

PBF – PROJECT DOCUMENT



PEACEBUILDING FUND

Project Title: Support to the Implementation of the Sierra Leone Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission (TRC)	Recipient UN Organization: IOM
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Programme Number: Joint Vision Programme 10	Priority Area: JV: Consolidation of Peace and Security AFC: Chapter 7 – Human Development
Project Number: PBF/SLE/C-2 (extension/phase II)	Project Location: Sierra Leone
Project Description: The project will continue the delivery of reparation to registered war victims. It will provide interim cash assistance and micro grants to 10,753 civilian war victims.	Total Project Cost: Peace Building Fund: USD 1,100,000 Other Funding available for the SLP: Government Input: USD 400,000 Other: UN Women: 533, 000 USD Victims Trust Fund 50, 000 USD Total: USD 2,083,000 Project Start Date and Duration: January 2012 (9 months)
Gender Marker Score: Approximately 60% of the victims registered with the SLP are women and girls.	
PBF Priority Area(s) and Outcomes: Sierra Leone Reparation Program addresses PBF priority area 2 and specifically 2.5 and 2.8 and, as cross cutting effect, PBF priority area 3 and specifically 3.9. The reparation project will contribute to increase peaceful co-existence, peaceful conflict resolution and economic self reliance of the war victims. Outcomes: The NaCSA Reparations Directorate has the capacity to deliver reparations to approx. 10,753 war victims based on the remaining caseload in the database who have not received any reparations. Contribute to improve human dignity and empowering war victims including women and youths through reparations.	
Outputs and Key Activities: 1. NaCSA Reparation Directorate supported for continued delivery of reparation services.	

Activities: Continuation of administrative and logistical support to the Reparations Directorate.

2. Registered caseload is reviewed and analyzed to enhance benefit delivery programme sustainability and management.

Activities: Continuous data analysis.

3. Benefits are delivered to victims in line with set guidelines and available resources to the third phase.

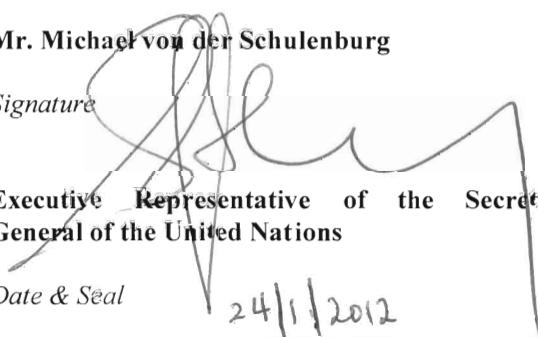
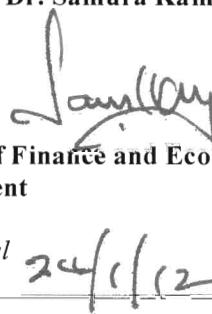
Activities: Training of stakeholders on delivery of benefits and monitoring (NaCSA, members of the National Steering Committee); NaCSA and Bank sign MoU for payment of interim cash assistance and micro grants; delivery of interim cash assistance/ micro-grants

4. Reparations Directorate advocates to sensitize the Government of Sierra Leone on matters related to the sustainability of the reparation programme.

Activities: National Steering Committee meets on policy and advocacy; Quarterly meetings of the Steering Committee; Advocacy for mainstreaming of some benefits like pensions, healthcare and free education etc into the national services.

5. IOM Sierra Leone monitors the programmatic and fiduciary aspects of the SLP implementation through Program Monitoring Unit.

Activities: IOM /NaCSA case management monthly meetings; IOM Co-chairs quarterly meetings of the Steering Committee; Ad-hoc field monitoring visits; Reporting.

Co-chairs of the DEPAC	
<p>Mr. Michael von der Schulenburg  <i>Signature</i> Executive Representative of the Secretary General of the United Nations Date & Seal <u>24/1/2012</u></p>	<p>Honorable Dr. Samura Kamara  <i>Signature</i> Minister of Finance and Economic Development Date & Seal <u>24/1/12</u></p>
<p>Mr. Vijay Pillai  <i>Signature</i> Country Manager of the World bank Date & Seal <u>18 Jan '12</u></p>	
Recipient Organization	National Implementing Partner
<p>Mr. Sanusi Savage  <i>Signature</i> International Organization for Migration (IOM) Date & Seal <u>12/01/2012</u></p>	<p>Commissioner Saidu Conton Sesay  <i>Signature</i> National Commission for Social Action (NaCSA) Date & Seal <u>11/1/2012</u></p>

COMPONENT 1: Situation Analysis

Article XXVI of the Lomé Peace Agreement provided for the establishment of a Truth and Reconciliation Commission (TRC). The mandate of the TRC was then set out in the TRC Act adopted in 2000 by the Parliament of Sierra Leone. Alongside other tasks, the TRC had the mandate to examine the prospects of a reparations programme and it made recommendations in this regard in its final report. In the section of the Government's White Paper on the TRC report that deals with reparations, the Government "accepts in principle the findings and recommendations therein contained," and further indicates that "the Government will use its best endeavours to ensure the full and timely implementation of various reparation programmes recommended by the Commission, subject [to] the means available to the State".

Based upon Articles XXVI and XXIX of the Lomé Peace Agreement of 7 July 1999, the TRC recommended that a Reparations Programme be implemented in Sierra Leone for those victims who were particularly vulnerable, and that the National Commission for Social Action (NaCSA) be the implementing body for the Programme. By statutory instrument dated 17 April 2008, the President of Sierra Leone extended the mandate of NaCSA and Parliament enacted the necessary amendments of the NaCSA Act of 2001, incorporating reparations into its mandate. The importance of reparations was thus embedded in the broad agenda of Sierra Leone's post-conflict recovery. In 2008 the international community, through the UN Peace Building Fund (PBF), appointed the International Organization for Migration (IOM) as Recipient Agency in order to assist the Government in establishing and launching the Sierra Leone Reparations Programme (SLRP).

The German Government in 2008/2009 financed IOM's technical assistance project to build the capacity of the Reparations Directorate in the National Commission for Social Action (NaCSA) to implement the SLP according to the terms of the Lomé Peace Agreement and the recommendations of the TRC. During its first year (2008 - 2009), the SLP achieved all of its programmatic outputs and delivered benefits to approximately 20,000 war victims. NaCSA registered over 32,000 war victims. The SLP project in 2010 – 2011 continues to build on the gains made by the programme in 2008/2009 remains pivotal in restoring the dignity of the victims, and civic trust in good governance. In 2011, while the programme continues to increase the level of assistance to some victims who had already received partial reparation in 2009, 1,538 victims also received assistance for the first time.

Due to the lack of sufficient funding for the Reparations Programme, approximately 10, 753 registered victims are yet to receive any reparations. The continuation of project in 2011-2012 is crucial for fostering peace consolidation, as acknowledged by the PBF when it granted funding for 2008 - 2009 and recognized the Reparations Programme as one of its priority projects. It is crucial that war victims are not left behind in the country's reconciliation. Failure to continue the provision of such reparations entails the risk of fuelling anger among the population, as the fate of victims who have not received any reparations stands in stark contrast to that of former combatants and war victims who received financial assistance and training as part of demobilization and reintegration or reparations programmes. Such failure would leave incomplete the reconciliation process that the TRC, together with the Special Court for Sierra Leone, initiated.

COMPONENT 2: Narrative Section: Project justification

- 1. Describe the project's direct and immediate relevance to peace building, and elaborate the link to the strategy in the Priority Plan, including the PBF Priorities and Outcomes that it targets. (See the PBF Results Framework).**

The Lomé Peace Agreement and the Truth and Reconciliation Commission recommended the implementation of a Reparation Program for War Victims in Sierra Leone. The immediate relevance to the PBF is priority area 2 (2.5 and 2.8) and a cross cutting relevance to priority area 3 (3.9). The implementation of the Sierra Leone Reparation Program forms a central part of post-conflict reconciliation and recovery measures and is an important way to reduce the risk of the country relapsing into conflict. The Sierra Leone TRC recommended reparations to war victims as one of the key issues for the country's rehabilitation and healing within society.

The PBF was instrumental in transforming the political commitment to the TRC of the Government into administrative action, by helping in the establishment of the infrastructure required to implement the reparations programme. With PBF funding, the Government through NaCSA, established a Reparations Directorate, a National Steering Committee, the Special Trust Fund for War Victims, and a Five Years Strategy. This enabled an environment that encouraged victims to register and the subsequent delivery of initial assistance to over 21,000 war, medical assistance to 135 victims and symbolic reparations to 40 of the 149 Chiefdoms.

The total registered caseload is of approximately 32,000 war victims. The delivery of benefits during the last quarter of 2009 created expectations among the war victims and in society that the program would continue. Unfortunately, the weak economy of the country did not allow the allocation of sufficient public funds to continue the program in a meaningful manner. The PBF in 2010/2011, provided additional resources to the reparation programme for the delivery of benefits to approximately 2,100 victims. However, a significant number of the registered caseload, approximately 10,753 has so far not received any benefits. This case load of direct victims in addition to the direct dependants represents a significant number of citizens that as a group can exercise either positive or negative pressure on the peace process. In the same time, reaching out to all registered victims and consistent implementation of the reparations programme will have greatly enhance the trust in the rule of law thus indirectly and directly complementing the country democratic processes including the forthcoming elections in 2012.

- 2. Describe the critical gaps in international funding for peace building that the project fills: e.g. the time-critical nature of the project and the unavailability of timely alternative funding; the lack of available funding for specific peace building activities, etc.**

This project intends to fill the critical funding gap to ensure that the reparations programme reaches out and consistently deliver benefits to all war victims.

The PBF in 2008 allocated 3,000,000 USD as seed money to kick start the reparation program and give the opportunity to the Government to raise funding through revenue and private donations for the continuation of the project. Unfortunately during 2009 and 2010, due to its weak economy and competing priorities the Government was

unable to secure sufficient funding to continue the program without additional support from donors. UNIFEM provided financial support to the Sierra Leone Reparation Program to address the needs of some victims of sexual violence. Further funding of USD 450,000 from the PBF in 2010 as so far enabled the Reparations programme to deliver benefits to approximately 70% of the registered beneficiaries. As a result the immediate scenario for reparations in Sierra Leone is the lack of capacity by the government to provide reparations to registered war victims beyond the 21,395 that have been supported through the PBF and UNIFEM funding. While reparations to war victims have been identified as one of the key issues for the country's rehabilitation and healing within society, only part of the victim population received partial reparations in 2009 and 2011 due to funds constraints, and much remains to be done to bring meaningful reparations to all eligible victims.

The implementation of the TRC Recommendations is an extremely important process closely connected with the overall peace consolidation, reconciliation and national unity. As Sierra Leone is entering a very delicate political and social phase, including the forthcoming elections in 2012, it is of outmost importance for the country to finally deal with the last vestiges of the conflict and continue its path of peace, national unity and economic development. In this context, the delivery of reparations to all victims of the conflict represents the last step of the process. Failure to implement the reparations as recommended by the TRC, could result in increased social tensions which might hinder the gains made so far in the country peace and reconciliation process.

In addition many of the victims are in extremely vulnerable position of economic deprivation and social exclusion. The war has left certain victim categories with almost completely depleted destitute situation. These categories of victims are in urgent need for reparations and assistance which in some cases will not only restore their dignity but also enable basic survival.

Funds from the PBF are so far been exhausted and besides the UNIFEM contribution, no major funding has been received for the Reparations Programme. **Funding is most critical at the moment for three reasons:** 1) to address the needs of the most vulnerable war victims; 2) to manage expectations that have been raised among war victims; 3) to promote national healing and reconciliation and prevent violence from frustrated war victims who are agitating for reparations.

If the programme did not receive additional funding to address the basic needs of all registered war victims the gains achieved with PBF funding in 2008/2009 and 2011 will be lost. Additionally this will have a detrimental impact on the victims and Sierra Leonean society in general, as well as NaCSA loosing the infrastructure which the first PBF allocation created within NaCSA's Reparation Directorate.

- 3. Identify the catalytic effect of the project on the engagement of stakeholders in the peace building process, including:**
 - i. Sustained financial support for peace building activities from the broader international community; and/or**
 - ii. Mobilization of National stakeholders in support of peace building activities (describe clearly and concretely what the project expects to achieve towards this end).**

The implementation of the Programme in 2008/ 2009 and 2011 mobilized the participation of governmental and non governmental stakeholders.

Reparations national stakeholders will continue to be associated directly to the peace building process in three different and inter-linked ways:

1. At the strategic level relevant national stakeholders will sit in an inter-ministerial/agency steering committee co-chaired by NaCSA and IOM. Civil society will participate in this body. The steering committee will engage in policy discussions for sustaining the programme and mainstreaming of mid and long term reparation benefits into government programs such as health, pension and housing.
2. At the operational level, NaCSA, the War Victims Trust Fund, and IOM will ensure that benefits will be delivered to war victims through the national banking and financial services. The process of delivering benefits will therefore increase awareness about the Reparation Program among stakeholders nation wide and contribute to the peace process.
3. Finally, the recognition of suffering and delivery of reparation through the SLP, will empower the victims and install the notion that the war victims, as well as any other citizen of Sierra Leone are bearer of rights. This will contribute to the increased level of civil trust, social cohesion and equal political and economic participation.

COMPONENT 3: Logical Framework (including implementation strategy)

3.1. Sustainability

The President of Sierra Leone, Dr Ernest Bai Koroma, launched a Special Trust Fund for War Victims on 5 December 2009, and appointed Trustees to mobilize resources from local and international partners to complement the government's efforts in providing social services for the war victims under the Reparations Programme. However, the combined efforts of the Government and of the War Victims Trust Fund are not yet sufficient to ensure the sustainability of the project. International support has been received from UNIFEM who granted US \$999,000 for 2010 - 2011 to the SLP for reparations for 650 victims of sexual violence.

Additional international donor contributions are essential for the continuation of the project beyond 2011.

The reparations programme has developed a five year strategy. Under this strategy, the Reparations Program will address the immediate critical needs; provide meaningful reparations through benefit delivery and mainstream long term benefits like pensions for some victims into government run programmes. This strategy will also allow NaCSA to analyze the registered caseload and develop a benefit delivery and exit strategy.

This proposal is part of the five year strategy that aims at ensuring the continuity of the Reparations Programme. However, this project is requesting from PBF an additional US \$ 1,150,038.57 to meet the immediate critical needs of the remaining war victims who have not received any reparations.

3.2. Implementation Strategy

Funding for the Sierra Leone Reparation Program 2011/2012 will build and sustain the achievements obtained by the programme since its inception in 2008.

The third phase of the PBF project, starting in 2012, will continue on a two pronged strategy: 1) Continue the delivery of direct reparations in the form of interim cash assistance and micro grants to all remaining war victims 2) Pursue the dialogue with Government for bigger budgetary allocation in 2012, and to streamline the mid and long term benefits into existing and future government programs.

Furthermore, the project will contribute to consolidate the capacity of the NaCSA Reparations Directorate and of the War Victims Trust Fund to deliver benefits to war victims. This phase of the project will complete the delivery of basic benefits to all registered victims. However more complex reparations needs and sustainability of must be addressed in the future thus the need for development of a phasing out and exit strategy during this phase of the programme.

3.2.1. Delivery of benefits.

NaCSA Reparation Directorate will signed cooperation agreements with relevant banking institutions for the delivery of interim cash/micro grants to the war victims.

At this point, it is planned that approximately \$ 80 will be delivered to approximately 10,753 beneficiaries in the form of interim cash assistance or micro grants.

The exact amount that will be received by each victim will be defined by budget and exchange rate fluctuations. All key administrative arrangements will be discussed and agreed upon between IOM and NaCSA Reparations Directorate.

3.2.2. Oversight arrangements.

The National Steering Committee will continue to provide policy guidance to NaCSA and monitor implementation. Policy guidance will include also efforts to mainstream mid and long term benefits to war victims into national programs. The Commissioner of NaCSA and the Chief of Mission of IOM will co-Chair the NSC meetings.

IOM, as the recipient agency, will provide fiduciary and programmatic oversight over the implementation of the project and conduct field monitoring.

3.3. Logical framework matrix.

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
Development Objective Contributing to increasing peaceful co-existence, peaceful conflict resolution and economic revitalization	A Sierra Leone that has moved toward the implementation of the recommendations of the Truth and Reconciliation	1. NGO Reports on community based symbolic reparations. 2. Minutes of meetings of the Board of Trustees of the War Victims Trust Fund.	

(self reliance for victims).	Commission, in particular in areas that have thus far been largely neglected such as reparations for war victim. Human dignity of war victims restored through delivery of reparation packages as recommended by the TRC; Healing, reconciliation and consolidation of peace continue to prevail between victims and perpetrators in communities.	3. Statistic Reports by War Victim National Data Base. 4. UNIPSIL Country Report. 5. UN Joint Vision review report	
PBF Outcome(s)			
The NaCSA Reparations Directorate has the capacity to deliver reparations to war victims.	The NaCSA Reparations Directorate has 10 core staff, and maintains logistic capacity centrally and in the four regions to implement the second phase of the Reparations program and delivers benefits to war victims and affected communities.	1. Organizational chart of the Reparations Directorate; 2. Training reports. 3. Staff performance evaluation report by NaCSA. 4. Statistic Reports by War Victim National Data Base.	1. Adequate donor support and sustained government allocations to the reparations programme. 2. Peace is maintained.
Contribute to improve human dignity and empowering war victims including women and youths through reparations.	Approximately 10,753 War Victims have their dignity recognized through delivery of reparation benefits to provide them with economic and social empowerment.	1. NaCSA reports. 2. Bank payment reports. 3. Benefit delivery reports entered in the War Victim National Data Base.	1. Adequate donor support and sustained government allocations to the reparations programme. 2. Peace is maintained.
OUTPUTS:			
NaCSA Reparation Directorate supported for continued delivery of reparation services.	The staffing capacity of the Reparation Directorate will be maintained based on program requirements (10 core staff) and availability of budget. IT capacity enhanced: Staff: staff training for IT staff;	Bills of laden, invoices, signed contracts, ToRs, Mid term and annual Reviews	1. Adequate donor support and sustained government allocations to the reparations programme. 2. Peace is maintained.
Registered caseload is reviewed and analyzed to enhance benefit delivery and programme	The national War Victims Data Base is finalized with 32,000 + verified and updated entries.	1. Statistic Reports by War Victim National Data Base.	1. Adequate donor support and sustained government

management. .	<p>One benefits delivery policy paper approved and implemented by Government.</p> <p>One phasing out strategy policy paper approved and implemented by Government.</p>	2. Two endorsed policy papers.	allocations to the reparations programme. 2. Peace is maintained.
Benefits are delivered to war victims in line with set guidelines and the available resources to the third phase of the program.	10,000 registered war victims have received the interim cash assistance and an instalment of micro grant	1. NaCSA reports. 2. NGO Reports on Symbolic reparations. 3. Statistic Reports by War Victim National Data Base. 4. War Victims Trust Fund minutes of meetings/reports.	1. Adequate donor support and sustained government allocations to the reparations programme. 2. Peace is maintained.
Reparation Directorate Advocated to sensitize the Government of Sierra Leone on matters related to the sustainability of the Reparation Programme.	National revenue funds contribute to the Special Trust Fund for War Victims;	1. NaCSA Reports 2. Minutes of the Steering Committee. 3. Copy of proposals submitted to Government.	1. The Government of Sierra Leone remains committed to the implementation of the TRC recommendations on Reparation. 2. Adequate donor support and sustained government allocations to the reparations programme. 3. Peace is maintained.
IOM's Sierra Leone established a Program Monitoring Unit to deliver monitoring services	IOM provides programmatic and fiduciary oversight to the implementation of the program.	IOM reports.	1. Adequate donor support and sustained government allocations to the reparations programme. 2. Peace is maintained.

Part 2 (Implementation Level): This table describes what will be implemented, by whom, how, and how much.

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
<i>Out put 1:</i> NaCSA Reparation Directorate supported for continued delivery of reparation services			
Extensions of contracts for 10 programme staff for a period up to 9 months.	NaCSA		NaCSA Director of Reparations.
Continuation of administrative and logistical support to the directorate.	Vendors Donors		IOM IOM, NaCSA
<i>Out put 2:</i> Registered caseload is reviewed and analyzed to enhance benefit delivery and programme management.			
Data Base finalization and testing.	NaCSA Database Administrator (DBA) and Data Entry Clerks		NaCSA IOM Mission Freetown NaCSA and IOM Reparation Focal Point
Data analysis;	NaCSA Program Manager and DBA, IOM Reparations Unit in Geneva		NaCSA Director of Reparations and Program Manager.
<i>Out put 3:</i> Benefits are delivered to war victims in line with set guidelines and the available resources to the third phase of the program. .			
Train NaCSA reparation and staff, War Victims Trust Fund Board of Trustees and National Steering Committee Members on delivery of benefits and monitoring systems.	NaCSA, War Victims Trust Fund, IOM, National Steering Committee.		IOM , NaCSA Director of Reparations.
NaCSA and bank sign MoU for payment of micro grants	NaCSA &Bank		NaCSA Commissioner, NaCSA Finance Director.

<i>Out put 4: Reparation Directorate Advocated to sensitize the Government of Sierra Leone on matters related to the sustainability of the Reparation Programme</i>			
Extension of the mandate of the National Steering Committee. Quarterly meetings of the Steering Committee. Advocacy for mainstreaming of some benefits like pensions, healthcare etc into the national services.	Government Ministries, Department and agencies (MDAs) NaCSA NaCSA, War Victims Trust Fund.		NaCSA Commissioner, NaCSA Director of Reparations, IOM Mission Freetown. NaCSA Commissioner, NaCSA Director of Reparations, IOM Chief of Mission. NaCSA Commissioner, NaCSA Director of Reparations, IOM Chief of Mission, Board of Trustees.
<i>Out put 5: IOM's Sierra Leone established a Program Monitoring Unit to deliver monitoring services</i>			
IOM NaCSA case management monthly meetings. IOM Co-chairs quarterly meetings of the Steering Committee. IOM participate to the monthly meetings of the Board of Trustees of the War Victims Trust Fund. Field monitoring visits. Reporting.	NaCSA, IOM IOM, NaCSA IOM IOM NaCSA and IOM.		Reparations Programme Manager Data Base Administrator and IOM Reparations Focal Point IOM Chief of Mission/OiC, NaCSA. IOM Chief of Mission/OiC Chief of Mission, IOM Reparations Focal Point, NaCSA Director for Reparation and Programme Manager; IOM Reparations Focal Point .

COMPONENT 4: Budget

Category	Item	Number of items	Unit Cost -@50% (US\$)	Total Cost (US\$)
1. Personnel (Staff and Consultants)	Core NACSA Project Staff Costs in various positions with corresponding remuneration for a period of 9 months @ 50% of monthly salary Director Programme Manager ICT - Officer M& E - Officer Project Accountant Project Officer Data Base Administrator Admin Assistant Drivers	1 1 1 1 1 1 1 1 2	1,500 1,250 600 600 600 500 500 300 125	13,500 11,250 5,400 5,400 5,400 4,500 4,500 2,700 2,250
	Management and Support staff	L/S	1000	9000
			Sub Total	63,900
2. Contracts (Commercial, grants, professional services)	Direct reparations payments o Interim Cash/ micro-grants to unpaid victims o Payment administrative expenses @1.2%	10,753 1	80 10,322.88	860,240 10,322.88
			Sub Total	870,562.88
3.Training/Capacity Building/Sensitization				
	Development of sensitization messages and Outreach	L/S	13,800	13,800
			Sub Total	13,800
4. Transport				
			Sub Total	0.00
5.Equipment				
			Sub Total	0.00
6. Supplies and Commodities	Fuel & Lubricants for vehicles & Motor bikes Generator and utilities Communication (email, telephone, internet) Stationery	9 9 9 9	600 500 600 600	5,400 4500 5,400 5400
			Sub Total	20,700
7. Travel	Daily Subsistence Allowances for out of station Trips for NaCSA staff, Members of the NSC and WVTF for supervision, monitoring and evaluation.	9	2,080	18,792
			Sub Total	18,792
8. Management Support	IOM direct costs for grant management, project monitoring and supervision	L/S	40,282.50	40,282.50

Sub Total	40,282.50
Total Project costs before Administrative Charge	1,028,037.38
IOM Indirect Costs (7% of project cost)	71,962.62
GRAND TOTAL	1,100,000

UNDG Standard Budget

PROJECT BUDGET	
CATEGORY	AMOUNT
1. Supplies, commodities, equipment and transport	20,700
2. Personnel (staff, consultants and travel)	63,900
3. Training of counterparts	13,800
4. Contracts	870,563
5. Other direct costs	59,074
Total Programme Costs	1,028,037
Indirect Support Costs (7% of total programme cost)	71,963
TOTAL	1,100,000

COMPONENT 5: Management Arrangements

The implementing partner for this project is the National Commission for Social Action (NaCSA). IOM will manage the resources of the project, discharge fiduciary and programmatic oversight and perform field monitoring.

IOM will sign MoUs with NaCSA. The MoU will spell out the conditions for the use of funds that will be remitted by IOM for the implementation of the project. IOM will explore venues for cooperation with the War Victim Trust Fund for the channelling of direct reparation funds to NaCSA.

The National Steering with twenty-one (19) members will continue to advise and decide on policy matters. The Commissioner of NaCSA and the Chief of Mission of IOM will be the Co-Chairs. The National Steering Committee shall have the overall responsibility of policy issues in concord with the plans and budget of the Directorate of Reparations. Other members of the steering committee are: the chairman of the War Victims Trust Fund, a representative of H.E The President's Office, one representative each from the Ministry of Foreign Affairs and International Co-operation; Ministry Finance and Economic Development; Ministry of Education, Ministry of Labour and Industrial Relations, Ministry of Health and Sanitation, Ministry of Agriculture Forestry and Food Security, Ministry of Transport and

Aviation, Ministry of Social Welfare, Gender and Children's Affairs (specifically the Principal Social Development Officer); The Chairman Parliamentary Oversight Committee of NaCSA; the National Human Rights Commission; one UN Country Team representative; two Civil Society representatives-one of whom would be a woman from an NGO specializing in gender issues; two victims representatives one of whom would be a woman; and a representative from the Sierra Leone Association of Journalist (SLAJ).

The NSC will meet quarterly unless otherwise agreed, to discuss and review implementation. The Reparations Unit for the lifespan of the project shall report to the NSC through the Co-chairs. NaCSA shall report to IOM on a quarterly basis. Monthly updates shall also be shared with IOM to enhance monitoring. IOM shall report to the donors as agreed.

The Board of Trustees of the War Victims Trust Fund already holds regular monthly meetings, to which the Chief of Mission of IOM is invited as Technical Adviser appointed by the President. These meetings will continue in this format or more often as required.

IOM as UN Recipient Agent reserves fiduciary and programmatic responsibilities in the delivery of this project within the timelines specified. Financial disbursement will be based on approved budgets and the MoU between IOM and NaCSA. IOM will pay in tranches as per quarterly approved budgets to meet time bound implementation of activities. Requests, financial procedures, procurement, etc shall follow the IOM recommended policies and procedures. Financial disbursement shall be premised on agreed work plans and approved budgets with further disbursements hinging on narrative and financial reporting and supporting documentation. The selection of sub grantees/partners shall be overseen by IOM, wherein NaCSA shall be the signatory to and responsible for the management of the cooperation agreement between NaCSA and the Sub Grantee.

The IOM Chief of Mission or Officer in Charge will ensure compliance with IOM procedures and will maintain regular contacts with NaCSA, the National Steering Committee, the Board of Trustees of the War Victims Trust Fund and donors as required. The Chief of Mission or Officer in Charge will also monitor the correct implementation of work plans with the support of the IOM National Focal Point for Reparations, the National Resource Management Officer, and other staff as may be required by circumstances. IOM will conduct field monitoring visits.

COMPONENT 6: Monitoring and evaluation

Joint IOM - NaCSA monitoring will be performed at all levels of the project implementation, including monthly meetings to review progress and monitor benefit delivery through the data base and financial reporting.

The M&E Unit of the SLP and IOM will use Activity and Result based Monitoring Approaches to regularly track the performance of the project, in accordance with the Monitoring and Evaluation Framework of the UN Joint Vision. The monitoring of project activities will be as participatory as possible in which the beneficiaries themselves will be involved. Routine monitoring will be undertaken through field visits, beneficiaries and stakeholder's interview, discussions and project review meetings through monthly, quarterly, annual and project completion reports.

NaCSA, the National Steering Committee, and IOM will review project implementation on a quarterly basis and at the end of the project. A monitoring and evaluation schedule will be presented to the National Steering Committee at the beginning of implementation for endorsement. An external evaluation will be commissioned immediately after the end of the third phase project. The evaluation will be undertaken by IOM project evaluation experts and representatives from NaCSA, war victims and Civil Society.

The objective is to ascertain whether the project has conducted activities in accordance with project plan, schedule and budget and whether the project objectives and planned impact have been achieved (i.e., overall poverty level and social exclusion of the targeted beneficiaries reduced; beneficiaries are indeed more independent financially and empowered; the project has addressed the first priority needs of victims and that the proposed intervention are appropriate taking into account victims participation).

Plans to document and disseminate lessons learned and emerging good practice

Annual and a quarterly progress and financial reports for management and donor reporting purposes will be produced. These, as well as the processing procedures and documented practices, together with the monitoring, auditing and evaluation records will serve as basis for compiling a lessons learned document, that will be shared with key stakeholders.

The quarterly progress and financial reports as well as the findings on good practices and lessons learned will also be submitted to the above mentioned National Steering Committee.

COMPONENT 7: Analysis of risks and assumptions

The project has three key assumptions to its success and sustainability:

1. The Government continues to commit its self towards the full implementation of the TRC recommendations.
2. Peace continues to prevail in the country.
3. Sierra Leone will emerge from its current financial downturn and generate sufficient funds to sustain the continuation of the reparation program.

If such assumptions do not realize, the successful implementation of this project might be jeopardized and the future sustainability of the Sierra Leone Reparations Programme might not be realized.