

PBF/Support to the Government of Sierra Leone Police and Armed Forces
MPTF OFFICE GENERIC FINALPROGRAMME NARRATIVE REPORT
REPORTING PERIOD: FROM 06.2010 TO 08.2016

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Support to the Government of Sierra Leone Police and Armed Forces • Programme Number : 00071182; <i>PBF/IRF-21</i> • MPTF Office Project Reference Number: 00071304 • MPTF Office Atlas Number: 00075810 	<p>Country, Locality(s), Priority Area(s) / Strategic Results</p> <p>Sierra Leone, Western Area, Lungi, Eastern Province, Southern Province and Northern Province</p>	
<p>Participating Organization(s)</p> <p>United Nations Office for Project Services with technical support provided by UNIPSIL Police, UNIPSIL Human Rights section and National Security Unit</p>	<p>Implementing Partners</p> <ul style="list-style-type: none"> • Ministry of Defense • Ministry of Internal Affairs • Office of National Security (ONS) • RSLAF • Sierra Leone Police(SLP) • UNOPS 	
<p>Programme/Project Cost (US\$)</p>	<p>Programme Duration</p>	
<p>MDTF Fund Contribution: UNOPS US\$ 961,350</p>	<p>Overall Duration (<i>12 months</i>) Start Date (<i>16.06.2010</i>)</p>	
<p>Agency Contribution: by Agency (Nil)</p>	<p>Original End Date (<i>31.08.2011</i>)</p>	
<p>Government Contribution (Nil)</p> <p>Other Contribution (Nil)</p>	<p>Actual End date (<i>30.11.2012</i>)</p> <p>Have agency(ies) operationally closed the Programme in its(their) system?</p>	<p>Yes</p>
<p>TOTAL: US \$961,350</p>	<p>Expected Financial Closure date:</p>	<p>31/08/2016</p>
<p>Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed No</p> <p>Evaluation Report No</p>	<p>Report Submitted By</p> <ul style="list-style-type: none"> ○ Name: Ms. Sonja VARGA ○ Title: Head of Programme ○ Participating Organization (Lead): UNOPS ○ Email address: sonjav@unops.org 	

LIST OF ABBREVIATIONS AND ACRONYMS

IMATT	International Military Assistance and Training Team
MoHS	Ministry of Health and Sanitation
NSCCG	National Security Council Coordinating Group
ONS	Office of National Security
RSLAF	Republic of Sierra Leone Armed Forces
SLP	Sierra Leone Police
SSG	Strategic Situation Group
UNIPSIL	United Nations Integrated Peacekeeping Mission In Sierra Leone
UNOPS	United Nations Office for Project Services
UNPOL	United Nations Police

EXECUTIVE SUMMARY

The project to Support the Government of Sierra Leone Police and Armed Forces started on 1 September 2010 and the initial planned end date was 31 August 2011. The goal of this project was to eliminate the tension, animosity and acts of violence perpetrated by Military and Police personnel against each other, in order to enhance the working relationship between the two institutions.

The project was implemented by the Sierra Leone Police (SLP) and the Republic of Sierra Leone Armed Forces (RSLAF) with assistance and mentoring provided by the United Nations Integrated Peace Building Mission in Sierra Leone (UNIPSIL). The project was executed by UNOPS (United Nations Office for Project Services) Africa Regional Office under the financial rules and procedures applicable to UNOPS. Given the particular peacebuilding and security aspects of this project, a specific management arrangement was established to ensure the appropriate involvement of each of the relevant stakeholders and for the achievement of the effective results.

To this end, a project board and steering committee was put in place. The Board met to discuss and make decisions by consensus, for transmission to the Steering Committee and UNOPS Country Office. The Steering Committee met bi-monthly with partners concerned, depending on the issues to be discussed.

A National Project Officer under the supervision of the UNOPS Regional Office for Africa (located at the time in Johannesburg), coordinated the implementation of the project in collaboration with other members of the Project Board. The SLP and the RSLAF were both the primary beneficiaries and the implementing partners of the project. More specifically this involved the SLP Operations Division and the RSLAF Operations and Plans Department. Coordination with the International Military Assistance and Training Team (IMATT) was ensured with regard to the support to the RSLAF. UNOPS and UNIPSIL worked closely with the Ministry of Internal Affairs the Ministry of Defence as well as the Office of National Security (ONS) to ensure government's support to this initiative.

Monitoring was carried out at all levels by the National Security Council Coordinating Group (NSCCG) which took the primary responsibility for the monitoring and evaluation of the project. The NSCCG is constituted on the authority of the National Security Council, which is chaired by the President of Sierra Leone, and acts as an executive committee to the National Security Council to consider matters relating to the security of Sierra Leone. The evaluation portion of the programme was conducted by the Strategic Situation Group (SSG), which is part of the ONS.

Overall, close coordination between UNOPS, Sierra Leone Police (SLP), Republic of Sierra Leone Armed Forces (RSLAF) focal points, as well as the availability and expertise of the UNOPS team in Sierra Leone (with support from the regional office at the time) enabled the project to be completed successfully.

This report summarizes the achievements of the project and its impact in improving the working relationship between the two institutions. The report also highlights challenges and constraints that were experienced during its implementation.

The project was completed on 30 November 2012 and UNOPS upon which operational closure process was initiated. The certified final project financial statement is dated 12th January 2016.

I. Purpose

Specifically, the purpose was to contribute to the support of the Security Sector framework by enhancing professionalism, cooperation and coordination between the SLP and the RSLAF. It engendered a safe and secure environment leading up to the 2012 elections.

The project objectives were as follows:

- ✓ Strengthen the work relationship between the RSLAF and the SLP in order to reduce the animosity between the two institutions which has resulted in violent confrontation.
- ✓ Reduce the frequent friction between the RSLAF and The SLP and strengthen their essential collaborative efforts in delivering security for the people of Sierra Leone.
- ✓ Enhance mutual understanding and respect between the RSLAF and the SLP to enable the institutions to effectively discharge their duties with regards to provision of safety and security for all Sierra Leoneans.
- ✓ Provide the RSLAF and the SLP with essential means to foster and maintain good working relationship.
- ✓ Bolster public confidence in both the SLP and RSLAF.

II. Assessment of Project Results

i) Narrative reporting on results:

- **Outcomes:**

The outcomes of the project were as follows:

- ✓ Increased collaboration and cooperation between the two forces in the following areas: investigation, joint crime inspection and joint sports events.
- ✓ Increased joint operations recorded between SLP and RSLAF.
- ✓ Essential collaborative efforts in delivering security for the people of Sierra Leone strengthened.
- ✓ Mutual understanding and respect between the RSLAF and The SLP enhanced
- ✓ Essential means to foster and maintain good working relationship between the RSLAF and the SLP established.
- ✓ Enhanced capacity of the SLP to respond to public complaints against police officers

- **Outputs:**

- ✓ 6,406 RSLAF/SLP security personnel including the Prisons and Fire Force were trained.
- ✓ 7200 handbooks were developed. 6,406 handbooks were distributed.
- ✓ Five joint liaison offices for joint operations were established covering all target regions.
- ✓ Procurement of equipment for the five joint offices was carried out. This included five Toyota Land Cruisers, furniture, generators, air conditioners and stationery.
- ✓ All focal points for human rights and gender issues were appointed.

- **Qualitative Assessment:**

Provision of equipment for the five Joint SLP/RSLAF Liaison Offices allowed the project to work in tandem with the SSG. This allowed for monitoring the implementation of the various deliverables of the programmes, implementation of the communication and outreach portion of the greater strategy.

There was effective partnership and cooperation between and among partners. With guidance and support from the Steering Committee and the Project Board, UNOPS, UNIPSIL, UNPOL the NSCCG, the RSLAF and the SLP, worked together to ensure the success of the project.

A total of 6,406 (89%) of the planned 7,200 personnel were trained. Interest in the training was expressed by both women and men in uniform. The high degree of interest amongst men and women allowed for the appointment human rights and gender focal points.

Reports suggest the tensions that existed before the project between the two forces has started to diminish, diminished following the training. Likewise there were improvements in the working relationship between the two institutions. However no specific evidence of these claims can be found. Nevertheless, anecdotal evidence recorded in earlier reports suggests Sierra Leone's government, armed forces and the population at large showed a sound understanding of the role of the security sector to peace building.

ii) Indicator Based Performance Assessment:

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1: Training of 7,200 RSLAF/SLP Security Personnel							
To eliminate the tension and animosity between RSLAF/SLP by improving the working relationship between two institutions.	Reduce number of violent confrontation between the RSLAF/SLP	A better understanding of the roles between the two forces.	7,200 RSLAF/SLP Security Personnel including Prisons and Fire Force.	6,406 RSLAF/SLP Security Personnel including Prisons and Fire Force	Concurrently, a different training was being conducted by RSLAF for some of their personnel that affected the project's target.	RSLAF Joint Force Commander	The turnout was more than 95%. Another joint training exercise will be conducted which will include those who missed the first one.
	Increase in the number of joint security operations	Close cooperation between and among the security forces in SL.	-do-	-do-	-do-	-do-	Since the inception of the project, the security forces have had joint activities designed and funded by the forces. This indicates the cooperation and collaboration that now exists within and among the forces.
	Increase in the number of violent incidents properly and jointly carried out and investigated	Establishment of joint liaison offices in all regions for joint operations and investigations.	Increased number of joint investigations.	Cooperation among the two forces recorded.	NIL.	RSLAF Joint Force Commander	The joint liaison offices will help to instill, strengthen and sustain this cooperation.

Output 1.2 RSLAF and SLP Personnel have gained a mutual understanding of their respective role and responsibility	Significant increase in the level of mutual understanding and cooperation.	Collaboration and cooperation among the sister forces has increased.	Joint operation activities by the two forces.	Increased joint operations recorded.	NIL.	N/A.	More training to be conducted on security sector to enhance cooperation.
	Indicator 1.2.2 establishment of five regional liaison offices in Lungi, Bo, Makeni, Kenema, and Freetown.	Equipping the five joint liaison offices and commencement of operations.	Five regions; Bo, Kenema, Lungi, Makeni and Freetown.	All five regions.	NIL.	N/A.	The joint liaison offices will be manned jointly by the security forces, hence increasing the sense of collaboration and cooperation among them.
Outcome 2: Development of a training handbook							
Output 2.1 SLP and RSLAF personnel have a better understanding of their duty to respect human rights and report eventual violations, paying special attention to women's rights. Appoint a Military and Police human rights/gender focal point.	Indicator 2.1.1 reduction in the number human rights abuse attribute to the RSLAF and SLP	Working together for peace and security of the nation	7,200 handbooks developed.	6,406 handbooks were distributed.	Same as above.	-do-	There has been a clear understanding of human rights among the security personnel. More handbooks could be developed for a wider distribution.
	Indicator 2.1.2 To instill a better understanding of the human rights and gender issues within the forces.	Ensuring the appointment of the human rights/gender focal points	Human rights/gender focal points appointed.	All focal points for human rights and gender issues have been appointed.	No variation.	RSLAF/SLP human resources departments.	A need for frequent follow up is highly recommended, with more training on the subject matter.
Output 2.2 relevant media	Indicator 2.2.1	Significant increase in the	25 interviews conducted.	All media reached and	No variation.	Television, radio programs	A need for more media training on

<p>have been mobilized in support of the collaborative effort.</p>	<p>Conduct 25 interviews.</p>	<p>level of mutual understanding</p>	<p>Relevant media have been mobilized in support of the collaborative effort.</p>	<p>many media discussions have been held.</p>		<p>and newspapers articles.</p>	<p>security sector reforms is required.</p>
	<p>Indicator 2.2.2 One national security exercise conducted</p>						<p>To be conducted soon.</p>

iii) Evaluation, Best Practices and Lessons Learned

One of the requirements of the project was the provision of equipment which included vehicles for joint SLP/RSLAF Liaison Teams. One of the activities of the project was to procure five 4 wheel drive vehicles with sequent periodic repair and maintenance services for the vehicles. However, insufficient time was made for repair/maintenance requirement of the vehicles in the life of the MOU, leading to an incomplete implementation of that activity. Delay risks should be built into the initial timelines for such projects. In order to promote the sustainability of project interventions, operations and maintenance of equipment should be taken into consideration in the project lifecycles.

Delay in the transfer of funds for use by the project resulted in delay of implementation for up to six (6) months. In the case of one payment, funds transferred were below the requested amount causing a shortfall of cash in the short term. Delays in transfers gave rise to a budget review with a downstream impact on the efficiency of implementation. Hence the overall agreement was extended up to end of Nov 2012 and the total budget amount clarified. The lesson from this experience is; wherever possible, payments should be made in a timely manner and cash flow reconciliations addressed upon identification.

With respect to procurement, competitive bidding was followed as per UNOPS procurement manual. In certain cases, suppliers were slow to respond to request for quotations. Hence UNOPS had to follow up with them even though the opposite should be the case. In the future, planning for procurement timelines and resources for procurement services should bear the capacity of the local private sector in mind. Likewise, where possible, capacity building to local suppliers on how to successfully respond to a bidding process should be considered as part of the overall project approach.