



**PEACEBUILDING FUND  
EMERGENCY WINDOW  
PROJECT DOCUMENT COVER SHEET**

<b>Recipient UN Organization:</b> UNDP	<b>National Ministry or other National Entity (if applicable)</b>
<b>Project Contact:</b> Laura Marconnet, Coordination Officer Integrated Strategic Planning Unit Address: UNIPSIL  Telephone: +232 76 488 282/ 030 488 282 E-mail:marconnet@un.org	<b>Project Title:</b> Political Reconciliation, Promotion of Peace and Restoration of Political and Democratic Institutions.
<b>Project Number:</b> To be completed by UNDP MDTF Office	<b>Project Location:</b> Sierra Leone
<b>Project Description:</b>  Prevention of violent conflict relapse through support to immediate measures of political reconciliation, political parties professionalization, promotion of peace across country and support to non-partisan media	<b>Total Project Cost:</b> USD 946,950 <b>Peacebuilding Fund:</b> <b>Government Input:</b> <b>Other:</b> <b>Total: USD</b>
	<b>Project Duration:</b> 6 months
<b>Main Goal and Key Immediate Objectives:</b>  As a complement to initiatives supporting democratic institutions and ensuring the implementation of the Joint Communiqué <sup>1</sup> , this project aims to address critical drivers of the first major upsurge of violence since the end of the war in 2002, so as to prevent further escalation of violence and ultimate relapse of conflict in a country where peace remains fragile.  The first immediate objective is to ensure that political parties and their supporters engage in a respectful and professional attitude towards their opponents, state institutions and policy issues and that the general public is cognisant of these efforts. Moreover, this project will focus on bringing the youth groups involved in political activism back to having a non-violent attitude towards politics. Finally, media will be targeted with a view to address the issue of partisanship and the role media played in further exacerbating the conflict.	
<b>Expected outputs:</b> <ul style="list-style-type: none"> <li>- Political dialogue through multi-party talks at district level</li> <li>- Professionalization of political parties' leadership advanced</li> <li>- Trust building enhanced and peace promoted, particularly among youth and General public awareness of the processes</li> <li>- Non-partisan media supported through greater monitoring capacity of the IMC</li> </ul>	

On behalf of:	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>
Recipient UN Organization		2 June 2009	Bernard Mokam, UNDP Country Director
UN Representative		2 June 2009	Michael Von Der Schulenburg, ERSG
Head of PBSO	_____	_____	_____

<sup>1</sup> See Annex X



**PEACEBUILDING FUND  
EMERGENCY WINDOW  
PROJECT DOCUMENT FORMAT**

**Sierra Leone Submission**

**1. Situation Analysis**

In March 2009, Sierra Leone was hit by the biggest eruption of violence since the end of the conflict in 2002. Violent clashes involving mostly the supporters of the two main parties, the governing All Peoples Congress (APC) and the major opposition party, the Sierra Leone Peoples Party (SLPP), resulted in multiple severe injuries, cases of sexual assaults as well as destructions in the SLPP offices. As a result of this violence, scheduled election was postponed for the first time in Sierra Leone's post-war period. The two major parties angrily denounced each other in the aftermath of the violence, including on their own partisan radio stations, further inflaming the political climate.

The UN Integrated Peacebuilding Mission in Sierra Leone responded immediately and convened both political parties as well as with leaders of the resident diplomatic community in an effort to reach a consensus on the urgent need for a joint public rejection of violence in all aspects of national political life.

This intervention resulted in an accord by both parties to reject violence and strengthen civic dialogue in the country. On April 2, the two parties publicly pledged to work together to prevent further political violence in the country and support concrete preventive measures in such areas as inter-party dialogue, youth employment, police oversight, and nonpartisan media. In a joint communiqué signed in front of President Ernest Bai Koroma and officially witnessed by the Executive Representative of the Secretary-General, Michael von der Schulenburg, the chairmen and secretaries-general of the All Peoples Congress (APC) and the Sierra Leone People's Party (SLPP) vowed to "work jointly in preventing all forms of political incitement, provocation and intimidation that could lead to a recurrence of the disturbances witnessed in March 2009."

These incidents arose in a climate of apparent stability and their violence appeared inversely proportional to the democratic and security progress perceived by all observers of the country peace consolidation process. The light shed on the fragility of peace generated the immediate mobilization of the parties' leadership along with the international community of development partners. The United Nations must use this momentum and seize the opportunity to support the stakeholders' commitment to bring back stability and redirect politics on the smooth path to democracy.

This proposal to the Emergency window of the Peacebuilding Fund is designed to support the fulfilment of the commitments made by the two parties in this declaration<sup>2</sup> and to implement measures that are immediately needed to prevent further degradation of the situation. More specifically, besides the support provided by the international community, this project aims at filling critical gaps of support in the areas of political reconciliation, promotion of peace and media independence.

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<sup>2</sup> Among the commitments in their joint statement, the two parties:

- Agreed to "independent" investigations into the recent violence, with prosecution of those responsible "irrespective of their real or alleged political affiliation."
- Urged the creation of an Independent Complaints Board for the national police and international assistance to ensure that police have the training and equipment to respond to civil disturbances without "lethal force"
- Called for strengthening independent democratic institutions such as the Political Parties Registration Commission, the National Electoral Commission, the National Human Rights Commission, the Anti-Corruption Commission, and the Independent Media Commission;
- Pledged support for independent broadcasting that "gives equal access to the views and arguments of all political parties"
- Promised to strive for "regional balance in the membership and representation of their respective parties ...irrespective of geographical or ethnic considerations"
- Vowed to disband "all so-called youth task forces or any other militant youth groups" and to work to reduce youth unemployment
- Committed themselves to "regular multi-party talks" throughout the country

## 2. Project justification

The United Nations intends to provide the immediate support required to defuse the recent explosion of political intolerance and violence, which, facilitated by the absence of non-partisan media, has put in jeopardy the efforts deployed by the government of Sierra Leone, with the community of development partners, to reinforce democratic institutions and consolidate peace and democracy in the country. This emergency package entails the deployment of a range of actions fostering political reconciliation among the political parties leadership, the youth groups engaged in political activism. It will also create national awareness of the processes through non-partisan media.

The following primary beneficiaries will be targeted: the leadership of the APC and the SLPP, the PPRC, communities, non-traditional authorities, religious leaders and youth involved in supporting political parties as well as journalists and the Independent Media Commission.

In many respects, the serious incidents of political violence represent an upsurge in a continuing competition for political power by the APC and the SLPP, who both dominated the politics of Sierra Leone since the country attained independence in 1961. Political intolerance and the resulting violence are generated by ethnic considerations, largely instrumentalized by the political discourse in the country, by the availability of partisan media as well as the use of marginalized youth as political supporters.

On-going reforms to reinforce democratic institutions such as the Political Party Registration Committee (PPRC), the media, the National Electoral Commission, and efforts to tackle youth unemployment and increase education, will certainly bring results in the long run. However, despite an apparent return to normalization, the root causes of political intolerance, if not addressed immediately, will lead to further escalation of violence and potentially relapse of civil unrest.

Therefore, the project intends to respond to these potential triggers of conflict by:

- First, supporting actions enabling a shift in the way political leaders approach politics and fostering a consensus on the critical issues of national interest. To this end, a two-tiered approach was agreed to by and among the stakeholders: activities of **political dialogue** and further **professionalization of political leadership**.
- Second, accompanying measures of **sensitization, trust building and promotion of peace**, which will ensure that the efforts of the political leadership are backed up by a general consensus within the public opinion - in particular the youth - and a general understanding of and support to the inter-party initiatives
- Third, supporting the immediate interventions to enable the monitoring of **non-partisan broadcasting** by the regulation institution, the IMC

### **I. Political Dialogue and Professionalization of Parties**

#### **I.I Political dialogue**

As a support to the political parties' efforts to reduce tensions, there is a need to assist the PPRC in handling multi-party talks. Although initiatives to strengthen the capacity of the PPRC are on-going, this institution remains too weak to fully deliver its regulatory and support functions. Therefore, in parallel to interventions focusing on reinforcing the PPRC, additional support is required in the short term to allow the implementation of agreement 12 of the Joint Communiqué calling the PPRC to hold multiparty talks at all district headquarters as well as regional capital towns. Whereas the PPRC is able to organize these talks at HQ level, support will be provided to ensure rounds of political dialogues at regional capital towns initiated by the PPRC.

The meetings will be attended by representatives of all the political parties including the Peoples Movement for Democratic Change and the National Democratic Alliance. On an ad hoc basis, and depending on the particular issues to be discussed, the Sierra Leone Police, specific members of the UN Country Team or key civil society organizations could attend. While the foreseen political dialogue has focused on addressing political intolerance, the dialogue have the added value of providing platforms for the discussions of the decentralization and devolution process; youth unemployment and ways and means of promoting strong

interest in agriculture as a way of addressing youth unemployment as well as other national issues. UNIPSIL in collaboration with the PPRC and with input from the political parties will generate the agenda for the meetings.

In order to gain maximum leverage from the inter-party dialogue, a sensitization campaign on the contents of the 2 April Communiqué will concurrently be carried out in the 149 chiefdoms. The campaign, which is targeted at the grassroots, will draw attention to the commitment made by the political parties and will also provide an opportunity to obtain feedback from the citizenry in the rural areas on matters in the communiqué that merit more focus as well as possible solutions to issues identified in the Communiqué. Civil society organizations will be recruited to carry out the sensitization campaigns.

### **I.II Professionalization of political parties' leadership**

The risk of escalation of violence deriving from an exacerbated political intolerance must also be addressed in the short-term by measures contributing to the professionalization of political parties. In order to help the political parties move away from politics of ethnicity to issue-based politics, a rapid leadership-training package should be deployed. This package would include crash courses on: management, virtues of public services, anti-corruption, public administration and public finance, diplomacy and communication.

To this end an international consultant will be recruited to carry out two joint training seminars (one per trimester) comprising all the political parties. In addition, representatives of well organized political parties from other countries will be invited to share experiences to stimulate peer- to- peer learning.

Whereas training is essential, it is important to equip the party membership with the means to inform themselves on and deepen their understanding of current and topical issues, enhancing the quality of and stimulating issue- based debates. To this end, the current proposal provides Resource Centers to parties registered with the PPRC at their national headquarters, containing books and internet facilities. These centers would also serve as fora where members from different parties can debate issues and thereby solidify the inter-personal relationships among politicians from different stripes.

## **II. General public awareness, trust building and peace promotion particularly among youth**

The recent events have had a strong impact on the perception of the political and democratic situation by the whole population in particular the youth. Efforts directed towards political leadership behavioral change must be accompanied by the dissemination of messages of peace and political tolerance, as well as information regarding the Communiqué's content and the progress of various actions undertaken to implement the JC agreements. The implementation of the JC depends to a large extent on its understanding by a wide range of stakeholders, in particular traditional, non-traditional leaders, and the youth.

Any attempt to build on this momentum to reconcile political parties and their supporters and to retrieve a climate of trust among the Sierra Leonean population will fail if not based on a specific approach to youth, in particular the political youth groups which play an instrumental role during the violence. It is urgent to address in particular the issue of gender-based violence that arose during the events with several reported cases of sexual assaults.

To facilitate this, activities will be organized to help the political leadership to communicate on the progress towards the agreements of the JC. This will include public artistic and sports events promoting peace, respectful attitude towards women, and reestablishing trust among the public. These events would require the contribution from artists, youth leaders of the two opposing political parties, amputees and religious authorities. The involvement of these groups has in several occasions in the past proved to be a powerful way to convey messages of peace and reach out the sensitive part of the population.

Moreover, sensitization of journalists and involvement of media are instrumental to ensure outreach of the progress made on the JC. This monitoring and diffusion of the resolutions of the political parties will also be supported by religious leaders who will receive training in conflict transformation. Finally, youth leaders will be engaged also through an inter-active workshop on issues related to leadership, human rights and rule of law, decentralization, democracy and promotion of development activities and related subjects

### III. Support to non-partisan media

The violent partisan clashes in March 2009 were exacerbated by programming on party-operated radio stations, and as a consequence the stations were subsequently suspended by government order. Creating an independent broadcaster where all voices can be heard removes the rationale for partisan radio and provides a far superior long-term alternative. Leaders of the opposition SLPP and the governing APC endorsed this major media reform in their statement of 2 April.

But it will take time for the proposed new Sierra Leone Broadcasting Corporation to be established legally and operationally. In the interim, it is critical to monitor political commentary and reporting on the more than 40 radio stations now operating in Sierra Leone and to pro-actively promote reasoned dialogue about and between the major parties on national and local broadcast outlets. This monitoring is required to support the two major parties' commitment to defuse rising inter-party tension in the country, including a pledge to back inclusive, nonpartisan media.

These responsibilities fall squarely within the domain of the IMC, which has the statutory authority to "promote a free and pluralistic media throughout Sierra Leone" and also to "protect the interest of the public against exploitation or abuse by media institutions." This includes ensuring fair and accurate news coverage about and for all sectors of the population, and sanctioning stations that do not adhere to the IMC's Media Code of Practice.

With its limited budget, small support staff, and no presence outside Freetown, IMC has been unable to monitor media thoroughly on a national basis. It is hence unable to fully exercise its authority to review all broadcasting licenses on the basis of programming content and adherence to agreed industry standards. This project hence proposes to support the monitoring capacity of the IMC through the deployment of a network of trained part-time media-monitoring volunteers across the country, the establishment of a regional<sup>3</sup> office in Bo and the provision of digital monitoring and communication tools.

Moreover, some indirect support to the IMC is needed to sensitize media managers and reporters in the legal and ethical norms of the IMC's media Code of Practice.

Greater assistance to the IMC would be consistent with UN and international assistance to analogous semiautonomous democratic institutions in Sierra Leone, such as the National Electoral Commission, the Political party Registration Commission, the Human Rights Commission, and the Anti-Corruption Commission.

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<sup>3</sup> This is part of a greater plan to establish IMC offices in the main towns (Bo, Kenema, Makeni and Kono) through a phased arrangement over a period of three years, beginning with Bo in 2009

### 3. Logical Framework

Peacebuilding Objectives	Measurable indicators	Means of verification	Important assumptions
In six months, defuse critical drivers of political intolerance and support the stakeholders' commitment to bring back stability and redirect politics on the smooth path to democracy.	By November 2009, no further escalation of violence has been observed, political parties uses democratic way to operate	<i>Political observers from UNIPSIL, local and international Press</i>	<i>The other elements of the Joint Communiqué must be supported as planned. For example, issues in the conduct of the independent reviews of the events could revive the tensions despite other efforts of political reconciliation</i>
<b>Immediate Objective 1:</b>			
Ensure that political parties and their supporters have engaged in a respectful and professional attitude towards their opponents, state institutions and policy issues.	Number of violent and disrespectful public declaration of parties observed. Number of Joint declarations by APC and SSPP.	Local press	
<b>Output 1</b>			
Political dialogue is enhanced through multi-party talks held at regional capital towns to complement the talks at HQ district levels	Number of joint declaration/document produced by the SLPP and APC, at each level and location, and channelled to the local media.		
<b>Activity 1</b> One APC/SLPP meeting per month at regional level (capitals)	<b>INPUTS:</b>		<i>(Activity to output) Factors out of programme/project control which, if present, could restrict progress from activities to achieving outputs</i>
<b>Activity 2</b> One APC/SLPP meeting per month at district level			
<b>Activity 3</b> Information campaign at chiefdom level to sensitize communities on the progress of multiparty talks			
<b>Output 2</b>			
Political parties leadership further professionalized	Number of issue- based policy statements / papers developed and submitted to respective party bodies and made publicly available through a press briefing.		
<b>Activity 1</b> Training workshops			

<b>Activity 2</b> Support to the creation of resources centres			
<b>Immediate Objective 2:</b>			
Ensure that efforts of political leadership are backed up by a general consensus within the public opinion in particular the youth	Political leadership effort have been understood and acknowledge by the population in particular the youth	Public opinion poll Local press	
<b>Output 1</b>			
General public has been sensitized to multi-party talks progress and peace is promoted particularly among youth	<p>Number of press communiqué on multiparty-talks</p> <p>Number of radio interview of political parties</p> <p>Number of radio and press reports on talks, peace promotion events</p> <p>Number of participants in sports events and spectators during concerts</p> <p>Percentage of the population with a clear understanding of the process</p>	<p>Local press</p> <p>Radios</p> <p>Radios</p> <p>Organizers records</p> <p>Public opinion polls</p>	
<b>Activity 1</b> Training of youth group leaders on issues related to leadership, human rights and rule of law, decentralization, democracy , promotion of development activities and alternative employment opportunities outside political parties			
<b>Activity 2</b> Peace concert featuring tracks from other Sierra Leonean Artists and statements from the youths of the three youth wings of the different political parties (APC, SLPP, PMDC) as well as religious leaders and members of the civil society organisations			
<b>Activity 3</b> Inter-party sport competition amongst youths from the different political parties such as the following: a Freetown Peace Marathon, a Foot ball tournament featuring the players from the different political parties			
<b>Activity 4</b>			

Media engagement through local radios and UN radio; SLAJ-sponsored briefings for journalists with experts and SLPP and APC representatives			
<b>Activity 5</b> Training workshop for religious leaders on conflict transformation			
<b>Immediate Objective 3:</b>			
Foster non-partisan media and peacebuilding media coverage	Increased multi-opinion debate on local media	Local press Opinion poll	
<b>Output 1</b>			
Independent Media Commission's monitoring capacities are reinforced	Number of cases processed by the IMC Number of radio reports submitted to IMC with audio files in all local languages; cases of abuse are documented and sanctioned by IMC		
<b>Activity 1</b> Recruitment, training and deployment of 25 part-time monitoring volunteers throughout the country			Assumption 1: The IMC is able not just to monitor but to document and enforce its conclusions without political pressure
<b>Activity 2</b> Establishment of a satellite office in Bo in Bo, Makeni, Kenema, and elsewhere outside the capital			Assumption 2: Local IMC staff will have capacity to run field office, carry out IMC mandate
<b>Output 2</b>			
Media journalists, reporters and managers are aware of ethical and legal norms	Reduction of number of abuse reported to the IMC		
<b>Activity 1</b> Training exercises for radio editorial and management personnel in ethics and legal norms in Bo			
<b>Activity 2</b> Training exercises for radio editorial and management personnel in ethics and legal norms in Makeni			
<b>Activity 3</b> Training exercises for radio editorial and management personnel in ethics and legal norms in Freetown			



#### 4. Budget

Category	Item	# items	Unit cost	Total cost
<b>Personnel</b>				
	Obj 1, Output 1, Act 2: Team of 4, for organization and facilitation of chiefdom sensitization meetings by province	4	3,000.00	12,000.00
	Obj 1, Output 2, Act 2: 3 staff per party headquarters (4) resource centres for 6 months	12	900.00	10,800.00
	Obj 3, Output 1, Act 1: 25 monitors stipends for 6 months	25	192.00	4,800.00
	Obj 3, Output 1, Act 1: 25 monitors accommodation for 6 months	25	460.00	11,500.00
	Obj 3, Output 1, Act 1: 25 monitors meals for 6 months	25	96.00	2,400.00
	Obj 3, Output 1, Act 2: 1 professional and 2 support staff in new regional IMC office in Bo	3	3,731.67	11,195.00
	<b>Total</b>			<b>52,695.00</b>
<b>Contracts</b>				
	Obj 2, Output 1, Act 2: Hiring of bikes	20	48.00	958.00
	Obj 2, Output 1, Act 2: Honorarium for artists	20	319.50	6,389.00
	Obj 2, Output 1, Act 2: Hiring of material for peace concerts (trucks and sound system)	1	6,230.00	6,230.00
	Obj 2, Output 1, Act 2: Hiring of music production material	1	1,277.00	1,277.00
	Obj 2, Output 1, Act 2: Contract with private agent for shooting of 2 video clips	1	2,236.00	2,236.00
	Obj 2, Output 1, Act 2: Hiring of material for production of jingles	1	479.00	479.00
	Obj 2, Output 1, Act 3: Media campaign	1	2,204.00	2,204.00
	Obj 3, Output 1, Act 1: Hiring of vehicles for 2 days for 4 times	10	223.60	2,236.00
	<b>Total</b>			<b>22,009.00</b>
<b>Training</b>				
	Obj 1, Output 1, Act 1: Training of political party leaders	1	130,320.00	130,320.00
	Obj 2, Output 1, Act 1: Training of youth groups leaders	1	24,820.00	24,820.00
	Obj 2, Output 1, Act 3: Regional Workshops	1	13,594.00	13,594.00
	Obj 2, Output 1, Act 3: 1 Western urban and rural workshop	1	3,897.00	3,897.00
	Obj 2, Output 1, Act 5: National workshops with religious leaders	1	21,321.00	21,321.00
	Obj 3, Output 2, Act 1: Training exercises for radio editorial and management personnel in Bo	1	12,167.00	12,167.00
	Obj 3, Output 2, Act 2: Training exercises for radio editorial and management personnel in Makeni	1	16,383.00	16,383.00
	Obj 3, Output 2, Act 3: Training exercises for radio editorial and management personnel in Bo	1	16,383.00	16,383.00
	<b>Total</b>			<b>238,885.00</b>
<b>Transport</b>				
	Obj 1, Output 1, Act 1: Transport of participants to location of multiparty talks (once per month, for 6 months)	14	600.00	8,400.00
	Obj 1, Output 1, Act 1: Transport of PPRC team to location of multiparty talks (once per month, for 6 months)	14	1,800.00	25,200.00
	Obj 1, Output 1, Act 2: Transport of participants to location	149	100.00	14,900.00
	Obj 2, Output 1, Act 2: Transportation for 14-day Freetown and Provincial peace concerts	4	12,460.00	49,840.00
	Obj 2, Output 1, Act 3: Transport of team (single leg amputee sports)	1	2,923.00	2,923.00
	Obj 2, Output 1, Act 4: Transportation for radio talk show in 7 towns	7	670.00	4,690.00
	<b>Total</b>			<b>105,953.00</b>
<b>Supplies and Commodities</b>				
	Obj 1, output 1, Act 1: Food /entertainment for multiparty talks (once per month, for 6 months)	14	600.00	8,400.00
	Obj 1, Output 1, Act 2: Food /entertainment for chiefdom sensitization meetings (once per month, for 6 months)	149	100.00	14,900.00
	Obj 2, Output 1, Act 2: Top-up phone cards for tour coordinators	6	18.50	111.00
	Obj 2, Output 1, Act 2: Printing of 500 t-shirts	500	4.79	2,396.00
	Obj 2, Output 1, Act 2: Material for production of 2500 cassettes	2,500	1.12	2,800.00
	Obj 2, Output 1, Act 2: production of CD plates (3000)	3,000	2.24	6,720.00
	Obj 2, Output 1, Act 2: Printing of learning material	1	160.00	160.00
	Obj 2, Output 1, Act 3: Logistical cost	1	3,162.00	3,162.00
	Obj 2, Output 1, Act 3: Prize and other supplies for cycling	1	583.00	583.00
	Obj 2, Output 1, Act 3: Peace for tournament supplies	1	3,000.00	3,000.00
	Obj 2, Output 1, Act 3: Supplies for sensitization and publicity	1	4,862.00	4,862.00
	Obj 3, Output 1, Act 1: Stationaries and supplies for IMC monitoring team	1	7,987.00	7,987.00
	Obj 3, Output 1, Act 2: Bo office rent and utilities	1	20,447.00	20,447.00
	<b>Total</b>			<b>75,528.00</b>
<b>Equipment</b>				
	Obj 1, Output 2, Act 2: Furniture and other equipment for 2 resource centres	2	20,000.00	40,000.00
	Obj 1, Output 2, Act 2: Computers and other IT equipments for 2 resource centres	2	24,000.00	48,000.00
	Obj 1, Output 2, Act 2: Computers and other IT equipments for for PMDC and NDA resource centres	2	10,000.00	20,000.00
	Obj 1, Output 2, Act 2: Furniture and other equipment for PMDC and NDA resource centres	2	10,000.00	20,000.00
	Obj 1, Output 2, Act 2: Computer maintenance and internet provision for the 4 resource centres	4	3,600.00	14,400.00
	Obj 3, Output 1, Act 2: Office equipment for new regional IMC office in Bo	1	34,400.00	34,400.00
	<b>Total</b>			<b>176,800.00</b>
<b>Travel</b>				
	Obj 1, Output 1, Act 1: Location of venues + security expenses for 6 inter Party meetings	14	300.00	4,200.00
	Obj 1, Output 1, Act 1: Accommodation and 2-night DSA for participants for 6 inter Party meetings	10	600.00	6,000.00
	Obj 1, output 1, Act 2: Location of venues + security expenses for chiefdom sensitization meetings	149	50.00	7,450.00
	Obj 2, Output 1, Act 3: Accommodation and lunch for teams	1	3,354.00	3,354.00
	Obj 2, Output 1, Act 3: Travel expenses for football for peace tournament	1	3,263.00	3,263.00
	Obj 3, Output 1, Act 1: Travel expenses of 25 IMC monitors	25	240.00	5,990.00
	<b>Total</b>			<b>30,257.00</b>
<b>Miscellaneous</b>				
	<b>Total</b>			<b>99,273.00</b>
<b>Agency management support</b>				
	1 NPO for 6 months	1	40,000.00	40,000.00
	Drivers	3	10,000.00	30,000.00
	Fuel and maintenance	3	4,533.00	13,600.00
	<b>Total</b>			<b>83,600.00</b>
	<b>Sub-total</b>			<b>885,000.00</b>
<b>Agency management Fee</b>				
		0.07	885,000.00	61,950.00
<b>Grand total</b>				<b>946,950.00</b>

## 5. Management Arrangements:

### **Project Implementation**

The project will be executed by UNDP under Direct Implementation Modality. A project board and two steering committees will be put in place as follows:

#### Project board

- Composition: ERSG, Head of the Political and Peace Consolidation Unit of UNIPSIL, UNDP, Representatives from the Ministry of Education, Youth, and Sports and the Ministry of Information and Communication, PPRC
- Role: provides policy guidance to ensure effective results and achievement of project objectives and authorizes revision of project outputs.
- Modus operandi: three meetings should take place at the early, medium and late stage of the project (month 1, 3 and 6). Decisions taken by consensus and transmitted to Steering Committees and UNDP Project management.

#### Pillar 1<sup>4</sup> Steering Committee

- Composition: UNDP (Head of R4D Unit and project officer), UNIPSIL Political and Peace Consolidation Unit team, the SPU<sup>5</sup>, PPRC and implementing partners.
- Role: ensures project design and implementation conforms with concept, monitors budget allocations and achievement of outputs by all implementing partners, tracks progress and reports to Project Board
- Modus operandi: weekly meetings with implementing partners concerned by the activities to be discussed. Minutes to be taken by the project officer and transmitted to the Project Board.

#### Pillar 2&3<sup>6</sup> Steering Committee

- Composition: UNDP (Recovery for Development Unit), UNIPSIL ( Political and Peace Consolidation, Democratic Institutions, Communication and Strategic Planning Units), implementing partners (see below).
- Role: Role: ensures project design and implementation conforms with concept, monitors budget allocations and achievement of outputs by all implementing partners, tracks progress and reports to Project Board, ensures involvement of relevant partners, in the area of General public awareness, trust building and peace promotion particularly among youth and Support to non-partisan media
- Modus operandi: same as Youth Steering Committee

#### Project coordination:

The Recovery for Development Unit of UNDP and Political and Peace Consolidation Unit of UNIPSIL will jointly provide secretariat for the Project Board, plan and convene meeting of Steering Committees. UNDP procure all inputs using its rules and policies as well as ensure timely collation and consolidation of reports from all implementing partners. A focal officer in UNDP will be responsible for work plans, atlas functions and raising necessary purchase orders and vouchers of the project in collaboration with the other members of the Project Board.

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<sup>4</sup> Political Dialogue and Professionalization of Parties

<sup>5</sup> Integrated Strategic Planning Unit

<sup>6</sup> General public awareness, trust building and peace promotion particularly among youth and Support to non-partisan media

## 6. Timeframe

2009	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
<b>Immediate Objective 1</b>						
Output 1						
	Activity 1			Activity 1		
	Activity 2			Activity 2		
Output 2						
	Activity 1			Activity 1		
	Activity 2					
<b>Immediate Objective 2</b>						
Output 1						
	Activity 1			Activity 1		
	Activity 2		Activity 2		Activity 2	
	Activity 3			Activity 3		
	Activity 4			Activity 4		
	Activity 5					
<b>Immediate Objective 3</b>						
Output 1						
	Activity 1					
	Activity 2					
Output 2						
		Activity 1				
	Activity 2					
	Activity 3					

## 7. Analysis of Risks and Assumptions

- Breaking of agreements of April 2 by the SLPP and the APC  
Likelihood: low  
Mitigation strategy: UNIPSIL closely monitor the parties “post-communiqué” behaviour and continues to engage in a dialogue with political stakeholders.
- Failure of agreements 2 and 3 of the Joint Communiqué (Independent Review of the incidents in Gendema, Kenema and Freetown; an Independent Enquiry to investigate allegations of rape and violence against women on 16 March)  
Likelihood: medium  
Mitigation strategy: UNIPSIL continues to engage in a continuous dialogue with the government and provide technical expertise
- Supports to other elements of the Joint Communiqué from development partners not provided in a timely manner  
Likelihood: medium/high  
Mitigation strategy: UNIPSIL continues to follow-up on the implementation of the Joint Communiqué and use its diplomatic corps and development partners’ coordination mechanisms to ensure full support to the JC.
- Political parties do not engage actively  
Likelihood: low  
Mitigation strategy: UNIPSIL and UNDP obtains the political parties leaders engagements by letting them take the driver’s seat for the multiparty talks and the implementation of the training
- Prolonged rainy season  
Likelihood: medium/high  
Mitigation strategy: speed up implementation process and concentrate activities at the beginning and at the end of the project duration