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PEACEBUILDING FUND



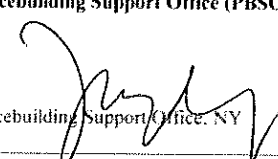
PROJECT DOCUMENT COVER SHEET

<p>Project Title: Amputee Support, Sport Development and Advocacy</p>	<p>Recipient UN Organization: International Organization for Migration – IOM</p>
<p>Project Contact: Mr. Jabaty Mambu (Amputee) Address: 94 Campbell Street, Freetown, Sierra Leone Telephone: +232 33 818408 E-mail: amputeesoccer@yahoo.com</p>	<p>Implementing Partner(s): Single Leg Amputee Sports Club (SLASC) – Sierra Leone</p>
<p>Project Number:</p>	<p>Project Location: 33 Regent Street, Freetown Sierra Leone, West Africa Telephone: +232 76 680 481 / +232 76 680 681/+232 33 818408 Email: amputeesoccer@yahoo.com</p>
<p>Project Description: Bbuilding the capacity of Single Leg Amputee Sports Club to ensure the participation of disabled groups in the peace stabilization and democratization process in Sierra Leone.</p>	<p>Total Project Cost: \$100,000 Peace building Fund: \$100,000 Government Input: 0 Other: 0 Total: \$100,000</p>
	<p>Project Start Date and Duration: December 2010 – November 2011</p>
<p>Gender Marker Score: 1</p>	
<p>PBF Priority Area(s) and Outcomes: Priority Area 2. Promote coexistence and peaceful conflict resolution. Outcomes: Promotion of coexistence and social acceptance of marginalized groups that are still affected by the legacy of the civil war, in particular access to resources for socio-economic integration in the social fabric of Sierra Leone.</p>	

Outputs and Key Activities:

The project will work on developing organizational capacity of the Single Leg Amputee Sports Club to further the integration of physically disabled in society and strengthening their participation in the peace building process. Using the Sports Club as the driving force the project will promote individual and community development for disabled people and advocate the possibilities of marginalized groups to become self dependent. The project will focus on two key areas:

- Capacity building for transparent management structures and income generation for the association.
- Advocacy for marginalized groups participation in the peace stabilization and democratization process

<i>(for IRF-funded projects)</i>	
Recipient UN Organization(s)  Mr. Sanusi Savage-Officer in Charge, IOM	National Implementing Partner  11/11/10 Mr. Jabaty Mambu, Single Leg Amputee Football Club
Peacebuilding Support Office (PBSO)  Peacebuilding Support Office, NY	Representative of National Authorities

COMPONENT 1: Situation Analysis

The brutal civil war in Sierra Leone from 1991 through to 2002 left thousands of people displaced with hundreds of thousands more fleeing to neighbouring countries and elsewhere as refugees. Many thousands lost their lives or suffered acts of cruelty in the form of rape, amputation, enslavement and forced child labour. In recent years the country has made significant improvements to build on the peace that was achieved in 2002, but the legacy of the war still lingers and is manifesting in a wide range of social problems.

During the last visit to Sierra Leone of the UN Secretary General, the problems of these marginalized groups were brought to his attention. A discussion ensued to identify measures that the PBF could contribute by piloting a program aimed at drawing the attention of society toward the groups that are every day coping with the consequences of the cruelties committed during the war. For this pilot capacity building project the Single Leg Amputee Sports Club Sierra Leone (SLASC) was identified because of their ability to bring together war and non-war related amputees, thereby bridging an important gap between these two categories of physically challenged persons.

Whilst impressive efforts have rightly gone into disarming, demobilizing and reintegrating former combatants and justice has been sought through the Truth and Reconciliation Commission and The Special Court, physically challenged persons generally do not have access to social programs that would build their capacities and enhance their socio-economic participation in the peace and democratization process. Among the marginalized groups we find war and non-war related amputees who face socio-economic integration challenges. Competition over scarce resources and limited organizational capacity generally affect the ability of physically challenged persons to participate in the development of the country and contribute to the implementation of the Agenda for Change. Such marginalization, if unaddressed, can evolve into accepted social discrimination, which in turn would challenge crucial aspects of the peace-building process.

It is against this backdrop that the Single Leg Amputee Sports Club was established in 2001. The SLASC is operational in five districts of Sierra Leone – Bo, Kenema, Makeni, Rural Western Area and Urban Western Area. A total of 300 amputees are actively engaged in the club together with non-football playing amputees who partake in the club in other ways. The club now is more than the football team from which it started; the SLASC assists its members to recover their place in civil society. Whilst the club's activities can in no way reverse the trauma that its members suffered, it offers support and comfort as well as pro-active ways of moving on. Amongst the affected amputees, there are hosts of talented people. Displaying the amputees as capable, confident, proud and determined people helps reduce stigma by rendering the amputees visible as capable members of civil society. The proposed project aims at promoting and ensuring their coexistence with the wider community by supporting the capacity building of the association, as well as by displaying to the larger public that these marginalized people can contribute to the country in meaningful ways.

COMPONENT 2: Narrative Section: Project justification

1. Direct and immediate relevance to peacebuilding

This project proposal is a pilot initiative geared towards designing a path that will promulgate the organizational needs of amputees through a pilot capacity building mechanism targeting SLASC. The target group is outstanding in that it has already managed to build an organizational structure that advocates for the inclusion of amputees in socio economic dynamics. The Single Leg Amputee Sports Club has uniquely researched the possibilities to create avenues to further cater for the socio-cultural needs of amputees nationwide, and the organisation sets a good example to others who are equally disadvantaged.

This group happens to comprise mainly of war wounded persons who for the most part continue to feel neglected by the society. This has increased their feeling of disillusionment stemming from the fact that they can neither be cared about nor provided the means to sustain their already challenged circumstance. The formation of a football club was a means of providing comfort, a belief that disability is not inability and as a means of galvanising for a common goal. As the project aims at strengthening the capacity of this minority association for management and income generation, it is expected to make the amputees confident and self reliant in the future, supporting the amputees own desire to build on their inherent efforts at self help whenever possible. This is expected to galvanize its members into an effective force that is able to articulate and translate the needs and wishes of its members into reality. The feeling of being able to be more independent, make decisions and contribute to state transformation will reduce the feeling of grudge/disillusionment and thus contribute to peace building.

The project will be carried out in cooperation with UNIPSIL and IOM and aligned with the peacebuilding goals as laid out in the Joint Vision for Sierra Leone, in particular Consolidation of Peace and Stability (Objective 1) and Economic and Social Integration of the Youth (Objective 3).

The immediate relevance to peace building is the promotion of coexistence.

2. Time-critical nature of the project and the unavailability of timely alternative funding; the lack of available funding for specific peacebuilding activities, etc.

The proposal notes that there is a funding gap for the resolution of the current needs of amputees within the process of reconciliation and recovery. In particular there is a gap when it comes to programmes that promote hope and respect for the amputees and plans for their future livelihoods. The project will help fill this gap by advancing work of SLASC making this unique organization more capable in carrying out its core functions of recreation through amputee football and advocacy for the disabled.

The Single Leg Amputee Sports Club was formed in 2001 as a force to bring together talented single legged amputees who are footballers or have the potential to play football amongst other sports. With the intent in mind that sporting activities can play a vital role in recovery of this marginalized group, the SLASC made it possible to uniquely establish a soccer team for amputees. On this basis broader activities have emerged making the

Club able to help the marginalized group of war and non-war related amputees in other ways. The funding and support provided by the IRF channelled through IOM will create an enabling environment towards achieving the goals of empowerment and rehabilitation.

3. Identify the catalytic effect of the project on the engagement of stakeholders in the peacebuilding process

The Ministry of Social Welfare, Children and Gender Affairs, the Sierra Leone Union on Disability Issues (SLUDI), the Disability Awareness Action Group (DAAG), the Ministry of Education, Youths and Sports, and other indirect beneficiaries are all involved in similar advocacy and therefore interested parties who will benefit from the visibility of the project. The 300 members of the Club will, as key stakeholders, be instrumental in ensuring that standards are met and the implementation of the project is followed through in accordance with the prescribed plans. The Club recognizes the importance of a coordinated response and seeks to be a partner with all the above. Most of the beneficiaries are registered with one of the disability groups; others not yet registered will be given the opportunity to affiliate with these groups through this project.

The organization intends to share this unique experience and opportunity with other disabled groups including the blind and visually impaired, polio victims, the deaf and other physically challenged people.

Likewise SLASC will work towards enhancing its networking capacity with other organizations. Working with the Sierra Leonean Football Associations and Paralympics organization SLASC helped facilitate the development of other forms of disability football (e.g. hearing-impaired, visually-impaired, learning-impaired, etc.), and to obtain Paralympics status for amputee football.

The Single Leg Amputee Sports Club hosted the first Nations Cup for Amputee footballers in Sierra Leone (2007) to bring together other Amputees from around Africa. This unique event attracted spectators from all ages, social groups and professions, not only displaying the skills of the players but also making it crystal clear that the less privileged and physically challenged can also contribute to nation building in their own way if given the opportunity. SLASC served as Peace Ambassadors through the new phenomena of sport demonstrations in the UK in 2003 and recently in Spain 2010. Likewise SLASC have competed internationally in amputee football championship, representing Sierra Leone in Brazil – 2005, Russia – 2006, Liberia – 2008 and Turkey – 2008. The Club wishes to intensify its efforts as a regional coordinator and facilitator.

COMPONENT 3: Logical Framework (including implementation strategy)

The project will work on developing institutional capacity together with creating advocacy and encouragement for new disability sports and recreational opportunities. It will establish a resource centre, an income generating scheme for the sustainability of the SLASC together with the Clubs advocacy initiatives in the country.

Because of the limited capacity of SLASC in the procurement and management of resources, and the complexity of the program, a technical committee comprised of the relevant civil society stakeholders, IOM, and the technical support of UNIPSIL will be put in place.

IOM, in addition to its programmatic overview functions, will provide procurement and monitoring services throughout the lifespan of the project.

The main aim of the project is promotion of individual and community development for disabled people to be achieved through the available funding focusing on two key concerns:

1. **Capacity building of The Single-Leg Amputee Sports Club (SLASC):**
 - a. To be able to develop clear management structures and procedures including gender sensitive decision-making mechanisms within the organization, and the transparent and sustainable management of the financial resources that will be generated by the income generating component of this project, the project will recruit an expert consultant. This consultant will be expected to provide management training including financial and project cycle management. The consultant shall also provide training on business development, basic book keeping and general entrepreneurship. This training shall target the SLASC executive members. SLASC will be sensitized to mainstream gender into their management structures and activities with the technical assistance of UNIPSIL.
 - b. SLASC is keenly aware of becoming financially sustainable in the future. As the country continues its recovery, the organization will strive to become responsible for own funding with the initial support from this project.
 - c. A profitable area of income generation will be the use of "Poda Podas". These colourful, customized, converted mini-buses are seen all over the country and provide the main, cheapest form of transport for the vast majority of people. Essentially they are mini-buses that have been converted to hold up to about 20 people. They drive a particular route and collect and drop-off people on the way for a standard fee set by the Government. Despite maintenance and fuel costs, Poda Podas are highly profitable. The mini-buses purchased will also be used to provide team transport to and from training and matches. They will be branded with the logo of SLASC/disabled organizations which will promote awareness of SLASC and its activities. SLASC members will be employed where possible in the management and functioning of this activity. The necessary commercial drivers' license has been obtained by a member of the Club. Likewise personnel and management capacity already exists in the Club. The mini buses make some \$ 50 per day excluding running costs. Looking at a quick financial analysis, the poda poda could generate some \$15,000 in its first year. It could pay for itself by the end of the second year. This return on investment could be doubled thereby halving the time on breakeven if the poda poda is used to ply the provincial routes most of which are now paved.

- d. Likewise, operating sports cinema are realistic projects for Africa in terms of competition in technology and the universal language that brings thousands of people together daily – football. These projects are highly profitable in Sierra Leone and will create opportunities for the organization to create financial sustainability for its activities, as well as creating new jobs for its members in the future. In Sierra Leone, soccer especially the English and Spanish leagues have become a pass time. On a normal weekend, video clubs make an average of \$100. This can be doubled if there a champion's league matches during the week. It is therefore safe to say, the amputees can make between \$100 to \$200 weekly. Meaning the club can make a minimum of \$4,200 in a forty two week season. Two of these bought for the amputee can earn them some \$8,000 per annum.

II. Advocacy

- a. The SLASC will seek to promote awareness of disability rights, health and civic education through amputee football matches and training sessions, special events and radio coverage in collaboration with related line ministries. Club members demonstrating that people with disabilities can fulfil an active role in the development of their communities will re-enforce disabled peoples' ability to be valued in communities as *equal* citizens. The members, by example of their own determination to transgress physical limitations to restore hope for the future, carry a significant moral value in promoting peacebuilding themes, tolerance and forgiveness.
- b. Currently there are five amputee clubs nationwide; two in Freetown, one in the Northern Provincial Capital - Makeni, one in the Southern Provincial Capital - Bo and the other in the Eastern Provincial Capital, Kenema. These clubs will provide a "model" for replication in the districts outline areas in Kailahun (Daru and Kailahun town and in Pujehun). A needs assessment was made two years ago and players waiting for setting up of their own teams are already present. Following this assessment, the target is to enable a total of eight teams with a membership of 30-50 playing and non-playing members nationwide. This structure, coupled with the partnership with SLUDI, WAA and SLFA creates a unique opportunity to facilitate the voice of marginalized people by creating a more credible and legitimate movement.
- c. An amputee football league will be established, with the national team participating in international events. The high proportion of young male amputees in Sierra Leone provides a large pool of potential players. "The Play 4 Peace Tour" in recent months in Spain shows that SLASC can champion in future competition with international teams. The opportunity for Sierra Leone to be internationally recognized in this sport goes a long way in changing perceptions of disabled people within the country.

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
PBF Priority Area 2 Promoting coexistence	Enhanced understanding of amputees situation Integration of amputees into civil society	Opinion surveys Site visits	General interest in football amongst both disabled and the larger community
PBF Outcomes: National reconciliation processes that promote culture of inclusion and peaceful resolution of conflicts are strengthened and the most urgent human rights legacies of the conflict addressed, including responsible media.	Increased number of amputee initiatives. A total of 4 regions with amputee football clubs enabled	Analysis of PBF project progress reports and results frameworks WB: Social Capital Assessment Int. Crisis Group updates	(Immediate Objective to Development Objective) Acceptance by local community Availability of business opportunities in the suggested markets
OUTPUTS: Improved institutional strength of the SLASC Expansion of amputee football to additional districts	Increased membership of the SLASC Clear management structure created Increased amputee participation in the management and functioning of the SLASC Women included Up to five advocacy promotional and sport initiatives in the districts with participation of amputee sports clubs Participation in national level football matches	The SLASC will in part be responsible as will the IMO for gathering the data	(Outputs to immediate objective) Non-acceptance by local community, continued stigma. Falling conditions for the microfinance ideas of the organization

Part 2 (Implementation Level):

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
1. Improved institutional strength of the SLASC and Income generation	Management by IOM Accountant Poda Poda Sport DSTV Cinema hall office resource center		Project Manager: IOM, SLASC
2. Advocacy and expansion of amputee football to additional districts	Staff training Executive meetings Sport materials Football matches Drama Concert event Media promotions		Project Manager: IOM, SLASC

COMPONENT 4: Budget

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (US \$)
1. Supplies, commodities, equipment and transport	70,000
2. Personnel (staff, consultants and travel)	800
3. Training of counterparts	2,000
4. Contracts	15,200
5. Other direct costs (IOM project supervision & monitoring costs)	5,457.94
Sub-Total Project Costs	
Indirect Support Costs**	6,542.06
TOTAL	100,000.00

Detailed Budget

Item description	Number	Unit cost	Months	Total
Personnel (staff, Consultants and travel)				
Meetings	L/S	100	8	800.00
Sub total				800.00
Supplies and commodities				
Poda Poda (transport)	1	35,000	1	35,000.00
Sports cinema (satellite TV)	2	7,500	2	15,000
Sports materials	1	3,000	1	3,000
Inter Regional Football matches	4	4000	1	16,000
Media /promotion	1	1,000	1	1,000.00
Sub total				70,000.00
Training				
Training of SLAC executive & members	1	1,0 000	1	2,000.00
Sub total				2,000.00
Contracts				
Office rent/resource centre	1	15,000	1	15,000.00
Opening of bank account	1	700	1	200
Sub total				15,200.00
Total project support to SLASC				88,000.00
Other direct costs				
IOM project supervision & monitoring Costs (Direct Costs)				5,457.94
Sub total project direct cost				93,457.94
Indirect support cost (IOM OH)@ 7%				6,542.06
Grand total				100,000.00

COMPONENT 5: Management Arrangements

The project addresses social and economic problems affecting physically challenged people. Such challenges are still present as a result of the civil war and could not be properly addressed in the aftermath of the conflict and therefore have a clear link to post conflict programming. IOM is already recipient agency for 7 PBF programs in Sierra Leone since 2008.

IOM will sign an MoU with SLASC detailing the management and reporting arrangements. SLASC will be responsible for the achievement of the outputs, while IOM will provide programmatic and financial oversight. Based on the complexity of the program, IOM and UNIPSIL will provide technical assistance, along with monitoring services for the duration of the project.

SLASC will open a separate bank account to receive funds on a quarterly basis against an approved work plan and periodic budget requirements. A first instalment will be transferred by IOM to the SLASC to support the first quarter needs. Subsequent transfer will be based on appropriate narrative and financial reports detailing project expenditures with relevant supporting documentation. The Amputees will also open another account where returns from the income generation activities will be deposited. This account shall have three signatories. For the first six months of its operations, IOM will closely monitor management of this account.

A project management committee shall be set up that will comprise UNIPSIL, IOM, CSOs and SLASC. This committee shall oversee the running of the project and shall forward decisions of its meeting for the action of IOM. The committee shall meet monthly unless otherwise necessitated.

COMPONENT 6: Monitoring and evaluation

Project appraisals will be made both by the SLASC and the IOM to ascertain performances and growth standards in line with the project master plan. Justaposing expected performances as opposed to actual performances will give the growth and progressive rate of the project implementation.

The monitoring and evaluation exercise of the project implementation is a joint responsibility to be shared between the SLASC and IOM. This task will involve checking performances as against proposed schedules and expected best practices. Monitoring exercises will be done on a periodic basis to ascertain that work is done in compliance with proposed standards.

COMPONENT 7: Analysis of risks and assumptions

Currently SLASC has limited management capacity embedded in its structures, and this can be a risk in relation to the sustainability of the deliverables after project completion. For this reason the project includes a capacity building component that aims at strengthening the understanding of basic organizational management principles, including that one of the financial resources that will be generated by the organizational income generation component of this pilot program. The possibility of non-acceptance and stigma can represent a risk in relation to effective achievement of the outputs. The project includes advocacy actions that are aimed to foster social acceptance.

An additional risk is constituted by the potential for disagreements over the management of resources after the completion of the project. This risk is mitigated by the management training.