under the programme. The PB will also provide overall guidance for the monitoring and evaluation of the entire project and will be tasked with critical advocacy activities linked to the project at stakeholders' level. The co-chairs of the PB will regularly report to the PBF Steering Committee through the SCSS on the successes and challenges in the implementation of the project. The PB's decision would require ONS/CISU's contribution at the highest level but should be in consultation with UNDP. UNDP been the recipient agent ensures full programmatic and fiduciary responsibility for the implementation using its established policies and procedures.

ONS/CISU will submit quarterly financial and narrative progress reports to UNDP who shall then inform the SC through the SCSS. Financial disbursements will be premised on the agreed work plan, budgets and monitoring tools, including quality reporting on both narrative and finances.

5.2 Specific Delivery Mechanism Chosen

Outcome 1.0 Contribute to an enhanced capacity for intelligence gathering, communication and coordination

The office of National Security continues to be limited in its ability to gather intelligence, promote communication and coordination which forms the basis of its work. To realize this outcome, the project shall deliver three key outputs: Complement the efforts of DFID who have committed \$ 1,000,000 to the construction of a new building to do the following: Furnish the building, provide Internet, IT and secured communication systems and procure vehicles to enhance the operations of this all important security outfit. The finishing of the building shall be outsourced to a private service provider. Efforts shall be made to procure locally as best as possible. The IT installations procurement and installations shall be outsourced to a national or international specialized agent. The IT equipment s shall be brought in earlier to make up for timely installations. The procurement and delivery of the vehicles shall be done by UNDP through IAPSO. The order shall be placed earlier to make up for shipment and clearing time.

5.3 Sustainability Arrangements

It is expected that all items procured and delivered should be sustainable over a period of time. Maintenance, servicing and repairs shall be consistently undertaken to ascertain this objective. As such, costs for these have been included in the Project budget to cover a period of one year after completion. Further requests shall be made to either GoSL or other donor bodies for the succeeding years to ensure sustainability.

Charged with the on-going responsibility of delivering the outcome aforementioned, management arrangements and policies within the ONS/CISU shall be reviewed for equipment and vehicle use. As part of its budget review, ONS/CISU shall engage the Ministry of Finance for adequate budget provision to meet running costs and maintenance of vehicles and equipment. An IT staff shall be recruited and put on ONS payroll that shall be responsible for the servicing and maintenance of the IT equipment.

5.4 National Authority Counterpart and Extent of Cooperation

Close collaboration will be established with the programme primary stakeholders and other actors in the security sector, the Steering Committee and the UN.

UN Agencies: UNDP shall provide oversight and technical back-up.

5.5 Overall Time Frame

The Project shall be implemented within one year: from July 2008 to June 2009.

6.0 MONITORING AND EVALUATION

6.1 Baseline Data Collection

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

6.2 Monitoring

Monitoring shall be done at various levels and in various forms. Activity level monitoring on a daily basis shall be the responsibility of the ONS in collaboration with 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 and quarterly reports, POs, etc.) Quarterly monitoring shall be further supported by the PBF Technical Secretariat for informing the PBF Steering and Technical Committee and for triangulating monitoring information fed into its system by UNDP.

6.3 Evaluation

Evaluations shall be held midterm and immediate post project. These shall jointly be undertaken by the ONS/CISU, UNDP/PBF Secretariat, the Steering Committee, donors and other stakeholders including civil society organizations. It shall take the forms of quarterly reviews and reports, midterm reviews, future stories and an annual review at the end of the implementation. These shall go to indicate immediate effects of the intervention on the efficiency of the targeted beneficiaries. These shall form quarterly and annual reports.

7.0 ANALYSIS OF RISK AND ASSUMPTIONS

The failure to complete the new building in time as a result of failure to coordinate the building project as it precedes this project constitutes the main risk to the successful and timely implementation of the project. Eviction from the current premises prior to completion and furnishing of building constitutes another threat. In this regard therefore we recommend that the Project identifies warehousing facilities.

Prompt funding, proper coordination and project management should however be the mitigating factors to these risks. As a mitigating measure to the eviction threat, contingency plans should be developed.