

PROJECT DOCUMENT



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

<p>Project Title: Conflict Prevention and Mitigation during the Electoral Cycle in Sierra Leone</p>	<p>Recipient UN Organization(s): UNDP and OHCHR</p>
<p>Project Contact: Sunil Saigal</p> <p>Address: 55 Wilkinson Road, Freetown, Sierra Leone;</p> <p>Telephone: + 232 79 997 030</p> <p>E-mail : sunil.saigal@one.un.org</p>	<p>Implementing Partner(s) – Ministry of Internal Affairs, National Commission for Democracy, Political Parties Registration Committee, Sierra Leone Human Rights Commission, Sierra Leone Police, Office of National Security, Judiciary, Legal Aid organizations, NGOs & CSOs.</p> <p>Project Location: Sierra Leone</p>
<p>Project Description: This project is intended to contribute to a peaceful and secure environment during the 2018 election process in Sierra Leone through preventive and mitigating activities, including the encouragement of peaceful dialogue, peace advocacy, and the strengthening of early warning and response systems as well as the Judiciary, for fast tracking the settlement and resolution of election-related disputes and offences including sexual and gender based violence. It will focus support to women and girls and youth organizations to strengthen their roles in preventing violence and enhancing the participation of women and girls in the electoral process.</p>	<p>Total Project Cost: \$ 2,999,798</p> <p>The funds will be disbursed in two instalments. The first tranche will be 70% and the second tranche of 30% will be released on condition that the RUNO (UNDP) has provided a substantive progress report, with at least an 80% implementation rate by the 12th month of the project duration.</p> <p>Peacebuilding Fund:</p> <ul style="list-style-type: none"> - 1st Tranche (70%): UNDP \$1,935,079 - 2nd Tranche (30%): UNDP \$829,319 - 1st Tranche (100%): OHCHR \$235,400 <p>Other contribution to the project</p> <ul style="list-style-type: none"> - Government Contribution: in Kind - UN Standing Police Capacity: \$ 300,000 (staff costs - TBC) - KAPIKT/GiZ: in Kind (training) - UNDP TRAC RoL: \$ 100,000 (activities ongoing) - UNV: 1 international UNV (TBC) <p>Proposed Project Start Date: 1 April 2017 Proposed Project End Date: 30 September 2018 Total duration (in months): 18 months</p>
<p>Gender Marker Score: <u>2</u></p> <p><i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i> <i>Score 0 for projects that are not expected to contribute noticeably to gender equality.</i></p>	
<p>Project Outcomes: Outcome 1: Political dialogue, peace advocacy and violence prevention enhanced Outcome 2: Public security, civil protection, human rights promotion and peaceful response capacities sustained</p>	
<p>PBF Focus Areas: 2.3, Conflict prevention and management</p>	

IRF PROJECT DOCUMENT

<i>(for IRF-funded projects)</i>	
<p>Recipient UN Organization(s)¹</p> <p>-----</p> <p><i>Samuel Doe UNDP Country Director UNDP Date & Seal</i></p>	<p>Representative of National Authorities</p> <p>-----</p> <p><i>Name of Government Counterpart: Title: Minister of Internal Affairs Ministry of Internal Affairs Date & Seal</i></p>
<p>Recipient UN Organization(s)²</p> <p>-----</p> <p><i>Name of Representative: OHCHR Date & Seal:</i></p>	
<p>Peacebuilding Support Office (PBSO)</p> <p>-----</p> <p><i>Oscar Fernandez-Taranco Assistant Secretary-General Peacebuilding Support Office, NY Date & Seal:</i></p>	<p>Resident Coordinator (RC)</p> <p>-----</p> <p><i>Sunil Saigal United Nations Resident Coordinator (RC) RCO, Date & Seal:</i></p>

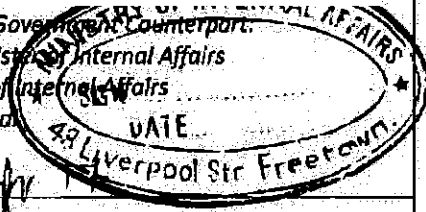

Abbreviations

APC All Peoples Congress

¹ Please include signature block for each RUNO receiving funds under this IRF.

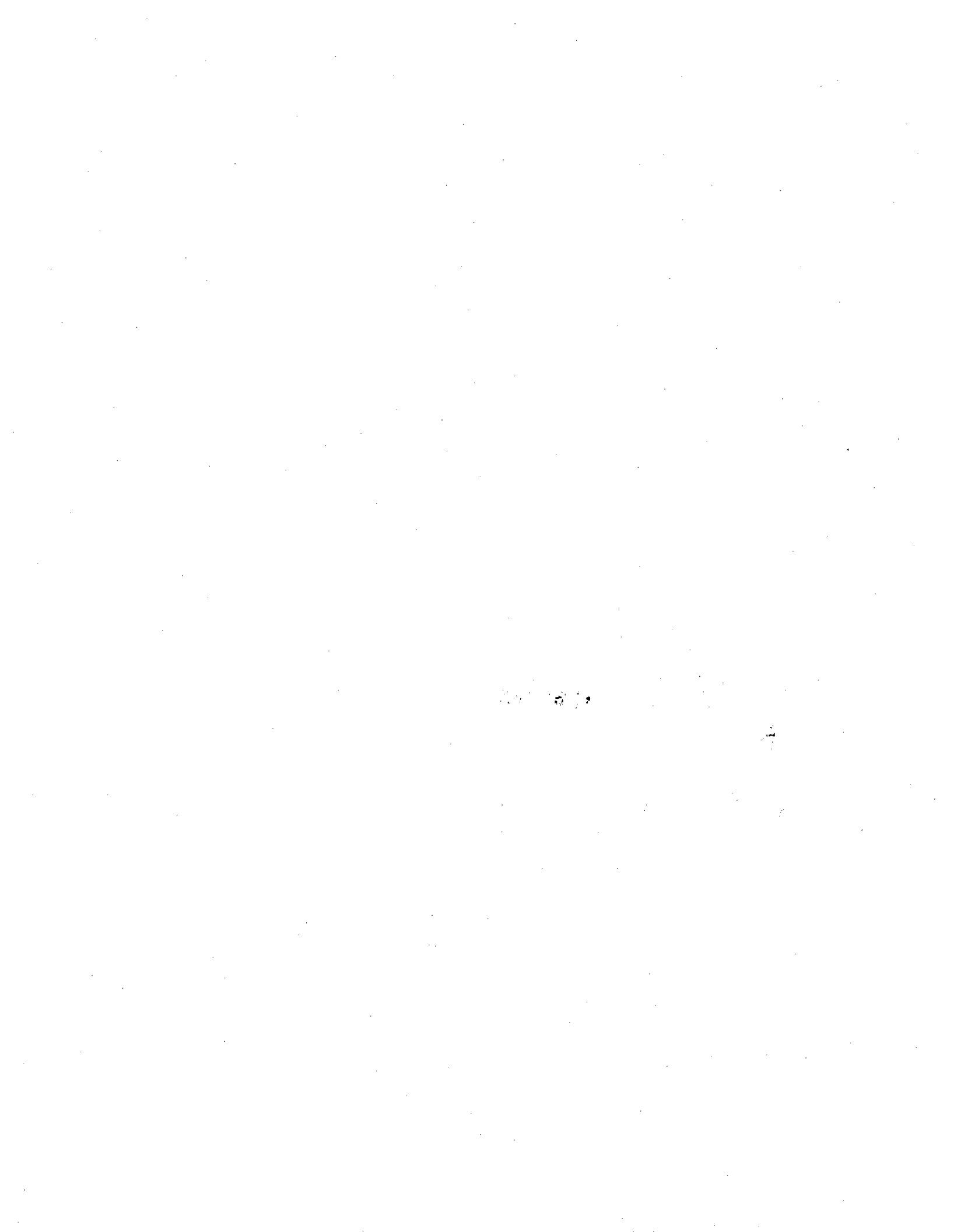
² Please include signature block for each RUNO receiving funds under this IRF.

IRF PROJECT DOCUMENT

<i>(for IRF-funded projects)</i>	
<p>Recipient UN Organization(s)¹</p> <p><i>Samuel Doe</i> UNDP Country Director UNDP Date & Seal: 21 - April 2017</p>	<p>Representative of National Authorities</p> <p><i>1</i></p> <p>Name of Government Counterpart: Title: Minister of Internal Affairs Ministry of Internal Affairs Date & Seal: 24 April 2017</p> 
<p>Recipient UN Organization(s)²</p> <p><i>Kyle Ward</i> Programme Support and Management Services OHCHR Date & Seal: 21 April 2017</p> 	<p>Peacebuilding Support Office (PBSO)</p> <p><i>01/06/2017</i></p> <p><i>Oscar Fernandez Franco</i> Assistant Secretary-General Peacebuilding Support Office, NY Date & Seal:</p>
<p>Peacebuilding Support Office (PBSO)</p> <p><i>Oscar Fernandez Franco</i> Assistant Secretary-General Peacebuilding Support Office, NY Date & Seal:</p>	<p>Resident Coordinator (RC)</p> <p><i>Samir Saigal</i> United Nations Resident Coordinator (RC) RCO, Date & Seal: 21 April 2017</p>

¹ Please include signature block for each RUNO receiving funds under this IRF.

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APPYA	All Political Parties Youth Association
APPWA	All Political Parties Women Association
CISU	Central Intelligence and Security Unit
DCMC	District Code Monitoring Committee
DISEC	District Security Committees
EMB	Electoral Management Board
EPA	Eminent Peace Advocates
FSU	Family Support Unit
GiZ	German Society for International Cooperation
KAIPTC	Kofi Annan International Peacekeeping Training Centre
IESPC	Integrated Elections Security Planning Committee
IPCB	Independent Police Complaints Board
ISAT	International Security Advisory Team
LAB	Legal Aid Board
LPPB	Local Police Partnership Board
MOFED	Ministry of Finance and Economic Development
MIA	Ministry of Internal Affairs
MOYA	Ministry of Youth Affairs
MLGRD	Ministry of Local Government and Rural Development
MIC	Ministry of Information and Communications
NSCCG	National Security Council Coordinating Group
NCD	National Commission for Democracy's
NEC	National Electoral Commission
NCRA	National Civil Registration Authority
NAYCOM	National Youth Commission
ONS	Office of National Security
PPRC	Political Parties Registration Commission
PROSEC	Provincial Security Committees
RSLAF	Republic of Sierra Leone Armed Forces
SGBV	Sexual and Gender Based Violence
SLHRC	Sierra Leone Human Rights Commission
SLPP	Sierra Leone Peoples Party
SLRM	Sierra Leone Renaissance Movement
SLP	Sierra Leone Police
ToT	Training of Trainers
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNCT	United Nations Country Team
UNSPC	United Nations Standing Police Capacity
EVD	Ebola Virus Disease
NPRC	National Provisional Ruling Council
HRC	Human Rights Commission
IPCB	Independent Police Complaints Board
CDIID	Complaint and Discipline and Internal Investigations Department
NEW	National Elections Watch
IRN	Independent Radio Network
NEWRS	National Early Warning and Response System
OSD	Operation Support Division
RUNO	Recipient UN Organizations
PBSO	Peacebuilding Support Office

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PROJECT COMPONENTS:

I. Peacebuilding Context and Rationale for PBF support

a) Peacebuilding context

Introduction

In 2012, Sierra Leone held presidential and parliamentary elections, which were praised as “peaceful, transparent and credible”. Peaceful elections were also held in 2002 and 2007. In 2012, no violence was recorded on polling day, and both pre-/post-election violence was limited to a small number of isolated incidents, which were widely condemned by actors across the political spectrum.³ This significant achievement was the product of widespread investment in conflict prevention and peacebuilding by both national and international actors. Notwithstanding the limited overt violence, intimidation against women candidates was rife in all three previous elections. This strong patriarchal mindset continues to perpetuate the exclusion of women from the democratic process in Sierra Leone, despite Government’s efforts to meet the targets included in the Gender Equality and Women’s Empowerment pillar of the “*Agenda for Prosperity 2013-2018*”. Following the last government reshuffle, in March 2015, the number of women in government positions has increased and, in May 2016, the President declared that he would enact the legislation on the 30% quota for women in politics before the end of his tenure in 2018.

Following the 2012 elections, the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) was withdrawn, as national institutions were seen to have matured to such a significant extent that responsibility for UNIPSIL’s mandate could be transferred to the Government and the United Nations Country Team (UNCT). This transfer of responsibility was a celebration of Sierra Leone’s “remarkable achievements” in assuming national responsibility for peacebuilding.⁴ Under the post- UNIPSIL dispensation, Sierra Leone disposes of several institutions with a peacebuilding dimension, notably Independent Commissions.

The Security Council, in 2014, welcomed the strong progress Sierra Leone made in creating national peacebuilding institutions and remarked that “important work remained to further embed peace and to secure equitable prosperity for the benefit of all Sierra Leoneans” and again stressed “the importance ... of ensuring a peaceful, credible and transparent electoral process in 2017”.⁵ While the importance of peaceful and credible elections in Sierra Leone is unchanged, violence during three recent by-elections in Sierra Leone has drawn attention to the need for sustained support to conflict prevention and mitigation efforts as part of the 2018 election cycle⁶.

³ Observing Sierra Leone’s November 2012 National Elections, The Carter Center, P. 30, available at https://www.cartercenter.org/resources/pdfs/news/peace_publications/election_reports/sierra-leone-final-101613.pdf

⁴ Security Council Meetings Coverage, SC/11337, 66/2/2014, available at <http://www.un.org/press/en/2014/sc11337.doc.htm>

⁵ Full text of presidential statement S/PRST/2014/6, Security Council Meetings Coverage, SC/11337, 66/2/2014, available at <http://www.un.org/press/en/2014/sc11337.doc.htm>

⁶ Parliamentary bi-elections were held in constituency 25 in Kono (Eastern Region, a traditional ‘swing district’) in December 2015, and on July 17th 2016 in constituency 050 in Lunsar (Northern Region, a traditional APC stronghold) and in constituency 001 in Kallahun (Eastern Region, a traditional SLPP stronghold). All three bi-elections were marked by heightened tension, and sporadic violence. In Kallahun following violent clashes between APC and SLPP, the Military Assistance to Civilian Power (MACP) protocol was instituted, and soldiers deployed to deter further violence

Conflict Analysis

Due to the emergency caused by the Ebola Virus Disease, elections were postponed and, in February 2017, the President and the National Electoral Commission (NEC) announced that presidential, legislative and local council elections would take place in March 2018. The Ebola Virus Disease crisis also delayed the Constitutional Review process and preparations for the 2018 presidential and legislative elections have continued under the framework of 1991 Constitution. The 2015 Housing and Population Census, which forms the basis for delimitation of constituencies, recorded higher population growth in the North and West of Sierra Leone, and lower growth rates in the South and East.⁷ The opposition Sierra Leone People Party (SLPP), whose supporters are mainly from the South and East, publicly rejected the census results, claiming that they were not credible.⁸ The international community and international experts acknowledged that the technical process was conducted according to international standards. Based on the provisional census results, eight new parliamentary seats will be created.⁹

Also, the Government of Sierra Leone has announced a joint Civic and Voter Registration process to be conducted through collaboration between the National Electoral Commission (NEC) and the National Civil Registration Authority (NCRA).¹⁰ This decision has been criticized by opposition parties, which maintain that the newly created NCRA is lacking capacity and credibility. The controversy surrounding both constituency delimitation and voter registration has increased tension ahead of the elections, and stands in contrast to 2012, when greater consensus on voter registration existed. Questions from civil society organizations and political parties on the timely implementation of all sequential activities of the electoral calendar remain also open. Similarly, concerns have been raised about the capacity of the NEC to conduct in a timely manner all key activities lined up for the electoral cycle, including voter registration, re-districting, holding a referendum on the Constitutional reforms and the local, parliamentary, and presidential elections—all in the next 12-month period.

At the same time, Sierra Leone is slowly recovering from the twin crises of sharp decline in the price of its primary export commodities and the outbreak of the Ebola Virus Disease (EVD), which began in the spring of 2014.¹¹ Annual GDP growth declined from 20.7% in 2013 to 4.6% in 2014, and to a -20.3% contraction in 2015.¹² This sharp decline in GDP, coupled with a depreciation of the national currency, has further limited economic prospects for especially young men and women of Sierra Leone, 70% of whom are either unemployed or underemployed. A sharp increase in sexual and gender-based violence (SGBV) against girls during the outbreak was also reported. Thus, the number of teen pregnancies, based on a report of the African Development Bank, increased by a staggering 65% during the EVD crisis.

In November 2016, the Government of Sierra Leone announced austerity measures, which include the removal of the subsidy on petroleum imports, causing a 100% increase in the price of fuel in a single day. This quickly cascaded to other consumer goods. Further measures were announced,

⁷ Provisional 2015 Census Results, Statistics Sierra Leone, available at <https://www.statistics.sl/wp-content/uploads/2016/06/2015-Census-Provisional-Result.pdf>

⁸ Daramy, Amadu, Global Times Newspaper, 5/18/16, available at <http://www.globaltimes-sl.com/press-statement-the-2015-population-and-housing-census/>

⁹ Press Release, "Provisional Census Result For 2015 Gives Parliament Additional Eight (8) Seats", Office of the Clerk of Parliament, 23rd June, 2016

¹⁰ NEC Final Position Paper on the postponement of the national population and housing census, http://www.necsierraleone.org/index_files/2015_Press_Releases/NEC%20Final%20Position%20Paper%20on%20the%20postponement%20of%20the%20national%20population%20and%20housing%20census.pdf

¹¹ Metal Bulletin, March 10, 2015 available at <https://www.metalbulletin.com/Article/3434921/African-Minerals-London-Mining-and-the-fall-of-Sierra-Leones-iron-ore-sector.html>

¹² World Bank, Economic Indicators, available at <http://www.worldbank.org/en/country/sierraleone>

including an increase of custom fees, which will further result in significant price increases for food and consumer goods. Sierra Leone is heavily dependent on imports of food and other commodities. Given that women are the primary providers of food for their families, these austerity measures are compounding the strains they were subjected to by the EVD crisis. In May 2016, a government decision to ban commercial motorcycles from the Central Business District of the capital directly affected young men who depend on this business for their livelihood. This decision led to brief protests in Freetown.¹³

Sexual and gender-based violence against women and girls, which was notorious in Sierra Leone's decade long civil war, has continued to worrying degrees and is undermining girls' education and livelihoods perspectives. During elections or moments of crisis such as the EVD, violence against women tends to increase. While the 2012 election featured few instances of overt violence, the Carter Center reported that intimidation against female voters was widespread.¹⁴

Scholars have established a strong connection between intimidation/violence against women and reduced women's participation in election processes in Sierra Leone; and recent elections have backed their claims.¹⁵ Of the 124 seats in Parliament, women held just 16 after the 2007 elections and only 15 after the 2012 elections. And of the 586 candidates who vied for parliamentary seats in 2012, only 38 women were nominated by a total of 10 political parties and at the local government level there were 337 women out of 1,283 local council candidates. Even though women constitute 52% of the population and nearly 80% of the work force in the agriculture sector, a sector that accounts for more than half of the country's GDP, women's representation and voice in decision-making and in elected positions are negligible. Entrenched patriarchal tradition in Sierra Leone seems intolerant to women's participation in public processes.

The last twenty years of Sierra Leone's history are, in reality, the story of Sierra Leone's youths.¹⁶ The Truth and Reconciliation Commission (TRC) found that youths were both victims and perpetrators of the civil conflict (1991-2002). Sierra Leone, based on last statistics, has about 1.7 million young people, which means that 75% of the country's population is under the age of 35.¹⁷ In view of the 2018 elections, the centrality of youth is particularly salient in sustaining peace in the country, particularly in the politically divided districts. In order to tap into the constructive potential of female and male youth, it is necessary to tackle overall conflict drivers and engage youth in peacebuilding activities.

The civil war and current socio-economic inequality have created a generation of excluded and disadvantaged youth, whose grievances, during previous elections, were exploited by unscrupulous political leaders that lured the marginalized youth into political violence against their opponents. The current IRF will support efforts of state institutions and civil society organizations to open

¹³ Awoko Newspaper, Sierra Leone News: To maintain sanity in Freetown...Okadas banned from CBD', 5/20/16, available at <http://awoko.org/2016/05/21/sierra-leone-news-to-maintain-sanity-in-freetownokadas-banned-from-cbd/>

¹⁴ Observing Sierra Leone's November 2012 National Elections, The Carter Center, P. 31, available at https://www.cartercenter.org/resources/pdfs/news/peace_publications/election_reports/sierra-leone-final-101613.pdf

¹⁵ Drumond, Paula, Promoting Democracy in Preventing Electoral Violence: The Women's Situation Room, SDSN, June, 2015, p.5.; Kammerud, L Gillies, D and Gillies, David eds. Elections in Dangerous Places: Democracy and the Paradoxes of Peacebuilding, McQueen University Press, (2011).

¹⁶ Sierra Leone Truth and Reconciliation Commission (TRC). 2004. *Witness to Truth: Report of the Sierra Leone Truth and Reconciliation Commission*.

¹⁷ GoSL Ministry of Youth Affairs (MoYA). "A Blue Print for Youth Development: Sierra Leone's National Youth Programme 2014-2018"; Whereas SCR 2250 defines youth as people aged 18-29 years, West African societies subscribe to a broader definition that takes account of the marital and employment status of individuals. Examples abound; Guinea (15-35), Liberia (15-35), Ghana (15-35), Nigeria (18-35), Niger (14-30), Mali (15-40); Ismail, Wale. et al. 2009. "Youth Vulnerability and Exclusion (YOEX) in West Africa: Synthesis Report". CSDG Papers 21. King's College London.

spaces for dialogue between female and male youth and political leaders and promote the peaceful resolution of political differences.

Sierra Leone also has a history of political violence incited by hate speech and the spread of false news. This rumor-mongering is intensified during elections season. Research has shown that media polarization increases during electoral cycles, and that newspaper revenues from advertising tend to be positively increased with polarized journalism.¹⁸ This extends to hate speech, with 10 incidents being publicly cited by the Political Parties Registration Commission (PPRC) in its 2012 Report, which the PPRC felt had actively contributed to subsequent violence during by-elections in Tongo and Bo.¹⁹

Kandeh (1999) and Doe (2010) trace the civil war in Sierra Leone partly to the absence of recourse and the suppression of freedom of expression, especially those of the youth. Fourah Bay College, the main campus of the University of Sierra Leone has been subject to intermittent strikes and complaints since February 2016. In October 2016, student protests resulted in damage to several vehicles after University Authorities announced the disqualification of the two leading contenders for Student Union president and the indefinite suspension of student Union elections.²⁰ The dismissal of a Professor of History resulted in a broader conversation over declining academic standards. On March 14th, the University's decision to suspend lectures until a higher proportion of student fees had been collected resulted in students marching to State House in protest. Classes only resumed after the President personally intervened.²¹

The rise of the Sierra Leone Renaissance Movement (SLRM) also shows the growing use of social media in Sierra Leone as platform to circumvent restrictions to expression of grievances. While internet penetration is estimated to be low, perhaps as low as 2.4%,²² a remarkable 310,000 Facebook accounts report their location as Sierra Leone,²³ and WhatsApp, a popular messaging service, has become a ubiquitous tool for national communication, as mobile subscriptions amount to more than 90% of the total population with many citizens possessing multiple phone numbers.²⁴ While this is an effective tool for broader communication and engagement, social media is increasingly the platforms where grievances are expressed and rumor-mongering, which risks inciting violence, is perpetuated. At various occasions, the Government of Sierra Leone has indicated concerns over social media's ability to spread false news and expressed intention to regulate their use.

The history of political violence in Sierra Leone has also shown that security sector response to both peaceful protests and riotous conduct has frequently been repressive. An inquiry by the Human Rights Commission of Sierra Leone found a disproportionate use of force by the Police in April 2012 during a labour protest in Bambuna against a mining company that resulted in one death.²⁵ In November 2016, an attempt to protest the austerity measures by a student association was prevented by the deployment of the anti-riot unit of the Sierra Leone Police (SLP). In the same month, the Ministry of Education, Science and Technology instituted a ban on school sporting

¹⁸ "Cost of Politics in Sierra Leone: Understanding Violence and Division", *Critical Perspectives of Governance*, Vol 7, Aug 2016.

¹⁹ Political Parties Registration Commission, 2010 Annual Report

²⁰ Villa, Sylvia, 'Following disturbances on campus...FBC Admin suspends SU elections', *Awoko Newspaper*, 10/21/16, available at, <http://awoko.org/2016/10/21/sierra-leone-news-following-disturbances-on-campusfbc-admin-suspends-su-elections/>

²¹ Bangura, Abdul, 'FBC Students Call on Government to Take Robust Action', *Awareness Times Newspaper*, 10/19/16, http://news.sl/drwebsite/publish/printer_200529541.shtml

²² World Bank, Global Indicators, Internet Penetration, <http://data.worldbank.org/indicator/IT.NET.USER.P2>

²³ Internet World Statistics, <http://www.internetworldstats.com/africa.htm>

²⁴ World Bank, Global Indicators, Cellular Penetration, <http://data.worldbank.org/indicator/IT.CEL.SETS.P2>

²⁵ 'Sierra Leone: Inquiry into Events at Bambuna finds Gap in Policing', *Commonwealth Forum of National Human Rights Institutions*, October 31, 2012, <http://cfnhri.org/sierra-leone-inquiry-into-events-at-bambuna-finds-gap-in-policing/>

activities following violence after the Athletic Sports Meet at Siaka Stevens Stadium on the 17th of November.²⁶ The *Criminal Libel Law* and the *1967 Public Order Act* remain on the books, although civil society organizations have advocated for the amendment of these instruments. It is in this volatile context that the 2018 elections will be taking place.

Capacities for Peace and Current Strategies

The international community, including the Peacebuilding Fund, has over the years supported the Government and people of Sierra Leone to establish institutions and systems to consolidate and sustain peace. The Political Parties' Code of Conduct and its monitoring mechanisms supported in previous elections is a strong case in point. The Code of Conduct has raised the perceived political costs of being associated with violence and intimidation.²⁷ The National Commission for Democracy's (NCD) peace advocacy among student groups and youth organizations, such as the Commercial Motor Bike Riders, the All Political Parties Youth Association and the All Political Parties Women's Association also contributed to entrenching non-violence and peace in Sierra Leone during the previous election cycle. Notwithstanding the progress, on the political stage diversity of views and opportunities for dialogue are limited, as only the two largest parties have seats in Parliament. Even dialogue between the two dominant parties is rare.

There are also independent commissions with mandates for conflict resolution and peacebuilding. Supported by civil society organizations, independent commissions play pivotal roles in peace advocacy, promoting non-violence, dialogue, and conflict resolution:

- The oldest of the independent Commissions is the **National Electoral Commission (NEC)**, which traces its current mandate to the 1991 Constitution of Sierra Leone and the NEC Act of 2002. NEC has a mandate to conduct all elections and referenda, to register voters, to delimit constituencies and to educate citizens of Sierra Leone on the electoral process. Its performance during the 2012 elections was widely praised as preventing widespread violence by preserving the credibility of the electoral process.
- The **Political Parties Registration Commission (PPRC)**, established under the 1991 Constitution of Sierra Leone and strengthened with the Political Parties Act of 2002 has responsibility for registering and monitoring political parties. It sponsors and monitors the Political Parties' Code of Conduct, a voluntary instrument by which political parties and aspirants agree to abide by electoral laws and to refrain from violent or intimidating campaigning methods. Before the 2012 elections, political parties and other national stakeholders adopted a Declaration on the Elections, which was disseminated countrywide, in which all stakeholders committed to adhere to their respective codes of conduct. The PPRC have successfully mediated several intense intra and interparty disputes, while the District Code of Conduct Monitoring Committees, with membership from the PPRC and all political parties, had become forums for the mediation of low-level conflicts among parties. In 2012, attention was paid to creating an increased number of forums for the discussion of conflict and peaceful resolution with the cooperation of PPRC. These ranged from high-level All Political Party Meetings, to Political Party Youth and Women forums and they played important roles in preventing violence during the 2012 elections.²⁸ A new Executive Chairman of the PPRC has been recently appointed and it is expected that the Commission

²⁶ Press Release, Ministry of Education, Science and Technology, Nov 17, 2016, available at http://news.sl/drwebsite/publish/article_200529726.shtml

²⁷ Odendaal, Andries, "An Architecture for Peacebuilding at The Local Level: A comparative Study of Local Peace Committees", UNDP, 2010. Available at http://www.un.org/en/land-natural-resources-conflict/pdfs/UNDP_Local%20Peace%20Committees_2011.pdf

²⁸ Larrabure, Jean Luis etc. al, Report of the Final Evaluation, Peace Building Fund Programme in Sierra Leone, 2011, p. 17.

will fully engage on conflict mitigation and dispute resolution between political parties during the 2018 elections

- The **National Commission for Democracy (NCD)** was established in 1996 by the National Provisional Ruling Council (NPRC) with a mandate to promote democratic reform and human rights observance. The NCD was subsequently instrumental in the return to multi-party democracy. In 2004, under the guidance of UNIPSIL, and in line with the recommendations of the Truth and Reconciliation Commission, the Human Rights Commission of Sierra Leone was created, and NCD's mandate reduced to focus on civic education, the advancement of democratization, and the promotion of national unity. During the 2012 election NCD worked in partnership with UNDP to conduct peace advocacy through the media. It also conducted national peace tours across the country, promoting peace advocacy and non-violence among large segments of the population. It is currently developing plans to again collaborate with UNDP to repeat this success during the 2018 election. NCD, NEC and the PPRC have negotiated MOUs, which call for joint plans and activities in the areas of civic education, peacebuilding, dispute resolution and the promotion of democratic values.
- The **Human Rights Commission (HRC)** was established based on recommendations of the Truth and Reconciliation Committee Report and which has mandate to protect and promote Human Rights.²⁹ The Commission has been noted for conducting investigations into violations of human rights and issuing non-biased reports.³⁰ Its successes have helped to promote a culture of human rights awareness in Sierra Leone, and its involvement in the promotion and monitoring of the rights of women is especially vital during the 2018 electoral cycle.³¹
- The **Independent Police Complaints Board (IPCB)** led by the Ministry of Internal Affairs is the newest oversight body focusing on complaints of excessive police force by Police and was established in 2015 through an act of Parliament. It represents a completely independent body at arm's length from the SLP, investigating public complaints about police excesses. The IPCB has commenced operations but remains under-resourced and understaffed. Internally the SLP also has the Complaint and Discipline and Internal Investigations Department (CDIID) addressing many complaints against the Police.
- The **Local Police Partnership Boards (LPPBs)**, established in 2002-03, are another mechanism created to forge public trust. The LPPBs are voluntary bodies of community members designed to support the SLP to prevent crimes.³² Although an effective community-based mechanism, the LPPBs lack the resources to extend into more remote areas, particularly border areas. Concerning the active role porous borders play in most elections in the Mano River basin region, strengthening the LPPBs in frontline communities will be critical ahead of the elections. Working with border communities to strengthen their community, early warning will be key. This finding resonates with the SLP's Strategic Plan, which identifies resourcing and extending the reach of LPPBs in inaccessible areas as pivotal to sustaining peace.³³

²⁹The Human Rights Commission of Sierra Leone. Act, 2004, available at www.sierra-leone.org/Laws/2004-9p.pdf

³⁰Larrabure, Jean Luis et. al, Report of the Final Evaluation, Peace Building Fund Programme in Sierra Leone, 2011, p. 18.

³¹'Human Rights', UNIPSIL work area, available at <https://unipsil.unmissions.org/Default.aspx?tabid=9621&language=en-US>

³²The Integration of a Gender Perspective in the Sierra Leone Police, Dr. Aisha Fofana Ibrahim (DCAF: 2012), p.47

³³Sierra Leone Police Strategic Plan, 2012-14: Consolidating our Gains, SLP, p. 10.

- In addition to the above formal structures and mechanisms, Sierra Leone possesses a vibrant CSO sector with a capacity for peace and conflict management. The **National Elections Watch (NEW)**, a consortium of NGOs, was the largest domestic electoral observer during the 2012 election, and is reforming with assistance from the EU to perform the same function in 2018. The Sierra Leone Council of Churches and the Women's Situation Rooms also played important roles in the 2012 elections. The Women's Situation Rooms detailed the challenges women and girls faced throughout the elections, including mobilizing timely responses to address those challenges. This project will support the Office of National Security (ONS) to ensure its Situation Room has a strong gender component and that it coordinates with the women's situation rooms. The **Inter-Religious Council**, the country's only interfaith body, also played an important role in reconciliation and peace-building during the civil war, previous elections, and most recently during the EVD crisis. The President has commended the Inter-Religious Council for their efforts in promoting religious tolerance, social cohesion and acting in the national interest³⁴

Several community media houses promoted non-violence and national unity throughout the previous election and are expected to do so in the 2018 elections, with coordination support from the Independent Radio Network (IRN). The IRN is the primary consortium of community run radio stations, which has become known for local language soap operas and programs stressing political tolerance, national unity, and non-violence.

There is an incipient early warning capacity in Sierra Leone, which is coordinated by the National Early Warning and Response System (NEWRS), operated by the Office of National Security (ONS). As part of the NEWRS, Provincial Security Committees (PROSEC) and District Security Committees (DISEC) regularly bring together key actors in the security sector, local government, civil society and traditional leaders to discuss emerging and imminent threats, whether violence or other forms of insecurity and providing timely and effective response. Together with the LPPB, the NEWRS has served to forge public trust in the security institutions.

CSO-driven Early Warning systems, such as that managed by the West African Network for Peacebuilding (WANEP), complement the NEWRS. They rely on networks of community-based mediators and early warning actors to identify and resolve low-level conflicts. They also have direct links to the NEWRS in the exchange of information. Both these systems also contribute to the overall West Africa Early Warning system known as ECOWARN.³⁵ These systems performed well during the 2012 elections with support from UNIPSIL, and were reactivated during the EVD outbreak.

Critical Needs

Notwithstanding the range of actors and mechanisms that are in place to sustain peace in Sierra Leone, there remain challenges. Many of the root causes of the decade-long civil war that ravaged the institutions and social systems of the country remain present.

The marginalization of youth and women is among the top root causes and potential accelerator of violent conflicts in Sierra Leone³⁶. The 2014 National Youth Policy acknowledged that most youth in

³⁴ <http://statehouse.gov.sl/index.php/citizens-corner/985-inter-religious-council-assures-president-koroma-of-their-unshakable-support> <http://statehouse.gov.sl/index.php/citizens-corner/985-inter-religious-council-assures-president-koroma-of-their-unshakable-support>

³⁵ ECOWARN was operationalized pursuant to Chapter IV of the 1999 protocol relating to the mechanism for conflict prevention, management, resolution, peace-keeping and security. Additional information is available at <http://www.ecowarn.org/Login.aspx>

³⁶ <http://restlessdevelopment.org/news/2013/10/25/launch-of-report-on-youth-participation-in-council-decision-making>

Sierra Leone do not believe that their needs are being met by current post-war systems. This does not mean there has not been some progress. However, much more needs to be done to meaningfully engage young people in conflict prevention, the prevention of violence and in peacebuilding, in advocacy activities and beyond, in designing and implementing peacebuilding initiatives, in line with UNSCR 2250 on youth, peace and security. That means promoting an enabling and safe environment for young people to act as partners and be recognized and supported as peacebuilders, supporting youth networks and partnerships. The National Youth Commission (NAYCOM) established in 2009 has had some success. During the Ebola crisis, programs designed based on youth empowerment including girls and their full participation in responding to the crisis clearly displayed the potential for youth to play a strong role in peacebuilding and national development³⁷.

Deeply entrenched inequality of women in Sierra Leone is manifested across a wide variety of human development indicators. In 2010, 88% of women were still subjected to female genital mutilation (FGM)³⁸ and it is believed that this situation has not changed. Early marriage, teen pregnancy, and cultural stigma still contribute to lower rates of educational achievement for women, while many women are restricted to marginal economic activities such as petty trading, foraging, and agricultural labor.³⁹ While these core challenges to equality for women remain, the participation of women in governance structures has increased, especially at the district level. Top level positions, however, remain male-dominated with only 11% parliament's membership are female, despite a pledge by all political parties in 2009 to adopt a quota of 30% female membership for parliament.⁴⁰ Given the integral nature of women to peacebuilding, highlighted in Security Council Resolution 1325 (2000), further steps must be taken.

Access to justice also remains a critical need in Sierra Leone. More than 70% of citizens rely on non-local courts, applying customary law, or other traditional mechanisms for justice.⁴¹ Courts relying on customary law in Sierra Leone often fail to uphold Human Rights norms. However, given the expensive nature, slow procedure, and geographic rarity of formal courts outside of the capital, customary law, with its inherent bias towards male, remain the primary source of justice for most people in rural Sierra Leone.⁴² Criminal courts are also limited in dispensing justice. For instance, remand periods far exceed those prescribed by international law, access to defence attorneys is limited, and prisons are overcrowded.⁴³ It was noted during the 2012 election that the court system was not well prepared for electoral petitions.⁴⁴ Recent innovations, such as the Legal Aid Board, and reform initiatives such as the new criminal procedure bill and retention of additional judges and staff at the Law Officers Department deployed across the country promise some improvement to the system.

Prior to the 2004 Local Government Act, Sierra Leone possessed no state system of local governance outside of the capital, relying instead on traditional authorities and Ministries with offices in the provinces. This arrangement provided little scope for inclusive local governance and local input into decision making, and kept overall state capacity at extremely low levels. Since 2004, a system of district and city councils has been established.⁴⁵ However, while elected City and District Councils

³⁷ <http://www.ifp-ew.eu/pdf/201204ifPEWMediaYouthConflictPreventionSalone.pdf>

³⁸ UNICEF Sierra Leone, 2011. "Gender analysis of the situation of women and children in Sierra Leone".

³⁹ UNICEF Sierra Leone, 2011. "Gender analysis of the situation of women and children in Sierra Leone", p.10.

⁴⁰ Drude Dahlerup, *Introducing Gender Quotas in Sierra Leone: How to Make Electoral Gender Quotas Work*, 2011, Stockholm University

⁴¹ UK Department for International Development (DFID). 2004. "Non-state Justice and Security Systems." DFID Briefing

⁴² Suma, Mohamed, *Sierra Leone: Justice Sector and the Rule of Law*, OSIWA, 2014, pg. 19-21.

⁴³ *Ibid*, 14.

⁴⁴ *Observing Sierra Leone's November 2012 National Elections*, The Carter Center.

⁴⁵ *The Local Government Act*, No. 14 2004.

have been effective at delivering basic social services, they often lack the resources or mandate for desired initiatives and have extremely low levels of discretionary funding.⁴⁶

In the security sector, decentralization has also been marked by incomplete devolution and partial inclusiveness. While security sector reforms, including the Independent Police Complaints Board (IPCB) and Local Police Partnership Boards (LPPB), were intended to respectively increase police accountability and support community policing, lack of capacity in the SLP has hindered efforts, particularly in rural areas.⁴⁷

The Government of Sierra Leone Agenda for Prosperity (2013-2018) and the UN Development Assistance Framework (UNDAF) (2013-2017) highlighted these root causes and stressed the meaningful and inclusive participation of youth and women in all political, social, and economic activities; the promotion of dialogue as means to resolving political disagreements; access to justice and community-driven governance of community policing as effective pathways for transforming the root causes of conflict and sustaining peace. These structures and mechanisms, as elaborated here, need to be resourced and strengthened to ensure peaceful, violence-free, transparent elections in 2018 to consolidate the hard-won peace and democracy in Sierra Leone.

b) Mapping of existing and past peacebuilding activities and gaps:

Present contributions to support the electoral cycle-related activities include the EU support to the country's vast array of civil society network of election observers; DFID support for civic education and inclusive participation through a consortium of CSOs; and the Irish Aid support to the Human Rights Commission. Moreover, the UK International Security Advisory Team (ISAT) is well positioned to provide advanced training to Sierra Leone Police in public order policing and use of force continuum to respond to electoral violence. For the UN, the UNDP 'Support to the National Electoral Commission' project, which is yet to be fully funded, as well as UNDP's human rights and access to justice activities, are critical contributions.

Notwithstanding, compared to the generous contributions to the 2012 elections and to peacebuilding activities in Sierra Leone, the 2018 electoral cycle and the overall peacebuilding architecture in Sierra Leone are critically underfunded. As indicated in the matrix below, no major projects are currently implemented in the country that have focus on increasing the space for intra- and inter-party dialogue, or strengthening the mechanisms for sustaining peace and preventing election-related violence as described above. Therefore, as Sierra Leone enters the electoral cycle, a multi-sector conflict and violence prevention intervention is needed to address potential conflict triggers and promote public confidence for a peaceful and democratic transition of power in 2018 through the general elections. This will cement the hard-won peace and pave the way for sustainable development in Sierra Leone.

⁴⁶ Fanthorpe, Richard. Decentralization in Sierra Leone: Impact, Constraints and Prospects, DFID, 2011, pg. 4

⁴⁷ Restless Development. 2013. "Youth Participation in Local Council Decision-making in Sierra Leone: the Successes and Challenges of Decentralized Participatory Governance from a Youth Perspective"

Table 1 – Mapping of peacebuilding activities and gaps

Project outcome	Source of funding (Government/development partner)	Key Projects/ Activities	Duration of projects/activities	Budget	Description of major gaps in the Outcome Area, programmatic or financial
Support to the National Electoral Commission (NEC)	UNDP core resources and development partners (partially unfunded)	The project will concentrate on supporting capacity building and participation in three main areas: 1. Procurement of specialized material (IT and sensitive material) 2. Institutional and management capacity of the NEC to deliver key processes (voter registration, results management, and voter information); 2. Electoral awareness and participation, with a emphasis on women and persons with disabilities.	2016-2018	USD 9,039,907 (USD 2,041,187 has been mobilized for voter registration from the UK (DFID) and UNDP TRAC resources	The project focuses on provision of technical assistance to the National Electoral Commission (NEC) and procurement of key electoral material. This project does not include support to conflict prevention and mitigation activities.
Standing together for free, fair and peaceful election in 2018	DFID-managed Accountable Grant to a consortium of Civil Society Organisations (CSO).	Support the civil society to strengthen the participation of marginalized groups in elections, deliver voter education and conduct civic observation of the electoral cycle.	Dec 2016 – July 2018	£3 million	Dfid's support does not address key conflict prevention aspects, such as election security, election offences, political dialogue NCD and PPRC, support to multi-parties forums (APPYA/APPWA). CSO consortium will also not work at chiefdom level.
Monitoring transparency and accountability in the electoral process	Irish Aid through the Human Rights Commission-Sierra Leone	Exact approach of the project still to be confirmed	Exact implementation period still to be confirmed	£300,000 (TBC)	The project focuses on monitoring human rights violation. In the current UNDP proposal, the HR commission will be engaged in providing training to other state institutions on Human rights.

Support to National Elections Watch (NEW)	EU	Organizational development and renewal of NEW, preparation of a medium term strategic plan Observation of boundary delimitation process Media monitoring in the run up to elections Training of domestic observers	Sept 2016- Feb. 2018	€314,000	The project is designed to prepare a CSO consortium for monitoring preparation and observation of elections.
Search for Common Ground	EU	Increased knowledge of civic rights and responsibilities of citizens	2016-2019	€675,000	The project will cover only 6 Districts and focus particularly on civic education
United States of America	INL funded and Coordinated by ISAT and UK College of Policing	Capacity building support to the Sierra Leone Police on Public Order and Personal Safety	2016-2017	USD 1,000,000	ToT for upper level command and Training of lower level officers for professional public order management, ensure personal safety and ensuring public confidence. The current UNDP IRF will complement ISAT and US support to security sector institutions.
Building Effective and Accountable Institutions for Increased Citizen Security	1) PBF 2) UNDP (BCPR TTF) 3) UNDP TRAC	1) Improved security sector governance and coordination. 2) Enhance local community policing 3) Improve border security management	Oct 2013 – Dec 2017	USD 2.78 million USD 0.5 million USD 0.5 million	Support to the Sierra Leone Police on community policing still on-going.
Develop national mechanisms and capacities for conflict prevention	1) PBF 2) UNDP (BCPR TTF) 3) UNDP TRAC	Support to national stakeholders in institutionalizing systems for preserving peace, including by facilitating the development of a Civic Education programme	Jul 2014 – Dec 2017	USD 1.52 million USD 0.5 million USD 0.4 million	The project is currently focusing on developing a civic education programme to be incorporated in the national education curriculum.
Support efforts to consolidate key human rights activities in partnership with the Human Rights Commission of Sierra Leone	PBF OHCHR	HRCSL well positioned to mainstream human right in areas of non-compliance HR standards of UN and donors and HRCSL aligned	June 2014- Dec 2017	USD 750,000	Project focuses on capacity building of Human Right Commission on HR standards, particularly on business and persons with disabilities.

Promoting Non-Violent, free and credible elections through enhanced participation of non-state actors	PBF	Peaceful political competition promoted, particularly among youth and public. Awareness on non-violence.	Jan 2011- Dec 2012	USD 5,000,000	Project activities ended.
Support to Electoral Cycle in Sierra Leone (2011-2014)	PBF UNDP Dfid, EU, Irish Aid & Germany	Capacity building to EMB; improved public confidence and participation; mitigation of election-related conflict	Feb 2011- Dec 2014	USD 45,125,887	Project activities ended
Support the Implementation of the Joint Communiqué through the Refurbishment of the SLPP Headquarters	PBF	Political parties and their supporters engage in a respectful and professional attitude towards their opponents and state institutions; Trust building enhanced and peace promoted, particularly among youth; and public awareness of the processes through support to non-partisan media	2009-2010	USD 946,950	Project activities ended

C) Rationale for this IRF:

The United Nations accompanied the peace consolidation efforts in Sierra Leone through a series of Security Council-mandated missions and the work of the UN Country Team (UNCT). After the third successive round of peaceful elections in 2012, the UN mission was definitively closed in 2015. The 2018 elections will, therefore, be the first one, since the civil war, that will be conducted without UN direct oversight.

It will also be the first time that Presidential, parliamentary, and local elections will be carried out in the same day. Whereas recent Presidential elections have been peaceful, the same cannot be said for parliamentary elections. Local interests and the dynamics in local constituencies, particularly those divided by political parties, have the potential for conflict. Recent parliamentary by-elections in Kono, in December 2015, as well as Lunsar and Kallahun, in July 2016, were marked by sporadic violence and tension.

This project relies on well-tested measures that successfully managed conflicts and prevented violence in the 2012 elections, and would seek to provide an innovative level of voluntary coordination among different actors to maximize the efficacy of peacebuilding efforts, complementing international assistance, the Electoral Management Board (EMB), and security services throughout the pre- and post-election period.

The support of peace dialogue and voluntary standards of conduct amongst Political Parties will create an enabling environment to reduce the intensity of conflict, while the project, guided by a youth empowerment approach to peace advocacy and peacebuilding, in line with UN SCR 2250 on Youth, Peace and Security, will aim to both engage youth groups with a high risk of involvement in

violence and support and recognize young peacebuilders, enhancing youth groups' participation and potential to positively contribute to peace advocacy, prevention of violence and sexual gender-based violence, and promotion of human rights.

As detailed above, it will also be important to work with the security sector, particularly the Police and its Operation Support Division (OSD), in partnership with ONS, UK ISAT and the US Embassy to increase capacity of Police to take a measured approach in relation to civil unrest, and particularly vis-a-vis young people. This will promote proximity and positive relationships between police and citizens, including youth and marginalized groups, increase public confidence in the police and institutions, promote partnerships and ultimately reduce the risk of conflict escalation.

During previous elections, political leaders have used non-state actors, particularly at-risk youth, as security agents, often increasing the risk of violence and conflict. The Government of Ghana has considerable experience in election security, including experience addressing non-state actors, and learning exchanges with the Government of Sierra Leone will be sought to share their experience. This will build on efforts already made by the Special Representative of the Secretary General (SRSG) for West Africa and the Sahel and the south-south exchanges recently undertaken between the Sierra Leone and Ghana Judiciary in relation to sentencing guidelines that has assisted in wider reform efforts.

This project will also strengthen and build on previous interventions designed to support national early warning mechanisms, through a more participatory approach to security. The early warning system will be provided with increased capacity for analysis, whereas mitigation mechanisms, such as LPPB, chieftdom/district security committees as well as relevant organisations such as the Human Rights Commission, NCD, IPCB, PPRC, Inter-religious Council, youth and women's organisations and eminent peace advocates (i.e. religious scholars, academics, etc.) will be supported to ensure the establishment of a strong coordination for conflict prevention and mitigation.

It is expected that the entry points for programmatic interventions, outlined in this project, will contribute to ensuring election violence prevention and mitigation core outcomes, as defined in the Guide on Action Points for the Prevention and Mitigation of Election-related Violence, namely: a) *Improved electoral management and justice*; b) *Improved electoral security*; c) *Improved infrastructure for peace*.⁴⁸

II. Objectives of PBF support and proposed implementation

a) Project outcomes, theory of change, activities, targets and sequencing:

Project Outcome:

The outcome of this IRF is two-fold:

- 1) Political dialogue, peace advocacy and violence prevention enhanced;
- 2) Public security, civil protection, human rights promotion and peaceful response capacities sustained.

Theory of Change

If national dialogue and peace advocacy are enhanced; human rights are promoted and access to justice is facilitated, particularly to victims of SGBV; mediation capacities of key stakeholders, including women and youth are strengthened; and national early warning and peaceful response

⁴⁸ The Guide on Action Points for the Prevention and Mitigation of Election-related Violence, Idea International, ERM Tool, September 2003

systems are empowered, **then** election related violence, including the intimidation of women and girls, can be reduced and peace sustained; **because** many of the key drivers of election-related violence - including misinformation, hate speech, violation of rights, particularly women's and girls' rights, exploitation of youth and armed non-state actors to provoke inter-party violence, and violent response from state security actors - will be mitigated and violence prevented, and the potential benefit of supporting/committing political violence will be reduced.

Election-related political violence has remained a perennial threat, and while strong international support and local commitments to non-violence have prevented large scale politically motivated violence since the end of the civil war in 2002, more than 18 cases of election-related violence have occurred.⁴⁹ These incidents usually feature violence by at-risk youth, motivated by hate speech or financial compensation, and conducted under the auspices of spoilers in political parties. Cases of violence by party supporters often provoke violent reactions by the security forces, which tend to escalate the situation.

By having political parties review and re-adopt the Code of Conduct for Political Parties, by opening doors to young people and women, and political leaders publicly denounce violence, the reputational cost of violence for politicians will be increased. By simultaneously working with District Code Monitoring Committees (DCMC) and District Mediation Committees (DMC), young peacebuilders, independent commissions, multi-agency security committees, and civil society organizations to advocate for peace and address disputes at the early stages, electoral violence and other forms of insecurity will diminish significantly.

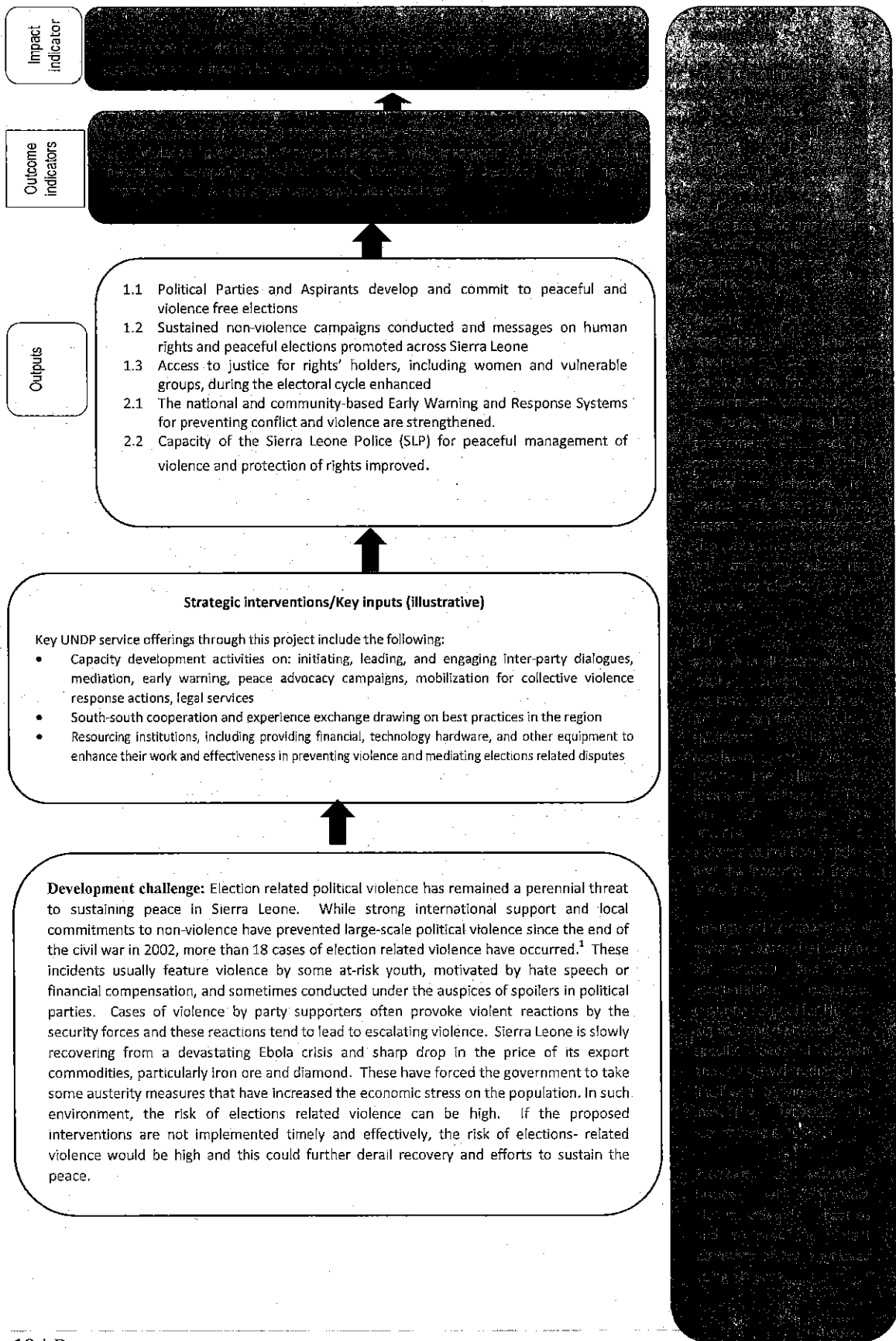
The strengthening of early warning systems and security institutions' peaceful response capacity will allow for potentially violent situations to be de-escalated, and reduce the chance that violence will spread from one locality to another, further reducing the potential benefit of violence to political spoilers and decreasing the chance of both actual violence and subsequent impunity. Through expedited access to justice, particularly for women and girls, public perceptions of biased approach to election dispute resolution will be minimized and credibility of the electoral process increased.

Together, by raising the cost of violence and increasing the strength and speed of peaceful responses, this project should further sustain peace in Sierra Leone. This proposition is also based on the evidence of the last three elections in which deliberate peacebuilding and violence prevention efforts, like those proposed in this proposal, contributed immensely to peaceful elections and the transition of power. The confidence the peaceful transition of power inspired was followed by foreign direct investment and subsequent sustained two-digit GDP growth.

The theory of change is further illustrated in Figure 2 below.

⁴⁹ "Cost of Politics in Sierra Leone: Understanding Violence and Division", Critical Perspectives of Governance, Vol 7, Aug 2016.

Figure 2: Theory of Change Model



III. Content of Support

Scope and Scale

The project involves the implementation of a wide range of diverse but interconnected activities, including: training of trainers on human rights, peace advocacy, non-violent response, mediation and early warning platforms; support for the provision of forums of dialogue, both informal and formal, with a special emphasis on promoting the development of joint standards of conduct and prevention of violence against women and girls, formal statements renouncing violence, and peace-sustaining policies; training and logistic support for early warning and response systems, including the strengthening of a situation room and the creation of a network of high-level peace advocates to prevent violence and resolve disputes. The project has a twofold approach. On the one hand, it increases capacities for violence prevention, including sexual and gender based violence and, on the other hand, it strengthens systems for redress and prevention of further escalation of violence.

The geographic scope and size of partners are described in this section.

Geographic Scope

This project will cover the entire country, but will place an emphasis on locations that are at high risk for electoral violence and/or which have been the site of recent political violence/unrest. Specifically, Kono, Kabala, Moyamba, Lunsar, Kailahun, Kambia, Eastern Freetown, the University of Sierra Leone, Bo, Kailahun, and Kenema will receive focused support through multiple activities. Based on the principle of 'Do No Harm', interventions will be balanced between areas that are traditionally seen as supporting one or the other of the main political parties. Given the dynamics of violence and political behaviours, it is difficult to determine with certainty areas that are likely to be hotspots during the election cycle. The project will therefore remain flexible on the target areas.

Target Institutions and Groups

The previous PBF support to conflict management and peaceful elections in Sierra Leone engaged 15 implementing partners and 30 beneficiary organizations and, though it was evaluated as successful, presented coordination problems, which also placed unrealistic burden on project support services and caused delays in procurement and implementation⁵⁰

This project, learning from the past, will feature less than half the number of partners and beneficiaries, and ensure stronger coordination mechanisms. The Ministry of Internal Affairs and Sierra Leone Police, Office of National Security, NCD, PPRC, SLHRC, Judiciary, and LAB will all work under this project. Secondary partners/target groups will include actors relevant to the electoral cycle, including political parties' associations, journalists' associations, CSOs and youth and women groups, and members of the National Early Warning and Response System (NEWRS).

The following will be the primary target institutions and groups that will be supported and engaged through this IRF:

- **Political Parties and aspirants:** Twelve political parties are currently registered with the Political Parties Registration Commission (PPRC), though only two of them are represented in Parliament. The project will facilitate awareness-raising among all political parties and aspirants, including new and emerging parties, in peace advocacy and human rights, and adopt and publicly endorse joint code of conduct, including the renunciation of

⁵⁰ PBF/SLE/A/8, Final Programme Narrative Report,

electoral/political violence and non-state actors as security agents. Special attention will be paid to women and youth party members, through the reorganization of the All Political Party Youth Association (APPYA) and All Political Party Women's Association (APPWA) that were particularly effective at sustaining peace and promoting dialogue during the 2012 elections. Specific meetings will take place with political parties' campaign managers and spokespersons to sensitize them against the use of hate speech.

- **Independent Commissions involved in conflict management:** The independent commissions, established/reformed with the support of UNIPSIL, will be key partners: the National Commission for Democracy (NCD), the Human Rights Commission for Sierra Leone (HRCSL), and the Political Parties Registration Commission (PPRC). The National Electoral Commission (NEC) will also participate in all project's activities. These institutions played an important role in previous elections and in sustaining peace in Sierra Leone. Joint MOUs have already been drafted between these institutions, outlining their coordination roles and responsibilities for electoral/democratic education, peace advocacy and the peaceful resolution of inter-/intra-party disputes during the 2018 election process.
- **CSOs:** A limited number of CSOs, including youth and women associations, with proven capacity in mediation and peace advocacy, will be engaged to collaborate with the NCD on peace advocacy dissemination. The Motorbike Rider's associations, which demonstrated a capacity for message dissemination and early warning during the EVD epidemic, will be considered as possible partners in the project, in coordination with NCD. Participation of women association will be promoted throughout project's activities
- Youth organizations will be engaged as champions for peace and nonviolence, through the PPRC, NCD, APPYA, APPWA and CSO. PPRC, NCD and the Integrated Elections Security Planning Committee (IESPC) will devote efforts to ensure that political leaders will not engage marginalized youth to promote political violence.
- **Office of National Security:** the ONS includes the National Security Council Coordinating Group (NSCCG) and the Central Intelligence and Security Unit (CISU). ONS is the leading institution of the Integrated Elections Security Planning Committee (IESPC), which coordinates operations related to election security. The Committee comprises state security institutions, independent commissions, civil society organizations, and international partners⁵¹.
- The **Integrated Elections Security Planning Committee (IESPC)** was established in 2014 through a National Security Council Directive within ONS. The remit of this committee is to provide a framework within which security sector institutions can ensure the safety of the electoral process by creating a safe and secure environment for elections, enhancing the Government's preparedness to manage election security for all, including vulnerable groups. The IESPC coordinates the international support, including to the SLP. It is a multi-sectoral group, comprising Ministries and Departments, National Commissions, Judiciary, Women and Youth organization, NGOs and international partners. The Elections Secretariat works alongside the Committee and is responsible for day-to-day operations. The UNDP Police Advisor provides technical support to the secretariat, IESPC and the SLP, in coordination with the UN Peace and Development Advisor (PDA) and UNDP Rule of Law team project.

⁵¹ It includes SLP, RSLAF, Sierra Leone Corrections Service (SLCS), Justice Sector Coordination Office (JSCO), Ministry of Internal Affairs (MIA), PPRC, NEC, ISAT, Ministry of Finance and Economic Development (MOFED), Ministry of Local Government and Rural Development (MLGRD), Ministry of Information and Communications (MIC), Attorney General's Office, NCD as well as Women and Youth organizations.

- **The Judiciary:** As highlighted by the 2016 Fragility Assessment, access to justice is still weak and Judiciary under-resourced in Sierra Leone. As part of the wider reform, the Judiciary are progressively increasing their capacity to improve access to justice to the wider population. The Judiciary have recently recruited ten additional Judges and seven Registrars and some of them will be deployed to the districts. These will complement the additional 20 state counsels that were recruited earlier in 2016 (some of them deployed to the districts). UNDP, in partnership with the US Government, is currently supporting the Judiciary under a Rule of Law project. For the purposes of this project, UNDP will support the Judiciary to better adjudicate and fast-track election-related disputes, building on the capacities and resources that already exist through the on-going projects.

Sierra Leone Police has about 7000 operational police officers. The SLP has received considerable assistance from the UK International Security and Advisory Team (ISAT). UNDP, in collaboration with the UN Standing Police Capacity, has complemented the efforts of ISAT by assisting the SLP to improve their community policing initiatives and the model applied is now being replicated by ISAT in Kailahun. UNDP has also supported the establishment of the Independent Police Complaints Board (IPCB), which is now operational, as well as the internal oversight capacities, such as the Corporate Affairs and the Complaint and Discipline and Internal Investigations Department (CDIID). During the current polling, 9,500 polling stations will be established throughout the country, straining the capacity of the SLP and demanding that other security institutions also contribute to the security of the polling stations.

- **The Family Support Unit (FSU)** is a government-led service intended to ensure effective implementation of national law and policy to combat SGBV and violence against women and girls, improve outcomes for victims, and encourage partnership between and across the formal and informal sectors. Sixty-two FSUs are established nationwide, which handled 11,358 cases in 2014. UNDP and UNICEF have supported the FSU with case management guidelines and awareness raising. UNDP and UNICEF will continue to engage with FSU during the electoral cycle to facilitate their support to victims of election-related violence.
- **Legal Aid Board (LAB):** The Board has been operational since September 2016, following the passing of the Legal Aid Act in 2012 (supported by UNDP and UNICEF). They now have offices across the country, including Kenema, Bo, Makeni, Port Loko and Freetown. Paralegals, recruited by the LAB, conduct mediation and ADR, and provide awareness on legal rights. Lawyers, who are members of the LAB, formally represent claimants in the courts and provide legal advice. UNDP will support the Board throughout the electoral cycle to provide legal assistance to poor and indigent clients accused of committing election-related offences. It is likely that there will be an increased need for legal assistance during the elections.

IV. Modalities of Support / Implementation Approach

Implementation of activities across the five outputs will be guided by a human rights-based approach and women and girls inclusion will be constantly promoted, which will ensure widespread participation through consultations, accountability to recipients and strict adherence to gender equality and representation. The project will also seek to promote young people's participation in all aspects of the project. The project will be implemented in a non-discriminatory manner. Context-specific capacity development tools will be applied in the delivery of all outputs. Partnership with implementing institutions and organizations will be based on core principles that will be agreed and monitored throughout the partnership and the implementation of activities. Methodologies for implementation will build on previous experience, lessons learned during 2011-2014 electoral cycle, and current UNDP projects. Lessons learned and implementation methodologies are illustrated under each output.

Outcome 1: National dialogue, peace advocacy, and violence prevention enhanced.

Output 1.1 *Political Parties and Aspirants develop and commit to peaceful and violence-free elections*

Collaboration between the National Commission for Democracy (NCD) and Political Parties Registration Commission (PPRC) will be facilitated throughout the electoral cycle, including the pre- and post-election phases to ensure that activities conducted with political parties and civil society are well coordinated, including with young men and young women.

Building on lessons learned and successful experience during the past elections, the following key activities will be carried out:

- Provide resources to the PPRC to support political parties: Through this IRF, the PPRC will be supported to consolidate its work with political parties. A new chairperson has been appointed and he is expected to assume his functions in the third week of March. The PPRC will lead on the delivery of the following:
 - Facilitate the review and public adoption of the Code of Conduct for Political Parties (CoC) and disseminate and raise awareness on the CoC across Sierra Leone. Specific agreements will be sought with political leaders on banning the use of armed non-state actors for personal protection and the engagement of youth in intra-party violence. Political parties will be invited to invest in intra-party dispute resolution and dialogues, as was the case in 2012. Inter-party dialogue will be facilitated at national and district level.
 - Facilitate the re-organization of the All Political Parties Youth Association (APPYA) and the All Political Parties Women's Association (APPWA) to facilitate dialogue forums to champion non-violence and peace throughout the electoral cycle. These forums will aim at bolstering dialogue around issues of joint concern, increase the responsiveness of female and male young leaders towards sustaining peace, and serve as a catalyst for increased levels of trust among members of political parties. As part of their activities, APPYA and APPWA will review and adopt their Codes of Conduct. This activity will be particularly relevant if the minimum quota on women representation in public office is adopted.

- Support the reorganizing of the Youth Peace Clusters in specific hot spots across Sierra Leone in collaboration with the All Political Parties Youth Association (APPYA) and the All Political Parties Women's Association (APPWA). Through the Clusters, female and male young people that support different political parties will be supported to sign 'MoU for Peace' and widely disseminate the MoU among their peers, including through social media. These Clusters proved to be effective in preventing violence and promoting dialogues during the 2012 elections.
- Reorganize the District Code Monitoring Committees (DCMC), which proved to be an effective monitoring system in 2012. The project will support the launch of DCMC at national and district level and support their visibility i.e. media information, provision of formal ID's, etc. Building on lessons learned during previous elections, coordination between the DCMC and District Security Committees will be promoted to enhance early warning and early response work at local level.
- Support efforts of the Ministry of Internal Affairs (MIA) and the Sierra Leone Police (SLP) and PPRC to ban the use of armed non-state actors by political leaders: The IRF will facilitate the exchange of experiences and study tours and promote the establishment of networks of experts in West Africa. It will support learning visits to:
 - Ghana to gain experience on protection of political leaders and how to facilitate inter-party dialogues on banning the use of armed non-state actors and maintain security throughout the electoral cycle; and
 - Liberia to observe how security issues, especially pertaining to women, girls, and young men, are addressed during Liberia's presidential and general elections scheduled for October 2017.
- Constitute and resource an Eminent Peace Advocates (EPA) mechanism as recommended by the Government of Sierra Leone and civil society organizations. The EPA will comprise mediators of eminent stature who have non-partisan backgrounds. These will be selected in consultation with all political parties, independent commissions, and civil society organizations. The EPA mediators will work in close coordination with the IESPC situation room, PPRC and NCD. The IRF will:
 - Support the design and rollout of refresher courses in mediation, nonviolence communication, human right, youth empowerment, and strategic nonviolence actions for members of the EPA;
 - Deploy members of the EPA to conflict and violence hotspots around Sierra Leone, as identified through early warning, to help defuse tensions and follow-up on early warnings.

Output 1.2 Sustained non-violence campaigns conducted and messages on human rights and peaceful elections promoted across Sierra Leone

UNDP will work with NCD, SLHRC, the PPRC and other key stakeholders, including youth organizations, to design a comprehensive non-violence, human rights, youth empowerment, and

peace promotion campaign. The strategy will focus on hearing young people's voices on their challenges and opportunities in engaging in the elections as voters, activists, aspirants, and observers; how to incentivize young people to become champions for peace, non-violence, and human rights; how to work with young women and girls and young men to prevent sexual and gender-based violence and other forms of harassment during the election-cycle; and how to sustain peaceful dialogues among young people. All outreach campaigns from the strategy will be guided by a wider "Do No Harm," Human Rights, and Gender-responsive approaches. They will also follow the Guiding principles on Young people's participation in peacebuilding (www.youth4peace.info).

The NCD was instrumental during the past elections in mobilizing and coordinating CSOs, youth organizations, the security sector, political parties, Council of Paramount Chiefs, the media, people with Disabilities, NGOs, the private sector, market women, Motorbike riders, among several others to undertake a nation-wide violence-free campaign during previous elections. Lessons from previous efforts will inform the design of the strategy. UNDP will also draw lessons from, and build on, the success of recent social mobilization efforts against the EVD, at which time motorbike riders were mobilized and supported to sensitize communities on EVD prevention and care. Some of the motorbike riders in Sierra Leone are at risk and disadvantaged young men who could easily be exploited to perpetrate violent acts on behalf of political spoilers.

As part of the rollout of the strategy the following core activities will be implemented:

- Youth forums and dialogues: Building upon lessons learned in 2012, organize youth consultations on young people's participation in political parties; on young people's involvement in peaceful elections and peacebuilding; on the prevention of sexual and gender-based violence;
- Empower women political aspirants and women's organizations: Strengthen female leadership in violence prevention through training, building cross-community networks, and facilitating support systems for female political aspirants;
- Awareness-raising campaigns: Conduct pre- and post-election peace awareness-raising and non-violence prevention campaigns. This will include the design and dissemination of messages on rule of law, human rights protection, social cohesion, and preventing violence including sexual and gender-based violence;
- Technical support: Deploy an international expert to strengthen the capacity of the NCD and other partners on the use of social media to counter violence-promoting messages. The IRF will draw on existing good practices. For example, UNICEF has strong experience in the use of social media in outreach to youth. It is currently reaching out to more than 25,000 female and male youth in Sierra Leone through their U-report platform. The project will draw on this important resource;
- Conduct training-of-trainers' workshops on mediation and non-violence communication for female and male young leaders. The curriculum of the training will include modules on conflict prevention, human rights, and preventing sexual and gender-based violence and other abuses against women, children, young people, and people with disability. UNDP will deploy an international mediation and non-violence expert, on short missions, to support the NCD in the design and rollout of the training workshops.

Output 1.3: Access to justice for rights holders, including women and vulnerable groups who may become victims of election-related offences, enhanced.

Critical to free, fair, and transparent elections is the presence of a capable and trusted judiciary. During the 2012 elections, six judges were appointed, three for the Western area and three for the provinces, to adjudicate electoral offences, be they criminal or civil. While review of the projects designed to support peaceful and violence-free elections in 2012 highlight the positive impact, a major gap identified was that the system designed to facilitate access to justice, including the six judges deployed, did not take into consideration or were adequately prepared for SGBV as an electoral offence. UNDP and its partners will ensure this dimension is fully accounted in all support to strengthening access to justice and rule of law in the election cycle. UNDP through this IRF will:

- Engage the SLP's Family Support Units: UNDP has a dedicated RoL project, in collaboration with UNICEF, to support the capacity building of the SLP's Family Support Unit. This IRF will link to the RoL project to promote the expedite justice delivery and respect for the rights of those most vulnerable in the justice chain, particularly women and girls. UNDP in partnership with UNICEF will conduct refresher training for SLP staff, using the SGBV guidelines developed by UNDP and UNICEF in 2011 and updated in 2014, to facilitate their continuous provision of counselling support to victims as well as prosecution services during the electoral cycle;
- Provide resources to judges and magistrates in hotspots: Support judges and magistrates with dedicated responsibility to respond to elections related offences with material and technical resources including equipping their offices with furniture and IT and Communication facilities;

Conduct training workshops: Design a module on relevant electoral legislation and offences for the Judicial and Legal Training Institute's new curriculum, which has been developed with the support of UNDP Rule of Law project and comprises modules on judge craft and judgment writing, judicial ethics and the new bail and sentencing instruments. This training module will hence be part of the new curricula and will be utilized and/or updated during future elections

- Provide travel and logistics support: the IRF will provide minor travel allowance to relevant institutions (SLP, Judiciary, LAB, etc.) to carry out the hearings in prisons. This will also help to decrease the high remand populations and potential spillover of violence into the communities, if electoral offences are not immediately addressed and cases resolved;
- The project will provide support to the Legal Aid Board (LAB) and the key legal aid entities that are now operational and present throughout the country to provide legal representation and alternative dispute resolution (ADR) services Electoral offences including GBV cases related to the elections will be addressed;
- The LAB will be also invited to facilitate sessions in the training courses delivered to police and political parties on electoral law and access to justice.

Outcome 2: Public security, civil protection, human rights promotion, and peaceful response capacities sustained.

Output 2.1 *The National and Community-based Early Warning and Response System strengthened.*

Building on good practice from 2012, the multi-agency Integrated Election Security Planning Committee (IESPC) has been reactivated, under the coordination of the Office of National Security

(ONS). A Secretariat has been established to ensure technical coordination and daily follow-up of election security activities. Three committees have been appointed to develop and operationalize an Election Security Strategy, a Communications Strategy, and a Training Manual. In November 2016, UNDP deployed an Elections Security Adviser from the United Nations Standing Police Capacity (SPC) to support the IESPC to develop the three documents mentioned above and provide technical assistance to the IESPC. These efforts are informed by various assessments and reports completed following the 2012 elections, including the final evaluation report on the UNDP support to the Electoral Cycle 2011 – 2014, the EU Observation Mission final report, and implementation of international good practices on election security. Building on lessons from these reviews, UNDP will support the ONS and other stakeholders in the security sector through the following activities:

- Extend the agreement with UN SPC to provide Police Advisors: The Election Security Adviser will continue to support the IESPC in the design of the three strategies discussed above and in coordinating the monitoring activities throughout the elections cycle. UNDP pays only DSA and travel allowance and office space for these arrangements, while UN Police continues to pay salaries of the staff;
- Finalize the design and launch the Election Security Strategy (ESS). UNDP will support the IESPC to launch the ESS and develop and disseminate key messages on the ESS to communities across the country to inform the public on the role and function of security personnel during the elections as part of confidence and trust-building between the security and citizens before and during the elections. Town hall meetings will be also facilitated;
- Develop and operationalize a Situation Room as a centralized facility for coordinating early warnings on elections violence. The situation room that was established in ONS premises during the EVD crisis and supported through the UNDP SSR project will be refurbished, following an accurate prior needs assessment conducted in collaboration with the ISAT team. The situation room will collect and analyze data provided by the district and chiefdom security committees, SLP, LPPB, CSOs, youth organizations, women's organizations, local governments and other stakeholders. The analysis on potential conflict will be made available to relevant institutions for early action and response. This IRF will also support the recruitment of national and international data analysts. The international analyst will be sourced from the UN SPC and will provide capacity building to support the functioning of the situation room.

Output 2.2 Capacity of SLP for conflict prevention and peaceful management of violence improved.

Evaluation of the 2011-2014 Election Cycle Support project highlighted the need to strengthen the capacity of the police on public order management and election security. It was observed that many of the violent acts that involved the police and other security forces in previous elections were largely due to the lack of knowledge, skills, and capacity in public order. It was also noted that while the projects invested more in low-ranking police officers and other security personnel, they ignored the command structures in the field. This IRF will build on the successes from the previous election support projects, while addressing the identified gaps to better prepare the SLP and other relevant security units to manage violence, particularly riotous crowds, and respond to sexual and gender-based violence during the elections. The IRF will target mid-level officers in addition to the low-ranking officers to ensure the immediate command structure have the skills and knowledge required to consolidate peace and non-violence. UNDP support to the SLP and other relevant security institutions will be carried out in close partnership with MIA, ONS, IPCB, Human Rights Commission, NCD, and CDIID.

The IRF will complement the work of the ISAT and the US Mission. While ISAT and the US Mission are supporting capacity building in tactical areas, including public order and command and control, UNDP will have a broad focus on election security including community policing, civil-security relations, non-violent approaches to public order management, and linking the security sector to the community-based early warning and early response systems.

UNDP has already initiated activities in this output. Following a gaps analysis undertaken early this year, ONS requested the technical and financial support of UNDP to conduct four election security workshops across the country to prepare the security personnel on provision of security during the Civil and Voter Registration process due to start in March, 2017. Four hundred security personnel and other stakeholders have been trained on election security in four provinces. The IRF will build on these initiatives by supporting the following activities:

- Support advance training for high and mid-level officers: Collaboration has been established with the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Ghana to include in their training on Election Security six officers, selected from the ONS and the SLP. These officers will then serve as the facilitators for the six TOT workshops in Sierra Leone mentioned below. The training at KAIPTC will be funded by the German Society for International Cooperation (GIZ).
- Conduct six training of trainers (TOT) workshops on elections security: the workshops will be organized for participants drawn from SLP, RSLAF, Fire, Corrections and Chiefdom Police. During the workshops, the roles and responsibilities of the security forces in preventing and managing conflicts and violence will be defined. It will also help define electoral offences and where they can be addressed, what role the Provincial and District Security Committees are expected to play, how to prevent sexual and gender-based violence, the promotion of human rights, the role of the media and strengthening civil-security relations. Facilitators will be provided by the NEC, IPCB, HRCSL and Civil Society. The UNDP/SPC Police Advisor and the PDA will support the planning and design of the training course, building upon material provided by the KAIPTC. The training will be further cascaded by the trained trainers throughout their respective agencies.
- Conduct three workshops on election security risk assessment: three workshops for participants from the SLP and other security agencies and civil society will be conducted in three strategically selected locations. The choice of location will be based on indicative knowledge on the extent of risks that exist in those areas in relation to the conduct of peaceful and violence-free elections. As part of the training, participants will conduct field assessment in communities in these areas to map the threats and the capacities in those areas to respond to the threats. The training will involve the communities to building scenarios, determining indicators for monitoring, assessing the potential impact of any election-related violence on the communities, and developing contingency plans for effective response.
- Conduct three simulation exercises: following the training exercises, the IRF will support the SLP and ONS to lead in the design and conduct of three large simulation exercises. The design and implementation of these exercises will draw on lessons learned from the exercise held in 2012. The exercise would aim to assess the level of readiness of the law enforcement and security forces, emergency services and civil society to effectively respond to election-related insecurity, violence, and conflicts. The expected outcome will be the

identification of gaps and challenges, including training needs still to be addressed and resources that need to be deployed.

- Conflict Prevention and Mitigation TOT training: six workshops will be held nationwide for participants selected from the SLP, RSLAF, Fire brigade, Corrections, Chiefdom Police, Road Safety Corps, paramount chiefs, PPRC, NCD, SLHRC, political parties and youth and women organizations. In close liaison with the SLP Director of Operations, training for Police Commanders on conflict analysis, human rights, mediation and peace advocacy will be designed and implemented to assist the Police to correctly use the Use of Force Continuum Principles, according to International standards.

Budget:

Table 2: Project Activity Budget

Outcome/ Output number	Output name	Output budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: Outcome 1: Political dialogue, peace advocacy and violence prevention enhanced				
Output 1.1	<i>Political Parties and Aspirants commit to peaceful and violence-free elections</i>	\$817,796 (UNDP)	Staff, contractual services, supplies, equipment travel, grants, general costs, indirect costs	
Output 1.2	<i>Sustained non-violence campaigns conducted and messages on human rights and peaceful elections promoted across Sierra Leone</i>	\$596,003 (UNDP) \$94,160 (OHCHR)	Staff, contractual services, supplies, equipment travel, grants, general costs, indirect costs	
Output 1.3	<i>Access to justice for rights holders, including women and vulnerable groups who may become victims of election-related offences enhanced</i>	\$230,018 (UNDP) \$94,160 (OHCHR)	Staff, contractual services, supplies, equipment travel, grants, general costs, indirect costs	
Outcome 2: Public security, civil protection, human rights promotion, and peaceful response capacities sustained.				
Output 2.1	<i>The National and Community based Early Warning and Response System strengthened</i>	\$530,934 (UNDP)	Staff, contractual services, supplies, equipment travel, grants, general costs, indirect costs	Three Police Advisors will be made available by the UN Standing Police Capacity. The IRF covers only the cost of their travel and DSA, which are included in the budget item "Travel" of outputs 2.1 and 2.2
Output 2.2	<i>Capacity of the Sierra Leone Police (SLP) for conflict prevention and, peaceful management of violence improved.</i>	\$444,149 (UNDP) \$47,080 (OHCHR)	Staff, contractual services, supplies, equipment travel, grants, general costs, indirect costs	

Output budget does not include the costs of the project evaluation.

Table 3: Project budget by UN categories

	UNDP	OHCHR
1. Staff and other personnel	329,000	141,000
2. Supplies, Commodities, Materials	90,160	38,640
3. Equipment, Vehicles, and Furniture (including Depreciation)	88,854	38,080
4. Contractual services (including evaluation)	267,400	114,600
5. Travel	191,100	81,900
6. Transfers and Grants to Counterparts (CSO)	718,900	308,100
7. General Operating and other Direct Costs	123,071.03	52,745
Sub-Total Project Costs		
8. Indirect Support Costs*	126,593.94	54,254.55
TOTAL		

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, per the Agency's regulations, rules and procedures.

The project will be implemented in three phases:

- Phase 1 - the induction phase - will be the first three months of the project. It will focus on establishment the management structure, providing support to the training of trainers, equipping the situation room and provide other material to the counterparts, and recruitment of staff and consultants.
- Phase 2 - the implementation phase - will focus on the full rollout of the project. It includes all activities except those that focus on the review of the project results including the evaluation and documentation of lessons learned and final project report. A little over 50% of the project budget will be spent in this phase. It is important to note that phases 1 and 2 are closely linked and therefore 70% of all the total budget allocated to the UNDP portion and 100% of the total allocation to OHCHR (since it only covers staff cost of the HR Advisor) are expected at the inception of the project.
- Phase 3 will focus on the post-election activities and concluding stages of the project, which, in addition to project activities, also includes staff costs, reviews, transfers of assets, evaluation, documenting and publishing lessons learned, etc. 30% of the total budget allocated to UNDP component of the IRF will be used to cover Phase 3.

b) Capacity of RUNO(s) and implementing partners:

UNDP and OHCHR are trusted development partners of the Government of Sierra Leone. UNDP has been operating in Sierra Leone since 1965 and has focused on transformative initiatives that support the consolidation of peace and assist the country to achieve its long-term development objectives,

as articulated in the Agenda for Prosperity (2013-2018) and UNDAF (2013-2017). UNDP was one of the lead international partners to the Government of Sierra Leone during the 2002, 2007, and 2012 elections. During the 2007 and 2012 elections, UNDP, in collaboration with UNIPSIL, supported several peacebuilding efforts. Over the last 10 years, UNDP has created significant expertise on access to justice and rule of law, particularly for women and children, and has mobilized a country-wide network of partners on access to justice, rule of law, early warning and conflict prevention. UNDP currently implement projects in governance, inclusive growth and sustainable development. A specialised roster of consultant has been established at the HQ, which facilitates recruitment of experts in peace-building and other related disciplines. A UN Peace and Development Advisor has been deployed to the country and will support the implementation of this IRF.

OHCHR has deployed a Human Rights Advisor in Sierra Leone, and has provided support to the Human Rights Commission in all aspects of its mandate. OHCHR has been involved in Sierra Leone since 1998 as part of successive UN missions, including the recently closed United Nations Integrated Peace-building Office in Sierra Leone (UNIPSIL).

Collaboration with the UNCT will be sought in the different areas included in this IRF, particularly on youth and women participation, access to justice and protection of rights. Contribution to the different project activities from UN Women and UNICEF will be particularly sought. UNICEF and UNDP are currently engaged in the provision of support to the SLP FSU and this collaboration will continue during 2017. The IRF will also build on the expertise of UNICEF on social media and data management.

UNDP and UNPOL have established a partnership since October 2015 and experienced police officers have been deployed through the UN Standing Police Capacity to provide technical advice on Police Reform, community policing, oversight and gender, and election security. A Police Advisor is currently deployed in UNDP CO to support Election Security activities. Under this IRF, the deployment of additional police experts is foreseen, specifically on data management and analysis and communication.

Table 4: Overview of RUNO funding in the country				
	RUNO 1: UNDP	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year	\$24,189,875	TRAC and donors	\$19,872,096	\$4,317,779
Current calendar year	\$22,601,206	TRAC and donors	\$17,846,209	\$4,754,997
	RUNO 2: OHCHR		NIL	NIL

V. Management and Coordination

a) Project coordination

Close coordination will be established with related projects of the UNCT and other international partners. Specifically, the project will be implemented in synchronization with the UNDP project on 'Support to the National Electoral Commission' (SNEC). The UNDP support project focuses on providing technical assistance to the National Electoral Commission, as the largest EMB in Sierra Leone. This includes material and advisory support to the voter registration process that is already underway; promoting inclusivity throughout electoral processes, focusing on the participation of women and people with disabilities; voter information efforts; a results management process and a limited amount of direct procurement for items such as ballot papers and indelible ink.

Delivery of the both projects will lead to mutually reinforcing outcomes as briefly indicated here:

- All awareness raising and non-violence campaigns of the IRF will include information on the steps of the electoral process to help build public confidence in the entire electoral cycle;
- Support to the empowerment of women, including enhancing their knowledge of the electoral process and ensuring their participation in all elements of the electoral process will contribute to achieving inclusion, which is a strong aim of the electoral support project;
- The National Electoral Commission (NEC) staff will be part of the facilitators in the conflict prevention and peacebuilding training workshops. As the central body for elections the NEC is keen to support their key Sierra Leone partners such as PPRC and NCD so that these bodies, as was the case in previous elections, perform their vital complementary functions.

The UN Peace and Development Advisor and Human Rights Advisors and the UNDP Chief Technical Advisor for the SNEC project will establish periodic coordination meetings to exchange notes on the delivery of the projects and undertake joint activities, where applicable.

Non-UN Projects: Outside of the UN, the project will complement the following initiatives:

The EU project on supporting the reinvigoration of the National Elections Watch (NEW): the NEW is a permanent coalition of civil society elections observers established since 2007. The NEW promotes expedited and transparent report of election results to prevent rumor-mongering which has the potential for violence. The independent reporting of NEW also adds credibility to the overall electoral process and thereby improves public acceptance of the results. The EU project will support the training of local civil society election monitors to observe the tallying of ballots, and the behavior of political actors and election officials. As a broad civil society network, some members of NEW will also participate in this project, including in the training workshops and the monitoring of election-related violence. Reports from NEW will also contribute to early warning for election-related violence and insecurity.

Civic rights and responsibility of citizens' project: the EU is also supporting Search for Common Ground to conduct series of workshops and awareness-raising campaigns on civic rights and responsibilities in six districts, with focus on civic education. The Search for Common Ground project links to Output 1.2 of this IRF, which aims to undertake awareness on conflict prevention, human rights, and peace and non-violence. UNDP and OHCHR will work closely with Search for Common Ground to ensure strong alignment of the training modules of both projects, especially ensuring human rights and gender approach. The UNDP and OHCHR will also encourage Search for

Common Ground to participate in the training workshops planned for in the IRF as well as request to observe the training workshops of Search for Common Ground. Since the Search for Common Group will only cover six of the 14 districts, UNDP and OHCHR will extend the delivery of the common modules in the awareness raising and training workshops designed in the IRF in the remaining districts.

Capacity-building support to the Sierra Leone Police on Public Order and Personal Safety project: this project is supported by the US Mission and implemented by ISAT and the UK College of Policing. The project will focus on training personnel of the upper level command and field officers in the Sierra Leone Police. The training will focus on public order, personal safety, and civil-security sector relations. The project strongly aligns with Output 2.2 of the IRF, which aims to build the capacity of the Sierra Leone Police in violence prevention, non-violence approaches to crowd management, and mediation. The national counterpart of both projects is the Sierra Leone Police and UNDP is already working with the INL and the ISAT to coordinate training workshops and support to the SLP. While the INL/ISAT project focuses on strategic and tactical approaches, the IRF will complement these skills with mediation, non-violence, and prevention skills and resources. Coordination between the INL/ISAT, UNDP Police Advisor, PDA and CTA Election has been established. The INL/ISAT project and this IRF build on the UNDP project on SSR that is expanding community policing mechanisms across Sierra Leone through the Sierra Leone Police.

"Standing together for free, fair, and peaceful elections in 2018" project: this DfID-funded project supports a consortium of civil society organizations to strengthen the participation in the elections of marginalized groups including women, people with disability, people in remote rural areas, etc. It will conduct voter education. The project aligns with Output 3 of UNDP's SNEC project, which also focuses on promoting inclusivity. Inclusivity as discussed above is integral to conduct violence-free elections in Sierra Leone. UNDP is already collaborating with the CSO consortium in working with networks of women and people with disabilities to promote their participation in voter registration.

b) Project management:

The Project will be executed by UNDP under the Direct Implementation Modalities (DIM) in coordination with the Ministry of Internal Affairs and other State stakeholders mentioned throughout the project document. The project will also partner with other actors and government ministries and institutions, including the UK ISAT, UNICEF, UNWOMEN and other UN Agencies, as well as civil society coalitions and NGOs.

The Ministry of Internal Affairs (MIA) and Resident Coordinator will co-chair the Project Board. Its members will include all implementing partners. The Project Board will comprise the following:

- **The Executive:** the role of the Executive will be held by the UN Resident Coordinator/UNDP Resident Representative (or his/her delegate) and the Minister of Internal Affairs (or his/her delegate). The Executive is ultimately responsible for the Project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the Project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive will ensure that the Project gives value for money, ensuring a cost-conscious approach to the Project, balancing the demands of beneficiary and supplier.
- **The Senior Beneficiary:** representatives of ONS, NCD, PPRC, HRCSL, Judiciary, SLP, implementing NGOs and civil society organizations will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the

solutions will meet those needs within the lifecycle of the Project. The role represents the interests of all those who will benefit from the Project. The Senior Beneficiary role monitors progress against targets and quality criteria.

- **Senior Suppliers:** PBF and UNDP will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties, which provide funding and/or technical expertise to the Project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the Project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.
- **Quality Assurance:** The Quality Assurance role supports the Executive Board and is discharged by the UN Peace and Development Advisor (PDA). The PDA carries out objective and independent oversight and monitoring functions on behalf of the Board. This role facilitates programme management functions and achievement of milestones.

The Project Board will meet quarterly to review the strategic direction of the Project, ensuring accountability, monitor the absorption capacity and oversight mechanisms of implementing partners. The Project Board meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments; agreeing on the Project Manager's milestones in the Annual Work Plan and quarterly plans when required; reviewing Combined Delivery Reports (CDR) prior to certification of the Implementing Partner(s); reviewing each of the AWP upon completion; and approving continuation to the next AWP; appraising the Project Annual Progress Report, and making recommendations for the next AWP; providing strategic orientation and recommendations to the Project Manager and implementers; and commissioning a Project Evaluation (based on a consensus by the PB).

Project Board decisions will be made in accordance with corporate UNDP standards to ensure neutrality, independence, best value for money, fairness, integrity, transparency and effective accountability.

The implementation of the project will be carried out by an international Project Manager at P3 level who will supervise a few staff, including, consultants, project officers and project associates and will ensure the timely delivery of all operations and reports as well as all procurement process in accordance with UNDP rules.

The Peace and Development Advisor and the Human Rights Advisor, both based in the Resident Coordinator's Office, will provide substantive expert and management support to project implementation.

The PDA will lead in engaging all partners and coordinating all meetings, design project training materials, recruitment of national and international experts, and coordinate the monitoring and reporting. The Peace and Development Advisor (PDA) will remain the senior UN advisor for conflict prevention and peace-building in Sierra Leone, providing target support to PPRC and NCD on dialogue activities, facilitating conflict prevention training and contributing conflict prevention expertise to this IRF and SNEC project, as required.

The Human Rights Advisor will coordinate all partnerships with the Human Rights Commission of Sierra Leone, ensure human rights protection issues are mainstream across all outputs of the project, develop and rollout human rights modules in all the training exercises and ensure early

warning indicators also have human rights elements, including protection from sexual and gender base violence protection.

UNDP Country Director, who also has substantive peacebuilding, non-violence, and early warning background, will oversee project implementation and provide management guidance.

UNDP will also draw upon expertise from its Regional Service Center in Africa as well as secondments from other Country Offices, particularly in the start-up phase of the project.

Institutional Arrangement

UNDP and OHCHR commit to promoting complementarity and achieving synergy in the implementation of this IRF. The following high and technical level coordination arrangements support the project:

Heads of Mission Coordination Meeting: The Resident Coordinator chairs a heads of missions group, which is comprised of resident bilateral donors who are financially contributing to support the various aspects of the electoral cycle in Sierra Leone. The group meets monthly to discuss the development situation of the country, progress on resource mobilization for the elections and other development initiatives, and how to ensure synergy across these initiatives. The RC as Chair of the Group and the UNDP Country Director represent the UN Country Team in this group. The RC and UNDP Country Director will ensure the project is well coordinated with other initiatives being undertaken through this forum.

UN Country Team: The UNCT will be the space where the project could be aligned with ongoing initiatives of UN agencies, chiefly the ones of UN Women and Unicef, and where the Resident Coordinator's Office and UNDP could seek collaboration in key areas.

Technical Working Group on Electoral Support: technical staff of members of the Heads of Missions group meets at the technical level to discuss details of the range of electoral support projects. The Technical Working Group on Electoral Support meets on a fortnightly basis, supplemented by email exchanges and a dynamic WhatsApp group during implementation phases. The Group is coordinated by UNDP's Chief Technical Advisor on electoral support. The Peace and Development Advisor is a member of this group, ensuring information exchange and synergies.

Arrangements for the SNEC project: The UN Resident Coordinator co-chairs the Steering Committee for the SNEC project, along with the Minister of Finance. Coupled with the RC's role in this project, this ensures cohesion and coordination between the two projects. The UNDP Country Director is a member of the SNEC technical committee, which is chaired by the NEC. The role of UNDP in both projects is therefore under the same senior management guidance, ensuring coordination at implementation level.

c) Risk management:

This Project facilitates the creation of a risk analysis and mitigation mechanism as described in the Table below:

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Politicization of resource distribution and intensification of existing social tensions over selection of participants	Medium	Medium	1: Agreement on selection criteria among all stakeholders and involvement of PPRC, NCD, HRCSL, APPYA, APPWA, IESPC, MIA. (UNDP). 2: Distribution of resources accordingly to areas more prone to violence, based on partners' assessments and historic records (UNDP)
Refusal of Political Parties to participate in dialogue	Low	Medium	1. Consistent engagement with a wide variety of political actors and use of official and non-official forums (PPRC, UNDP) 2. Engagement of Peace Advocate, Inter-religious Council to lobby with political leaders (PPRC, NCD, UNDP).
Misuse of early warning as a rumour-mongering tool to slander political rivals	Medium	Medium	1: On-the-job mentoring to participants and constant joint analysis of reports 2: Training on evidence-based reporting and verification mechanisms (UNDP)
Delay or cancellation of elections	Low	High	1. Intervention through high level mediation (UNOWAS) 2. Risk analysis and business continuity planning (UNCT)

d) Monitoring & evaluation:

Project monitoring and evaluation (M&E) will be conducted in line with the UNDP Country Programme Action Plan (CPAP) and the UN Transitional Joint Vision for Sierra Leone plans. The Project Review Board will oversee overall project implementation. The Board will hold regular meetings to discuss the project implementation and assess its progress. The Results and Resources Framework (RRF) incorporated in this document will be the benchmark for performance monitoring and reporting. The Government of Sierra Leone and UNDP will be responsible for establishing the necessary M&E mechanisms (see further below) to ensure continuous M&E of the project's results and impact, as well as efficient resource utilization, accountability, transparency and integrity.

A detailed M&E plan will be prepared during the inception phase by an M&E expert deployed by UNDP to the CO for a short mission and funded through the SNEC project. The M&E expert will develop the plans of both SNEC and this IRF.

Monitoring and Evaluation Plan

Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the Project Review Board and implementing partners will be the responsibility of the Project Manager via an M&E Plan. The Project Manager will ensure the selected implementing partners will develop a results-based monitoring plan. The plan will have gender-sensitive SMART indicators, which will facilitate effective monitoring. The Project Manager will provide semi-annual reports to the Project Board or as often as required by the Board.

The specific mechanisms that will be used to monitor the achievement of results will include:

- Semi-annual progress and financial reports, prepared by the Project Manager for review by the Project Board; a standard reporting format will be used;
- Annual progress report, technical and financial report prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the year;
- At the end of 'Year 1' a Mid-Term Assessment will take place, which will include lessons learned exercise and documenting good practices; this report will be presented to the Project Board for consideration and action. A final independent review will take place at the end of the Project;
- Semi-annual meetings of the Project Board will be convened to review progress reports and to ensure the Project results are achieved and where necessary, recommend a change in implementation strategy.
- A final report will be prepared by UNDP and OHCHR, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Board.
- A final independent evaluation will be conducted after the final comprehensive report is submitted by UNDP and OHCHR. The evaluation will assess the impact of the project on the elections, its relevance, how efficiently were the resources used and whether the gains of the project can be sustained and will contribute to the larger sustaining peace agenda and in advancing the 2030 Agenda for Sustainable Development in Sierra Leone. PBF, UNDP and OHCHR will agree the Terms of Reference and the independent consultant for the exercise. The 5% of the budget, about USD 147,000, has been allocated for the final independent evaluation.

e) Administrative Arrangements (AA)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS based on the signed Memorandum of Understanding between each RUNO and the MPTF Office.

Functions of the Administrative Agent

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports will be provided;
- Annual progress reports will be provided at the end of each project year;
- Final (end of project) narrative reports, to be provided no later than three months after the operational closure of the project;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities;

Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Annex A: Project Summary (to be submitted as a word document to MPTF-Office)

**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/ Conflict Prevention and Mitigation during the Electoral Cycle in Sierra Leone	
Recipient UN Organization:	United Nations Development Programme & Office of the High Commission for Human Rights	
Implementing Partner(s):	Ministry of Internal Affairs, National Commission for Democracy, Political Parties Registration Committee, Sierra Leone Human Rights Commission, Sierra Leone Police, Office of National Security, Judiciary, Legal Aid organizations, NGOs CSOs.	
Location:	Sierra Leone	
Approved Project Budget:	USD 2,999,798	
Duration:	Planned Start Date: April 2017	Planned Completion: September 2018
Project Description:	This project is intended to contribute to a peaceful environment throughout the 2018 election process in Sierra Leone through preventive and mitigating activities, including the encouragement of peaceful dialogue, peace advocacy, preventing violence including gender-based violence through the strengthening of early warning and response systems as well as the Judiciary for fast tracking of electoral offences.	
PBF Focus Area:	2.3 Conflict prevention and management	
Project Outcome:	Outcome 1: Political dialogue, peace advocacy and violence prevention enhanced Outcome 2: Public security, civil protection, human rights promotion, and peaceful response capacities sustained	
Key Project Activities:	<ol style="list-style-type: none"> 1. Organize youth forums and dialogues, including inter-party dialogue 2. Assist in the design of peace and nonviolence advocacy materials 3. Design curricula and implement training courses on peace advocacy, conflict analysis and conflict transformation, human rights, gender and protection of women and girls 4. Equip government systems on early warning and election security, including training and mentoring of staff 5. Conduct conflict mediation training 6. Resource the courts and legal aid board including facilitating mobility to promote access to justice and rule of law during the elections 7. Support the protection of women and children from elections related violence 8. Conduct lesson learned exercise and Final Evaluation 	

Annex C: Monitoring and Evaluation Plan

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by Project Management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project Management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects/programmes and partners and integrated back into the Project.	At the Mid-point(December 2017),	Relevant lessons are captured by the Project Team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the Project will be assessed against UNDP's quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project.	At the Mid-point(December 2017),	Areas of strength and weakness will be reviewed by Project Management and used to inform decisions to improve Project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At the Mid-point(December 2017),	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	At the Mid-point(December 2017), and at the End of the Project (Final Report)	
Project Review (Project Board)	The Project's governance mechanism (i.e., Project Board) will hold regular Project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an End of Project review to capture lessons learned and discuss opportunities for scaling up and to socialize Project results and lessons learned with relevant audiences.	6 months	Any quality concerns or slower than expected progress should be discussed by the Project board and management actions agreed to address the issues identified.

