Mid-term Evaluation of the

Conflict Prevention and Mitigation during the Electoral Cycle in Sierra Leone

Project - 2017-2018

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EXECUTIVE SUMMARY

This report presents the findings of the mid-term evaluation of the Conflict Prevention and Mitigation during the Electoral Cycle in Sierra Leone project. The project commenced in June 2017 and is anticipated to run for 16 months until 30 September 2018 (NB: a no-cost extension has now been requested until 31 March 2019). The project, which aimed to contribute to a peaceful and secure environment during the 2018 electoral process, was funded originally by the UN Peacebuiding Fund with later additional contributions from DFID and the Canadian Government. This evaluation was undertaken in June-July 2018 including two weeks of in-country consultations.

The CPM project aimed to mitigate and prevent election violence by undertaking national dialogue and peace advocacy and building the capacities of the security sector for civil protection, human rights promotion, and peaceful response to election violence. These outcomes were achieved through a wide range of multi-stakeholder partner activities that:

1. conducted high level and decentralized political dialogue culminating in a national Peace Pledge; through an eminent persons' group; promulgation of codes of conducts for political parties, women and youths; training in mediation, and diverse awareness-raising campaigns on tolerance and nonviolence
2. engaged in civic and voter (esp. first-time voters) education, peace advocacy, human rights education, and education on electoral law, alternative dispute resolution (ADR) and legal aid representation related to elections
3. conducted media training on conflict-sensitive journalism, training on the use of social media platforms; and established a media situation room to monitor content and ensure compliance
4. enhanced election security through: training of judges and lawyers on electoral offenses; training of security personnel in election preparedness, human rights, and conflict prevention in elections; established an early warning mechanism that was decentralized through district and local-level mechanisms, and established an elections situation room;
5. conducted dedicated activities to raise the profile and agency of women, youth and persons with disabilities on their role in the democratic process and empowered their participation

The CPM project is a complex, multi-dimensional, multi-stakeholder effort that delivered a multitude of activities and outputs which contributed decisively and effectively to maintaining peace and minimizing violence during the 2018 electoral cycle in Sierra Leone. Despite a number of operational challenges, staffing shortfalls, and managerial deficits, as detailed in this report, the staff and implementing partners/civil society organizations delivered the requisite outputs in, for the most part, a timely fashion, and with sufficient quality and quantity that impacted large parts of the population across the country. A summary of all activities is provided in Annex 1.

Many deliverables involved complicated logistics including: establishing coordination centers and providing training to different constituencies in multiple venues, working on sensitive political issues with political parties in the capital and regions, and conducting outreach to youth and

women through different interventions. These were impressively managed and delivered by both the state and NGO implementing partners. Given the highly political nature of the work, the sensitivities that surrounded the electoral cycle, and despite some very precarious incidents, UNDP, OHCHR and their implementing partners delivered the vast majority of activities in the enumerated in project document. Key informants from different political, governmental and geographic positions concurred that although there were incidents of violence, the elections as a whole were less violent and more peaceful than was generally expected and that project interventions made a significant contribution. Details of operational elements and substantive project outputs are detailed in the report.

The main substantive findings of the evaluation are summarized below:

1. Leadership from the West African sub-region played a highly credible and influential role at strategic moments in the electoral cycle. Future electoral violence prevention interventions should build in this aspect from the beginning and allocate more resources to support and coordinate the efforts of sub-regional neighbors and partners to best utilize their expertise and prestige.

2. The role and value of a national Eminent Persons Group was equally though differently influential in working impartially with political party leadership and communities at risk of violence. It is important to establish such a group early, systematically, and transparently and impart the needed training to the members to fulfill their role. Lessons from this impressive Sierra Leone process should be compiled into a good practices guidance note, including election and peacebuilding practitioners and for the benefit of the sub-region.

3. The human rights components of the project had significant impact through a two-pronged approach that both conducted targeted human rights interventions and mainstreamed human rights into the activities of actors such as: judges, paralegals, political party youth and women's association, and security sector personnel.

4. Support to the judiciary and other legal entities helped increase electoral legitimacy by improving responses to electoral offences and by providing legal recourse to citizens who do not usually have access to courts. This substantial contribution was done through formal legal channels and through non-formal activities such as alternative dispute resolution that provided opportunities for mediated settlement of individual cases and group disputes in ways that have given new communities access mediation for the future.

5. Concerted outreach to youth and women was done through a diversity of creative interventions conducted by the project's implementing partners which includes government commissions (HRC, NCD, PPRC, etc.) and non-governmental organizations/civil society organizations (BBC Media, MRCG, Women's Forum) in a

manner that aimed to build capacity and bring attitudinal change and empowerment to vulnerable groups. This was successfully done through informal media outreach on radio, TV, concerts, the internet, social media, as well as through formal outreach and activities at high schools, universities, mobile van tours/peace caravans, and other social venues.

6. The project collaborated with the Office of National Security and the Sierra Leone Police yielding the successful establishment of early warning/early response mechanisms that helped curtail and mitigate violence. Support and training in risk assessment, election security, conflict prevention and human rights were conducted, and through training of trainers, reached wide swaths of police and security officials and helped them to conduct the elections in what was universally perceived as a credible manner. In addition, there was a simulation exercise that was undertaken across the country (at regional levels) to assess the security risks and provide mitigation measures.

7. Attention to the first election was focused and high, but there was not the same degree of foresight, and therefore preparation, for the period between the first election and the run off and for the period after the announcement of final results. More analysis, contingency planning and preparation could have been done to prepare for the post-election period so that more resources would have been available to forestall violence and reduce tensions during those periods.

8. There was a large degree of capacity building, institutional strengthening, awareness-raising and attitudinal change that has remained after project activities and is likely to have a lasting impact. Among these, for example, training and training material that was produced will continue to be used with all SLP recruits at the Police Academy, paralegal training, and in the curriculum of the Judicial Institute. Social media interventions have positively influenced public perceptions of the potential of women and persons with disability to contribute to the democratic process. Several of these civic and peace education initiatives are deserving of support on a regular basis beyond the election cycle.

Several activities are suggested as a logical outgrowth of the project's current activities to enhance the remaining phase of the project and to support the new government's announced aims for good governance and peace consolidation. These include:

1. Support to strengthen the PPRC to fulfil its mandate to undertake dialogue by imparting mediation, negotiation, and participatory decision-making skills to Parliamentarians, political party leaders, and other elected and appointed officials.

2. Support to the women's Parliamentary caucus - to strengthen joint action on issues that cross party lines and support attitudinal and policy changes to encourage reasonable quotas for women in political office.

3. Continue media monitoring at a reduced level to compare data collected before/during elections in order to track changes in media behavior and public attitudes in the post-election period.

4. Commission the production of lessons learned guidance notes on the establishment and functioning of the EPG and the role of sub-regional actors in electoral conflict prevention.

5. Convene the security sector for a facilitated, working session on election security matters with a view to reflect on problematic issues and institute policy changes to improve future security sector performance.

6. Support the new government's prioritization of social cohesion and provide assistance to the formulation of an independent entity responsible for 'Peace and National Cohesion', either by repurposing a current Commission or developing a new one, through an inclusive, society-wise consultative process.

Acronyms

APC	All People's Congress
APPWA	All Political Parties Women's Association
APPYA	All Political Parties Youth Association
CGG	Campaign for Good Governance
CHISEC	Chiefdom Security Committee
CPM	Conflict Prevention and Mitigation
CoC	Code of Conduct
CSR	Conflict-sensitive reporting
CTS	Chief Technical Specialist
CSO	Civil Society Organization
DCMC	District Code Monitoring Committee
DFID	Department for International Development, UK
DISEC	District Security Committee
EPG	Eminent Persons Group
EWER	Early warning/early response
GOSL	Government of Sierra Leone
HACT	Harmonized Approach to Cash Transfers
HRC	Human Rights Commission (Sierra Leone)
IRF	Immediate Response Fund (of the PBF)
IP	Implementing Partner
LAB	Legal Aid Board
LOA	Letter of Agreement
MIA	Ministry of Internal Affairs
MCG	Micro-Capital Grant Agreement
MRCG	Media Reform Coordinating Group
NCD	National Commission for Democracy
NEC	National Electoral Commission
NEW	National Election Watch
NGO	Non-governmental Organization
OHCHR	Office of the High Commissioner for Human Rights
ONS	Office of National Security
PBF	Peacebuilding Fund
PPRC	Political Party Registration Commission
PROSEC	Provincial Security Committee
RUNO	Recipient UN Organization
SLP	Sierra Leone Police
SLPP	Sierra Leone People's Party
SNEC	Support to the National Electoral Commission
TOC	Theory of Change
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
WANEP	West Africa Network for Peace
WSR	Women's Situation Room

Introduction

This report presents the findings of the mid-term evaluation of the Conflict Prevention and Mitigation during the Electoral Cycle project. The project commenced in June 2017 and is anticipated to run for 16 months until 30 September 2018. (NB: A no-cost extension has been requested until 31 March 2019.) It was intended to contribute to a peaceful and secure environment during the 2018 electoral process through preventive and mitigating activities including: peace dialogue and peace advocacy; election security including strengthening early warning and response systems; strengthening judicial response for fast tracking election-related disputes (including human rights and gender-based offences), and alternative dispute resolution; media development; and support to civil society for peace outreach and monitoring compliance. The project was funded originally by the United Nations (UN) Peacebuiding Fund with later additional contributions from the United Kingdom's Department for International Development (DFID) and the Canadian Government. This evaluation was undertaken in June-July 2018 including two weeks of in-country consultations.

Project Background

The United Nations Development Programme (UNDP) in Sierra Leone, in collaboration with the Office of the High Commission for Human Rights (OHCHR), have been implementing the "Conflict prevention and mitigation during the electoral cycle" (CPM) project aimed at ensuring a peaceful environment before, during and after the March 2018 elections.

The United Nations had accompanied peace consolidation efforts in Sierra Leone through a series of Security Council-mandated missions and the work of the UN Country Team (UNCT) since the end of the civil war. The UN peacekeeping and political missions closed in 2014 and, after the third successive round of peaceful elections in 2012, the 2018 election was the first one since the civil war to be conducted without oversight from the UN Security Council. This project was initiated to ensure that the successful measures that were used to prevent violence in the 2012 election would be supported through this transitional election and that the government institutions, particularly the security sector and electoral institutions, and related civil society partners, had the resources and capacities to promulgate a non-violent campaign and peaceful electoral process.

The project was approved by the Peacebuilding Fund (PBF) in April 2017 and initiated activities on 1 June 2017 with an initial budget of $3 million to cover activities for the two RUNOs (UNDP and OHCHR). Subsequent additional contributions to UNDP provided by DFID (UK £ 1,500,000) and the Canadian government (CAD$ 500,000) in 2017 & 2018 enhanced the activities and outreach that the project provided. The completion of the March 2018 elections signaled the end of Phases 1 and 2 of the project. The current Phase 3 of the project is anticipated to be completed by 30 September 2018 though there is a pending request for a no-cost extension until 31 March 2019.

The Project involved the implementation of a wide range of interconnected activities across several target institutions including support to: Ministry of Internal Affairs, Political Parties Registration Commission, National Commission for Democracy, Judiciary, Human Rights Commission of Sierra Leone, Office of National Security, Sierra Leone Police, and civil society organizations/ non-governmental organizations (CSO/NGO) such as: BBC Media Action, Campaign for Good Governance (CGG), Women's Forum, West African Network for Peace (WANEP), and Media Reform Coordination Group (MRCG).

The project undertook activities to achieve two overarching outcomes:

(1) Enhanced national dialogue, peace advocacy and violence prevention
(2) Sustained public security, civil protection, human rights promotion, and peaceful response capacities

These outcomes were intended to be addressed and attained through activities and sub-activities that will be enumerated in the review including:

a. Conducting high level and decentralized political dialogue and mediation platforms, engaging eminent persons, supporting district code monitoring committees, signing of codes of conducts for political parties, women and youths respectively and monitoring compliance;
b. Civic and voter (esp. first-time voters) education, peace advocacy, civic education, human rights, and services to provide education on electoral law, alternative dispute resolution (ADR) and legal representation related to elections;
c. Setting up a media situation room to monitor content and messages and ensuring compliance, training of journalists on conflict sensitive reporting;
d. Training youths on the use of social media platforms, and strengthening (profiling) female candidates;
e. Election security through: training of security institutions in election preparedness in order to maintain peace and stability, conducting simulation exercises across the country, establishing an early warning mechanism that was decentralized through Provinces, District and Chiefdom Security Coordination mechanisms, and establishing an election situation room;
f. Compiling a compendium of electoral laws, training judges and lawyers on electoral laws; fast tracking resolution of electoral offenses.

The project's formulation arose against a backdrop of devastation caused by the Ebola Virus Disease crisis (2014-16), subsequent contraction of the economy, and government austerity measures (November 2016) which delayed the preparations for the presidential and legislative elections scheduled for March 2018. This created a tense and volatile atmosphere in which large swaths of the population felt disenfranchised and lacked avenues for constructive political participation and dialogue. Despite substantial support given in previous elections by prior UN missions, the existing security institutions and independent commissions still lacked the capacity to ensure credible, peaceful, violence-free and transparent elections.

Hence, it was necessary to develop and provide specifically tailored support to address conflict and violence prevention issues during the electoral cycle as part of or as a complement to the planned general electoral support basket that was preparing to support the National Electoral Commission (NEC).

Evaluation Background and Methodology

UNDP commissioned this mid-term assessment to review and take stock of the work thus far compared to the original plan and to provide guidance on how the project can be adjusted to enhance the remaining work in its final phase. Accordingly, this evaluation was commissioned in June 2018 with an overall aim to assess the relevance, efficiency, and effectiveness of the project design and implementation to date and to provide lessons learned and recommendations for improvement for the rest of the Project. The report will be for the Project Board's consideration and action for the final phase.

UNDP established a Reference Group to review and guide the evaluation. It was chaired by: Mr. Andrew Kamara of the Ministry of Internal Affairs (MIA), the coordinating ministry for the project, on behalf of the Permanent Secretary and consisted of representatives of UNDP, OHCHR, PBF/NY staff, the Freetown-based Peace and Development Advisor (PDA), DFID and the Canadian Government. The methodology approved by the Reference Group included the following:

1. Desk review of: project document, modification documents, work plans, project implementation reports, monitoring and institutional level lessons learned report (ONS, PPRC, Judiciary, BBC Media Action, etc.), election observation reports, curricula developed, peace message products, electoral court case reports, and other relevant documentation from project personnel, partners, election observers, etc.

2. Review of other relevant UNDP and donor documentation, i.e. related projects and their guidelines, training documentation and reports, as relevant to CPM and the electoral cycle

3. Key informant interviews and additional document and data collection through:

4. Semi-structured individual and group interviews with internal partners, e.g UNDP governance team and other UNDP staff; OHCHR staff, Peacebuilding Support Office, the UNRCO staff, project team and related staff and other governance or other relevant project staff.

5. Semi-structured, in-person interviews with institutional partners and external stakeholders including experts and key informants, government counterparts, locally/non-locally based donor representatives from Canadian and British Government, other programme-relevant UN or non-UN projects which interacted, NGO partners, Eminent Persons Group, direct beneficiaries, in-direct beneficiaries and other relevant stakeholders.

6. Focus group discussion at relevant levels and in diverse geographic areas including representatives of CSOs and INGOs, and beneficiaries, as detailed in the chart, including beneficiary meetings in Makeni and Bo, respectively.

7. Field visits and direct observations in two locations outside of the capital, Makeni and Bo, to ensure geographic diversity, relevance and diversity of stakeholders representing a range of government and civil society implementing partners, and beneficiaries.

An overview of the interviews conducted with key informants and stakeholders indicates a fair breadth of diversity for a short-term evaluation in terms of UN staff, government partners, implementing NGOs, and center/periphery issues.

Table 1 - Summary of interviews[1]

National		**District/Province**	
Government officials and independent commissions	6	Government officials and independent commissions	2
Security sector	3	Security sector	1
NGOs	6	NGOs	5
UN agency project staff	9	UN project staff	0
UN related agencies	8	UN related agencies	0
Development partners	3	Beneficiaries	8
Total:	35	Total:	16

The 25-day assignment began in early June 2018 and included 10 working days on-site in Sierra Leone. Given that the project commenced in June 2017 and is expected to run 16 months until 30 September 2018, this review took place later than the mid-point of the project cycle. However, given the busy and compressed pre-election period and the additional unanticipated month for the run-off, it was still considered important to conduct such an evaluation that could review

[1] A full schedule of meetings and list of all interviewees are included in Annex 4. This chart represents all meetings in items 5, 6, and 7 above.

Phase 1 (pre-election) and Phase 2 (during election) in order to review the deliverables, take stock of the work thus far, identify lessons learned, and provide recommendations for the final phase.

While this assessment was not tasked to focus on long-term impacts (which will be addressed by a final evaluation), it is expected to assess the implementation process, inform learning as the project continues, and make recommendations for further improvements in implementation and potential priorities that emerged and flow from the March 2018 elections and their aftermath.

MAIN FINDINGS OF THE MID-TERM EVALUATION

This first section of the main findings will **e**xamine the establishment of the management structure in Phase 1 and its functioning in Phase 2 with a view to assess the efficacy of the management arrangements which include: staff recruitment and performance, financial management, risk analysis, selection of implementation partners and partnership arrangements, relations with donors and supervisory arrangements, as relevant to project implementation.

Project design

The drafting of original project document by an international consultant was overseen by the Peace and Development Advisor (PDA) who is part of the Resident Coordinator's Office (RCO) in early 2017. It is a standard part of the PDA's portfolio to catalyze the formulation of conflict prevention and peacebuiding activities in a coordinated way that serves and brings together the UNCT. The PBF approved the project in April 2017 conditional upon further improvements in the project document. The project document was finally signed off in June 2017 making a relatively tight timeframe for project implementation. Although the project formulation originated in the RCO, implementation was ultimately allocated to UNDP and OHCHR, as RUNOs to administer a PBF-funded project, as is normal protocol.

The project was approved at a Local Project Appraisal Committee (LPAC) on 3 May 2017 at a second stakeholders' meeting composed of 13 UN and government representatives, as detailed below.

The project document ably documented the context and rationale for PBF support and included a conflict analysis, articulation of the current need, and mapping of existing peacebuilding activities and gaps. The formulation of inputs was largely derived from the successful measures that prevented violence and managed conflict during the 2012 elections and sought to target key vulnerable groups and key 'hot spot' geographic areas. Finally, in concert with the SNEC project (though not closely enough, as described later), the CPM project worked to lessen election-related violence through a multi-pronged approach that addressed and improved electoral management, election security, justice, and strengthened an infrastructure for peace.

The project document's approach aiming to increasing capacity for analysis, mitigation, and strengthening of institutions was well-balanced. As described below, the inputs and activities were well conceived and structured to address and empower both **key pivotal actors** (e.g. ONS situation center, PPRC, political party leaders, Judiciary, eminent persons group, women political aspirants) who have a substantial catalytic influence in preventing violence as well as **more actors**[2] in terms of actions and activities that would affect youth, women and the general population (entire police force, media outreach, radio shows, social media, concerts, high school and university programmes, jingles, etc.)

The project document took into account working both **'on' conflict and 'in' conflict**[3] in active and appropriate ways. It strove to work directly 'in' seven hotspot areas identified as at higher risk of violence as well as around the whole country. It also worked directly 'on' conflictual issues with key actors, such as political party leadership at national and provincial level as well as with peace promoters and connectors including independent commissions and respected NGOs/CSOs whose activities set up mechanisms to prevent, monitor, mitigate, and forestall the spread of violence from one region to another. Using these levers, the project successfully cascaded its preventive impact to a wide array of stakeholders, and in particular youth, in the wider population and throughout the country.

The theory of change (TOC) posited in the project document was well-articulated, multi-faceted and contextualized to the Sierra Leone context. It sufficiently covered the project objectives and made accurate inferences on the linkages between the inputs, outputs, and outcomes. The outputs and assumptions were detailed, explicit, and appropriate. The TOC was well-positioned to act as a guide or reference for the project during its implementation phase. Although this evaluator heard little awareness of or reference back to the TOC, it seemed to strongly steer the objectives and the targets as the project was rolled out.

The original Risk Log identified likely risk descriptions and scenarios and was reviewed at the technical committee meetings. The evaluator was told that it was updated regularly as the situation demanded with risks that could not be resolved at technical level being escalated to the steering committee.

Staff recruitment and structure

The project formulation phase was initially overseen by the PDA/Freetown who supervised an international consultant to draft the PRODOC, which was later reviewed by the Regional Rule of Law Advisor from the UNDP Regional Services Center in Addis. The prodoc was finalized by the new UNDP Country Director (April – June 2017) leading up to the signing of the project document

[2] Collaborative for Development Action, Inc. – working with key actors/more actors dichotomy
[3] Jonathan Goodhand. 'Working in, on, and around conflict.' http://gsdrc.org/document-library/working-in-and-on-war/

in June 2017. Following that, steps were taken to review the project Results and Resource Framework (RRF) with a focus on indicators and targets. This was followed by developing TORs for staff positions, drafting of Letter of Agreements (LOAs) for Government implementing partners, and gearing up for implementation. The TOR for the Project Manager/Chief Technical Specialist (CTS) was drafted in second quarter 2017 and sent to UNDP Human Resources at HQ to classify the position, which took approximately two months and the first interview took place in August 2017.

As per the Project Staff Matrix below, the project was originally managed by the Head of the Governance Cluster, an existing UNDP/Freetown staff member as interim project manager (from July 2017) until a staff member from the UNDP/Accra office came on 'detailed assignment' to temporarily fill the role (in mid-September 2017) while a regular recruitment process could be undertaken. No suitable candidate was identified under the first round of recruitment that was held in August 2017 and the panel recommended re-advertisement of the position. The second round of recruitment yielded two qualified/recommended candidates in Nov. 2017 and one was selected for the position. The staff person on detailed assignment was reviewed as a candidate but was not among the candidates recommended for the post. However, the recruitment process was aborted in Dec. 2017 and the staff person on detailed assignment continued for nearly seven months through the most critical phase of the project (September 2017-April 2018). Senior management took a decision that it was not sensible to change the acting interim manager this close to the elections.

The interim Project Manager concluded the assignment in early April 2018 and management undertook to revive the recruitment for the final phase. The position was unfilled for 3+ months (April – July 18). The first candidate chosen in November 2017 was then recruited as Project Manager and took up the position in mid-July 2018 on a 12-month FTA contract. The delay surrounding the recruitment of this key project personnel and the gaps between the interim and full CTS were reported by internal and external interlocuters to have had a detrimental effect on the implementation of the project in terms of timeliness of responses, reports, and payments.

The levels of staff and their reporting lines were arranged so that a P-4 is reporting to a P-4 (which often causes problems in UNDP). Specifically, the head of the Governance Unit and the CPM interim chief technical specialist/project manager were both P-4s. This, and possibly other reasons, led to friction and internal tension among project staff that was reported during this evaluation. Inter-office staff friction was also reported between the Project Managers of the CPM and SNEC projects did not work together well, despite the fact that the senior manager did enforce weekly meetings and the two project managers and/or their staff wrote regular, weekly or bi-weekly internal election update briefs together.

Many IPs and other interviewees complained of persistent delays by UNDP in contracts and payments. It could not be determined whether this stems from a lack of sufficient personnel working in the project, the lack of a permanent Project Manager at the crucial implementation phase of the project, or other causes. It would be important to investigate as part of the final evaluation whether the project recruited a sufficient number of long-term personnel in a timely manner and why the personnel on staff did meet the needs of partners especially in the disbursement of funds. While short-term personnel may have been necessary and a needed measure to fill unforeseen gaps, there was a high opportunity cost to the running of the project. More full-time staff for a longer period of time could have been useful for UNDP to have the capacity to ensure payments to IPs in a more timely manner.

The table below indicates the staff presence over the life of the CPM project. It indicates that there were approximately seven regular, project staff (including UNVs) in the most pressing period of the project (January – March 2018). In light of the size and scope of the project, the pressing financial and managerial work inherent in managing the numerous implementing partners[4], and the complaints that arose, it is suggested that this project was insufficiently staffed and that more, better qualified staff should have been hired much earlier in the project cycle.

[4] See Table 3 – Summary of IPs' Legal Agreements with UNDP which details the Implementing Partners plus other entities that were involved in the project through 'direct implementation'.

Table 2 - CPM Project Staffing Matrix[5]

Title	4/17	5/17	6/17	7/17	8/17	9/17	10/17	11/17	12/17	1/18	2/18	3/18	4/18	5/18	6/18	7/18
Chief Technical Specialist (CTS)	AN	AN	AN[6]	LP	LP/AN	CCA[7]	CCA	CCA[8]	CCA[9]	CCA	CCA	CCA	AN/CCA[10]	AN	AN	CTS[11]
Project Officer	MS	MS	MS	MS	MS	MS	MS	MS	MS	MS	MS	MS	MS			
M&E Officer						JM	JM	JM	JM	JM	JM	JM	JM	JM	JM	
Comms Officer											CFB	CFB	CFB	CFB	CFB	
Finance Officer		PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	PJ	
Finance Associate										OB	OB	OB	OB	OB	OB	
Short-term finance consultant											JK	JK	JK	JK		
Short-term NCD consultant											AK	AK	AK	AK		
RoL advisor			LA	LA	LA	LA	LA	LA	LA	LA	LA	LA	LA	LA	LA	
Human Rights Advisor							EB	EB	EB	EB	EB	EB	EB			
Assistant											JSM	JSM	JSM	JSM	JSM	

Key:
AN= Annette Nalwoga, Governance Unit Manager, filled in as CTS, as needed
LP= Lakshmi Pillay, interim CTS (manager of a UNDP Parliament project)
CCA=Chika Charles Aniekwe, detailed assignment, interim Project Manager/CTS
MS = Moses Seiwoh, programme officer
JM = Joseah Mutai, M&E Officer, UN Volunteer
CFB = Claire Flynn-Byrne, Communications and Reporting Officer, UN Volunteer
PJ = Patrick Johnny, Finance Officer, service contract
OB = Omosherie Buckle, Finance Associate
JK = Jesse Kabia, short-term finance consultant
AK = Alicia Kamara, short-term consultant to NCD
LA = Louise Aaen – UNDP RoL - (50% funded by CPM project), responsible for judicial training
EB = Erika Bussey, HRA in RC office - (50% funded by CPM project), responsible for LAB, HRC
JSM = Josephine Scott-Manga, Assistant to Head of Governance, (5%)

[5] This table includes personnel who worked primarily at the UNDP, not external consultants located with IPs.
[6] 6/17-TOR for CTS position drafted and sent to HQ. It took 3 months for approval of TOR and to start recruitment.-
[7] 9/17- A staff person on detailed assignment came from UNDP/Ghana for an interim period until recruitment
[8] 11/17-Recruitment for CTS took place with panel finding two qualified candidates
[9] Recruitment process aborted
[10] Staff on detailed assignment departed abruptly leaving project without a CTS and recruitment restarted, new CTS scheduled to arrive 15 July 2018
[11] Position was not filled by a full-time Project Manager/CTS or recommended candidate for the first twelve months of the project up until July 2018]

Management structure and oversight mechanisms

The structure laid out in the project document called for two levels of oversight: Project Board for policy and higher-level decision-making and Technical Committee for administrative and management issues.

The Project Board was chaired by the Permanent Secretary of the Ministry of Internal Affairs and co-chaired by the UNDP Country Director and included donor partners, Implementing Partners and CSOs. This was one of the mechanisms established to seek coherence, communications, and cooperation between the work of the two projects as well as other UN-related activities during the electoral period.

The Technical Committee had oversight only over the CPM project (SNEC had its own Technical Committee) and it consisted of representatives of all of the implementing partners (IPs), contributing partners, and relevant UN staff. When the CPM Technical Committee met regularly, partners were satisfied. It was reported that there were approximately monthly meetings in 2017 and some IPs said it would have been helpful to have more frequency. From January 2018 the frequency did increase to every two weeks and then to weekly as elections approached. Several IPs commented that in this phase the Technical Committee proved useful in helping them to know what was going on in other project elements, to communicate problems and challenges, and to find ways to cooperate and not duplicate. The Technical Committee also instituted a Readiness Tracker[12] which reported clearly on the progress of each project element on a bi-weekly basis. The Technical Committee also reviewed the risk log and escalated critical risks to the elections steering committee.

It was reported by several UNDP staff and other project partners that there was insufficient communication and cooperation between the two main elections projects (SNEC and CPM) through the Project Board or through other means of coordination. UNDP tried to establish an internal mechanism to coordinate the two project Managers and advisors (PDA and HRA). It met twice but did not continue due to lack of cooperation among the parties.

Finally, as envisioned in the project document, the PDA was intended to have an oversight, advisory, and quality assurance role in project implementation and was expected to attend and contribute to Technical Meetings in fulfillment of those capacities. Ultimately, this did not work as expected. There were different views and not sufficient evidence for this evaluation to determine why the PDA was not more involved in the project, but the project ultimately was not well served by losing the expertise, guidance and connections that the PDA could have brought.

Administrative arrangements with implementing partners (IPs)

[12] See Annex 7.13 – Sample Readiness Tracker, on p. 90

According to the Agreements Clearance Form used by UNDP to process Letters of Agreement (LOAs), Micro-Capital Grants, or PCAs that were signed by Implementing Partners, all IPs were legally registered, HACT (Harmonized Approach to Cash Transfers) - assessed and considered low to moderate risk in terms of handling UNDP disbursements. Many agreements were signed in 2017, some in early 2018 (which was late but manageable), and some partners signed more than one LOA to account for different periods of work in 2017 and 2018. A number of the IPs interviewed commented that they had modest to serious problems due to the fact that the implementing agreements and transfer of funds were late. They commented that they could have done higher quality or a greater quantity of work if contractual arrangements and financial disbursements had been undertaken and completed several months earlier.

Several other IPs had problematic relations with UNDP due to agreements signed at or after elections or divided by calendar year which led to administrative problems that caused them serious delivery problems. These are highlighted in the chart and text below.

Table 3 – Summary of IPs' Legal Agreements with UNDP

	Organization	**LOA/PCA/MCG date**	**Risk**
1	BBC Media Action	12/17	low
2	CGG	29/3/18	low/moderate
3	HRC – 1st LOA	8/17	--
	HRC - 2nd LOA	2/18	low
4	Judiciary	2/18	moderate
5	LAB – 1st LOA	8/17	low
	LAB - 2nd LOA	1/18	low
6	MIA	2/18	n/a
7	MRCG	12/17	low
8	NCD – 1st LOA	8/17	low
	NCD – 2nd LOA	1/18	low
	NCD-voter ed addition	2/18 (undated but references Feb 18)	low
9	ONS-1st LOA	8/17	moderate
	ONS-amendment	3/18	low
	ONS-amendment & extension- for fuel	4/18	low
10	PPRC – 1st LOA	10/17	low
	PPRC -2nd LOA	13/04/18	low
11	SLP-LOA	8/17	low
	SLP	Direct implementation	
12	WANEP	12/17	low
13	Women's Forum	1/18	Moderate
14	SLBA	Direct implementation/payment to vendors	--

15	Artists for Peace	Direct implementation/payment to vendors	--

Item 2 - The activities undertaken by CGG were to assess political parties' compliance with the Codes of Conduct promulgated by PPRC by training monitors, providing them with tools (checklists) for monitoring, supervising a network of monitors in four regions, and consolidating the information on compliance and violations. According to interviews with CGG and UNDP staff, the recruitment of an NGO for this activity was fraught with delays and irregularities. The first call for proposals for this micro-capital grant (MCG) in early 2018 was assessed as producing no qualified NGO. The second recruitment yielded a similar result and a third round was done by invitation in which CGG emerged as qualified. Contradictory information was provided during evaluation with CGG saying it applied in the first round, but its application not having been recorded or received by UNDP. This points to an efficiency or other gap in UNDP/Freetown's Procurement Office that should be explored further.

This process led to extremely late implementation. The MCG was signed on 29 March 2018, well after the election and two days before the run-off. Emails refer to a request to pre-finance some activities, however, none of the monitoring activities took place before the general election on 7 March 2018 or even before the run-off on 31 March 2018. This is further corroborated by the hardcopy of the Monitor Guide PPRC Code of Conduct which is dated 4 May 2018 (see Annex 7.3) and the CGG narrative report of activities of 15 June 2018 indicating that the checklist was prepared in April 2018 and training workshops took place 2-8 May 2018. While the activities were adjusted to the post-election environment, the original objective of the activity could not be accomplished. This raises the question of why this grant was disbursed at all since the activities could not and were not undertaken in a timely way that would have a meaningful preventive impact on mitigating election violence.

Item 8 - The NCD signed two LOAs with UNDP for 2017 and 2018 respectively. According to the NCD's final report (which echoed the evaluator's interviews) , "...full compliance with UNDP financial procedures, which ensured that all disbursed funds for 2017 were officially retired on or before Friday, 15 December 2017 for closure of the 2017 year caused a serious lapse in implementation on the side of NCD."[13] Due to this funding unavailability, NCD reported that activities scheduled for January 2018, a critical period before the start of political campaigns, had to be rescheduled, with the loss of a critical window to implement. The NCD report states that effectively, meetings did not resume until Monday, 5 February 2018 which led to a 'clogged arrangement of activities' to stay in line with the national elections on 7 March 2018. In their report, NCD made a strong plea to UNDP to institute more flexible arrangements to release funding on time in critical situations such as election campaigns.

[13] National Commission for Democracy (NCD) Implementation Report to UNDP Conflict Prevention and Mitigation Project, April 2018, p. 11

Item 10 - PPRC is one of the larger and more complicated Implementing Partners in the CPM project. Due to reported accountability problems regarding UN funding that PPRC received before this project for the 2012 elections, greater oversight was needed to ensure compliance with financial regulations in project implementation. The first LOA under this project was signed in Oct 2017 and was effective through December 2017. According to the PPRC interlocutors, funds came in Nov 2017 which required PPRC to pre-finance activities with government funds. The second LOA had a timeline from 30 Jan 2018 – 31 May 2018, however, it was not signed until 12 April 2018. PPRC indicated that activities that were scheduled for January 2018 could not take place on time due to delays in signing and transferring funds. These included: (1) the mediation training for PPRC (also delayed due to a disputed contract extension with the external consultant) and (2) equipping of the District Monitoring Committees (were established but not equipped with mobile phones, radio, or given training on time).

PPRC complained that very difficult working relationship developed between the interim Project Manager and the PPRC leadership and the UNDP consultant who was posted there. PPRC also complained that, due to strains with the UNDP interim Project Manager, PPRC was unable to coordinate with two other IPs doing related work: (1) the CSO to monitor political parties' adherence to the Code of Conduct and (2) the media team (Artists for Peace) hired to produce and disseminate messages on social media to popularize the work of the PPRC, with which they complained that they had limited access to input into or validate what was disseminated on their behalf. It should be noted that although coordination may not have been viewed as sufficient by PPRC Headquarters, other IPs viewed the work of Artists for Peace as being very useful, integral to their work, and impactful especially to the local offices of NCD, PPRC and media organizations.

Item 12 – West African Network of Peacebuilding (WANEP)/Sierra Leone was contracted to conduct a 'comprehensive needs and capacity assessment of decentralized security committees', i.e. Chiefdom Security Committees (CHISECs), District Security Committees (DISECs), and Provincial Security Committees (PROSECs) in December 2017 and validate the assessment report in January 2018. These security committees are key to ONS's ability to undertake early warning and response at the local level. Therefore, the timing and results of this activity were crucial in order to receive information that could be utilized before elections to support training needs and fill gaps identified in the report. This assignment was scheduled to take approximately one month of work-time for USD$40,000+. While the research undertaken included hiring 80 enumerators for data collection, the resulting report was of insufficient quality and UNDP asked for revisions. Ultimately, the report indicated that the highest priority needs of the decentralized security committees were for office equipment, i.e. tables, chairs, computers, and vehicles for transportation. However, during the interview with ONS/HQ in June 2018, it was pointed out to the evaluator that boxes of tables and chairs were still in ONS Headquarters waiting to be distributed to the regions as a result of the

WANEP report, indicating that the equipment clearly did not arrive in time to assist with election activities (see Annex 7.11). NB: UNDP/Freetown reported that ONS is delivering the tables and chairs to PROSECs, DISECs, and CHISECs in July 2018 which should enhance future efficiencies in these offices.

Items 14 (SBLA)/15 (Artists for Peace) – It has not been made clear during this mid-term evaluation why these entities were hired through direct implementation rather than LOA, PCA, or MCG, the contracting modalities used for all the other implementing partners. While regular procurement processes were followed, there were allegations that the costs for producing the jingles by Artists for Peace were substantially higher than the cost for the production of other comparable jingles done for the campaign. It would be worth probing further to understand the rationale underlying the decision to contract in this manner and the differences in the cost of the work

In addition to these specific cases cited above, there were near universal complaints from IPs about UNDP's administrative delays in terms of late payments and and unreliability of response. Examples: IPs that had the means to do so, asked for clearance to pre-finance their work because they could not wait for or rely on promised UNDP payments; NGO partner was so untrusting at the project's conclusion that they stated (and did) refuse to submit their final report until they had proof that UNDP had made the last payment to them, reimbursing for activities they had pre-financed[14].

Funding

Table 4 - Dates of project funding

Donor	Funding start date	Funding end date	Tranche date	Tranche amount
PBF	01/6/2017	30/9/2018[15]	6/17 to UNDP[16]	USD$1,935,079
			6/17 to OHCHR	USD$235,400
			a/o 6/18 pending to UNDP	USD$ 829,319
			Total:	**USD$2,999,798**
DFID	01/9/2017	31/7/2018	9/17	UK £ 500,000
			12/17	UK £ 500,000
			3/18	UK £ 500,000
			Total:	**UK £ 1,500,00**

[14] Quote from NGO email to the evaluator: "Please find attached our final narrative report and a Lessons Learned report. As noted, we will be submitting these to UNDP only next week, once we've received our final tranche of funds."

[15] A no cost extension is being requested by UNDP to continue Phase 3 until March 2019

[16] 70% of total with the remaining 30% to be released upon a narrative and financial report indicating 80% implementation within 12 months

Canada	23/1/2018	30/3/2018	2/18	CAD$ 500,000
			Total:	**CAD$ 500,000**

As noted in the chart above, funding to the CPM project came at various intervals with some of the donor funding being received quite late in the project and very close to election time. While these additional financial inputs were sorely needed and added important content to the project (as detailed below), there were also negative implications. Programme activities were restructured to accommodate the donor funding, but the addition of two new implementing partners and additional activities for existing partners created greater numbers of contracts, contract amendments, and disbursements which UNDP staff had to manage and ultimately further delays and delivery problems at a critical time in the electoral cycle.

Certain tranches from both bilateral donors placed restrictions on the use of funding, some of which required approval of each activity prior to release of the funds. In a time-pressured election run-off period, this created additional obstacles and time pressure on the implementation of activities. Canadian funding could only be used, and needed to be fully expended, before 31 March 2018, which significantly curtailed UNDP's flexibility to use in the period between the first election and the run-off, its aftermath, and for follow up activities. This was particularly problematic because UNDP staff were unaware of the 31 March 2018 deadline and up until June 2018 thought the Canadian funds could be used until 30 September 2018.[17]

Coordination

As described above, the project document established oversight structures that produced some coordination within the CPM project itself but did not encourage or produce coordination with other UN entities or projects.

Examples: there was insufficient outreach to or coordination with other entities and activities outside of the UN circle of implementing partners, i.e. an NGO consortium that organized the Presidential debate, mayor debate, citizen manifesto was not engaged with the project. Similarly, other UN agencies and projects, e.g. parliament project, SNEC project were not connected to the CPM in ways that could have improved synergies and outreach. Their activities worked in parallel but not together.

Specific coordination mechanisms envisioned under the project and implemented by IPs reportedly worked well once up and running, e.g. the CPM-funded ONS situation room had a representative from the Women's Situation Room (WSR)[18] regularly on site and, in reverse, a

[17] It was reported by two sources that the interim project manager informed his staff that Canadian funds could be spent until 30 September 2018 as per incorrect information on p. 4. of unsigned PBF document entitled: No-Cost-Revision-Canada and Second DFID.pdf. See Annex 7.12 below.

[18] Women's Situation Room was funded by the Norwegian Government and was not funded by the CPM project but cooperated with it.

representative of the WSR was on site at the ONS Sit room to ensure timely, real time information exchange and coordination. Both interlocuters expressed satisfaction with the foresight to do this and the impact it had.

Similarly, ONS's strategy for early warning and response worked well according to key informants in that communication links established between national headquarters and Provincial Security Committees (PROSEC) and District Security Committees (DISECs) through internet-based exchanges were important in conveying information from the center to/from the periphery and between regions and districts in terms of sharing information on emerging or imminent threats and responding appropriately to deescalate and mitigate any contagion effect or repercussions in neighboring provinces.

In the two regions visited by the evaluator, it was reported that communication and coordination between relevant entities worked satisfactorily, i.e. regular meetings with NCD, NEC, PPRC, HRC, ONS, through SLP-head Command and Control Centres and through DISECs and PROSECS fostered joint activities that utilized each groups' respective expertise and strengths.

Effectiveness of project implementation

This second section of the main evaluation findings aims to: identify the results achieved and assess the extent to which these results accomplished the intended objectives, outputs, and outcomes as articulated in the results framework, including the achievement of relevant thematic elements and special measures, e.g. gender-specific measures, human rights mainstreaming, inclusion of vulnerable groups.

The CPM project is a complex, multi-dimensional, multi-stakeholder effort that delivered a multitude of activities and outputs that, in the estimation of this evaluator**, contributed decisively and effectively to maintaining peace and minimizing violence during the 2018 electoral cycle in Sierra Leone.** Despite a number of operational challenges, staffing shortfalls, and managerial deficits (as detailed in the above sections), the staff and implementing partners delivered the requisite outputs in, for the most part, a timely fashion, and with sufficient quality and quantity by imparting key information, training, equipment, and support to key actors and large parts of the population across the country. A summary of all activities is provided in Annex 1.

Many deliverables involved complicated logistics including: establishing coordination centers and providing training to different constituencies in multiple venues, working on sensitive political issues with political parties in the capital and regions, and conducting outreach to youth and women through different kinds of interventions. These were impressively managed and delivered by both the state and CSO/NGO implementing partners. Given the highly political nature of the work, the sensitivities that surrounded the electoral cycle, and despite some very precarious moments and incidents, UNDP, OHCHR and their implementing partners

accomplished the vast majority of activities in the project document and AWP and deserve commendation. Key informants from different political, governmental and geographic positions concurred that although there were incidents of violence, the elections as a whole were less violent and more peaceful than was generally expected and, in their opinion, the project's interventions made a significant contribution. Details of substantive project outputs are enumerated below:

The ***major activities to achieve outputs under Outcome 1*** to "enhance national dialogue, peace advocacy and violence prevention" were primarily the responsibility of PPRC, HRC, the Judiciary, LAB, and NCD with several supporting activities by CSOs.

Political Parties Registration Commission and nonviolence campaigns

The PPRC undertook five main activities detailed below:

- revision and promulgation of the Codes of Conduct and work with youth and women political party associations
- Eminent Persons Group (EPG)
- Planning and implementation of high-level dialogue and signing of a peace pact
- Sensitization and media outreach
- Mediation training for PPRC staff, political parties, and relevant actors

The PPRC's original function is to officially register political parties and monitor their activities according to national law in an impartial manner in advance of the election. This became contentious in the run up to the 2018 election when attempts of several new parties to register were thwarted in what appeared to be a politically motivated manner. The UN's interventions with the PPRC's Acting Registrar to participate in a study tour/training in the Netherlands, as well as other engagements with UNDP staff and experts, substantially improved her skills which helped to facilitate the PPRC's party registration function. The PPRC's improved performance was reported to greatly ease tensions and lessen perceptions of bias in this independent government entity.

The PPRC's work was assisted by a long-term expert consultant funded by the CPM project. This engagement resulted in: a revision and promulgation of the political parties' Code of Conduct and revisions of similar documents for the All Political Parties Women's Association (APPWA) and All Political Parties Youth Association (APPYA); the establishment and work of the Eminent Persons Group and the Youth Peace Clusters; and the High-Level Dialogue and signing of the Peace Pledge. According to individual reports and the Readiness Tracker, the codes were developed, validated, launched, published, and disseminated. Meetings were held with the political parties (and youth and women's associations) to advocate adherence and dissemination. The PPRC also conducted an induction for election monitors in all 16 districts. The information in the codes was further referred to extensively in the radio, TV, print and social media campaigns

that were conducted by PPRC and in collaboration with other partners. This work was lauded by other IPs and key informants to have resulted in improved political party leadership conduct, pronouncements, adherence to agreements, and party followers behavior.

The engagement of the Eminent Persons Group (EPG) members through a careful process of selection, induction, strategy development and operationalization, was considered by most interlocutors to have a significant positive influence in de-escalating tensions and reducing campaign-related violence. When asked to recount highlights of the project, the Office of National Security (ONS) volunteered that the 'Eminent Persons Group was helpful quietly.' The five national members were selected through a consultative process that produced a balanced group representing different ethnic and religious communities[19]. The process consisted of a multi-day induction and team-building process with a pledge of confidentiality. The members mapped their respective connections to all political party actors and developed a preparedness plan to reach each flagbearer in case of an emerging threat or dangerous situation. As part of their planned outreach, the EPG met with NEC, ONS, SLP and visited all parties to learn their expectations and concerns and bring to NEC's attention any matter they perceived could cause a significant disruption. They further advocated with each party to commit to accepting the election results and to a peaceful transition of power. The EPG undertook two joint trips to each district and visited known hot spot areas to listen to all parties in an attempt to lessen inflammatory rhetoric and tensions that could provoke violence. They played a key role in obtaining agreements to sign the Code of Conduct and in liaising with the high-level dialogue (esp. Pres. Mahama) toward the signing of the Peace Pledge.

One interviewee posited that the EPG could have obtained persons with a higher-level profile to conduct more influential work. However, in light of the short time available, the limitation of people without an overt political profile, and that the selection process emerged from the PPRC, most observers reflected that a balanced and respected group emerged who were quickly empowered to undertake back-stage mediation and public peace advocacy. There were other eminent persons groups, created by the Interreligious Council and a women's association with whom the EPG could have been better coordinated in order to maximize synergies and avoid funding shortfalls. But given the constraints, the group was considered to have fully achieved its objectives. The process of the establishment, training, strategy development and conduct of the EPG should be considered for capturing in a case study as a guidance note on good practice that could be replicated in similar circumstances.

The High-level Dialogue and its culmination in the signing of the 'Pledge for Peace and Nonviolence'[20] by all 17 candidates committing them to ensuring tolerance, rejecting violence by their followers during the campaign period and after polling day, were further notable

[19] There was one interviewee who perceived the group as being biased to one political party, but all others considered them to be balanced and not displaying favoritism in their work.
[20] For more details, see PPRC website at:
https://www.pprcsierraleone.org/images/docs/progmed/PBF_Story_final.pdf

accomplishments for the CPM project. Indeed, the contribution most lauded by many interlocuters was the participation of former Presidents Mahama (who visited at the invitation of the PPRC and then with the Commonwealth Secretariat Election Observer Mission) and Amos Sawyer (with the ECOWAS Election Observer Mission) in the High-level Dialogue and the timely interventions they made in during key moments of the electoral period around the first election and run-off. It was also noted that UNSRSG Chambas of UNOWAS, played a pivotal role. PPRC developed and implemented a protocol and roadmap for the dialogue as well as prepared and implemented a logistical plan. PPRC worked with all flagbearers to secure their participation, yet one error occurred in that the scheduling of the final signing of the peace pledge coincided with the APC closing campaign rally. It was not made clear (during this mid-term evaluation) how this calendar error happened, which added some tension to the event, but all parties eventually signed. The interventions from leadership in the sub-region would also be worth capturing as a 'lessons learned' for good practice. It should be noted that this important work could be done thanks to the Canadian contribution, but could have been enhanced if instituted earlier. One key learning is that inputs from regional leaders are highly credible and influential and should be foreseen and built into national processes from their inception.

The sensitization activities done by PPRC and other IPs in terms of outreach through radio shows, drama groups, musical performances, social media, TV were reported to reach a wide audience. While there was a complaint regarding work that engaged 'Artists for Peace' to produce social media and radio jingles to promote the PPRC, during the field visits, the evaluator heard very positive reviews of Artists for Peace's outreach in quality and quantity.

Mediation training for PPRC staff and political party leadership was planned for January 2018 but did not take place as scheduled. PPRC and the UNDP external consultant reported that this occurred because of the delayed return of the consultant to the country due to delay in the contract renewal. After missing this designated window of opportunity in January 2018 and due to the start of campaigning, the training was postponed until after the elections. The first mediation Training of Trainers (TOT) for PPRC staff took place in June 2018 and the training is to be rolled out to the regions in a series of 16 three-day trainings scheduled for late June and July 2018 (see Annex No. 7.1 - PPRC Mediation Training Itinerary).

Specialized training in mediation is an important and useful skill for all people in public service and certainly good to acquire at any time. However, it was unfortunate that this target audience not to have this training as scheduled in the pre-election period as the skills could have been usefully employed by PPRC staff and political party leadership during the pre-election period. Further examination of the delay would be useful to ascertain what administrative problem impeded UNDP from re-hiring the consultant in the proper timeframe so that the training could have taken place on time as intended.

Monitoring of political party compliance was the responsibility of Campaign for Good Governance (CGG) under a Micro-capital Grant with UNDP signed 29 March 2018, after the first election and

two days before the second round on 31 March 2018. The final report from CGG indicates that no monitoring activities were undertaken prior to the election or the run-off. This is a particularly egregious omission in the project's administration in light of the threats, acts of intimidation and acts of violence that were reported by both MIA and independent election observers, especially toward the end of the campaign. Had this monitoring system been operational in time, violations could have been brought forward to responsible authorities with the aim to stem them and apply sanctions in real time.

Nevertheless, CGG did develop a data collection tool and checklist in April 2018, mobilized nearly 100 monitors, and conducted four two-day training workshops across Sierra Leone in early May 2018. CGG's monitoring activities took place in four districts (Bo, Kenema, Makeni and Western Area,) with interviewees of at least 12 targeted respondents in each constituency, such as political party aspirants, district council chairs, media representatives, youth group leaders, and trade union representatives. The final report yielded useful information on the fault lines and actors that created or aggravated tension. The main findings indicate that:

(1) Political party agents used ethnicity, language and region rather than race or class to rile their constituencies
(2) Social media was the most widely used platform for promoting ethnic tensions and this was done mostly, if not exclusively by supporters rather than political party agents
(3) Political parties uniformly breached rules about notifying the police or paramount chiefs before holding political meetings with impunity
(4) Complaint procedures (to report to the PPRC) were not used in favor of press releases which sometimes exacerbated conditions
(5) The political party code of conduct was popularized mostly by CSOs and media houses and not through the parties themselves though they pledged to do so

The study's findings reveal critical issues and recommendations:

(1) Civic education on multi-part electoral politics needs to be girded up, not only at election time, but through on-going formal and informal education in order to 'inculcate in ordinary people the values, orientations, and attitudes that undergird multiparty competitive politics'.[21]
(2) Social media is the platform of choice for hate messages and illegal campaign tactics that violate the Code of Conduct. Civic education is one means of allaying such tensions as a preventive measure, but as an immediate response, constant monitoring to identify and address hate speech needs to be done earlier and on a continuous basis.
(3) Hard evidence is difficult to collect in a manner that can be addressed and prosecuted in real time and the methodology needs be strengthened during election periods.

[21] CGG Report of Compliance of COC by Political Parties, May 2018, p. 12

While this retrospective study yields some useful information that can be applied in the project's final phase and in future development interventions, the fact that the activity was not implemented during the elections due to 'non-conclusion of preparatory and funding discussions with UNDP'[22] demonstrates a serious gap in project implementation that significantly reduced the effectiveness and impact of this monitoring exercise. Such a monitoring activity should have been instituted well before elections at the onset of campaigning with the intention of calling out violations or egregious behavior and, through a combination of persuasion and sanctions, curtail and correct gross violations. Due to the delayed start, this intervention failed to do either.

Human Rights Commission and UN Human Rights Advisor

The Human Rights Commission of Sierra Leone, with substantial assistance from the Human Rights Advisor (HRA), developed and implemented a major multi-dimensional campaign on non-violence, human rights and peaceful elections. This consisted of support to the Human Rights Commission to:

- design human rights modules for training
- conduct training
- implement awareness-raising campaigns
- ensure access to justice and the handling of human rights complaints
- monitor and report on human rights violations

According to HRC reports, UNDP's technical committee minutes, the readiness tracker, and interviews with key informants, the envisioned activities were undertaken, accomplished fully and in the right timeframe. The training manual on HR monitoring was developed and validated in November 2017 and training took place in December 2017. Training of HRC staff on complaints handling also took place in December 2017. Other activities that were accomplished according to schedule are: a national conference to promulgate human rights in the election cycle (Nov 2017); media outreach including radio programmes, the production and airing of jingles (Jan 2018); community engagement in four districts (Feb 2018); training of district monitoring communities and actual monitoring pre- and during elections; and, the HR situation room established (Feb 2018). These are further enumerated below.

Table 5 – Workplan of CPM project human rights activities

Activity	Nov 17	Dec 18	Jan 18	Feb 18	March 18	April 18
Training manual on HR monitoring developed	xx					
National conference held	xx					
Training on HR monitoring delivered		xx				

[22] CGG-UNDP Narrative Report, June 2018, p. 5.

Training on complaints handling delivered		xx				
Media outreach (radio, jingles)			xx	xx	xx	
Training of district Human Rights Committees in 4 regions (25 each)				xx		
Community outreach and engagement				xx		
HR monitoring				xx	xx	
HR Elections Situation Room				xx	xx	
HR Mobile Complaints hearings					xx	
HR violations reporting					xx	xx

HRC worked in concert with the NEC's campaign and rallies timetable. Substantial numbers of staff, interns, volunteers, regional officers and District Human Rights Committee representatives were deployed throughout the regions during elections. Monitoring continued before, during and after elections. The HRC report indicates a minimal number of human rights violations complaints before and during elections (4 complaint reported pre-election; 15 reported on election day) which were referred or handled expeditiously.

The final narrative report from HRC indicates that training, monitoring and complaints handling were carried out fully, competently and successfully. The use of mobile mechanisms helped reach hard to access communities and could be further used in future to carry out other functions such as public education and monitoring/documenting of human rights violations.

The CPM project attempted to advance a human rights approach not only in the above targeted activities, but also to integrate human rights within all project activities. Although challenging in a complex fast-moving setting, the work of the HRA and HRC achieved a high degree of integration and absorption in the work of other related independent institutions and their activities. Examples:

(1) the 2018 Training Manual for the Security Sector on Election Violence and Security had a comprehensive component on Human Rights, Gender and Vulnerable persons' issues, that was part of the training for all police;

(2) the LAB Community Paralegal Training Manual has an extensive module on human rights;

(3) human rights law and practice applicable to elections are thoroughly interwoven into the Electoral Justice Training Curriculum prepared for the 2018 election under the CPM project. This training was conducted with the Judicial Training Institute where this residual expertise continues to reside and will be used in future training workshops;

(4) both the APPWA and APPYA Code of Conduct refer to adherence to the principle of human rights in their respective participation and representation in politics;

(5) NCD's regular voter education programmes conducted by radio throughout the country conscientiously included guest panelists who were human rights actors and activists.

(6) Simulation exercise undertaken by ONS country-wide explicitly reflected and tested for knowledge of human rights principles and the Sierra Leone Constitution's adherence to the Universal Declaration of Human Rights.

(7) Member of the HRC participated in training for the SLP across the country on the human rights component in the SLP training manual

Although it is difficult to assess long-term sustainability at this interim mid-project point, the project's engagement with capacity building of the HRC, the awareness raised with community stakeholders on issues of human rights and elections, and the mainstreaming of HR into the work and thinking of NEC, SLP, LAB, etc. was generally considered by key informants and by this evaluator to have an encouraging effect on ensuring respect for human rights not only for elections but beyond and promoting positive cultural change toward institutionalizing rule of law.

On a staffing and administrative note, the primary HRA arrived to advise the project in October 2017 and stayed through March 2018 and prior to that there was an international UNV who provided partial coverage. However, the HRA complained that there was a gap in dedicated HRA coverage to this work from June to October 2017. While activities for human rights have been fully implemented under the project, nevertheless, the lack of a designated HRA negatively impacted the CPM's human rights components which were formulated during that absence without sufficient human rights expertise to add the needed substance. The new HRA commenced work on activities that were already planned and had to do a lot of remediation to get them back on track to focus more specifically on human rights.

Access to judicial and legal services

Activities with the Judiciary and the provision of access to legal services were universally lauded as among the most organized and well delivered of the CPM project's interventions. This is in largely attributed to the highly competent and professional work of UNDP's RoL consultant and the government counterparts in the Judiciary, Legal Aid Board (LAB) and Sierra Leone Bar Association (SLBA). It was particularly important to bring credibility to the judiciary because in the 2012 election, improper judicial action led to a serious lack of trust in the elections. It should be noted that government cost-shared significantly on the Judiciary component which seems to indicate serious commitment to correct past incidents.

The appointment and specialized training of 10 judges and a Supervising Judge took place in October 2017 when they were appointed by the Chief Justice to the Electoral Offenses Court

(EOC). Additionally, a total of 58 judges and magistrates undertook training in the new Electoral Curriculum (see Annex 7.5) and they were fully deployed in February 2018. Logistical support, such as IT equipment, vehicles, office refurbishment, was provided in late February and cases were being successful adjudicated before the courts up through the elections.

Training of judicial support staff and of SLBA and LAB lawyers took place in late January and February 2018 to enhance their knowledge and skills vis a vis handling election cases. Staff lawyers and paralegals who were interviewed reported satisfaction with the training in that it provided the requisite information and was well delivered. SLBA gave legal representation to vulnerable groups and produced and distributed 7,000 copies of a simplified handbook on electoral laws targeted at overlooked populations. They publicized it through a launch conference and radio programmes. SLBA also conducted an educational campaign through radio sensitization and workshops that reached several hundred participants aiming to minimize incidences of intimidation and gender-based violence during elections.

LAB offered four distinct, valuable services: legal aid representation; alternative dispute resolution (ADR) to de-escalate and/or resolve election-related conflicts outside courts; facilitation of meetings; and counseling for chiefs to assist in their dispute resolution tasks. LAB/National headquarters suggested that this work not only de-escalated electoral disputes between political party supporters, but also lessened gang violence and helped Freetown's crime rate decrease. LAB regional staff reported benefits from the training and informational inputs received through the CPM project (including the compendium of electoral laws). LAB/Makeni reported successful outreach to and cooperation with other IPs in facilitating community engagements in contested situations. LAB/Bo engaged specifically with the youth wings of local political parties and youth groups to reduce incidences of violence between them. Interviews with local beneficiaries of mediation to resolve election-related conflicts revealed a broad reach into society with impressive results. A sampling of eight LAB beneficiaries demonstrated how LAB handled neighbor and marital disputes, tensions among youth clubs and motorbike riders, market women, etc. All interviewees reported the details of the mediated outcomes, the sustainability of the outcome, and the improved relationships that resulted in cases mediated by LAB paralegals. They also indicated a willingness to make use of mediation services on other issues in future. According to their May 2018 implementation update report, LAB handled 1,300+ cases, well over the 800+ cases originally envisioned in their contract.

LAB asserts, and the evaluator concurs, that this outreach will have a lasting effect in that the police and tribal authorities are still referring cases to LAB for mediation after election setting an importance precedent for future non-electoral mediated dispute settlement. The infusion of a culture of mediation in local civil society is an ancillary positive outcome of LAB's work under the CPM project.

LAB district offices reported satisfaction with the amount of support from UNDP and the timeliness of its provision in the pre-election, election, and run-off phase. However, they

commented that they did not have sufficient resources to handle post-election tension and conflicts which arose in certain communities after the announcement of election results. As indicated above, the support to the judiciary and legal services under the CPM project had immediate positive election-related benefits to improving rule of law as well as yielded a longer term benefit of embedding of good legal practices into the legal and judicial culture.

National Commission for Democracy (NCD)

NCD was one of the first implementing partners to sign a LOA with the CPM project in August 2017. NCD's remit covered numerous elements of voter awareness-raising and education. These interventions were conducted through: town hall meetings, community outreach sessions to colleges and secondary schools; radio and TV messaging and programming; SMS broadcasting: mobile sensitization tours by broadcast mobile vans traveling through every district. According to interviews with NCD/HQ and NCD field office in Bo, CPM Technical Committee minutes, UNDP readiness tracker reports, and NCD's final narrative report, these interventions were fully accomplished and reached large audiences.

Most notable aspects of their work included: outreach to educational institutions specifically conducted to reach first-time voters. They took place in 29 institutions in 15 locations with a 55%/45% male/female ratio. The Commission's engagement with youth and first-time voters appeared well-framed to the concerns expressed by youth including: an electoral process overview, the consequences of violating electoral laws, engagements between young people and politicians, cautions about being manipulated by political leaders or others, the dangerous influence of gangs and cliques, acceptance of election results, the specifics of civic responsibility, tolerance and non-violence. While this outreach appears to be substantially effective, was conducted in collaboration with APPYA and APPWA, and reached a high percentage of women, there was no indication in the reports available for this evaluation of specialized outreach to women on GBV.

NCD reached 132 rural and hard to reach communities in sixteen districts via a mobile van. Nearly 40 outreach sessions were designed and held in rural communities with little access to community radio. These were held primarily in the evening to reach households after regular work hours to accommodate residents' availability.

NCD expressed concern that, as in past elections, there was unclarity in lines of responsibility between NEC and NCD regarding voter education. Nevertheless, the institutions signed an MOU and reportedly worked together well at the local level, sharing voter education campaign material (posters, literature, etc.) and co-organizing events. Similarly, NCD and PPRC in Bo reported working closely and sharing meeting platforms to collaboratively maximize their outreach. In general, collaboration seemed better at local level than at national level.

NCD reported that they are in the early stages of developing an M&E system and they were not able to capture data that would yield information on the impact of their activities. This could be an area of follow-up for future assistance. As indicated earlier, NCD complained in their final report to UNDP about procedures for requiring the return of funding for uncompleted 2017 activities and then the wait for the next tranche of funding under a new LOA which was only signed on 24 January 2018. This could have been due to issues by both parties, i.e. in the submission of NCD's report and UNDP's procedures for clearing the report and liquidating the funds. I t is unclear whether this can be addressed in light of UNDP general procedures or specifics of this particular project in Sierra Leone. [23] NCD suggests that there could have been better ways to handle this procedurally so that they would not have 'lost' the month of January 2018 to undertake activities. It should be reviewed to ensure that there is a protocol in place to avoid such delays in time-sensitive projects such as elections.

(1) The ***major activities to achieve outputs under Outcome 2*** to "sustain capacities of public security, civil protection, human rights promotion, and peaceful response capacities" were primarily the responsibility of ONS, SLP in concert with CSO/NGO implementing partners, MRCG, BBC Media Action, and WANEP.

<u>Public security, early warning/early response, and capacity of the security sector for conflict prevention and peaceful management of violence improved</u>

The Ministry of Internal Affairs (MIA) was UNDP's lead collaborating ministry and the main government counterpart who co-signed the project document on behalf of the government. Their primary role was coordination and oversight both to assure timely delivery among IPs and to resolve delays of UNDP transfer of funds or other issues. They chaired and coordinated 10 technical committee meetings between Nov 2017 and March 2018. MIA did not receive direct project funding until the latter part of the project (February/March 2018) for monitoring activities which included fact-finding missions to 16 districts that took place before, during and after elections.

[23] UNDP indicates that: Following the 2017 CO audit, UNDP was requested to operate a special account for NEX advances. Under the new arrangement, funds given to IPs and CSOs would only be considered as expenditures after the IPs or CSOs liquidated and submitted financial reports to UNDP, and of course subject to clearance/approval of the financial reports by UNDP. That also meant that any funds not liquidated within the financial year by the IPs and CSOs would have to be returned to UNDP. The rationale behind this arrangement was to ensure all advances are cleared at the end of the year otherwise they would reflect as unspent funds and hence affect the CO delivery rate. The unspent funds would then be reprogrammed for the subsequent year and that was the case in 2017 when all unspent funds had to be returned to UNDP and reprogrammed for 2018. Unlike cost shared funds from donors that can be reprogrammed, please note that TRAC/core resources cannot be reprogrammed for the subsequent year since they must be spent by end December. Otherwise in the past all funds given to IPs and CSOs were recorded as expenditures even before the latter submitted their financial reports/ returns and this was considered an audit issue.

MIA's overall monitoring report indicated that most activities were fully conducted, e.g. SLP trainings on election security reached almost all police; human rights training was broadly conducted; Legal Aid Board's ADR training for paralegals were rolled out across the country; the SLP Control and Command Centers were set up and functional (though they were finalized quite late and too close to the elections).

On the negative side, MIA's monitoring report indicated that: political parties had numerous breaches of the Political Party Code of Conduct in the lead up to elections. (NB: As mentioned earlier, in one of the few instances of the project falling short, this could have been better addressed if the CGG monitors had been trained and deployed in the pre-election period as envisioned.) Finally, MIA's monitoring showed that the Youth Peace Clusters were established in all the districts but had financial challenges to conduct envisioned activities as PPRC did not have the necessary funds to support the Youth Peace Clusters sufficiently. This was re-confirmed by PPRC.

While MIA reported that the project concretely helped secure safety and security in the election period, they also conceded that there is more work to be done to improve professionalism of the police, ensure that the security forces are neutral and impartial, and to improve police/citizen relationships and trust. Interviewees at MIA suggested that while election-related and specific training is useful, there is a need for more capacity to 'practicalize' the training and address training and other needs on a continuous basis, not only prior to elections.

ONS drafted, launched and disseminated a Strategy document (IESPC-ONS Election Security Strategy 2018); held Town Hall sensitization events in each district to inform the public of its strategy and plans; undertook a threat and risk assessment in all districts and established situation rooms for local level Provincial and District Security Committees. They also conducted election security trainings and conflict prevention training, in the form of Training of Trainers (TOTs) so that the same information could be disseminated to local level police and security personnel throughout the country.

ONS at national level expressed satisfaction with UN assistance with their informal assessment indicating that:

- the external UN-provided election security advisors from the UN Standing Police Capacity (UNSPC) were well qualified and made necessary, substantive contributions
- the training manual met expectations and was well-received
- the TOTs reached 150 personnel in each of four regions
- given the insufficient numbers of police, other security personnel were trained and utilized including firefighters, traffic and corrections officers, chiefdom security, and army officials where needed
- the situation rooms were well equipped and staffed
- the threat assessment was conducted more thoroughly than in the previous election (thanks in part to UN funding) as the teams were able to visit all 16 electoral districts over

several weeks to inform planning and deployment of resources. This allowed for better identification of hot spots and better preparedness for prevention especially in the run-off period where their risk assessment predicted heightened tensions

- DISECs and PROSECs need more sustained support, not only around elections, but at all times. The WANEP research and report, which was to provide qualitative data as to their logistical and capacities needs, was deemed to have been poorly done with insufficient detail, lacking relevant substantive information, and not completed in a timely manner to impact on this election

Sierra Leone Police (SLP)

SLP reported in technical meetings that operational plans for the Command and Control Centres (CCC) proceeded well with procurement and installation of equipment in time for elections. (NB: MIA noted they had to monitor and push to achieve this in time. UNDP confirmed that although the necessary equipment was procured at the project onset, SLP experienced delays in setting up which were discussed at the technical committee level and eventually resolved)

SLP also reported that the election security training for police officers was conducted in November 2017 and conflict prevention training was conducted in Jan/Feb 2018. However, on-site interviews with security sector personnel in two districts revealed that the Training of Trainers (TOT) did not work as well as planned in that the training was not properly cascaded down to the local level. It was reported that those trained in the TOTs did not complete their obligation to conduct further training due to lack of ability, funding, or logistical support to reach police and other personnel stationed far from district training sites. This is an area of future planning that could be better rolled out and monitored.

Provision of equipment to command centers in terms of internet, computers, printers, desks, fax machine was well done, well appreciated and seriously utilized. SLP commanders reported that the support helped tremendously with the timely collection, analysis and dissemination of intelligence on what was happening in their jurisdiction to be better able to share between HQ and field and between districts and regional field offices.

Both ONS and SLP commented that UN support was particularly needed for the period leading to the run-off because government did not allocate enough nor disburse extra funds for that period.

Both at headquarters and field level, it was reported that the knowledge and skills derived from the training and activities under the CPM project will have sustainable impact. This was described in two ways: (1) police understood the applicability of the training and will retain the capacity absorbed for elections and use for other events management and other public order issues and (2) the election security training is now part of the curriculum for new recruits and so future elections should start with trained police.

An SLP field commander felt they learned so much and have so much to share that he recommends to UNDP and other election units at the UN (EAD, etc.) to consider selecting some SLP officers for secondment to help train in other countries preparing for elections.

Two issues of contention with which the UN disagreed with SLP police were mentioned repeatedly:

(1) SLP instituted a vehicle ban on election day on all except official cars which was perceived as too restrictive and, in some cases, biased. SLP claimed that the ban worked to impede the travel of those who would do harm or intimidate. Others reported that the ban made it harder for voters to travel to polls to exercise their right. UN experts disagreed with the ban and considered it a human rights issue, including with respect to the freedom of movement and the right to freely participate in public affairs, but could not influence the decision.

(2) UN and internationally accepted procedure regarding military/police behavior permits police to enter polling stations **only** upon request of the presiding officer or other NEC staff and to leave immediately upon resolution of the issue. This was contravened by SLP's last minute decision to allow police to 'intermittently enter [into polling centers] to observe and make sure everything is in order'[24] effectively at their discretion and without invitation. This is alleged to have contributed to perceptions of intimidation. The UN staff vehemently disagreed, but could not influence SLP's decision. Thousands of hard copies of the Pocket Guide were printed with project funds, but were not distributed (and are still at the UNDP office) due to the presence of this faulty instruction (see Annex 7.2). Not only did this waste funds, but it impeded the SLP because the police did not get the benefit of the other accurate guidance in the Pocket Guide.

A South-South Exchange took place under the CPM project in Sept 2017 in the form of a study tour to Ghana for a group of Sierra Leone stakeholders from MIA, ONS, SLP and PPRC. The Sierra Leone group met with a wide range of Ghanaian government and civil society actors and were reportedly impressed by the long-term advance preventive work done in the pre-election period. The group noted, in particular, the full-time continuous work of the Ghanaian National Peace Council and Inter-Party Advisory Committee (IPAC) that provides a platform for political party dialogue, conflict resolution and transparency to improve public trust in the electoral system. The discussions impressed upon the group not to use private armed body guards during the electoral cycle and reaffirmed the necessity of the many elements already planned in the CPM project, i.e. an electoral court to administer timely judgments, adequately-funded election management bodies, ongoing engagement with all stakeholders, media monitoring, inclusive early warning mechanisms, and election and civic education that continues beyond the electoral cycle.

[24] Pocket Guide for the Sierra Leone Police (SLP), National Electoral Commission publication, 2018

Gender/Youth

Gender/youth specific-interventions were implemented both as stand-alone elements of the project and mainstreamed into related activities. While a number of good efforts were reported and are detailed below, there is insufficient information from this midterm evaluation to ascertain whether they rose to the level envisioned at the project's conception as there were some reports that lack of funding impeded the full rollout of project activities..

Specific efforts were undertaken through PPRC in terms of the promulgation of specific Codes of Conduct for both the All Political Parties Youth Association (APPYA) and the All Political Parties Women Association (APPWA). PPRC managed a delicate process of reaching consensus on the documents and securing signatures of nine political party representatives on 17 Nov 2018 for the Youth Association and 14 representatives on 22 Nov 2018 for the Women's Association. The work was formulated, validated and launched by PPRC at the start of the active campaign in Jan/Feb 2018.

APPYA and APPWA members were trained and utilized in outreach campaigns on election-related tolerance, non-violence, and prevention of SGBV. NCD reported working closely with APPYA and APPWA in their public sensitization campaigns, especially at high schools and colleges around the country. It was corroborated by local representatives of PPRC, NCD, community radio stations, the Makeni Mayor, and others in Bo and Makeni that youth initiatives took place with cooperation between these respective organizations and with Artists for Peace. However, it was also mentioned that while APPYA, APPWA, and the Youth Clusters were supposed to be established and become functional, interviews among several IP's indicated that the necessary funding for their operations were not forthcoming which limited their independent activities. Fortunately, coordination at the local level created synergies for their outreach despite the lack of funding.

Finally, PPRC and NCD in Bo were reported as among their biggest successes doing major outreach with youth in rural as well as urban areas. They used sensitization meetings, music and entertainment, radio discussions and call-in shows, and mobile vans with loud speakers to access hard-to-reach communities. LAB-Bo also engaged youth wings of six political parties and held community dialogues to reduce violent incidents.

The following specifically targeted interventions for women were reported as fully delivered and well-received by beneficiaries:

The training by Women's Forum that was conducted for women political aspirants was reported to be practical, wide-ranging, empowering (e.g. how to dress, how to articulate a platform, how to adhere to the code of conduct) and well-received. In addition to training, selected women candidates were profiled on radio programmes to present their agenda and increase their

visibility. The Mayor of Makeni attributed her victory in part to the guidance she received. She also mentioned that it created camaraderie among woman candidates across party lines and suggested that more work could be done with, for example, the women's parliamentary caucus to strengthen joint action on issues that cross party lines. Given the relatively low numbers of women in Parliament in general and in the new Cabinet specifically, this could be an area for further assistance with a potentially large impact.

Women's Situation Room (WSR), though not a direct implementing partner of the CPM project, worked closely with other CPM IPs to ensure a strong presence of woman and concern for women's issues. WSR had signed MOUs with PPRC, ONS, SLP, LAB and worked with LAB. Information-sharing was done in person and electronically. WSR had a representative at the ONS and MCRG situation rooms and ONS was represented at WSR. This ensured that at times of high tension, WSR was able to continuously interject a gender perspective into a number of situations. (Example: WSR reports anecdotally that when the SLP flag-bearer's house was under siege for alleged attempts at election-rigging, his wife first called WSR which, by virtue of its network, was the first to reach out to bring Pres. Mahama and others to the scene to de-escalate the situation).

Legal Aid Board reported impressive work that addressed women's concerns and rights during the electoral cycle. LAB-Bo and Makeni reported offering specific training for paralegals and doing outreach to groups such as traders, market women, youth about electoral offenses and remedies, proper behavior and how to direct complaints. They used weekly talk radio shows to raise awareness and appeared to have good outreach as beneficiaries reported learning of LAB from many sources including social media, neighbors, relatives, and word of mouth. The opportunity for wide dissemination of LAB's mediation work afforded by virtue of the electoral period has led to more sustainability of LAB's work as clients made during that period continue to come for assistance and refer others. They report having too many cases and not enough paralegals. Most cases are now child, divorce, and family-related, as well as land and employment-related.

BBC Media's strong training and advocacy work addressed women candidates and voters and will be described below in the media section.

Despite all of the above efforts, there remains a lack of internal political party support for women which remains a barrier to female participation in elected politics in Sierra Leone. There were only 2 out of 16 presidential candidates who were women (and four vice presidential) and none in the largest parties. Further, reports show that women account for under 20% of independent parliamentary candidates and will likely face a reduction in female representation in Parliament and in Cabinet. This suggests new areas for governance and development interventions that could make inroads into reversing the attitudinal barriers that inhibit women from overcoming those barriers.

Media Training, Monitoring and Outreach

The Media Reform and Coordinating Group (MRCG), a coalition of nine constituent media organizations including government, NGOs, editors, reporters, and others involved in the media, was contracted to: (1) provide training on conflict-sensitive reporting (CSR) to 500 journalists, editors and station managers; (2) set up and run a 'media situation room' during the electoral period, and (3) synthesize data and report on media performance of electoral processes. A two-day training in conflict-sensitive reporting took place in four locations around the country in Dec 2017-Jan 2018 and reached 490 persons (33% women).

The media situation room was the first of its kind in Sierra Leone and developed new data on media performance disaggregated by type of media and theme. MRCG set up a sub-committee that reviewed violations and contacted those media house to inform them of this recording of data. The MRCG implementation report indicates that there were approximately 3300 media reports (TV, radio, newspaper) analyzed with the highest percentage of violations among newspapers (11%), followed by radio (7%) and TV (2%), respectively. They also reported that when the MRCG sub-committee approached media institutions about their violations, more than half of them expressed discomfort and indicated a willingness to change their unethical behavior.

In a number of ways, the MRCG activities have been reported to have an impact going beyond the elections. MRCG's follow-up survey of those journalists who were trained indicates that reporters' perceptions of their familiarity with CSR markedly increased. MRCG's anecdotal reports say that journalists have made reference to the training and to CSR in their professional conversations, on radio shows and in reporting, and that the content of radio and newspaper improved.

MRCG has suggested that media monitoring and reporting would be useful to continue outside of elections especially when political tensions continue to run high (i.e. as in the current situation when Opposition has a majority in Parliament) and there is a risk of inflammatory speech, intimidation or incitement to violence. The CPM project could explore how to continue media monitoring in a scaled down manner.

BBC Media Action did media outreach, training, and advocacy in different and complementary ways to MRCG. They focused on: delivering nearly 20 training workshops on social media that reached 340+ young persons, 230+ journalists, and 200+ staff from electoral management bodies located all around the country. They produced 16 films/infographics and 60 audio-visual presentations that ran from late 2017 through mid-2018 on the responsible use of social media. And finally, BBC Media Action produced more than 20 episodes of a weekly national radio show that were broadcast on 30 local radio station partners around the country on the inclusion and role of women and people with disabilities in the democratic process.

BBC Media Action had one of the two most rigorous monitoring and evaluation systems set up of all the projects IPs. It's self-monitoring efforts reported that knowledge of protocols for responsible usage and awareness of what 'fake news' is and what to do with it increased significantly after training. Similarly, radio listeners' knowledge of and attitude toward the equal rights of women and people with disabilities in positions of power evolved with listeners reporting decreased negative beliefs in stereotypes about women and people with disabilities, an increased likelihood to support and vote for candidates, and a lessening of social discrimination. During interviews with IPs and key informants outside of Freetown, several interlocutors mentioned, that the reach and impact of these efforts had a positive effect. Based on this anecdotal evidence, the evaluator concurs that this communications effort reached a significant audience and had a significant impact.

BBC Media Action reportedly has the most popular Facebook page in Sierra Leone and it was put to good use offering content that helped explain electoral and democratic processes. BBC Media Action reported that their posts on the run-off reached 100,000 people and on the Presidential debate reached over 145,000 people. This indicates that there is high interest in political issues and that social media has huge potential to inform, education, counteract negative or inflammatory messaging, undermine fake news, and promote nonviolence and tolerance. The components of this activity worked so well in this iteration, thought should be given to how they can be even more instrumental as an educational tool in non-election periods.

In summary, the CPM project undertook a multitude of complex activities that touched large swathes of the population, both key intermediaries who had influence on politicians and their followers as well as the general population. Key informants interviewed for this mid-term evaluation, by and large, reported that the 2018 elections were both less violent than the prior election and less violent that was expected this time around. While there are many causative factors, most observers concurred that this well-thought out project with its multiple awareness-raising and capacity-building elements had a positive and significant role to play.

CONCLUSIONS AND RECOMMENDATIONS

This mid-term evaluation was undertaken as a stocktaking exercise to look at whether and to what extent the CPM project:

- implemented **efficiently** in Phases 1 & 2
- performed **effectively** and specifically what was done
- did what it was intended to do that had **relevance** in the current context

This review of these elements was done with an aim to:

- learn from the experiences of the first two phases

- inform and improve the administration and content of Phase 3
- weigh in on whether, in light of the current dynamics at play in the post-election period, a continuation of activities through a no-cost extension is warranted and justified

Over the past 12 years, since Sierra Leone came onto the Peacebuilding Commission's agenda in 2006, the PBC and Peacebuilding Fund have assisted Sierra Leone to move forward in its peace consolidation in numerous ways that have evolved over time according to the needs and priorities of national interlocutors. The March 2018 presidential and parliamentary elections were the first elections held in Sierra Leone since the war in which the Government was entirely responsible for elections following the departure of UN peacekeeping and political missions (in 2014) and assisted only by a relatively small UN and bilateral development presence. As such, the CPM project was another step in the transition to a new form of engagement with PBC that contributed in a modest but strategic way to this important electoral cycle in Sierra Leone's post-war history.

The CPM project supported key governance institutions and NGOs -- from the registration of new parties, through the activities of campaign season (inter alia, providing key assistance in the code of conduct and peace pledge, preparation of the judiciary, media campaigns, security command and situation centers, and multiple, massive training in many subjects with many audiences) to the first 7 March 2018 election and results, the run-off election (31 March 2018), tabulation, and announcement of final result, the peaceful handover of power, and continuing support to mitigate tension and forestall violence. The CPM project played an important role (along with other national and international supporters) in comprehensively accompanying Sierra Leone's peaceful, credible elections and can continue along the same lines to contribute to sustainable peace.

The AU, Commonwealth, ECOWAS, and EU election observation statements all report that there was a high turnout with fairly good administrative, electoral and security protocols being followed. The EU Election Observation Mission statement of 9 March 2018 summed up well: "Election preparations and voting were well-administered despite numerous challenges resulting from an extremely compressed timeframe, administrative difficulties and a severe financial situation."

Although the election was 'more peaceful than generally expected'[25], the election observers reported a number of threats, intimidation, and acts of violence toward the end of the campaign, some of which led to injuries and property damage. [NB: As detailed earlier in this report, given that the planned monitoring under the CPM of the Code of Conduct was not in place in time, the project did not address this as it should have been.]

[25] As reported by a number of interviewees.

High voter turnout and peaceful balloting are, first and foremost, a credit to the citizens of Sierra Leonean. But it is also, in part, a credit to the work of the CPM project, the Support to the National Election Commission project, and other relevant actors that conducted awareness-raising, knowledge, training, and publicity that motivated the general population to vote and brought them to the polls peacefully. Below, are some of the conclusions extracted from the details reported in this mid-term evaluation regarding how the CPM project impacted on electoral processes.

Efficiency of operations

1. **Staffing issues** – Adequate numbers of qualified staff hired in a timely manner is a sine qua none of successful project implementation and is arguably the largest problem faced in the efficient administration of the CPM project. That a qualified, permanent Chief Technical Specialist (CTS)/Project Manager was not hired for the first twelve months which included the most critical time of the project, was a serious challenge and impediment to timely and efficient implementation. Additionally, that a proper recruitment process was aborted and then delayed, negatively affected both the project staff and the delivery of key outcomes in terms of timely initiation of activities, disbursements of funds, and pro-active coordination with IPs and project partners.

   Recommendation: Proper recruitment and staffing of key positions have to be given a higher priority and longer lead times at the inception of a project**.**

2. According to a large number of interviewees (implementing partners, donor representatives, CPM project staff, and related UNDP personnel, the project's management could have been improved. Notable among these:
   a. The delayed return to the country of the PPRC consultant due to contracting issues forced the postponement of the January 2018 mediation training for PPRC staff and political party officials until after the elections
   b. delayed contract with CGG pushed implementation of monitoring of political party compliance until after the elections rendering the project incapable of forestalling pre-election violations
   c. lack of timely oversight of the WANEP activity rendered that activity inadequate and the results not useful during the relevant election period
   d. delays in transfers of funds inhibited IPs in some cases from delivering on time and in other cases led to embarrassment and deteriorating relationships with UNDP. Examples: NCD's funding gap forced postponement of Jan 18 activities; though PPRC may have requested pre-financing of these activities, ultimately APPWA, APPYA and the Youth Peace Clusters had insufficient funds to hold meetings and pursue activities in the 16 districts[26].

[26] As reported by IPs.

e. poor communication, and adversarial internal relationships decreased productivity and negatively impacted on interactions with some government interlocutors thereby diminishing IPs' trust in UNDP as a partner.
f. part of the project's problems with communications, coordination, and implementation do not seem related to individual staff competencies, but to internal rivalries among staff which persisted through the life of the project. There was not sufficient information available to this mid-term evaluation on what management interventions were attempted and whether they had an impact.

3. In addition to the lack of a full-time qualified Project Manager/CTS, there seemed to be overall an **insufficient number of support staff** in a project of this complexity with twelve implementing partners. Other staff shortages included the absence of an HRA in the formative early months of the project (June-October 17) which detracted from the optimal formulation of human rights elements in the project. National consultants that were brought in for 2-3 month assignments at high daily rates reportedly did not fill the gaps of the core staff shortages. By way of comparison, it was reported that SNEC, although a larger project, had 20+ staff compared to CPM which had approximately seven regular, project staff in the most pressing period of the project (January – March 2018). It would be important to check if the staff complement was adequately budgeted for in the original project document and to learn from this in future similar projects.

   Recommendation: Particularly in time-sensitive projects such as elections, better procedures or new protocols need to be instituted to commence project preparation earlier, prioritize the hiring of managerial and financial staff, and ensure timely management of LOAs, contracts, and disbursements of funds. Earlier project preparation will also allow better contingency planning for risk management.

4. In terms of **coordination**, IPs in Freetown reported meeting at the headquarters level regularly and, for the most part, sharing information and coordinating sufficiently among themselves. However, there was not enough connection to very relevant sister projects like SNEC, other related UNDP projects, and other NGO networks such as the Interreligious Council, The Search for Common Ground-led consortium that organized the presidential debate and Citizen's Manifesto; the National Election Watch (NEW) which is a coalition of 375 CSOs; and the other eminent persons groups (managed by WANEP, Women's Situation Room, etc.). In the field, however, there were reports that IPs worked in very supportive relationships, i.e. NCD worked with NEC, PPRC worked with SLP and ONS, through DISECs, PROSECs.

5. In contrast to national actors, CPM and SNEC did not interact and even hold regular meetings due to internal staff discord. And, it was reported that bilateral partners (US, UK, EU, Irish, Germany) held regular meetings separate from the project and were not connected as much as they would have liked. UNDP could have played a more comprehensive convening role by

doing more outreach both to international and national partners to bring the wider civil society constituency closer to the project's activities, to government and to international actors.

Recommendation: It should be reviewed whether projects such as the CPM project should be implemented as a stand-alone project as it was, or whether it should have been subsumed under and been a component of the SNEC project, since the work and goals are heavily intertwined. There were a number of complaints about the lack of communication and cooperation which led to less synergistic impacts and/or duplication of efforts between the two projects. This review does not have enough information to make a judgement on this, and so suggests that it should be subject to further investigation as a thorough analysis would be applicable to future similar situations. (NB: It was reported that the conception to have one project for SNEC and CPM was actually considered at the inception. It would be important to learn what led to the decision to have two projects.)

6. This lack of coordination among actors involved in the electoral cycle was, in part, due to the fact that the project continued to take on new partners and expand the task of current partners (beyond what was envisioned in the original workplan) very late in the electoral cycle which made it difficult to manage, monitor and keep coherence. The AWP was revised to accommodate the changes, but there was no LPAC or other process to look at and ensure actual implementation capacity. Although time was very short, greater adherence to UNDP procedures in terms of an LPAC or a more rigorous review before adding new project activities and partners would have foreseen the need for more support staff and could have forestalled some of the implementation difficulties.

7. **Additional donor contributions of funding** toward activities toward the end of the electoral cycle added important depth and raised the quality of interventions in key areas such as: PPRC activities, Eminent Persons Group, judicial training, training on social media, conflict-sensitive reporting, and additional SLP training. But the last-minute nature of some of these allocations and the restrictions placed by donors in terms of timing or approval for activities, as described earlier, meant that the already small project staff was always playing catch-up without proper support to administer efficiently.

   Recommendation: To achieve greater efficiency in delivery and effectiveness of impact in timebound project situations like election projects, there needs to be earlier decision-making by project donors, clearer guidelines as to project additions and amendments, and ideally more trust and flexibility from donors, so as to facilitate and not impede implementation of project activities under tight time pressures.

8. **UNDP was greatly appreciated by almost all IPs for the election support delivered**, and not only for support during this electoral cycle, but also for past material support which is still remembered and utilized, i.e. tables, chairs, computers, printers, motorbikes and vehicles,

etc. from 2012. Several IPs in the field felt that their needs were not sufficient heard through their headquarters counterpart and would have preferred more direct interaction with UNDP to resolve issues, expedite action, shorten delays. While UNDP did have one M&E officer in Freetown, his ability to travel was constrained. To have more direct interaction with the field would have required more staff, more systematic monitoring efforts, and a wider mandate to be more directly responsive in supporting the IPs' work in the field.

Efficacy of interventions

1. **Regional leadership** (and in this case sub-regional, i.e. West African) are highly credible and influential and their role should be built into national processes from their inception. Inputs from leaders from the sub-region were considered among the most valuable and impactful inputs contributing to the election's successful outcome. While the individual and regional efforts worked well in this case, earlier planning in the project's inception would have allowed sub-regional leaders to understand the nuances, develop relationships, and be on call when critical moments arise. Additionally, the different groups could have worked more in tandem to leverage their comparative strengths had there been earlier strategic planning and coordination so that they were fully apprised of others and have synergy.

   Recommendation: Future electoral violence prevention projects should build in from the beginning a component to Increase and systematize the contribution of regional and sub-regional eminent persons and groups. Further, the UN could take on a greater coordinating function between the groups to enhance information-sharing and coordination. Given the critical role of the interventions from regional leadership in this election, a study to capture what transpired and they intervened would make a good 'lessons learned' piece to contribute to global good practice.

2. **Role and value of a national Eminent Persons Group** – as detailed earlier, the EPG (which was operationalized by the PPRG with funding from the Government of Canada), was an important adjunct to the work of the PPRC and had a significant moderating influence on political party leadership and local community attitudes and tensions. However, it could have been even more impactful if better coordinated with the strategic work of the development partners, with other eminent persons groups, and with other election-related NGO networks such as the Interreligious Council and NEW.

   Recommendation: An examination of the EPG formation and its activities has rich peacebuilding learnings that are worth documenting and sharing. UNDP should produce a guidance note on the ERG process and conduct including: the selection of a balanced group of respected citizens, the establishment of the group's working methods, induction process, pledge of confidentiality, training, analysis of actors, strategy development, visits to all political parties and all regions, peace pledge, quiet backstage mediation, relations with other

electoral actors, and conduct of the EPG. It is worth capturing in a case study for adaptation and use in future similar circumstances.

While it is recommended that the work of the high-level dialogue and regional leadership should also be captured, there is enough valuable and distinct work here to merit separate case studies.

3. **The PPRC became more impartial, credible and influential** through training, guidance, study tours, and support that was provided by the CPM project. Their political party registration work, the promulgation of the Codes of Conduct, the EPG, High-level Dialogue, peace pledge, and other sensitization work was delivered well. Support for institutional strengthening in the period between electoral campaigns would go far toward building their internal capacity to perform at a higher level in future peace-promoting and election processes.

4. **The human rights components of the project** were far reaching and impactful due to the combination of both targeted human rights interventions and the mainstreaming of human rights knowledge within the training and activities of related actors including judges, paralegals, and security sector personnel. The absence of a Human Rights Advisor at the project's inception detracted from a fuller integration of human rights and could have been remedied by earlier inputs into the project's conceptualization.

5. The work **with the judiciary and legal entities** was highly regarded in meeting the electoral needs and also having lasting institutional strengthening impact. A second positive, ancillary outcome of the project is the introduction of new methods of dispute resolution, not only of litigation for effective judicial recourse, but also of mediation of disputes into a society that is historically lacking in sufficient judicial resources.

   Recommendation: It is well acknowledged that greater support for the formal legal system is needed as is being addressed by other judicial capacity-building interventions Equally important support should be provided to continue to scale up alternative dispute resolution (ADR) such as negotiation and mediation. This can be done through furthering the work of LAB, i.e. training of paralegals, traditional chiefs, political party leaders, government employees, and other local elected and appointed officials to enhance the overall mediative capacities of society to better conduct national and local level dialogue, individual and communal dispute resolution (e.g. land, property, family, individual disputes), more amicable political contestation, and participatory community decision-making.

6. **Early warning and early response mechanisms helped to curtail violent incidents**. While there were a number of incidents of violence before and during elections, the system established by ONS with SLP and the other actors to converge and communicate worked well in most regions to lessen the incidents of violence and its spread to other regions. SLP command centers had a diversity of state and civil society actors who, working closely

together, were able to preemptively de-escalate certain situations and forestall a domino effect of retribution. Sometimes this was heavy handed, i.e. putting curfews in place (i.e. Makeni) for several days, but it reportedly worked to stem violence. Similarly, a constellation of civilian actors and activities responding in multiple ways had a beneficial, salutatory effect, i.e. the Judiciary well trained and handling electoral cases quickly, and other entities quickly responding to grievances or denial of rights provided an important escape valve and lessened tension in society.

7. A number of interviewees criticized that there was **too little focus on and preparation for post-election violence prevention**. Attention to the first election was focused and high, but there was not the same degree of foresight, and therefore preparation, for the period between the first election and the run off and for the period after the announcement of final results. Some protocols and interventions were put in place at the last minute, yet government actors and independent commissions reported that they did not have enough resources to handle the post-conflict situations that arose, especially in hot spots and areas disappointed by the election outcome. Both ONS and SLP commented that UN support for the period leading up to the run-off was particularly appreciated because government didn't allocate enough nor disburse extra funds that were needed for that period.

   Recommendation: The UN should undertake better preparation and contingency planning for itself and its partners, and especially strive to assist government to plan for risks and unexpected scenarios. The Human Rights Due Diligence Policy (HRDDP) regarding support to non-UN security forces could be more systematically applied from project initiation to implementation.

8. **Concerted outreach to youth and woman** was done through the work of a number of IPs especially at district and regional levels. Local organizations and appointed and elected officials worked particularly with youth to quell anticipated violence and report that their efforts had election-specific as well as longer term results, bringing a number of vulnerable youth into the orbit of clubs, sport, music, employment generating opportunities, and other social cohesion activities.

   A variety of dedicated work was done with women aspirants, women as first-time voters, work toward attitudinal change toward woman as candidates, and women availing themselves of judicial recourse. Reports were consistently positive and had documented impact. LAB's ADR work was particularly impressive in supporting conflict resolution for woman informally better than formal litigation would have because it was private (no social stigma), at no cost, and attained resolution quickly. Despite the scarcity of women candidates, observers attest that there were a large number of women and youth voters, which indicates that more work directed at attitudinal change is needed directly within political parties.

Recommendation: Given the relatively low numbers of women in Parliament in general and in the new Cabinet specifically, support for the women's parliamentary caucus to strengthen understanding and capacity as well as to encourage joint action on issues that cross party lines could be a potential area for further assistance.

Recommendation: Commonwealth Secretariat suggests that future constitutional reform consider instituting affirmative action such as the provision of voluntary or mandatory quotas by the State or political parties to redress the under-representation of women, as has been done in other sub-Saharan African countries. Technical assistance could be provided to assist Parliament in examining this and formulating legislation appropriate to Sierra Leone's context.

9. **The judicious use of external experts who can accompany processes and impart expertise and capacity to national actors is important**. Although there was some question about and resistance to the high cost of external consultants, their work was almost universally praised as having a high value added. The strategic use of external experts (UN staff, HRA and consultants) at ONS, PPRC, HRC, MCRG was uniformly positive.

   Similarly, well-targeted study tours and external training made a noticeable difference in attitude and behavior of key decision-makers. A training in Netherlands helped PPRC officials better understand their role and act accordingly in impartial registration and a Ghana tour for SLP helped participants learn from Ghana's successful electoral transition experiences.
   tha
   Recommendation: As was done in most instances in the CPM project, expert consultants should, in addition to their substantive inputs, have as a primary or at least large focus on training and building sustainable capacity.

10. **The importance of monitoring and evaluation and the need to upgrade it**. UNDP had a monitoring and evaluation officer who did extensive monitoring of IPs' activities. MIA did site visits to monitor components under their jurisdiction. And several IPs conducted extensive, well-planned M&E of their own interventions, notably MRCG and BBC Media Action. Some IPs, especially those with the larger more complex mandates appear not to have had the capacity, time, designated staff, or funding to institute rigorous M&E. The results of the M&E activities under the project should be gathered from more IPs and consolidated into short guidance material to inform and advise future election conflict prevention projects.

11. Substantive issues and relations with government:

Acknowledging that the UN works at the invitation of government, there is always a careful balance in how forceful the UN with government in trying to uphold international principles. There are several instances enumerated in the report in which the UN should review its

strategy in trying to influence government, holding its ground, or trying to have more oversight in future situations.

Examples: Large financial disbursements to ONS at the beginning of the project and later disbursements for petrol and police and other officials' subsidies were reportedly not supervised and documented sufficiently. Earlier preparation for the development of protocols would be necessary to improve these practices.

The SLP election day vehicle ban may, according to the independent election observers reports, have had a small effect on deterring violence, but had a larger effect on inhibiting citizens from getting to the polls to vote. The infringement on the right to vote was paramount. The UN should seek ways to bring this (and other elements) for examination in a lessons' learned for future elections.

Similarly, the SLP's deviation from accepted principles regarding restriction on police entering polling sites was reported to have caused fear, intimidation, and a loss of voting in certain districts where heavily armed security forces entered polling stations on their own accord. This practice needs discussion and review to establish and agree to proper protocols well in advance of elections.

Recommendation: UNDP should, as part of the project's Phase 3, convene a well-facilitated, participatory working session with security services, independent commissions, international partners, and diverse civil society monitors to review election day behavior, missteps and solutions for the security sector. This should be facilitated as a self-reflective post-mortem wherein small diverse groups work together under Chatham House rules to identify problems and find jointly acceptable improvements that can agreed and implemented in future.

<u>What has changed? What will last?</u>

Media observers declared that the media training on conflict-sensitive journalism and social media and the establishment of a well-functioning situation room actually changed behavior by creating more discerning users, lessening inflammatory rhetoric, and lowering tolerance toward negative behavior within the profession. Continued media monitoring, albeit at a reduced level, would help to maintain this if it were able to compare data collected before/during elections and track changes now after elections.

Independent commissions and government entities, e.g. HRC, NCD, NEC, PPRC, LAB, and their local counterparts emphasized that their institutions were strengthened by the interventions provided by the project, that they became much more focused on youth and women and saw

the benefits of working with these groups, and that they developed contacts in civil society that they will maintain for future collaboration.

Both in the capital and at field level, it was reported that the knowledge and skills derived from the training and activities under the CPM project will have an enduring impact. Training material and manuals produced on many subjects in hard and soft copy will not only be available for the next election, but will also be taught in academies and training institutions going forward.[27]

- The CPM-sponsored training of judges in electoral law and dispute resolution was directed through the Judicial Training Institute which has now generated capacity within the Institute to replicate the course as needed in future.

- SLP reported that the knowledge attained in election security will be used for large events management and other public order issues. Further, election security training has now been added to the curriculum of the police training institution for all new recruits who will then be equipped for future elections.

- The integration of human rights knowledge into a number of project interventions, as detailed above, will help embed human rights into future conversations and activities on conflict prevention, governance, elections, and rule of law. Both HRC and NCD are seeking assistance to take these aspects forward in their ongoing work.

The project's extensive outreach **to** women and youth **about** women and youth as active participants in decision-making processes such as elections and government processes appear to have contributed to the start of an awakening among both groups as to their 'agency' and power. It is hoped that this new attitude can be taken up by government leaders as well and embedded in future policy prescriptions.

Attitudinal change toward civic responsibility and nonviolence has begun to shift, albeit incompletely and slowly. Government officials admitted, and election observer reconfirmed, that election-related violence occurred in a number of districts. While some political party candidates adhered to the Election Code of Conduct, monitoring done by CGG indicated that their supporters did not and were worse purveyors of hate speech and violence than the candidates themselves. This highlights the need for more concerted efforts to raise awareness and admonish violent speech and behavior. The field personnel of CPM's implementing partners in

[27] See Annex 7.1 for visual documentation of several of the guides produced including: (1) Electoral Justice Training Curriculum, (2) Integrated Elections Specific Training Materials, (3) Training Manual for the Security Sector on Elections Violence and Security for the 2018 General Election, (4) PPRC Code of Conduct for All Political Parties Youth Association/Code of Conduct for All Political Parties Women Association, (5) Basic Information on Electoral Offences Court, (6) Monitor Guide for PPRC Code of Conduct, (7) LAB Community Paralegal Training Manual, and (8) Pocket Guide for The Sierra Leone Police (which was printed but not distributed due to the contested phrase on police access to the polling station).

Bo and Makeni reported positive attitudinal change especially among youth beneficiaries who interacted with their activities. This can be sustained and enhanced through greater formal and non-formal community-based civic education, peace education, voter education, and education on nonviolence, tolerance, democracy, human rights and gender, all of which are part of NCD's and HRC's mandate and need to be done on a continuing basis and not only around highly charged election times.

Phase 3 current activities and new opportunities

In his 10 May 2018 address to the State Opening of Parliament, President Bio committed to:

▪ Strengthen democratic institutions such as the National Commission for Human Rights, the Political Party Registration Commission, the National Electoral Commission and the Independent Media Commission.

▪ Launch an Independent Commission for Peace and National Cohesion to tackle "tribalism, divisiveness, exclusion and the weakening and subversion of state governing institutions."

▪ Strengthen the rule of law, justice and human rights, empower women, and protect children, through a National Civic Education Programme, a National Commission for Gender Affairs.

All of the above are directly in line with the principles and activities of the CPM project and therefore provide wide scope for the CPM project to continue its endeavors to support the new government's goals. The section below tries to flesh out the priorities that flow from the election and post-election period and that have emerged from this mid-term evaluation.

Existing activities currently planned in Phase 3:

1. PPRC 'step-down' or roll-out of mediation training into each region- first TOT training in June 2018 to executives of political parties, followed by 16 workshops of 3 days duration to about 50 participants each (see: PPRC Mediation Training Schedule in Annex 7.1)
2. PPRC Review and Reflection conference
3. NCD conference (scheduled for early August 2018)
4. HRC report on the 'State of human rights on elections' – due in June/July
5. Judiciary Lessons Learned exercise (was scheduled earlier but postponed until July 2018 awaiting the resolution of remaining 50 election cases).
6. UNDP lessons learned meeting on the implementation of the project including the role of the Steering Committee – requested at the last project steering committee

7. Project audit including the tracking of the computers, printers, etc. distributed during elections to clarify the disposition of items, and a formal asset transfer

It is critical that the project encourage the partners to conduct the above activities (esp. the reflection activities in Items 2, 3, 4, and 5) while they are fresh in their minds and before people forget, start other projects, and move onto other priorities. Unfortunately, UN and donor interests in prevention tend to fade once elections are over which is a missed opportunity to help build stronger local and national foundations for self-sustaining peace.

<u>New opportunities:</u>

There are some clear priorities that have emerged from this mid-term evaluation which flow from the elections and post-election period. Some preparatory activities for the below can possibly commence as part of Phase 3 depending upon the staff and financial resources available after the above existing activities are accomplished. But it is more likely that these elements would be part of future programmes and projects that emerge after the conclusion of the CPM project.

1. Support PPRC to institutionalize and become a standing, empowered independent entity and regularize its mandate to enhance dialogue between the parties. This would include further enhancement of skills in mediation, training, dialogue, participatory decision-making to strengthen dispute resolution skills particularly in the periphery, i.e. multiparty district liaison committees in areas where social tensions remain high.

2. Given that this is the first time in Sierra Leone in which the President is of one party and the majority of Parliament is in opposition, expand the work of PPRC in Parliament by offering negotiation and mediation training to parliamentarians to improve debating and negotiation skills for committee work, drafting legislation and the like.[28]

3. Support to the women's Parliamentary caucus - to strengthen joint action on issues that cross party lines and support attitudinal and policy changes to encourage reasonable quotas for women in political office. Given the relatively low numbers of women in Parliament in general and in the new Cabinet specifically, this is an area with great potential impact.

4. Continue media monitoring at a reduced level to compare data collected before/during elections in order to track changes in media behavior and public attitudes in post-election period.

5. Commission the production of lessons learned guidance notes on the establishment and functioning of the EPG and the role of sub-regional actors in election conflict prevention.

[28] UNDP/Harare conducted a successful project enhancing the conflict transformation skills of Parliamentarians in the early 2000s that could be a useful model or learning tool for this work.

6. Convene the security sector for a facilitated, working session on election security matters with a view to reflect on problematic issues and institute policy changes to improve security performance and adherence to international best practice in future.

7. Support the government's prioritization of social cohesion and assist in the conceptualization and formulation of an Independent Commission for Peace and National Cohesion (either as a new commission or a re-purposing of a current commission) through an inclusive, society-wise consultative process. A national entity with this purpose has been demonstrated in several other countries in sub-Saharan Africa to be an effective instrument in election violence prevention, overall conflict prevention, participatory dialogue leading to improved social cohesion. [29]

[29] Literature on models of national peace mechanisms in Ghana, Kenya, Zimbabwe, etc. have been collected in case studies by the Joint DPA-UNDP Programme on Building National Capacities for Conflict Prevention.

Annexes

1. Activity Completion Summary
2. Terms of Reference of mid-term evaluation
3. Inception Report
4. List of evaluator's interviews and itinerary
5. Interview template
6. List of documents reviewed
7. Project documentation and photographs
   - 7.1 - PPRC Mediation Training Schedule in June/July 2018
   - 7.2 - Unused police booklet with incorrect information
   - 7.3 - CGG's Monitor-Guide PPRC Code of Conduct)
   - 7.4 - LAB Community Paralegal Training Manual
   - 7.5 - Electoral Justice Training Curriculum
   - 7.6 - Training Manual for Security Sectors on Election Violence and Security
   - 7.7 - Integrated Elections Specific Training Materials
   - 7.8 - Basic Information on Electoral Offences Court
   - 7.9 - PPRC Code of Conduct for APPYA/PPRC Code of Conduct for APPWA
   - 7.10 - Equipment at Command Center at SLP-Makeni
   - 7.11 - Boxes of tables and chairs at ONS/HQ for distribution
   - 7.12 - PBF Document No-Cost-Revision-Canada and Second DFID, p. 4

Annex 1 - Activity Completion Summary

Activity No.	Description	Implementor	Completed (Y/N)	Other observation[30]
Outcome 1: National dialogue, peace advocacy, and violence prevention enhanced				
Output 1.1: Political parties (PP) and aspirants develop and commit to peaceful and violence-free elections				
Activity Result 1.1: Political parties and aspirants commit to dialogue				
Activity 1.1.1	TOT Mediation	PPRC	Not as originally schedule in Jan 2018. Accomplished in June 2018	Due to UNDP delays occurred June 18
Action 1.1.1a	Support to med/PB among PPs	PPRC	Scheduled for June 2018	DFID Canada
Action 1.1.1b	Training PPRC regional staff	PPRC	Scheduled June 2018	Funded by DFID
Action 1.1.1c	Training PP execs	PPRC	Scheduled late June 18	DFID
Action 1.1.1d	EPG operationalized	PPRC	Yes	
Action 1.1.1e	Convening HL dialogue	PPRC	Yes	Funded by Canada
Action 1.1.2	PPRC meetings CoC	PPRC	Yes	
Action 1.1.3	Dissemination CoC	PPRC	Yes	
Action 1.1.4	Inter-party dialogues	PPRC	Yes	
Action 1.1.5	Reactivate CoC monitoring comm	PPRC	Yes	
Action 1.1.5a	Support to District Code Monitoring Committee	PPRC-districts	Yes	Canada
Action 1.1.6	Monitoring compliance of CoC	MIA	Done through monitoring missions	
Action 1.1.7	Review/adopt CoC APPYA/APPWA	PPRC	Yes	
Action 1.1.8	PPRC meetings on APPYA/APPWA CoC	PPRC	Yes	
Action 1.1.9	Monitoring compliance CoC by CSOs	CCG	Not conducted until after elections	Due to administrative delays
Action 1.1.10	Dialogue youth/women members of PPs and communities	PPRC districts	Yes	
Action 1.1.10a	Support APPYA/APPWA as platforms for dialogue	PPRC, NCD	Yes, but not sufficiently operational due to lack of funding	Canada
Action 1.1.11	Reactivate youth clusters	PPRC districts	Yes	
Action 1.1.12	South-south cooperation	PPRC	Yes	
Action 1.1.13	Training peace advocates	PPRC, NCD	Yes	
Action 1.1.14	Public sensitization on PPRC	Artists for Peace	Yes, but with complaints by PPRC about not being involved	DFID
Output 1.2: Sustained non-violence campaigns conducted and message on HR and peaceful elections promoted across SL				
Activity Result 1.2: Peace Advocacy and peaceful communication				
Action 1.2.1	Support youth forums/facilitate dialogue	NCD & PPRC	Established but not sufficiently operational due to lack of funding	
Action 1.2.2	Empower women political aspirants & women's orgs	Women's Forum	Yes	

[30] Funding from PBF unless otherwise stated.

Action 1.2.3	Design, plan, oversight, monitor Peace Advocacy Campaign	NCD	Yes, collaborated with APPYA, APPWA	
Action 1.2.4	NHRC design HR modules for training and campaigns	HRC	Yes	
Action 1.2.5	Support awareness raising campaigns	HRC	Yes	
Action 1.2.6	Strengthening cap of NCD to conduct peace advocacy	NCD	Yes	
Action 1.2.7	Violence prevention campaigns, perceptions surveys through social media	BBC Media	Yes	
Action 1.2.8	Support peace/non-violence messages + voter education for 1st time voters	NCD	Yes	Canada
Output 1.3: Access to justice for rights holders, including women and vulnerable groups who may become victims of election-related offences enhanced				
Activity Result 1.3: Access to Justice				
Action 1.3.1	Support to Judiciary (material supply)	UNDP/Judiciary	Yes	
Action 1.3.2	Develop module on electoral law	UNDP/Judiciary	Yes	
Action 1.3.2a	IC to work on SOPs and training module	UNDP/Judiciary	Yes	DFID
Action 1.3.3	Training judges-electoral law + outreach	UNDP/Judiciary	Yes	
Action 1.3.3a	Training judicial personnel + outreach	UNDP/Judiciary	Yes	DFID
Action 1.3.3b	Enhance awareness – electoral law for women and out of reach communities	SLBA	Yes	Canada
Action 1.3.4	Support to hear cases of offenders in police custody	Judiciary + LAB	Yes	
Action 1.3.5	Legal representation and ADR	LAB + Judiciary	Yes	
Action 1.3.6	Legal representation in GBV and minors	LAB	Yes	
Action 1.3.7	Support HRC to design HR modules	UNDP/HRC	Yes	
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 systems strengthened				
Activity Result 2.1: Early warning early response				
Action 2.1.1.	Finalization of election and training strategy, printing and dissemination	UNDP/ONS	Yes	
Action 2.1.2	Town Hall meetings at field level to promote trust between surety personnel and citizens	UNDP/ONS	Yes	
Action 2.1.3	Threat and risk assessment at district and national level	UNDP/ONS	Yes	
Action 2.1.4	Design and operationalization of situation room to process EWER info	UNDP/ONS	Yes	
Action 2.1.4a	Early warning mechanisms at district and chiefdom levels	UNDP/ONS	Yes	DFID
Action 2.1.5	International data analyst deployed to support design and data capture	UNDP	Yes	
Action 2.1.6	TOT training of PROSEC & DISEC on data analysis and reporting	UNDP/ONS	No	Training was not conducted due to poor and late WANEP report
Action 2.1.7	Support to the Police for Early Monitoring Coordination	UNDP/SLP	Yes	
Action 2.1.8	Training of journalists/editors on conflict-sensitive reporting	MRCG	Yes	DFID (new action)
Action 2.1.9	Setting up/operationalization of media situation room	MRCG	Yes	DFID "

Action 2.1.10	Workshops, meetings, monitoring of social media platforms	BBC Media	Yes	DFID "
Action 2.1.11	Strengthening of media coordination	BBC Media	Yes	DFID "
Output 2.2: Capacity of the security sector for conflict prevention and peaceful management of violence improved				
Activity result 2.2: Election security for peaceful response				
Action 2.2.1	Strengthen capacity of the IESPC Secretariat	UNDP/ONS	Yes	
Action 2.2.1a	Comms and mediation campaign	UNDP/ONS	Yes	
Action 2.2.2	Election security advisor deployed	UNDP	Yes	
Action 2.2.2a	International consultant-election security advisor	UNDP	Yes- Staff from UN Standing Police Capacity, Brindisi	DFID
Action 2.2.3	Training advisor deployed	UNDP	Yes	
Action 2.2.4	Training on election security	UNDP/ONS	Yes	
Action 2.2.5	Workshop on threat and risk assessment	UNDP/ONS	Yes	
Action 2.2.5a	CSO needs and cap assessment of PROSECs, DISECs, CHISECs	WANEP	Report done but not satisfactory; results vague and too late to be useful in election cycle	DFID
Action 2.2.6	Election security simulation exercise	UNDP/ONS	Yes	
Action 2.2.6a	Conduct 3 additional simulation exercises	UNDP/ONS	Yes, done in a few districts	MIA would have liked more in Kambia and Kono districts
Action 2.2.7	Conflict prevention tactics and options training	UNDP/ONS	Yes	
Action 2.2.7a	Conduct training in 16 districts for 100 SLP officers per district	UNDP/ONS	Yes	DFID

Annex 2 - Terms of Reference of mid-term evaluation

Empowered lives.
Resilient nations.

TERMS OF REFERENCE[31]

CONSULTANCY TO CONDUCT MID-TERM ASSESSMENT OF THE PROJECT "CONFLICT PREVENTION AND MITIGATION DURING THE ELECTORAL CYCLE IN SIERRA LEONE".

1. Background

The United Nations Development Programme (UNDP) in Sierra Leone, in collaboration with the Office of the High Commission for Human Rights (OHCHR), are implementing a conflict prevention project, titled "Conflict prevention and mitigation during the electoral cycle", aimed at ensuring a peaceful environment before, during and after the March 2018 elections.
The Project involves the implementation of a wide range of interconnected activities across several target institutions, including the Political Parties Registration Commission, National Commission for Democracy, Judiciary, National Commission for Human Rights, Office of National Security, Sierra Leone Police, Civil Society Organizations and Media. These activities involved training of trainers on human rights, peace advocacy, non-violent response, and mediation as well as provision of support to establishing forums for dialogue both formal and informal, strengthening two situation rooms, creating a network of high level peace advocates to prevent violence and resolve disputes, developing a political parties' code of conduct, and preventing violence against women and girls, among others.

The project is being implemented in three stages:
In Phase 1, the induction phase (first three months), the project focused on the establishment of the management structure, providing support to the training of trainers, re-activating and equipping the situation rooms and the recruitment of staff and consultants.
Phase 2, being the implementation phase, focused on the full rollout of the project
Phase 3, focuses on the post-election activities and concluding stages of the project, including the mid-term and final evaluations, audit, and lessons learned.

[31] This TOR was subsequently amended by the Evaluation Reference Group members to reduce the scope of the objectives to be more appropriate for a mid-term evaluation as is reflected in the inception report.

The completion of the March 2018 elections signals the end of Phases 1 and 2 of the project. The project has currently entered into its third stage and UNDP and its donors have decided to conduct a mid-term assessment, whose findings will guide the implementation of phase 3 of the project.

UNDP, therefore, seeks the services of an international consultant to conduct the mid-term review with the following objectives:

2. Objectives of the Mid-Term Assessment

The review will assess the performance of Phases 1 and 2 of the Project in achieving its intended results in the following areas:

1. Identify the results achieved and assess the effectiveness of the project for phase one and two vis-à-vis the results framework;
2. Assess the management structure of the project including but not limited to financial management of the project;
3. Assess the risk management of the project by the project team and implementing partners;
4. Has the project introduced elements of sustainability (of capacities) that could be expanded on by end of project?
5. Examine whether the project delivered value for money in efficiency, effectiveness and economy
6. To what extent has the project addressed inclusiveness of special groups as women, youth and PWDs;
7. Assess the project's flexibility in response to the changing socio-political situation of the 2018 elections;
8. Advise how different aspects of the project can be enhanced in the next phase – with a specific focus on how results can feed into wider reform processes at national level;
9. Assess to what extent the Project leverages UNDP's role in building prevention capacities at the country level;
10. Proffer partner-specific recommendations for the medium-term;
11. Draw up recommendations based on the review of achievements, successes, and challenges;
12. Identify lessons learned that could be replicated in other projects.

1. **Content:** Identify the results achieved and assess the extent to which these results accomplished the intended objectives, outputs, and outcomes as articulated in the results framework.

2. **Process:** Examine the establishment of the management structure in Phase 1 and its functioning in Phase 2 with a view to reviewing, to the extent possible in the mid-term of the project, the efficacy and effectiveness of the management arrangements, which may include: staff recruitment and performance, financial management, risk analysis, selection of

implementation partners and partnership arrangements, M&E mechanisms, relations with donors and supervisory arrangements, as relevant. (reference DFID's VFM guidance, as appropriate).

3. **Qualitative elements:** Examine the extent of achievement of relevant thematic elements and special measures, e.g. gender-specific measures, inclusion of vulnerable groups, development of sustained capacities, responsiveness to changing socio-political situation, leveraging of UNDP's role in building prevention

4. **Forward looking elements:** In light of the achievements, challenges, and shortfalls at the mid-term of the project and with a view toward improvement in (a) the immediate next phase of the project and (b) in the longer-term, provide recommendations on how the project and partners can enhance the next phase individually, collectively and as part of wider reform processes at national level and identify lessons learned that can be applicable and relevant to other similar initiatives.

3. Scope of the Evaluation

The Consultant will undertake the following tasks:

- Consult with the Project management team on the scope of work, methodology and possible case studies to be selected;
- Draft the inception report outlining the assessment methodology as well as the work plan;
- Draw on output from lessons learnt exercises conducted by implementing partners to inform the mid-term assessment;
- Develop the research questions and interview questionnaires based on the agreed evaluation plan and methodology;
- Organize multi stakeholder consultations, bilateral meetings with individual stakeholders, and field trips to generate evidence that will be analysed and used for writing the draft report;
- Submit to UNDP final and approved evaluation report, including a 2-3 page executive summary, with evidence based conclusions, lessons learned and key recommendations for future reference. The final report will also include the following annexes: the Terms of Reference for the evaluation as well as methodology and list of questions used during the interviews and list of key informants.

4. Expected Deliverables

The key outputs and deliverables of the Mid-Term Evaluation are:

- Deliverable 1 - Inception report outlining the evaluation methodology and suggested report outline (Due 1 weeks after commence of assignment)
- Deliverable 2 - Draft assessment report for the project team review (within four weeks of contract signature)

5. Deliverable 3 - Final analytical report, based on feedback received from the programme team, not exceeding 50 pages, including 2-3 page executive summary (Within six weeks of contract signature)

Management Arrangements

The consultant will report to the Team Leader of the Governance Cluster of the UNDP during the assignment.

7. Skills and Experience of the Consultant

The Consultant shall have a minimum of a Master's degree or equivalent in Social or Political Science, Economics, Development, Conflict Prevention, Law, Human Rights or other relevant fields;

- Excellent spoken and written communication skills in English
- At least 10 years of professional experience.
- Experience in the design and evaluation of conflict prevention and peace building programs, including an awareness regarding specific approaches and techniques for the evaluation of such initiatives;
- Experience working with UN/UNDP and understanding UNDP's mandate and role in conflict prevention and peacebuilding.
- Extensive knowledge of result-based management evaluation, UNDP policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches.
- Experience in working with donors;
- Strong ability in managing confidential and politically sensitive issues, in a responsible way, and in accordance with protocols.
- Exhibiting experience of working within politically sensitive environments, exhibiting a high level of diplomatic discretion when dealing with national authorities;
- Sound understanding of UN mandate and role in conflict prevention and peacebuilding more broadly, prior working/consultancy experience with UNDP/UN a strong asset;
- Strong communication skills and demonstrates openness to change and ability to manage complexities

8. Timeframe

The detailed schedule of the assignment will be discussed with the Consultant prior to the assignment. The estimated duration of the assignment is up to 25 days and the tentative schedule is as follows:

- Desk review, inception report (5 days);
- Fieldwork, de-briefing and preparation of draft report (10 days);
- Feedback from key stakeholders and UNDP (5 days);
- Submission of final evaluation report (5 days).

9. Remuneration

The daily rate for consultancy fees will depend on the qualification and experience of the consultant. Consultants are expected to explicitly indicate their daily rates when applying for this assignment. Payment will be made as per below:

- 20% upon submission of an acceptable inception report that considers the comments and suggestions from the review of the inception report.
- 40% upon submission of the draft end of assessment report and presentation of draft Report to a stakeholder Validation Meeting; and
- 40% upon submission and acceptance of final report

10. Application Process

Interested applicants should submit their applications by 30th May 2018. Applications should be clearly marked as follows:

Mid-Term Assessment – Conflict Prevention and Mitigation Project

Interested consultants should also submit a proposal to UNDP Sierra Leone briefly outlining and including the following:

- A brief outline of how they would approach the assignment detailing the methodology, tools and proposed timeline (5 pages)
- CVs and certified copies of academic certificates
- A copy of recently completed evaluation report they consider to be among their best.
- An indication of the rate for the consultancy fees in US$.

The Applications should be sent to:

The Deputy Country Director – Operations
United Nations Development Programme (UNDP)
55 Wilkinson Road
P.O. Box 1011
Freetown, Sierra Leone

Annex A: Selection and Scoring of Applicants

The selection of the consultant will be based on how his/her skills and competences sets match the criteria defined in (7) above. The proposals for the short-listed candidates will be reviewed both technically and financially. The following is the basis for scoring each technical proposal:

No	Criteria	Score
1.	Relevant knowledge and qualifications	10

2.	Language proficiency and ability to produce quality reports	10
3.	Relevant work experience particularly in the evaluation of Conflict Prevention and Peacebuilding areas including gender and human rights projects	10
4.	Knowledge of Sierra Leone Conflict Prevention and Peacebuilding initiatives including gender and human rights projects	10
5.	Proposed evaluation methodology and design matrix	20
6.	Experience in collecting qualitative and quantitative data	10
	Total	**70**
7.	Financial proposal accounting for 30% based on price quoted	30
	Grand Total	**100**

Annex 3 - Inception Report

Mid-term evaluation of the Conflict Prevention and Mitigation
(CPM) project during the electoral cycle in Sierra Leone

Overall aim of the evaluation: to assess the relevance, efficiency, and effectiveness of the project design and implementation to date and to provide recommendations on improvement and lessons for the rest of the Project.

Context and purpose of evaluation

The United Nations Development Programme (UNDP) in Sierra Leone, in collaboration with the Office of the High Commission for Human Rights (OHCHR), are implementing a conflict prevention project, entitled "Conflict prevention and mitigation during the electoral cycle", aimed at ensuring a peaceful environment before, during and after the March 2018 elections. The project was initially conceived with support from the Peacebuilding Fund (PBF), with additional support from DFID and Canada later on in the process.

The United Nations had accompanied peace consolidation efforts in Sierra Leone through a series of Security Council-mandated missions and the work of the UN Country Team (UNCT) since the end of the war. After the third successive round of peaceful elections in 2012, the UN mission closed in 2015 and as such, the 2018 elections were the first one since the civil war to be conducted without oversight from the UN Security Council. This project was conceived to ensure that the successful measures that were used to prevent violence in the 2012 election would be supported through this transitional election and ensure that the government institutions, particularly the security sector, as well as electoral institutions and related civil society partners, had the resources and capacities to promulgate a non-violent peaceful campaign and electoral process.

The project was approved by PBF in April 2017and expected to be completed within 18 months by 30 September 2018 with an initial budget of $3 million to cover activities for the two RUNOs (UNDP and OHCHR). Subsequent additional contributions to UNDP provided by DFID and the Canadian government in 2018 enhanced the activities and outreach that the project provided. The Project involved the implementation of a wide range of interconnected activities across several target institutions including support to: Ministry of Internal Affairs, Political Parties Registration Commission, National Commission for Democracy, Judiciary, Human Rights Commission Sierra Leone, Office of National Security, Sierra Leone Police, Civil Society Organizations/ Non-Governmental Organizations such as BBC Media Action, Campaign for Good Governance, Women's Forum, West African Network for Peace, and Media Reform Coordination Group.

The project undertook activities through two overarching outcomes:

(2) National dialogue, peace advocacy and violence prevention enhanced

(3) Public security, civil protection, human rights promotion, and peaceful response capacities sustained

These outcomes were addressed and attained through activities and sub-activities that will be enumerated in the review including:

a. Conducting high level and decentralized political dialogue and mediation platforms, engaging Eminent persons, establishing district code monitoring committees, signing of codes of conducts for political parties, women and youths respectively;
b. Civic and voter (first time voters) education, peace advocacy, civic education, human rights, and services to provide education on electoral law, Alternative Dispute Resolution (ADR) and legal representation related to elections;
c. Setting up a media situation room to monitor content and messages and ensuring compliance, training journalists on conflict sensitive reporting; and,
d. Training youths on the use of social media platforms, and strengthening (profiling) female candidates, among others
e. Election security through: training of security institutions in election preparedness in order to maintain peace and stability, conducting simulation exercises across the country, establishing an early warning mechanism that was decentralized through Provinces, District and Chiefdom Security Coordination mechanisms, and establishing an elections situation room;
f. Compiling a compendium of electoral laws, training judges and lawyers on electoral laws; fast tracking electoral offenses;

The completion of the March 2018 elections signaled the end of Phases 1 and 2 of the project. UNDP has commissioned a mid-term assessment to review and stock take the work thus far compared to the original plan and provide guidance on how the project can be adjusted to improve and enhance the remaining work in the final phase.

Proposed methodology and timeline

8. Desk review of: project document (PRODOC), modification documents, work plans, project implementation reports, monitoring and institutional level lessons learned report (ONS, PPRC, Judiciary, BBC Media Action, etc.), election observation reports, curricula developed, peace message products, electoral court case reports, and other relevant documentation from project personnel, partners, election observers, etc. (2-6 June 2018)

9. Review of other relevant UNDP and donor documentation, i.e. related projects and their guidelines, training documentation and reports, as relevant to CPM and the electoral cycle, (4-15 June 2018)

   Interviews and additional document and data collection through:

1. semi-structured individual and group interviews with internal stakeholders, e.g. UNDP senior management; UNDP governance team; Peacebuilding Support Office, the UNRCO, project team and related staff and other governance or other relevant project staff, implementing partners, CSOs, etc. (4-8 June 2018)

2. semi-structured, in-person interviews with all institutional partners and external stakeholders including experts and key informants, government counterparts, locally/non- locally based donor representatives from Canadian and British Government, other programme-relevant UN or non-UN projects which interacted, NGO partners, Eminent Persons Group, direct beneficiaries, in-direct beneficiaries and other relevant stakeholders. (11-15 June 2018)

10. Focus group discussion at relevant levels and in diverse geographic areas including representatives of CSOs and INGOs, and beneficiaries (11-15 June 2018)

11. Field visits and direct observations, as required (11-14 June 2018) to two locations outside of Freetown to be determined based on geographic diversity, relevance and diversity of stakeholders representing a range of government and civil society implementing partners, and the availability of beneficiaries.

Schedule of debriefing and report writing

1. Weekly convening of the Reference Group and debriefing at conclusion of in-country data collection period with Reference Group members and relevant UNDP officers to discuss preliminary results and secure informal feedback (14 or 15 June 2018)
2. Final analysis and report writing for preparation of the first draft of report (18-29 June 2018)
3. First draft submitted to UNDP for feedback and additional inputs from evaluation reference group (29 June 2018)
4. UNDP provides consolidated feedback and inputs from evaluation reference group (29 June - 3 July 2018)
5. Feedback and inputs reflected in document and final report submitted to UNDP (3-6 July 2018) [32]

Evaluation Timeline

	2-8 June	9-15 June	16-22 June	23-29 June	1-6 July
Inception: desk review	xx				
In-country data collection	xx	xx			

[32] Dates are indicative and subject to revision dependent upon receipt of consolidated feedback.

Reference group meetings	xx	xx	xx	xx	xx
Report drafting/ feedback			xx	xx	xx
Report finalization					xx[33]

Objectives of the mid-term assessment

This review will assess the performance of Phases 1 and 2 of the Project according to the Results and Resource Framework (RRF) in achieving its intended results in the following areas:

1. **Results:** Identify the results achieved and assess the extent to which these results accomplished the intended objectives, outputs, and outcomes as articulated in the results framework, including the achievement of relevant thematic elements and special measures, e.g. gender-specific measures, human rights mainstreaming, inclusion of vulnerable groups.

2. **Process:** Examine the establishment of the management structure in Phase 1 and its functioning in Phase 2 with a view to reviewing, to the extent possible in the mid-term of the project, the efficacy and effectiveness of the management arrangements, which may include: staff recruitment and performance, financial management, risk analysis, selection of implementation partners and partnership arrangements, M&E mechanisms, relations with donors and supervisory arrangements, as relevant. (reference DFID's VFM guidance, as appropriate).

3. **Project collaboration**- examine the level of collaboration with other electoral support projects and UN agencies and staff (i.e. OHCHR, UNDP RoL, etc.).

4. **Reflective and forward-looking elements - conclusions, recommendations, lessons learned:** In light of the achievements, challenges, and shortfalls at the mid-term of the project and with a view toward improvement in the immediate next phase, and provide recommendations.

Indicative questions:

NB: The following is a composite of different types of questions that will be used selectively, and as a supplement to other data sources, to obtain perceptions from different interlocutors, and to triangulate the feedback of implementers, beneficiaries and official reports.

Process:

1. How was the project conceived and designed? What was the role of each development partner in design/modification/implementation? To what extent was it participatory and done through consultations?

[33] May require a short additional time depending upon timeliness of feedback.

2. Was there a conflict analysis, involving input from a wide range of stakeholders? Was there a geographic mapping of high needs areas and a prioritizing of peacebuilding needs? How would/did that have helped?
3. When additional funds were received in the course of the implementation, what was the role of contributing partners in designing, modifying and implementing project activities?
4. Were there special components built in for women and youth and for any particular hot spot areas?
5. Was there a capacity assessment (including HACT assessments) of any of the program-relevant institutions (not only at national level but local and especially in high-risk areas)
6. Was there a Project LPAC at which efficiency, effectiveness, sustainability, value for money, gender dimensions were discussed and addressed?
7. Was the results framework developed with SMART indicators? Was that relevant and did it help? Was the RRF utilized as a monitoring instrument during implementation?
8. To what extent did UNDP, OHCHR and the RCO work together towards common strategic objectives?
9. What was the process for compiling project reports and work plans, and their quality?
10. How effective was the project management in providing technical oversight?
11. How well did the monitoring system function? Was baseline data collected/available/used in measuring achievements?
12. How were the principles of do no harm integrated in day-to-day management and oversight?

Efficiency:

1. How timely were: recruitments of staff and consultant? Procurements of goods and services? Project technical committee meetings held and decisions implemented? Oversight meetings held and decisions implemented?
2. Were there delays in expenditures? If so, what were the reasons and how could they have been fixed? Have they been fixed?
3. Were there delays in implementation? How could those delays have been better handled?
4. What was the implementation capacity of the individual RUNOs and their implementing partners?
5. Were systems put in place to ensure accountability and mitigate against mismanagement and/or corruption?
6. To what extent did project outputs result from an economic use of resources? In what ways could resources have been better utilized?
7. Did coordination and oversight mechanisms work sufficiently? How to improve?

Effectiveness[34]:

[34] Questions will be used when needed to supplement and triangulate information obtained from RRF, AWP, reports, and M&E documents, as made available.

1. As a supplement to project and other reports, implementing partners and stakeholders will be queried, as appropriate: What was achieved/not achieved and what factors were involved per activity (election security, judiciary, media, peace dialogue/mediation, training, monitoring, etc.)?
2. Were the main beneficiaries reached and to what extent?
3. Extent of coordination and collaboration among election actors (UN agencies, International NGOs, election observer institutions) and its effect on results?
4. Coordination of CPM project thematic areas with related projects?
5. Were specific, or more enhanced, interventions implemented in hotspots and what were the results?
6. If objectives were not attained, what were the key challenges?
7. How did the project affect/enhance human rights awareness? behavior or practices? Policies? And is there any observable changes that has been sustained?
8. How much did project activities affect/increase women's participation in electoral process (voting, running for political office, campaigning) or have other effects on women's status/influence? Affect GBV?
9. How much did project activities affect/increase youth participation in electoral process (voting, running for office, campaigning)? Have other effect on youth status/influence?
10. Changes in media reporting (including social media platforms)? Changes in hate speech? Polarization?
11. Any data on reporting-content analysis before/during/after elections?
12. How did dialogue manifest between the two parties? Did you see any changes in behavior, institutional strengthening, other outcomes?
13. To what extent have institutions been sustainably strengthened? What changes were observed? will be carried forward?
14. How effective were the situation rooms and how could they have functioned better?
15. How instrumental was the Eminent Persons Group and how could it have functioned better?
16. (According to the specific interlocuter and their area of focus:) How effective/successful were the activities/interventions with which you were involved?

Relevance:

1. Was project coherent with relevant existing policy frameworks and other related electoral projects/initiatives of government, international partners and civil society groups.
2. Supplementary to RRF and other reports, how did the project's activities promote gender equality, human rights, human development? Are there results (that can be measured) of how project benefited women, youth, vulnerable groups?

Questions on lessons learned and recommendations:

1. Are there intermediate outcomes/aspects which you consider a success?
2. Have there been any unintended outcomes (positive or negative)?
3. What recommendations would you give for the remainder of the project?

4. Do you see any follow-up needs?

Evaluation Report Format and Annexes

The mid-term evaluation report will include an analytical report with findings based on evidence from: project documentation, reports, lessons learned, et al.; interviews with donors, implementing partners, stakeholders and beneficiaries; and illustrative comments by stakeholders (to both exemplify findings and to illustrate differing perspectives or discrepancies with evaluation findings and conclusions).

Additionally, the following annexes are expected to be appended to the main report:

1. Evaluation TORs
2. List of documents reviewed
3. List of persons interviewed
4. Inception report
5. Summary of interviews and field visits, as relevant
6. Questionnaire(s) used

Annex 4 - Evaluator's interview schedule and itinerary

Evaluator schedule of meetings

Meeting date	Meeting time	Details of institutions and persons consulted
Monday, 4 June 2018	10:00 a.m.	Conflict Prevention & Mitigation (CPM) Project Team members: Annette Nalwoga, Josephine Scot-Manga, Joseah Mutai, Louise Aaen, Hassan Jalloh, Omosherie Buckle, Patrick Johnny.
	12.30 pm	Mr. Samuel Doe, UNDP Country Director
	5.30 pm	Ms. Simonetta Rossi, UN Peace and Development Adviser
Tuesday, 5 June 2018		Mr. Francis Sowa, Chairman - Media Reform and Coordinating Group (MRCG),
Wednesday, 6 June 2018	10:00 am	Ms. Kate Sullivan, Chief Technical Advisor, Elections; SNEC Ms. Annetta Flanigan, Inclusion and Gender Advisor, Elections.
	11.30 am	Mr. Ibrahim Sesay, Programme Officer, Campaign for Good Governance (CGG)
	1:00 pm	Mr. Fredrick Kamara, Human Rights Commission of Sierra Leone
	2:00 pm	Lahai Lawrence Leema, Deputy Minister; Mr. Andrew Kamara, Ministry of Internal Affairs (MIA)
	3.30 pm	Ms. Claire Carlton-Hanciles, Executive Director, Legal Aid Board (LAB)
	5.30 pm	Ms. Gizem Sucuoglu and Ms. Yun Jae Chun, Peace Building Support Office (PBSO)
Thursday, 7 June 2081	10.30 am	Ms. Rebecca Wood, Senior Programme Officer, BBC Media Action
	2.00 pm	Evaluation Reference Group (ERG) meeting- Mr. Andrew Kamara, Chair (MIA), Ms. Annette Nalwoga, Ms. Simonetta Rossi (PDA), Ms. Gizem Sucuoglu, Ms. Yun Jae Chun, Ms. Stephanie Brunet (Canada)
	3.00	Mr. Patrick Johnny, Programme Associate
	5.30 pm	Mr. Patrice Chiwota, Peace Building Fund (PBF)
Friday, 8 June 2018	9:00 am	Ms. Louise Aaen, UNDP - INL Project Manager
	10.00 am	Ms. Zainab Umu Moseray, Acting Registrar, Political Parties Registration Commission (PPRC)
	10.45 am	Mr. Kelvin Lewis, Eminent Persons Group (EPG) Member and President of Sierra Leone Association of Journalists (SLAJ)
	12:00 am	Mrs. Lagga, Eminent Persons Group (EPG) Member and Commissioner - National Commission for Children
	4:00 pm	Dr. Isata Mahoi. Network Coordinator, West Africa Network for Peacebuilding (WANEP)
Monday, 11 June 2018	8.15 am	Mr. Marcus Weimer, Department for International Development (DFID), Freetown
	9.30 am	Ms. Erica Bussey, Senior Human Rights Advisor, OHCHR (now in Brindisi)
	11.00 am	Dr. Abubakar Kargbo, Chairman, National Commission for Democracy; John Bai-Conteh, NCD Commissioner
	1.00 pm	Justice Monfred Sesay, Justice of the Court of Appeal in Sierra Leone
	2.00 pm	Francis Keili, Director of Planning, Office of National Security (ONS)

	3.30 pm	AIG F.U.K Dabo, Assistant Inspector General, Sierra Leone Police (SLP); Sahr Yomba Senesie
Tuesday, 12 June 2018	8.30 am	Ms. Salina Joshi, UNDP gender consultant
	9.30 am	Ms. Isata Mahoi, WANEP/Sierra Leone
	10-2pm	Drive to Makeni
	3.00 pm	Mr. Mohamed Jalloh, Legal Aid Board, Makeni + 4 beneficiaries
	4.00 pm	Officer Amos Kargbo, Head of SLP Northeast Regional Police
	5.00 pm	Mr. Mohamed Sankoh – Station Director and Mohamed Mansaray – Station Manager, Radio Mankeneh
	6.00 pm	Mr. Abbas Sesay, MRCG Media Monitor
Wednesday, 13 June 2018	9.00 am	Ms. Sunkarie Kamara, Mayor, Makeni City
	10-2pm	Drive to Bo
	3.00 pm	Mr. Francis Saidu, Legal Aid Board (LAB), and 4 beneficiaries, Southern region
	4.00 pm	Mr. Abdul Gassama, Public Education Officer, Andrew George – Programme Officer, National Commission for Democracy (NCD), Southern Region
Thursday, 14 June 2018	9.00 am	Mr. Francisco Tucker, PPRC, Bo
	10-1 pm	Drive to Freetown
	3.00 pm	Ms. Awa Samai, Women's Situation Room, National Coordinator
Friday, 15 June 2018	10.00 am	Mr. Chika Charles, former interim Chief Technical Specialist on detailed assignment (now in Lesotho)
	12.00 pm	Ms. Annette Nalwoga, Team Leader, UNDP Governance cluster
Other interviews conducted post on-site visit		Ms. Stephanie Brunet, Senior International Development Officer, Government of Canada
	By Skype	Ms. Claire Flynn-Byrne, Communications and Reporting Officer, CPM Project
	By Skype	Ms. Sarah Barnett, DFID Officer, Sierra Leone
	By Skype	Ms. Busi Ncube, former UNDP Consultant to PPRC

Annex 5 - Interview template

Name:	Organization: Relationship to project:
Background	
Efficiency/ coordination	
Effectiveness	
Impact/relevance	
Sustainability	
Recs and next steps	
Other Observations	

Annex 6 - List of documents reviewed

BBC Lesson Learned Report
BBC Media Action-Final Narrative Report
BBC Media Action-Narrative Report Jan-March 2018

BTOR _ONS Threat Assessment Mission
BTOR_ MRC Training Makeni
BTOR_National Elections Security Assessment

Canada Agreement
CPD – Sierra Leone 2015-18
CPM Fact Sheet
CGG Report Compliance of CoC by Political Parties
CGG-UNDP Narrative Report – June 2018
Contract – Artist for Peace
Electoral Justice Training Curriculum
Ghana Visit Report
HRC Implementation Update to UNDP
LAB Implementation Update to UNDP
MIA Report to UNDP
MRCG Implementation Report-UNDP
NCD Update to UNDP
NCD Jingles and Songs
ONS-Eagle Ballot Op Order
ONS_IESPC Election Security Strategy 2018 Revised
ONS-Threat Assessment Report

AU Election Observer Report
Commonwealth Secretariat Interim Statement
ECOWAS Preliminary Declaration
EISA Election Observer Mission statement
EU Election Observer Mission Press Release
EU Election Observer Mission Preliminary Statement
EU Election Observer Mission Recommendations

IC contract Alicia Kamara
IC contract Jessie Kabia
LOA_BBC Media Action
LOA_CGG
LOA_HRCSL
LOA_Judiciary

LOA_LAB 2017 - 250817
LoA_LAB_2018_Extension_22012018
LOA_MIA
LOA_MRCG
LOA_NCD
LOA_ONS
LOA_PPRC
LOA_SLP
LOA_WANEP
LOA_Womens Forum

No-cost revision-Canada and Second DFID
PBF Semi-Annual Report 22 Nov 2017
PBR-IRF-Semi-annual Report-19 June 2018
CPM Financial Report to PBF 19 June 2018
PBF CPM Project signed AWP
PBF CPM Project AWP amended
PBF MOU with UNDP
PBF-DFID Approved first modification request
Prodoc-CPM 1 June 2017
Project Board_1st Meeting minutes+CPM Project_03052017
Readiness Scorecard – 24 Jan 18
Readiness Scorecard – 31 Jan 18
Readiness Tracker – 7 Feb 18
Readiness Tracker – 14 Feb 18
Risk Log_CPM Project-
RRF- final- 17 Nov 2017
SLBA Narrative Report
SLBA-Revised SLBA Budget Final
SLBA-TOR
Social Cohesion Road Map 7 June 2018
Technical Committee meeting – 24 Jan 18
Technical Committee meeting – 21 Feb 18
Technical Committee meeting – 21 March 18
UNDAF Sierra Leone 2015-2018
UNDP_DFID Agreement-CPM Project
Validated Communications Strategy. IESPC
WANEP-new-Needs and capacity report

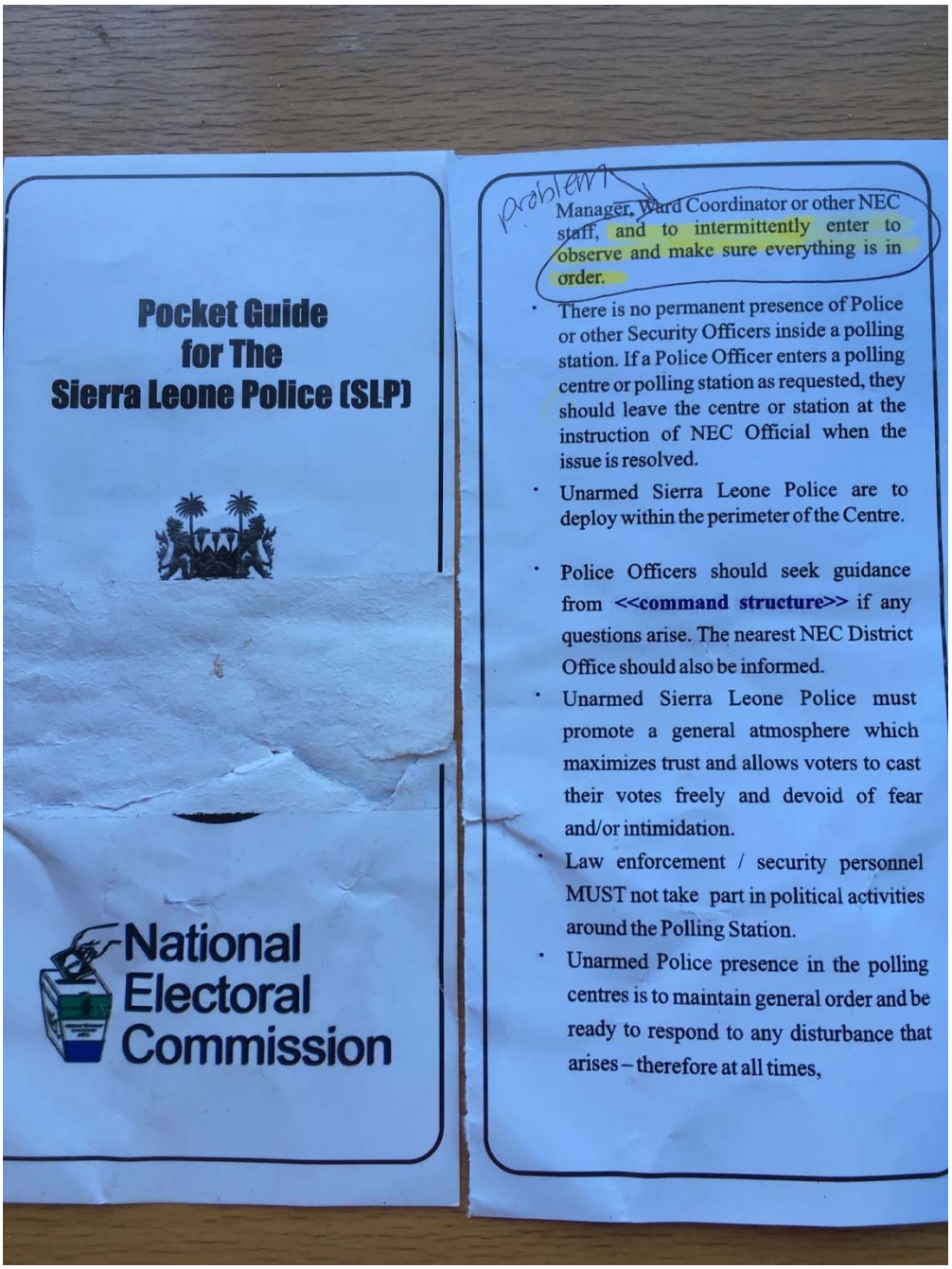
Annex 7 - Project documentation and photographs

Annex 7.1 - PPRC Mediation Training Schedule in June/July 2018

PPRC MEDIATION TRAINING Schedule in Phase 3

No.	Dates	Venues	Northern Region	Southern Region	Eastern Region	Western Area
1.	20th June, 2018-22nd June, 2018	Makeni, Bo & Kenema	Kambia District	Bonthe District	Kono District	None
2.	25th June, 2018-27th June, 2018	Makeni, Bo & Kenema	Port Loko District	Moyamba District	Kailahun District	None
3.	28th June 2018-30th June, 2018	Makeni, Bo & Kenema	Tonkolili District	Pujehun District	Kenema District	None
4.	2nd July, 2018-4th July, 2018	Makeni & Bo	Karena District	Bo District	None	None
5.	5th July, 2018-7th July, 2018	Makeni	Falaba District	None	None	None
6.	9th July, 2018-11th July, 2018	Makeni, & Freetown	Koinadugu District	None	None	Western Rural D
7.	12th July, 2018-14th July, 2018	Makeni & Freetown	Bombali District	None	None	Western Urban D

Annex 7.2 - Pocket Guide for the Sierra Leone Police- unused due to problematic information



Pocket Guide for The Sierra Leone Police (SLP)

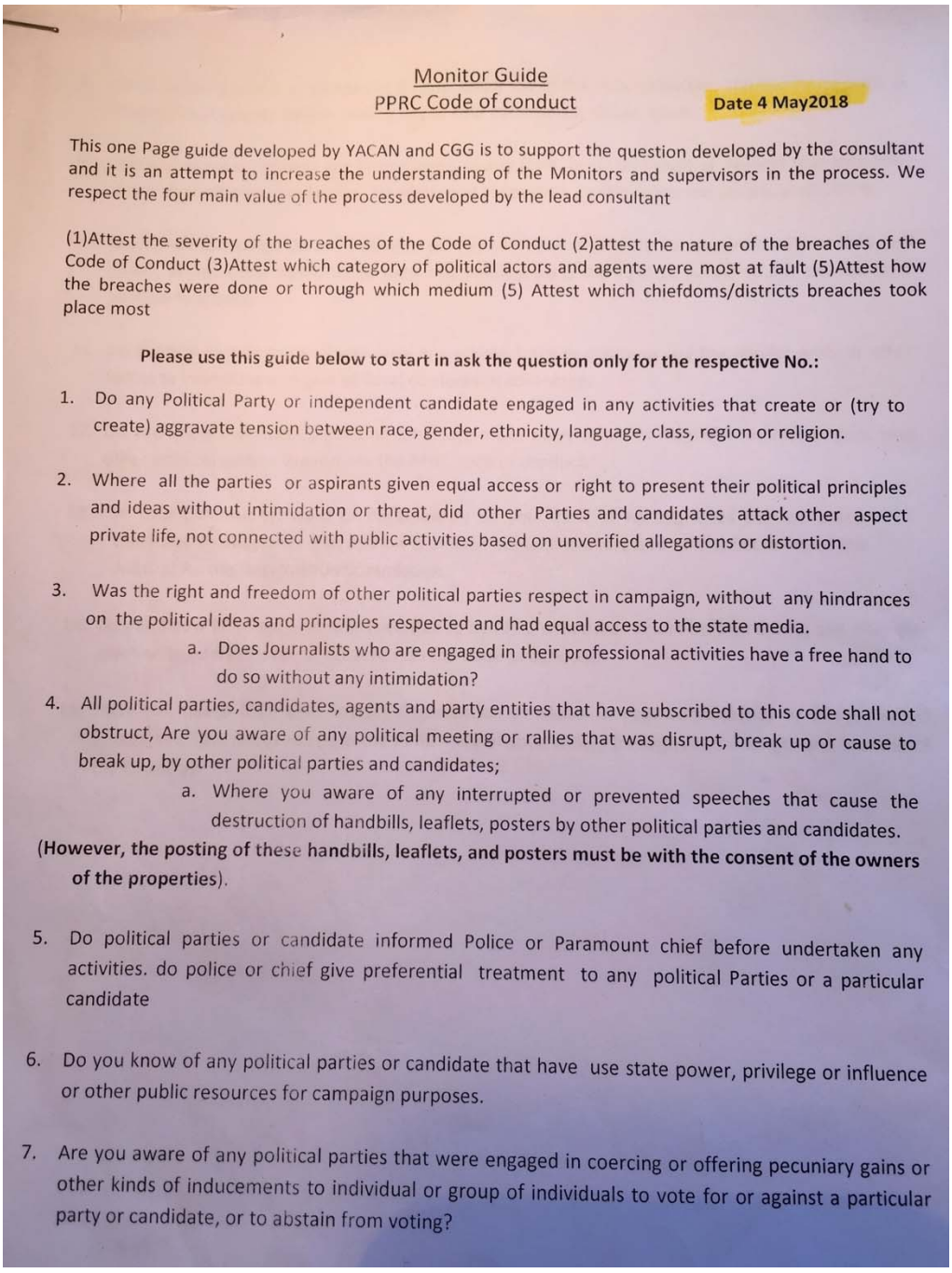
National Electoral Commission

problem

Manager, Ward Coordinator or other NEC staff, and to intermittently enter to observe and make sure everything is in order.

- There is no permanent presence of Police or other Security Officers inside a polling station. If a Police Officer enters a polling centre or polling station as requested, they should leave the centre or station at the instruction of NEC Official when the issue is resolved.
- Unarmed Sierra Leone Police are to deploy within the perimeter of the Centre.
- Police Officers should seek guidance from **<<command structure>>** if any questions arise. The nearest NEC District Office should also be informed.
- Unarmed Sierra Leone Police must promote a general atmosphere which maximizes trust and allows voters to cast their votes freely and devoid of fear and/or intimidation.
- Law enforcement / security personnel MUST not take part in political activities around the Polling Station.
- Unarmed Police presence in the polling centres is to maintain general order and be ready to respond to any disturbance that arises – therefore at all times,

Annex 7.3 - CGG's Monitor Guide for PPRC Code of Conduct



Monitor Guide
PPRC Code of conduct

Date 4 May2018

This one Page guide developed by YACAN and CGG is to support the question developed by the consultant and it is an attempt to increase the understanding of the Monitors and supervisors in the process. We respect the four main value of the process developed by the lead consultant

(1)Attest the severity of the breaches of the Code of Conduct (2)attest the nature of the breaches of the Code of Conduct (3)Attest which category of political actors and agents were most at fault (5)Attest how the breaches were done or through which medium (5) Attest which chiefdoms/districts breaches took place most

Please use this guide below to start in ask the question only for the respective No.:

1. Do any Political Party or independent candidate engaged in any activities that create or (try to create) aggravate tension between race, gender, ethnicity, language, class, region or religion.

2. Where all the parties or aspirants given equal access or right to present their political principles and ideas without intimidation or threat, did other Parties and candidates attack other aspect private life, not connected with public activities based on unverified allegations or distortion.

3. Was the right and freedom of other political parties respect in campaign, without any hindrances on the political ideas and principles respected and had equal access to the state media.
   a. Does Journalists who are engaged in their professional activities have a free hand to do so without any intimidation?

4. All political parties, candidates, agents and party entities that have subscribed to this code shall not obstruct, Are you aware of any political meeting or rallies that was disrupt, break up or cause to break up, by other political parties and candidates;
   a. Where you aware of any interrupted or prevented speeches that cause the destruction of handbills, leaflets, posters by other political parties and candidates.

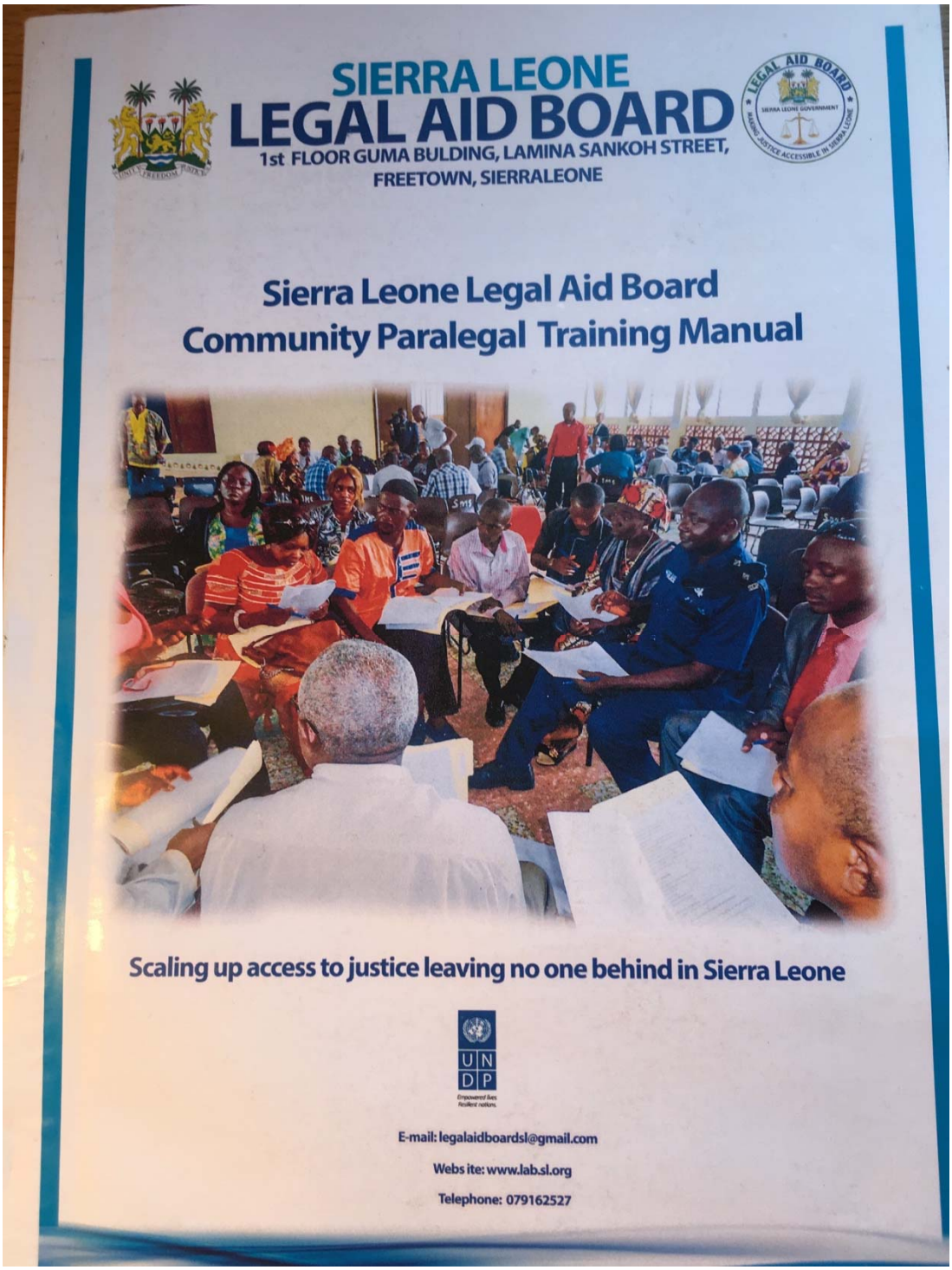
(**However, the posting of these handbills, leaflets, and posters must be with the consent of the owners of the properties**).

5. Do political parties or candidate informed Police or Paramount chief before undertaken any activities. do police or chief give preferential treatment to any political Parties or a particular candidate

6. Do you know of any political parties or candidate that have use state power, privilege or influence or other public resources for campaign purposes.

7. Are you aware of any political parties that were engaged in coercing or offering pecuniary gains or other kinds of inducements to individual or group of individuals to vote for or against a particular party or candidate, or to abstain from voting?

Annex 7.4 - LAB Community Paralegal Training Manual



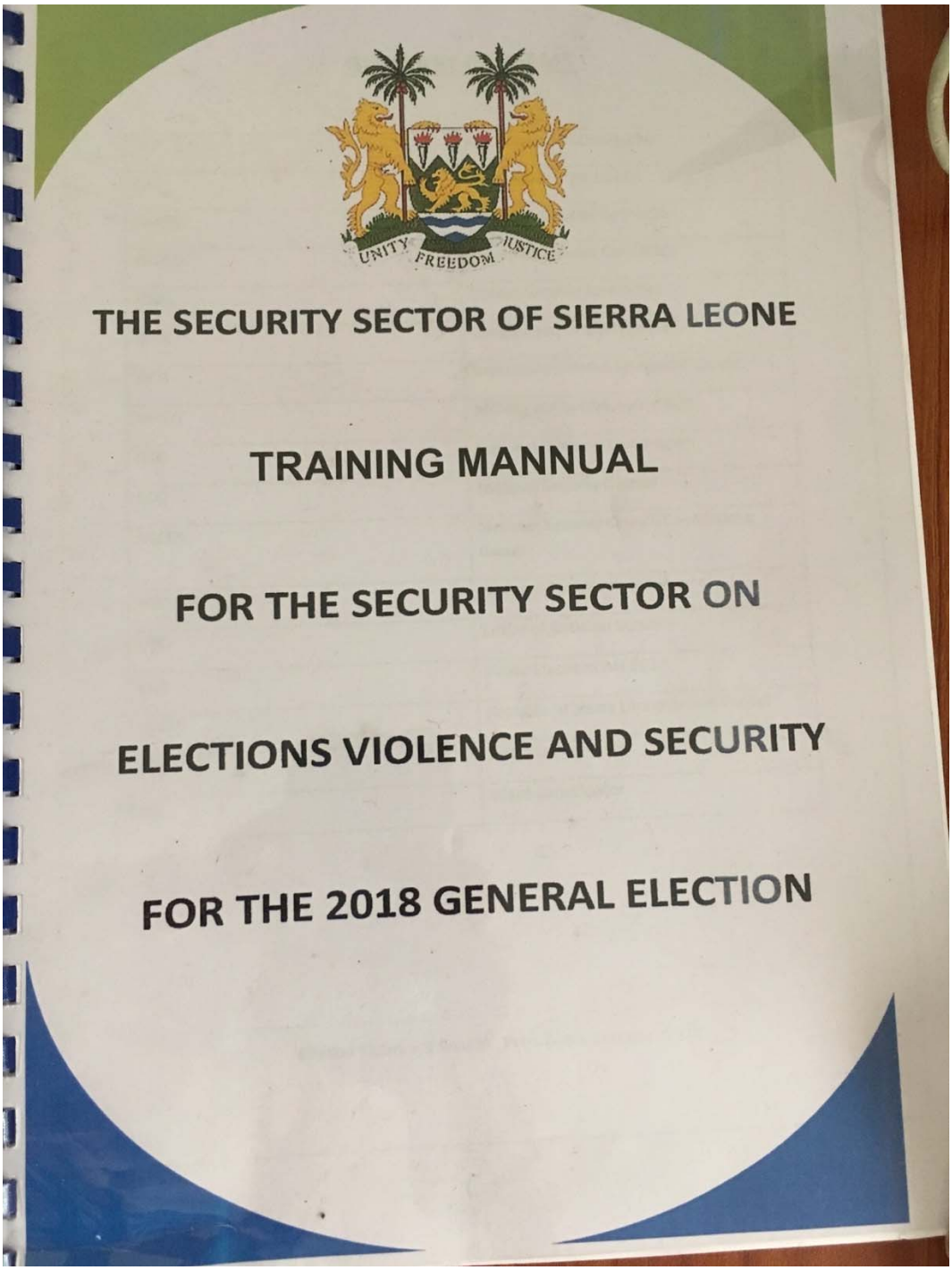
Annex 7.5 - Electoral Justice Training Curriculum

Government of Sierra Leone
Office of the Chief Justice
Judicial and Legal Training Institute

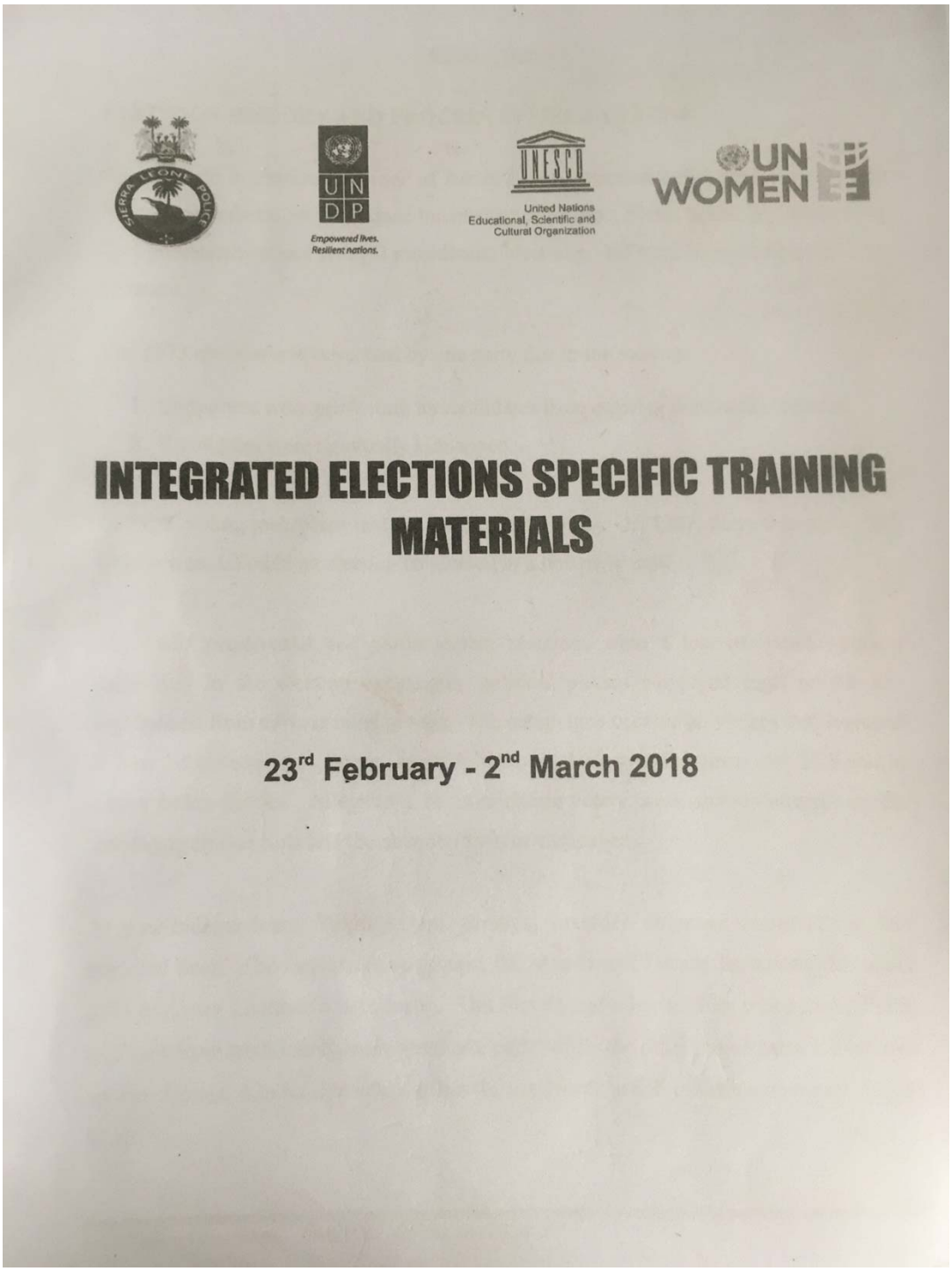
Electoral Justice Training Curriculum 2017



Annex 7.6 - Training Manual for Security Sectors on Election Violence and Security



Annex 7.7 - Integrated Elections Specific Training Materials



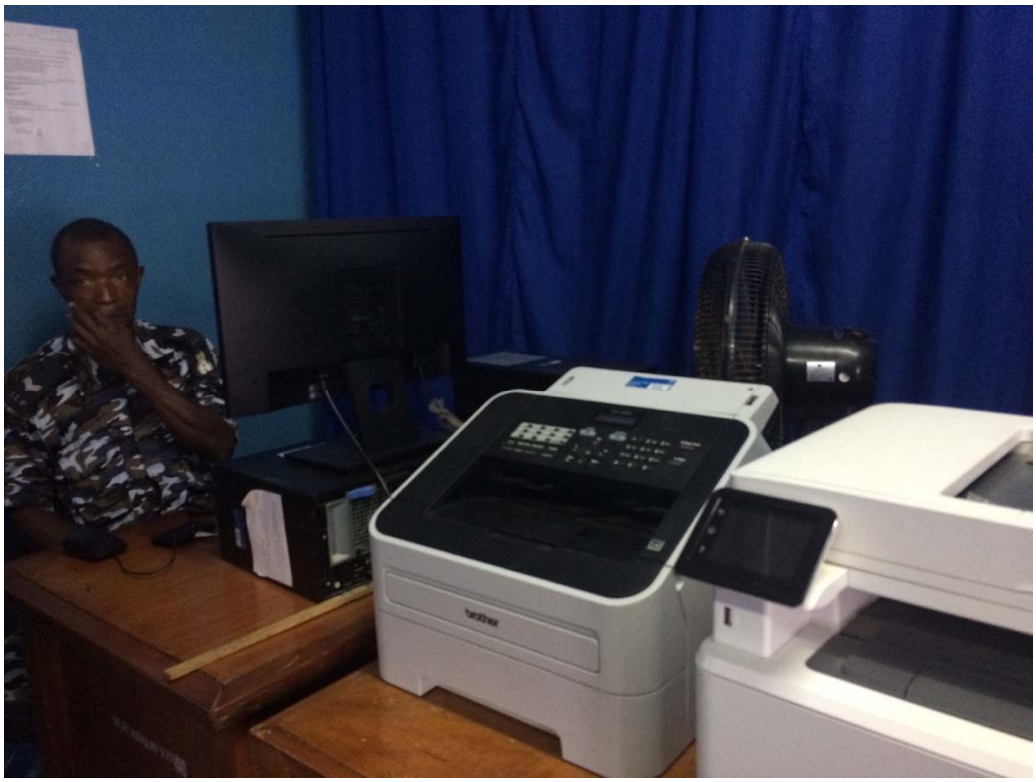
Annex 7.8 - Basic Information on Electoral Offences Courts



Annex 7.9 - PPRC Code of Conduct for APPYA/PPRC Code of Conduct for APPWA



Annex 7.10 - Equipment at Command Center at SLP-Makeni



Annex 7.11 - Boxes of tables and chairs at ONS/HQ for distribution



Annex 7.12 - PBF Document No-Cost-Revision-Canada and Second DFID, p.4

IRF – PROJECT BUDGET OR DURATION REVISION WITH NO OVERALL COST IMPLICATIONS
TEMPLATE 2.3

Table of contents:

Length: Max. 5 pages

I. Reason for changes to the project and justification

UNDP Sierra Leone has successfully mobilised additional **US$401,000 (equivalent to CANS 500,000)** from Canada to support implementation of the Conflict Prevention and Mitigation during the Electoral Cycle in Sierra Leone Project. The funds will be utilised from 1 January 2018 to September 2018, a period which is within the PBF Project lifespan. Canada funds will complement the ongoing activities funded by PBSO and will respond to a wider need from the Government of Sierra Leone (GoSL). The funds will support mediation and dialogues among political parties during the electoral cycle including the operationalisation and capacity building of Eminent Persons Group, support to district code monitoring committee, support to APPWA and APPYA, support to peaceful messages, communication and non-violence campaigns and support to women leadership through enhancing awareness of laws and processes to marginalised women and out of reach communities. Existing technical staff who have been recruited from PBF and DFID will be used to ensure effective implementation of project activities.

While no major changes are anticipated to the entire Project document, UNDP Sierra Leone is requesting authorisation from PBSO to revise the Annual Work Plan and the Project total budget to reflect the activities and Canada funding contribution of **US$ 401,000**. The activities funded by Canada does not require a revision of the Project Results and Resource Framework (RRF).

Additional Note:
DFID has pledge additional **1,000,000 GBP** equivalent of **$1,388,899 USD** to the Conflict Prevention and Mitigation Project. The pledge is predicated on the recent changing circumstances and delays around the election to enable UNDP through the Conflict Prevention and Mitigation Project to cater for any unforeseen emergency cost which are not originally planned or budgeted. Therefore, the additional 1 Million Pounds is reflected in the total cost.

That would also mean adjusting the Project total budget from the originally approved total amount of **US$ 4,637,073 (for RUNO 1) to US$ 6,536,719**, to reflect Canada contribution and additional DFID contribution to the Conflict Prevention and Mitigation during the Electoral Cycle in Sierra Leone Project.

II. Budget impact

The Project total budget has significantly increased from the PBF approved budget (including DFID funds) of **US$ 4,637,073** (for RUNO 1) to US$ **6,536,719**. The increase in the Project budget will have a direct impact on the scope of work and the technical capacities and skills

Annex 7.13 - Sample Page of a Readiness Tracker

B. Update by Office of National Security (ONS)

Readiness description	Score as of 31 Jan 2018	ONS remarks as of 31 Jan	Score as of 07 Feb 2018	ONS remarks as of 07 February
I. Election Security				
1. National Threat and Risk Assessment 2. IESPC Election Security Strategic Plan		National Threat and Risk Assessment; and IESPC Election Security Strategic Plan completed by Oct 20 and the two reports were launched in December 2017. The light is **green** because action has been completed and no further tracking required		Completed
II. Training				
1. Election Security Training 2. Conflict Prevention and Mitigation Training		1. Election Security Training has been completed. 2. The Conflict Prevention & Mitigating training commenced on 26th January. Good progress		First phases of The Conflict Prevention & Mitigating training completed. The second phases to be completed 15th February. Good progress
III. Establishment of Election Situation Room and Secretariat				
1. Equipment for ESR 2. Installation of ESR equipment 3. Training of ESR analysts and coordination. Training of ONS ESR analysts ongoing; orientation of staff from other EMBs is scheduled for end of January 2018		All procurement concluded Installation and setup of ESR and IESPC secretariat are 99% (except Internet) completed. Good progress, as such the light is green and amber. Additional installation equipment is required for the ESR, and these can be sourced locally to avoid any procurement delays. Additional installation equipment is required for the ESR, and these can be sourced locally to avoid		All procurement concluded Installation and setup of ESR and IESPC secretariat are 99% (except Internet) completed. Good progress, as such the light is green and amber. Training of ESR staff completed in 24th January. Additional installation equipment is required for the ESR, and these can be sourced locally to avoid any procurement