



PEACEBUILDING FUND

GENERIC ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

Programme Title & Project Number <ul style="list-style-type: none">Programme Title: Support to the Establishment of a Peace MuseumProgramme Number: PBF/SLE/B-10MPTF Office Project Reference Number: 00077001	Country, Locality(s), Thematic/Priority Area(s) <p>Sierra Leone</p> <p>Security W1</p>																								
Participating Organization(s) <p>Office of the High Commissioner for Human Rights</p>	Implementing Partners <p>Special Court for Sierra Leone</p>																								
Programme/Project Cost (US\$) <table><tr><td>MPTF/JP Contribution:</td><td>195,000</td></tr><tr><td>• by Agency (if applicable)</td><td></td></tr><tr><td>Agency Contribution</td><td>0</td></tr><tr><td>• by Agency (if applicable)</td><td></td></tr><tr><td>Government Contribution (if applicable)</td><td>0</td></tr><tr><td>Other Contributions (donors) (if applicable)</td><td>0</td></tr><tr><td>TOTAL:</td><td>195,000</td></tr></table>	MPTF/JP Contribution:	195,000	• by Agency (if applicable)		Agency Contribution	0	• by Agency (if applicable)		Government Contribution (if applicable)	0	Other Contributions (donors) (if applicable)	0	TOTAL:	195,000	Programme Duration <table><tr><td>Overall Duration (months)</td><td>17 months</td></tr><tr><td>Start Date</td><td>17 12 2011</td></tr><tr><td>End Date (or Revised End Date)</td><td>31 05 2012</td></tr><tr><td>Operational Closure Date</td><td>31 05 2012</td></tr><tr><td>Expected Financial Closure Date</td><td>31 05 2012</td></tr></table>	Overall Duration (months)	17 months	Start Date	17 12 2011	End Date (or Revised End Date)	31 05 2012	Operational Closure Date	31 05 2012	Expected Financial Closure Date	31 05 2012
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Programme Assessment/Review/Mid-Term Eval. <p>Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p> <p>Mid-Term Evaluation Report – if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p>	Report Submitted By <ul style="list-style-type: none">Name: Binta MansarayTitle: RegistrarParticipating Organization (Lead): Special CourtEmail address: mansarayb@un.org																								

NARRATIVE REPORT FORMAT

I. Purpose

The objective of the project is to contribute to future peace and security in Sierra Leone by establishing the Peace Museum as a permanent memorial to Sierra Leone's conflict on the Special Court's site. The Museum has four objectives, these are:

- to honor the suffering of the conflict's victims;
- to preserve and narrate the history of the conflict and peace processes;
- to reduce the risk of conflict returning to Sierra Leone; and
- to reinforce Sierra Leone's human rights culture.

The Museum will do so through an exhibition that uses artifacts and interactive exhibits to tell the history of the conflict and peace; through a memorial that provides a quiet place of contemplation and remembrance; and an archive of war-related materials, including the public records of the Special Court for Sierra Leone (SCSL) and those of the Truth and Reconciliation Commission (TRC). This project will install these three features in the Museum and establish the Museum as an independent legal entity. As the only institution in Sierra Leone dedicated to the conflict, the Museum will make sure the lessons of the war are not forgotten by future generations.

The Peace Museum project was initially conceived by the Government of Sierra Leone, in line with the TRC's recommendations for symbolic reparations. For the Special Court, the project also meets its desire to contribute to restorative justice in Sierra Leone. Given the Peace Museum's origins, the project fits in well with the Peacebuilding Fund's Priority Plan for Sierra Leone.

The Priority Plan identifies 'Justice and Security Sector Development' as critical to removing one of the underlying causes of the country's conflict. The priority plan notes that this reform should include implementing the recommendations of the TRC, strengthening the national reconciliation process, promoting conflict resolution and strengthening institutional mechanisms for promoting human rights. As discussed above the objectives of the Museum directly address the issues of human rights and conflict resolution, and the Museum fulfills the TRC's recommendation that there should be symbolic reparations:

- In telling the history of the conflict's causes and consequences, the Museum will share the perspective of the TRC that the denial of human rights was a cause of the conflict and "the conflict constituted a denial of humanity to all Sierra Leoneans." In teaching history from a human rights perspective the Museum promotes a culture of human rights in Sierra Leone.
- The Museum is motivated by the belief that a society which understands the causes and consequences of conflict will be better able to prevent a return to violent conflict. However, the Museum will also run activities with schoolchildren designed to foster non-violent conflict resolution.
- The TRC recommended that reparations to the war's victims be made, including the creation of memorials. Memorials "provide continued public acknowledgment of the past and address the need on the part of victims for remembrance". The Museum will help to fulfill this recommendation.

II. Resources

Financial Resources:

Additional Funding: Recognizing the need for additional financial resources and the need to publicize the Museum, fundraising activities have been conducted. The committee designing the Museum, known

as the Project Management Team, organized a sponsored walk and has collected donations on the Museum's behalf. These resources have been managed by the Special Court, on behalf of the Project Management Team and have been used to finance publicity and communications activities in Sierra Leone.

Budget Revisions: There have been no major revisions to the budget. The budget line for building materials has been increased from USD 19,800 to USD 34,000 due to the need to re-roof the building. This unexpected expenditure will be compensated for by reductions in other parts of the 'Supplies, commodities, equipment and transport' budget line.

Financial Management: The financial resources have been managed in accordance with the Special Court's financial rules and regulations, which are modeled on those of the UN. As such, the project has not faced any constraints relating to the financial management of the programme.

Human Resources:

So far the project has paid for the services of five archiving staff, one general services supervisor and a team daily laborers; all are national staff.

III. Implementation and Monitoring Arrangements

The Office of the Registrar of the Special Court for Sierra Leone manages the implementation of the project. However, the project is implemented by a committee of national stakeholders, known as the Project Management Team. This committee is comprised of representatives from the Attorney-General's Office, Secretary to the President's Office, Ministry of Tourism, Human Rights Commission, Monuments and Relics Commission, National Museum, National Archive, Amputees and War Wounded Association, Advocacy Movement Network, the Sierra Leone Union of Photographers and Garber, Jarrett-Yaskey & Associates, an architects practice. The Special Court and OHCHR also sit on the committee.

According to its terms of reference, the Project Management Team is a transparent body that will design the content and management arrangements of the Museum. It will "have the authority to take decisions on the design of the Museum, to make recommendations for the future management of the Museum and to communicate with external actors when relevant." For example, the Team debated and agreed on the Museum's Articles of Association, which determine how the Museum will be owned and run.

The Team meets fortnightly and, for the first six months, had subcommittees who met in the alternate weeks. The subcommittees discussed the memorial and exhibition, the archives, fundraising and the business model and the legal personality of the Museum.

Decisions taken by the Project Management Team are implemented by Special Court staff, contractors hired specifically for this project and the Project Management Team themselves. The Project Management Team is responsible for monitoring the implementation of its decisions and, to this end, reports on progress made in implementation are given to the Team at each meeting. As a result, the Team is able to take corrective action. For example, following the launch of the memorial design competition, insufficient entries had been received. The Team decided to extend the deadline for the competition and decided to increase its publicity efforts.

Within the Special Court, the Registrar oversees the project implementation, with assistance from the Special Assistant to the Registrar, the Site Project Consultant, and the Court's Section Chiefs. The Chief of the Court Management Section manages a team of five consultants who implement the archiving

component of the work. The Chief of the General Services Section supervises the team of daily consultants and the general services supervisor in the constructions and redecoration work. The Communications and Information Technology Section staff also provide support to the archiving process. By using Special Court staff for specific tasks, the project is able to draw on a broad range of technical expertise that otherwise would have to be hired through project funds.

The Special Court administers the financial resources of the project, in accordance with its Financial Rules and Regulations and its Procurement Rules. The Special Court's accounts are audited annually by the Auditor-General of South Africa.

No assessments or evaluations have been made at this stage.

IV. Results

The objective of the project is to establish a fitting memorial to the conflict for the people of Sierra Leone. Significant progress has been made toward achieving this objective in 2011, through the drafting of the Articles of Association, the redesign of the Museum's building, the preparation of the archives and the memorial design competition.

Articles of Association - The Project Management Team has decided on the objectives of the Museum and its management arrangements, leading to the drafting of the Articles of Association. The Museum will be managed by a Board of thirteen Directors who will be appointed by different institutions of interest groups. For example, the Government of Sierra Leone will appoint one Director, which will ensure that the Museum works for the public interest and in line with Government cultural priorities. Also, one of the Directors will be appointed by victims' associations, ensuring that the Museum acts to meet their needs for public acknowledgment. The Board will appoint and manage a Curator who will be responsible for the day-to-day implementation of the Museum's policies and strategic plan. The Court is seeking the opinion from the Government as to who will nominate a Director on the Government's behalf before incorporating the Museum.

The Archives - Progress is being made toward the preparation of the Peace Museum archive. During 2011, the Court's archiving team completed a full public copy of the Court's records, ready for transfer to the Museum. The include transcripts of trial proceedings, motions and judgments in the Court's trials in paper and electronic form. In addition, the Court had provided video footage of the Court's trials.

The second component of the archive will be the records of the Truth and Reconciliation Commission. The Human Rights Commission owns the records and agreed to house the records in the Peace Museum. After detailed discussions with the Human Rights Commission, the TRC records were transferred to the Special Court premises in December 2011. There are 318 boxes of material, mostly paper with 36 boxes of audiovisual records. The records will be appraised to determine which are of permanent value. Permanent records will be described, digitized, copied onto acid-free paper and stored in archival boxes. The archiving process is being overseen by the Chief of the Court Management Section records and a staff member of the Human Rights Commission, and is supported by five archivists.

The Project Management Team has identified other war-related materials which should be included in the archive and the Court is in the process of adding these records. Further, the Court has been discussing the options for archival software to access the digital records. No decision has been reached yet.

The Memorial - In August 2011, the Project Management Team launched the memorial design competition. The competition asked members of the public to submit designs for how they would use the memorial space. The competition was advertised through fliers, radio interviews and town hall meetings in each District, and prizes were offered to the winners. Originally, the competition was scheduled to close at the end of October 2011, however due to an initially poor response, the deadline was extended to the end of the year and publicity activities were extended. Designs were received from around the country, including an entry from a team in Germany. In 2012 a panel of judges will interview the designers and select a winner.

Physical Modifications to the Museum - Significant progress has been made in preparing the Museum's facilities. A major challenge to the project was separating the chosen building from the rest of the Special Court compound. In particular, as the Museum building houses the hub of the Court's security network, it was important to maximize the Museum's space, while avoiding disruption to the security network. Security equipment was moved into one small portion of the building and separate access provided so that security staff can continue their functions without interfering with the Museum's operations.

The building has been re-roofed due to evidence of damage due to leaks and the internal space has been reconfigured ready for use by the Museum. This included removing partitions and rebuilding the staircase for public access. The Project Management Team used the pro-bono services of a local architect to design the layout of the interior.

The project partitioned a section of the Court's car park for use as an outdoor memorial space. The memorial space will be accessible via a bridge and allows for additional space inside the Museum to be used for the archive and exhibition. Although the bridge remains to be constructed, the site was accessible to those submitting designs to the memorial competition so that they could see the available space.

Events and publicity - During 2011, the Project Management Team hosted four events to publicize the Museum and also to begin its work of supporting peace in Sierra Leone. For the 50th anniversary of Sierra Leone's independence, the Museum hosted a three-day exhibition from 28-30 April 2011. Including exhibits courtesy of the National Museum, National Archive, and Human Rights Commission, the exhibition examined other occasions when Sierra Leone has looked forward – at independence and after the conflict. In particular, the Project Management Team was honored to display works from the TRC's National Vision project, which sought the public's artwork depicting their vision for Sierra Leone's future. The Museum was the venue for the launch of the memorial design competition in August. For the International Day of Peace in September, the Museum hosted an award ceremony put on by AGEH, a German NGO, and the Sierra Leone Adult Education Association, which concluded a design competition also seeking people's vision for the future of Sierra Leone. Lastly, the Museum was the destination for a sponsored walk to raise publicity and funds for the Museum.

There have been delays compared with the timeline set out in the project proposal. The most significant problem has been the lack of specialized skills required in order to take decisions, which has slowed down the Project Management Team's decision-making process. The Project Management Team worked to reduce the impact of this problem by expanding its membership to include additional institutions with the relevant skills. For example, the Team brought on board an architects' practice and consulted with technical staff from the National Museum.

The most significant cause has been the time taken for the Project Management Team to take decisions. This reflects the limited time available to Team members to work on the Museum project in between meetings and the need to allow members to express their views and achieve consensus among them.

Secondly, some delays have occurred because of activities that the Team has wished to conduct. The 50th anniversary event, the sponsored walk and event for the International Day of Peace were not envisioned in the project proposal and absorbed the time and energy of the Team. In light of these developments, the Special Court requested a three-month extension in the project's timeline. The Project Management Team has noted these delays and resolved to focus on the critical tasks required to establish the Museum.

The project's key partnerships are with the members of the Project Management Team. These partnerships are critical to the success of the project as the Team must make the design decisions needed to establish the Museum and monitor its implementation.

Overall, significant progress has been made toward establishing the Peace Museum. All relevant decisions have been taken regarding the Articles of Association and the memorial design process and developing the archives is well under way.

V. Future Work Plan (if applicable)

The main remaining tasks are as follows:

- To register the Museum by signing the Articles of Association
- To judge the winner of the memorial design competition and construct the memorial (USD 10,000)
- To archive the records of the TRC and seek other records to be included in the Museum's collection (USD 29,200 for supplies and USD 30,000 for archivists)
- To procure and adapt software for the electronic archive (USD 3,000 for IT staff and USD 11,240 for equipment)
- To design the exhibition and collect artifacts to be included (USD 25,000 from the exhibition fund)
- To complete construction and redecoration work on the building (USD 35,000)

VI. 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 1¹ Contribute to establish a fitting memorial of the conflict for the public							
Output 1 An exhibition that narrates the events of and suffering caused by the war	Completion of the exhibition			No	Progress has been made, as discussed in the results section, however none of the outputs has been complete yet. The reason for delays has been discussed in the results section.		
Output 2 A memorial to commemorate the conflict's impact on the country	Complete installation of the memorial			No			
Output 3 A library with the SCSL library and copy of the Court's records	A complete electronic set of the Court's records available through an appropriate platform. A properly arranged archive with the Courts records.			No			
Output 4 A training facility that gives the justice sector access to the Court's training materials.	A room with the appropriate equipment for use as a training room.			No			

¹ For PBF: Either country relevant or PMP specific.