



PEACEBUILDING FUND
Peacebuilding and Recovery Facility

PROJECT DOCUMENT COVER SHEET

Project Title: PBF Coordination Office	Recipient UN Organization: United Nations Development Programme (UNDP)
Project Contact: Philip Dive Address: UNIPSIL, Cabenda Hotel, Signal Hill, Freetown – Sierra Leone Telephone: 076 966 077 E-mail:dive@un.org	Implementing Partner(s): None
Project Number: To be completed by UNDP MDTF Office	Project Location: Freetown
Project Description The project aims to support the Development Partners Committee (DEPAC), its secretariat, DACO, and the various MDAs in managing the project portfolio financed by the PBF. The main functions of the Coordination Office are the following: (1) Ensuring timely submission of reports, (2) Providing secretariat support and guidance to the Development Partners Committee (DEPAC), (3) Assuring respect of PBF requirements, (4) Provide oversight during project implementation, (5) Engage in advocacy mainly through quarterly publications and engagement with local authorities. By supporting the optimal use of the PBF allocation to the Sierra Leone’s second Priority Plan, the PBF Coordination office thus contribute to the country’s peace building initiative.	Total Project Cost: 100,000 US\$ Peacebuilding Fund: 100,000US\$ Government Input: Other: Total: 100,000 US\$ Project Start Date and Duration: 1 st January 2011 One year
Gender Marker Score¹: NA	
PBF Priority Area(s) and Outcomes:	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with:

- SC Resolution 1325 (inclusion of women in prevention and resolution of conflict and in peacebuilding)
- SC Resolution 1612 (protection of children affected by armed conflict);
- SC Resolution 1820 (prevention of sexual violence and women in situations of armed conflict); and
- SC Resolution 1888 (re-enforcing Resolution 1820)
- SC Resolution 1889 (re-enforcing Resolution 1325)

PBSO measures inclusion of women and girls at project planning stage based on intended results and allocated budgets. PBSO also monitors and documents the progress and results of these projects separately to inform the SC and UN system.

The project indirectly contributes to PBF outcomes 5, 7 and 8 of priority area 2, as it will support the formulation and the implementation of projects in the areas of political dialogue, women empowerment and human rights.

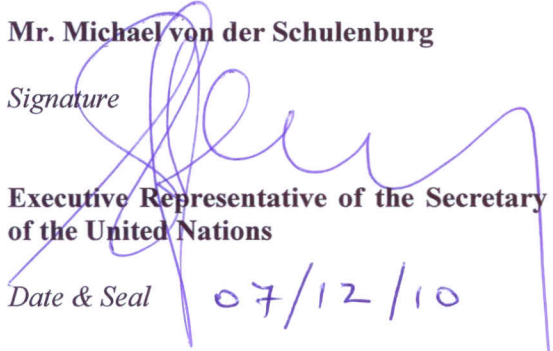
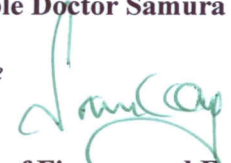


Outputs and Key Activities:

Outputs

- Steering Committee able to make decisions at appropriate time to ensure project delivery
- Portfolio of PBF-funded projects well-managed with timely and accurate reporting
- Projects delivered results in line with PBF Country priority plan and PBF results framework
- Government's counterparts capacities to manage their projects increased

Key Activities:

- Providing the DEPAC secretariat support including organizing meetings, recording minutes and sharing documents with members of the DEPAC
- Documenting, communicating and ensuring follow-up of the DEPAC's decisions, particularly ensuring submission of appropriately signed and complete documentation on approved projects to the UNDP MDTF Office
- Maintaining a database on implementing partners
- In consultation with partners, developing project selection criteria to be adopted by the DEPAC
- Reviewing and analyzing concept notes and project proposals, including ensuring all technical review, and submitting recommendations to the DEPAC
- Supporting inter-project coordination and providing guidance to Recipient UN Organizations on common methodology for Project / project costing, monitoring and evaluation and related issues
- Organizing specific project impact monitoring and evaluation training and review (including independent impact evaluations)
- Tracking the implementation of projects and making recommendations for improvements, if deemed necessary
- Identifying problems that may arise in relation to project delivery and management and advising the DEPAC on appropriate action, with follow up and reporting back on progress or lack thereof
- Reviewing reports and status updates
- Acting as a local repository of knowledge regarding the rules and regulations of the PBF and related management arrangements
- As directed by the DEPAC Co-Chairs, supporting information sharing (including bulletins), awareness raising and training as required
- Ensuring linkages of PBF (insert country name) to national processes, in particular with (insert national planning frameworks, other UN frameworks – e.g. e Poverty Reduction Strategy (PRS)) and the related supportive efforts of the UN and partners
- Promoting PBF awareness especially amongst Government and civil society and international partners
- Documenting issues and periodically sharing 'lessons learnt' with the DEPAC and PBSO
- Any other related tasks as directed by the DEPAC Co-Chairs

Co-chairs of the DEPAC	
<p>Mr. Michael von der Schulenburg</p> <p><i>Signature</i> </p> <p>Executive Representative of the Secretary General of the United Nations</p> <p><i>Date & Seal</i> 07/12/10</p>	<p>Honorable Doctor Samura Kamara</p> <p><i>Signature</i> </p> <p>Minister of Finance and Economic Development</p> <p><i>Date & Seal</i> 07/12/10</p>
<p>Mr. Vijay Pillai</p> <p><i>Signature</i> </p> <p>Country Manager of the World bank</p> <p><i>Date & Seal</i> 07/12/10</p>	
Recipient UN Organization(s)	National Implementing Partner(s)
<p>Ms. Mia Seppo</p> <p><i>Signature</i> </p> <p>UNDP</p> <p><i>Date & Seal</i> 7/12/2010</p>	<p>Replace with:</p> <p><i>Name of Head of Partner</i></p> <p><i>Signature</i></p> <p><i>Name of Institution</i></p> <p><i>Date & Seal</i></p>
	<p>Replace with:</p> <p><i>Name of Head of Partner</i></p> <p><i>Signature</i></p> <p><i>Name of Institution</i></p> <p><i>Date & Seal</i></p>

COMPONENT 1: Situation Analysis

The move from Peacekeeping to Peacebuilding in Sierra Leone was achieved in a manner that sets the example for other States emerging from conflict to follow. In partnership with the Government the UN's Peacekeepers, along with the British Army and ECOWAS, established peace and moved effectively through several recovery activities, including disarmament, parliamentary and presidential elections, the Truth and Reconciliation Commission and the Special Court.

In the bid to support Government's peace building strategy and to address quick-impact and catalytic gap filling issues, Sierra Leone was brought on the PBC agenda and subsequently benefited a thirty-five million dollar envelope from the PBF in March 2007. This support targeted five priority areas: democracy and Good Governance, Justice and Security, Youth Employment, Capacity for Public Administration and Emergency Support to Energy. A multistakeholder National Steering Committee including Government, the UN, CSOs, Donors and IFIs was formed and was Co-chaired by the ERSO and the Government. A Support Secretariat was staffed in September 2007, to provide administrative and programmatic support including that on oversight in the planning, implementation, monitoring and evaluation of the PBF projects. The Support Office has programmed the first thirty five million dollars envelope and its work was rated above satisfactory by the PBF Mid-Term review report.

In line with Security Council resolution 1829 (2008) UNIPSIL was created and within its first six months presented the Peace building Commission with the Joint Vision, an Integrated Strategic Framework that dove-tailed with the priorities set by the Government's Agenda for Change (PRSPII). The Outcome Paper from the Special Session on Sierra Leone in June 2009 commended the Government's Agenda for Change, calling on all the member States to align their country specific strategy documents to the priorities set out in the Agenda for Change. The Outcome paper also noted that the UN Joint Vision strategy supporting the Agenda for Change, was an innovative contribution to Peace building that assisted the Government in a manner that upheld the Paris Declaration on Aid Effectiveness.

In the context of the 2012 elections and based on an analysis of on-going and expected funding shortages of the overall UN Joint Vision planned interventions, the UN Country Team in consultation with the Government of Sierra Leone and the PBSO concluded that it was a priority to secure by the end of 2010 some financial support for the Joint Vision programmes that addresses issues of democratic elections, women's empowerment and human rights which are viewed as critical to securing peaceful co-existence even in the months running up to the 2012 elections. A priority plan estimated at 7,000,000 US\$ was submitted to the Peacebuilding and Recovery Facility (PRF). As contracts for the Support Office Staff runs out in December 2010, 100,000 US\$ has been earmarked within the USD 7,000,000 envelope to ensure a well-functioning Secretariat in support of the Government's management of this second PBF portfolio through the DEPAC and its associated structures.

COMPONENT 2: Narrative Section: Project justification

The current project essentially aims at equipping the Government of Sierra Leone and its Development partners with a well-functioning secretariat (PBF Coordination Office) focused on the management of the PRF portfolio.

The main functions of the Coordination Office are the following:

- Ensuring timely submission of and reporting on projects to stakeholders
- Providing secretariat support and guidance to the Development Partners Committee

(DEPAC) to ensure projects in line with peacebuilding objectives as per PBF priority areas and country priority plan.

- Assuring respect of PBF requirements, MoUs and Procedures planned to allow check and balances and optimal delivery of projects
- Provide oversight during project implementation through monitoring
- Engage in advocacy mainly through quarterly publications and engagement with local authorities

All these functions aim at supporting the optimal use of the PBF allocation to the Sierra Leone's second Priority Plan and therefore on-going peacebuilding priorities in the country.

The PBF Support Office has been receiving non projectised support from the PBSO in New York since 2007. With the increase in support offices and a review of the PBSO's mode of operation, project support offices has been seen to bring about increased effectiveness in accomplishing the key tasks of such support offices at the national level. The project will directly support the programming of the second PBF envelope and promote coordination and oversight that will be fed back to the key stakeholders involved with the projects at the policy/strategic level.

The projects has an immediate catalytic effect on the engagement of stakeholders in the peacebuilding process as one of the main function of the Coordination Office is to safeguard the respect of the PBF requirements, MoUs and Procedures and therefore ensure the consultation and participation of all designated stakeholders in the project instruction and delivery processes. This will indirectly foster an inclusive dialogue among the key supporters of the peacebuilding activities.

For example, the PBC Coordination will ensure in collaboration with DACO that all stakeholders are informed and fully aware of PBF projects status through the diffusion of the necessary documents before the DEPAC meets.

COMPONENT 3: Logical Framework (including implementation strategy)

A PBC Support Office staff (PBF Coordination Specialist) will be recruited to liaise between all relevant MDAs and work closely with related staff in DACO in the MoFED. He will be located in the Ministry of Foreign Affairs (MoFA). Through constant collaboration between the PBF Coordination Office and colleagues in MoFA and DACO, the staff, especially within the Government's arms, will increasingly be capacitated to coordinate peace building initiatives at the Government level and take over from the UNIPSIL staff. It is envisaged that in due course, the Government may want to put a structure in place to work with the UN Coordination Office in providing support and oversight for non PBF projects in support of the UNJIV. There is thus a possibility of the UNIPSIL PBF Support Staff been co-opted fully as SPU staff when the PBF project will have been completed.

2. Logical Framework

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
<p>PBF Priority Area</p> <p>Promote coexistence and peaceful conflict resolution</p>	Quantitative ways of measuring or qualitative ways of judging timed achievement of goal	Cost-effective methods and sources to quantify or assess indicators	External factors necessary to sustain objectives in the long run
<p>5. National reconciliation processes that promote culture of inclusion and peaceful resolution of conflicts are strengthened and the most urgent human rights legacies of the conflict addressed, including responsible media.</p>	<ul style="list-style-type: none"> • Increased number of initiatives of collaboration and effective consensus-building among leaders • National and local capacities to address disputes and/or emerging conflicts enhanced • Effective implementation of TRC agreements • Independent, non partisan media, respecting diversity • Representative participation of women in dialogue, conflict resolution and peacebuilding process • Enhanced cross-cultural understanding among youth) 	Cost-effective methods and sources to quantify or assess indicators	<p>(Immediate Objective to Development Objective)</p> <p>External conditions necessary if achieved project purpose is to contribute to reaching project goal</p>
<p>7. Exercising of fundamental human rights by general public improved to redress enduring practices of political and economic exclusion, e.g. through support to institutional HR mechanisms, safeguard and oversight arrangements for the promotion of fundamental human rights</p>	<ul style="list-style-type: none"> • Increased access to justice mechanisms • Dedicated, autonomous Human Rights, Land etc. Commissions settle disputes and manage conflicts in transparent and timely fashion at national and local levels • Increased participation of marginalized groups 		

	<ul style="list-style-type: none"> in decision-making • % of women testimonies in TRC 		
8. Women are empowered to overcome specific post-conflict hardship (e.g. psychical and economic security, political participation) and to end gender-based violence and discrimination	<ul style="list-style-type: none"> • No. of women accessing services providing protection, including psychosocial support • Reduction of incidents of gender based violence • Increased access to economic resources for women headed households (inheritance, land rights etc) • % of women parliamentarians stable or increasing • Law reform eliminates gender discrimination (CEDAW, SC1325, 1820, property, inheritance etc) 		
<p>OUTPUTS:</p> <p>1. DEPAC able to make decisions at appropriate time to ensure projects delivery</p>	<p>Project delivery timeframe respected. Decisions on funds allocation and issues pertaining to the project delivery made without affecting the project delivery timeframe</p>	Minutes of the DEPAC	The DEPAC does not meet with the regularity planned in the aid Policy Action Plan. Alternative decision making process agreed upon.
2. Portfolio of PBF-funded projects well-managed with timely and accurate reporting and advocacy	<p>Projects documents approved in reasonable delays;</p> <p>Funds allocated in reasonable delays</p> <p>Quarterly flyers and Bi-annual newsletters produced</p> <p>Reduced delays in project completion against approved timelines</p> <p>Reporting on projects</p>	<p>PBF project management and delivery spreadsheet</p> <p>PBF quarterly and annual reports</p> <p>PBF midterm review report</p>	PBF Government partners with capacity to effectively manage the projects

	and priority plan carried out on time and with quality standards Evaluation completed on time and with quality standards		
3. Projects delivered results in line with PBF Country priority plan and PBF results framework	Link between projects and priority plan clearly established in approved prodocs. Impact of projects towards priority plans' objectives clearly demonstrated in the evaluation of the PRF allocation to SL.	Prodocs Minutes of DEPAC Evaluation Report	
4. Government's counterparts capacities to manage their projects increased	Increased participation of DACO Increased collaboration between DACO and MoFA Peacebuilding section	Minutes of Meetings	

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
Providing the DEPAC secretariat support including organizing meetings, recording minutes and sharing documents with members of the DEPAC	Programme Officer – SC10		
Documenting, communicating and ensuring follow-up of the DEPAC's decisions, particularly ensuring submission of appropriately signed and complete documentation on approved projects to the UNDP MDTF Office	Administration Associate – SC8 Office Equipment and supplies		
Maintaining a database on implementing partners			
In consultation with partners, developing project selection criteria to be adopted by the DEPAC			
Reviewing and analyzing concept notes and project proposals, including ensuring all technical			

review, and submitting recommendations to the DEPAC			
Supporting inter-project coordination and providing guidance to Recipient UN Organizations on common methodology for Project / project costing, monitoring and evaluation and related issues			
Tracking the implementation of projects and making recommendations for improvements, if deemed necessary			
Identifying problems that may arise in relation to project delivery and management and advising the DEPAC on appropriate action, with follow up and reporting back on progress or lack thereof			
Reviewing reports and status updates			
Acting as a local repository of knowledge regarding the rules and regulations of the PBF and related management arrangements			
As directed by the DEPAC Co-Chairs, supporting information sharing (including bulletins), awareness raising and training as required			
Organizing specific project impact monitoring and evaluation training and review (including independent impact evaluations)	Workshops materials and provincial travel Evaluation consultant team		
Ensuring linkages of PBF to national processes, in particular with the Agenda for Change and the related supportive efforts of the UN and partners	PBF Specialist placed at Ministry of Foreign Affairs		
Promoting PBF awareness especially amongst Government and civil society and international partners			
Documenting issues and periodically sharing 'lessons learnt' with the DEPAC and PBSO			
Any other related tasks as directed			

COMPONENT 4: Budget

A detailed budget is attached.

PBF PROJECT BUDGET (in US\$)	
CATEGORIES	AMOUNT
1. Supplies, commodities, equipment and transport	28,625
2. Personnel (staff, consultants and travel)	48,000
3. Training of counterparts	8,000
4. Contracts	7,000
5. Other direct costs	1,833
Sub-Total Project Costs	
Indirect Support Costs**	6,542
TOTAL	100,000

* See the UNDG Harmonized reporting to Donors for Joint Programmes approved in 2006 and available on <http://www.un.org/docs/9442/Explanatory-Note---Annex-D.doc>.

** The rate shall not exceed 7% of the total of categories 1-5, 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, according to the Agency's regulations, rules and procedures.

COMPONENT 5: Management Arrangements

A brief description of project implementation arrangements to ensure the cost-effective and efficient attainment of the outputs identified in the logical framework.

UNDP will be the recipient UN agency of this project. The PBF Coordination Office will function as per the rules and regulations of UNDP. Located within the Integrated Strategic Planning Unit of UNIPSIL, the PBF Coordination Office will report to the ERSG, RC, RR through the head of the Strategic Planning Unit who will perform strategic oversight of the office.

As the SPU is the hub for the programming of all UN Joint Vision programmes, the integration of the PBF-SCO will enhance the coordination of the PBF projects with other peace building initiatives of the Joint Vision and more generally in support of the Agenda for Change

COMPONENT 6: Monitoring and evaluation

Systems for project monitoring, including lessons learnt, and impact assessment, including what data will be collected, how, how often, and who will be in charge. Recipient UN Organizations should ensure that the plan fulfils Global PBF M&E requirements, as detailed in the Priority Plan. See also the PBF Results Framework for guidance.

The United Nations system uses performance evaluation checklist to measure staff performance in the execution of their duties. This system is tied to renewal of contracts and the award of bonuses at the end of the year. The PBF Support Office being a project unit of the UNDP, it will be guided by this procedure for the evaluation of staff. Day to day monitoring and oversight will be provided by the head of the SPU. The PBF will also undergo a midterm review and a final evaluation as part of the overall PBF portfolio. This independent process will triangulate ongoing monitoring and evaluation by the head of the SPU.

COMPONENT 7:

Two key risks have been identified in the project log frame:

A: The DEPAC does not meet with the regularity planned in the aid Policy Action Plan.

Risk Issue:

The DEPAC being a high-level stakeholder forum involving Government, Donors, IFIs etc, the organization of its meetings has been irregular since the finalization of the aid policy. Administrative capacity challenges and overlaps with other high level meetings have been among others the main factors of limitation.

Risk Mitigation:

The PBF-SCO in concert with the SPU will seek for ways to maintain good communication and engagement with the Co-chairs. The DEPAC co-chairs will if necessary agree on ad hoc procedures to discuss the PBF project portfolio. In full consultation with the DEPAC co-chairs, special waivers could be sought to allow for key policy makers to deputize the Co-chairs in the event that important matters that cannot wait need to be discussed.

B: PBF Government partners with capacity to effectively manage the projects

Risk Issue:

As has been seen over the life of implementing the first PBF portfolio, project delays have been

associated with among others the capacity of Government counterparts to be able to roll-out projects in time and within budgets. This capacity issue has singularly been the cause of majority of the delays involved in the implementation of PBF projects. Most counterparts have complained low level of knowledge on PBF reporting requirements and that of the recipient agencies.

Risk Mitigation:

The PBF-SCO based on lessons learnt will firstly ensure that direct costs are incurred by projects to recruit competent nationals to work on these projects who shall be placed within the Ministries. In the event that such Ministries have project management units, they shall be tasked with providing such support. As a modus operandi, the PBF in concert with the recipient agency shall conduct pre-implementation trainings for Government stakeholders on PBF requirements, reporting, project cycle management and RoP of recipient agencies.