

<b>Programme Title:</b>	Enabling Sustainable Livelihoods Through Improved Natural Resource Governance and Economic Diversification in the Kono District, Sierra Leone
<b>Country:</b>	Sierra Leone

## I. Programme contact information

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## II. Programme summary

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**Programme title:**

Enabling Sustainable Livelihoods Through Improved Natural Resource Governance and Economic Diversification in the Kono District, Sierra Leone

**Sectorial area of intervention and policy objectives**

Inclusive economic growth for poverty eradication

    Create opportunities for decent jobs and secure livelihoods.

    Create better government policies and fair and accountable public institutions.

    Promote inclusive and sustainable business practices.

**Joint programme summary:**

The programme is implemented in the framework of a UN multi-agency Area-Based Development (ABD) approach in the Kono district, eastern Sierra Leone. The programme focuses on two broad, interlinked intervention areas that aim to enhance sustainable, inclusive governance of natural resources as well as diversification of sustainable livelihood opportunities in one of the most mineral-rich, but least developed areas in the country. The programme has particular significance given the Ebola outbreak that is having devastating social and economic impacts on the country. This programme will contribute greatly to the response and recovery phases through support to the most vulnerable people in Kono, whose livelihoods are gravely affected by the crisis.

The programme is designed with a strong focus on achieving tangible results by building on and complementing previous or ongoing activities of UNDP, FAO, and other partners.

1) Inclusiveness, accountability, and transparency in natural resources management.

1.1: Enhanced capacity for environmental monitoring

Enhancing the implementation of legal frameworks is a key priority to promote people-centered and environmentally sustainable exploration and exploitation of natural resources. The capacity of the Environment Protection Agency (EPA), Local Councils, communities, and especially women, will be enhanced to actively participate, interpret, and process environmental and social sustainability impact assessments (ESIA's), as well as to monitor their implementation. Support will be provided to expand open-access GIS-databases of natural resource use and environmental change to foster transparency and accountability.

1.2: Strengthened dialogue and engagement between development stakeholders and the extractive sector

Existing platforms established by local NGOs will be engaged to advocate for open and inclusive management of natural resources. The programme will strengthen the capacity of these NGOs to promote constructive dialogue with the extractive sector on economic, social, and cultural rights, with specific focus

on women's empowerment.

Opportunities will be identified to address grievances from communities affected by the kimberlite mining industry in the centre of Koidu city, through improved participatory processes with the Community Relations Committee (CRC). Women, who are often left out of these discussions despite being disproportionately affected by unsustainable natural resource management activities, will be equally represented. The programme will strengthen the capacity of women in targeted communities to participate actively in constructive dialogue with the extractive sector.

### 1.3: Inclusive community development processes facilitated

Community Development Agreements (CDAs) are required by law, and involve the allocation of revenue from extractive activities to local communities. However, insufficient bargaining capacity within communities has led to imbalanced negotiations with the industrial extractive sector. The programme will enhance stakeholder capacity to meaningfully engage in CDA needs assessments, prioritization, planning, budgeting, and monitoring processes. Particular attention will be paid to including provisions that are dedicated to youth employment. Gender equality will also be a high priority – for example ensuring that women are fully involved in the processes and that the specific needs of women, men, girls and boys are met when negotiating CDAs.

### 2) Livelihoods improved through diversified and inclusive economic opportunities

#### 2.1. Local economy diversified through value chain development, increased entrepreneurship, economic productivity, and improved service delivery.

The programme will support diversification in sectors that offer potential for job creation and business opportunities. Strategic Public-Private Partnerships will be established with regional and local businesses and Local Councils for risk sharing and resource leveraging, with specific focus on promoting job creation and income generation for youth and women.

Partnerships will be formed around agriculture, aquaculture, value added trade, mini-processing and production activities, which will be based on the thorough analysis of local market needs. As a first priority communities will be equipped with knowledge and skills to establish and manage mini-aquaculture enterprises and poultry-farms. This will contribute to creating livelihood diversification opportunities, as well as improving food and nutrition security, especially in rural areas. Other barriers to economic diversification will be addressed by providing vocational training, building business skills, and offering seed capital and enterprise development to boost self-employment, both in urban and rural areas, based on gaps analyses.

#### 2.2. Economic opportunities for women increased to combat gender inequality

Specific attention in creating economic opportunities by the programme will be directed towards women. Lack of access to decent work for women in Sierra Leone contributes to poverty and to gender-based discrimination. Key entry points for contributing to women's economic empowerment will be elaborated.

Acknowledging that women's economic empowerment requires transforming gender relations at all levels, men, diverse groups will be engaged to work towards gender equality, and to question violence and non-equitable versions of manhood. Women's groups will empower them to play more active roles in decision-making processes.

### **Duration:**

Wednesday, June 3, 2015 to Monday, October 2, 2017

**UN Lead Agency:**

United Nations Development Programme (UNDP)

**UN Participating Organizations:**

Food and Agriculture Organization (FAO)

**Local Partners:**

National Authorities: Ministry of Finance; Environment Protection Agency National Youth Commission; Ministry of Social Welfare, Gender and Children’s Affairs, Ministry of Agriculture, Forestry and Food Security; Ministry of Fisheries & Marine Resources;, Human Rights Commission of Sierra Leone.

Local Authorities: Local City Councils; District Youth Council; Paramount Chiefs.

NGOs: Natural Resource Governance Institute; GIZ; IBIS; ActionAid; Network Movement for Justice & Development (NMJD); Campaign for Just Mining; Community Empowerment for Peace and Agricultural Development (CEPAD), MAFINDOR (Women’s Rights Organization based in Kono).

Private Sector: Sierra Akker Agric Co. Ltd, Sierra Leone Business Forum (SLBF), Koidu Ltd (Octea); SMEs

Research Institutions: Sierra Leone Agricultural Research Institute (SLAR)

### III. Programme budget

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**Total amount requested from the SDG-F:**

1 500 000.00

**Total contribution through matching funds:**

1 502 000.00

Aggregate amount requested and broken down by Agency:

**Name of Agency:**

United Nations Development Programme (UNDP)

**Amount:**

976 000.00

**Name of Agency:**

Food and Agriculture Organization (FAO)

**Amount:**

524 000.00

Aggregate matching funds amounts and broken down by source:

**Short explanation of strategy:**

Funds are being mobilized as part of the joint-ABD strategy. Thus far, US\$ 0.5 million has been mobilized for Quick Impact Projects. Both UNDP and FAO will contribute matching funds through staff and other personnel costs, supplies and contractual services. The Government of Sierra Leone agreed to contribute in-kind.

**Name of source:**

UNDP

**Amount:**

654 000.00

**Name of source:**

FAO

**Amount:**

496 000.00

**Name of source:**

Government of Sierra Leone

**Amount:**

352 000.00

Aggregate amount requested and broken down by UNDG Harmonized Budget Category

	<b>SDG-F Budget</b>	<b>Matching Funds</b>
<b>Staff and other personnel costs</b>	6 500.00	352 000.00
<b>Supplies, Commodities, Materials</b>	332 000.00	475 000.00

<b>Equipment, Vehicles and Furniture including Depreciation</b>		
<b>Contractual services</b>	1 114 000.00	675 000.00
<b>Travel</b>	58 000.00	
<b>Transfers and Grants Counterparts</b>	26 000.00	
<b>General Operating and Other Direct Costs</b>	110 000.00	
<b>Total Programme Costs</b>	1 500 000.00	1 502 000.00
<b>Indirect support costs (not to exceed 7%)</b>		
<b>Grand TOTAL</b>	3 002 000.00	

## IV. Programme description

### Background and rationale:

The programme takes an integrated approach to enabling sustainable livelihood opportunities in the framework of a UNDP-led multi-agency (UNDP, FAO, UNICEF, WFP, UNCDF, UNFPA) Area-Based Development (ABD) initiative in the Kono district, eastern Sierra Leone. The programme builds on the recommendations of multiple scoping missions to the Kono district, as well as the outcomes of a 90-day Quick Impact Project (QIP) implemented in the framework of the multi-agency ABD approach.

The programme is demand-driven and interventions are aligned with the UNDAF principles, including a human rights-based approach. It will contribute to addressing several MDGs through its cross-sectoral and holistic approach to reduce poverty and inequality by building capacity for sustainable and inclusive governance of natural resources, productive employment, inclusiveness, and mainstreaming gender equality. The programme includes strategic interventions enabling participatory processes in economic diversification and employment creation opportunities, as well as improved and better informed governance of natural resources in order to achieve the overall objective - to increase sustainability of livelihoods for youth, women and poor in Kono district and contribute to conflict prevention. The programme will also have a positive impact on these vulnerable groups that will be most affected by the ongoing Ebola crisis.

Sierra Leone is a strictly patriarchal society and the vulnerability of women to gender-based violence and discrimination is exacerbated by lack of access to land and economic dependency on men. Through providing women with increased financial stability and independence, the programme will help to challenge deep-rooted gender norms, influence the normal power structure and promote women's rights. When women have an income, substantial evidence indicates that it is more likely to be spent on food and children's needs. The majority of economic activity in Sierra Leone is attributed to women however this is predominantly via the informal sector - small scale farming and petty trading. Lack of access to decent work for women in Sierra Leone contributes to poverty and to gender-based discrimination. The programme will also contribute to the achievement of development goals under Pillar 8 of the Government's Agenda for Prosperity; namely to empower women and girls through education, participation and representation in decision-making, access to equal justice and economic opportunities.

Youth unemployment also forms one of the key challenges in the Kono district. The Sierra Leone Government has placed youth employment as a core area of their Agenda for Prosperity 2013-2018

(A4P/PRSP III), prioritizing natural resources, agriculture, and human development as strategic areas for growth, while avoiding the symptoms of the 'Dutch Disease' as a result of polarization of the local economy towards the extractive industry. At present, over 80% of the youth in Sierra Leone live below the national poverty line of \$2 per day and over 60 % are estimated to be structurally unemployed; with large numbers of 'working poor youth' found in urban areas - including in the Kono district headquarter Koidu. Many of the unemployed youth are ex-combatants, who returned to Kono seeking quick profits from artisanal mining. As the alluvial diamond supply is reaching exhaustion, artisanal miners are left with minimal opportunities to secure livelihoods. Recovery of the local economy is hampered by low levels of education and skills, limited private sector development, weak local purchasing power, and poor infrastructure.

The Kono district has one of the most productive mineral (diamonds and gold) sectors in the country. However, revenue generated through the extractive sector is not sufficiently invested in local development, and the capacity for sustainable governance of natural resources is weak. Ten years after the civil war, Kono remains one of the least developed areas in Sierra Leone, characterized by substantial inequality, poverty, and environmental degradation. The disconnect between public expectations of development returns from mining revenues versus the slow pace of economic and social progress is resulting in social tensions and increased risks for conflicts.

Based on Sierra Leone Integrated Household Survey (SLIHS) in 2011, 23.53% of male population in Kono district was engaged in mining, quarrying and mining support activities, and 39.21% - in retail and wholesale trade activities, while the men engaged in crop and animal production constituted only 5.88% and in aquaculture - 0.98% of the total respondents. Of the female population - 1.16% were engaged in mining, quarrying and mining support activities, and 80.39% - in retail and wholesale trade activities, and only 2.33% in crop and animal production activities, and 0% in aquaculture of the total female respondents. This further illustrates the heavy reliance of Kono population on the mining and closely related trade activities (especially petty-trade), and exposing fragile dependency of most women on trade with no significant value addition or production activities.

Weak implementation of legal frameworks in the Kono district hampers transparency and accountability as well as promotion of sustainability factors. Therefore, the programme will work with the Environment Protection Agency Sierra Leone (EPASL) and Local District Councils through their Council Environment Officers to interpret and process environmental and social impact assessment (ESIA) reports, as well as to monitor and evaluate the implementation of agreed environmental and social management plans. Public access to monitoring and evaluation reports will be improved and emphasised. Opportunities will be explored for synergies with a UNDP-led project that aims to use innovative mobile technology-based crowd-sourcing mechanisms for monitoring and reporting of issues around natural resource management. The programme will foster improved collaboration and information exchange between the EPA and the National Mines Authority (NMA). Technical support will be mobilized for expansion of the UNDP-supported centralized GIS-based natural resource management database, and linkages will be established with the existing NMA cadastre. Maps will be accessible on an open online platform and shared with key stakeholders to foster transparency and accountability.

As the media play a key role in influencing public opinion as well as in promoting transparency and accountability, journalists will receive training to improve their ability to report objectively on extractive industry contexts. The programme will work with the Community Relations Committee (CRC) of the extractive industry in Koidu city to find opportunities to address grievances from communities affected by regular blasting of kimberlite deposits. These activities will also aim to increase national and local capacity -public and of civil society- related to human rights monitoring regarding mining operations and new extractive projects. Particularly, regarding relocation and resettlement of communities, land ownership and

crop compensation, concession rights and associated corruption, transparent environmental and social impact assessments, food insecurity issues, militarization and repression of protests, access to health services, land degradation, pollution, labor rights and mining workers conditions. The relocation and resettlement of communities located in the blasting zone is resulting in repeated disputes and conflicts, partly due to inadequacy of resettlement plans and insufficiently inclusive engagement. In addition, small scale and artisanal mining activities in the district are resulting in environmental degradation and frequently lead to disputes around land ownership and concession rights. To strengthen the dialogue and engagement between local authorities (Local Councils, Paramount Chiefs), communities, and the extractive sector, the programme will engage the Human Rights Commission of Sierra Leone to increase the capacity of local NGOs for informed advocacy and constructive dialogue on economic, social, and cultural rights. There will be a particular focus on the rights of women who are disproportionately affected by land acquisition for a number of reasons including customary legal provisions that prevent women from owning formal titles and reallocation to sites far from local markets, water sources and schools. In addition, women who are dispossessed of their land often find themselves dependent on male relatives and therefore at higher risk of gender based violence. These and other capacity building activities will significantly improve adaptation and reduction of vulnerabilities of the target groups to climate change.

Rising conflicts between local communities and companies stresses the consequences of weak economic, social and cultural rights in Sierra Leone's policy framework and the need to foster a constructive dialogue to prevent the spread of extractive sector-related violence and disruptions that could undermine employment and mining revenues. The programme's interventions will contribute to conduct people-centred exploration and extraction that are gender sensitive and address conflict risks and environmental and social responsibility as identified in the UNDP Global Extractive Strategy - pillar 2.

In collaboration with the Government (Ministry of Finance, Ministry of Youth Affairs, National Youth Commission), Local Councils, Paramount Chiefs, and the private sector, the programme will enable diversification of the local economy and engage youth in targeted training and skill building activities for employment and entrepreneurship opportunities in urban (Koidu city) and rural areas. Participatory analyses will identify opportunities and skills gaps, which will be targeted through vocational training and business skills building activities. The programme will provide seed capital and facilitate access to financial service providers to enable youth to start up enterprises. These activities will build on the experiences of the Business Development Services (BDS) Programme, which is successfully being implemented by the National Youth Commission and the Ministry of Youth with support from UNDP, as well as on Agri-Business Centers (ABCs) that have been established with support from FAO.

As illustrated by the Sierra Leone Integrated Household Survey (SLIHS) agriculture, animal production and aquaculture can be the key entry points for the diversification of the economic activities in Kono district. In this regard the programme will combine strong expertise of both programme partners - UNDP and FAO in achieving lasting and synergetic results. UNDPs experience in training youth and women in entrepreneurship, PPP skills and access to finance will be combined with the deep technical FAO experience. Practical opportunities will be pursued in the two specific economic areas: facilitating mini-fish ponds and mini-poultry farming activities. These activities have a strong potential to be the initial points of intervention, while additional gaps of support will be added via baseline study and further analyses.

Currently, there are about 1,750 earthen fish ponds of various dimensions belonging to about 850 fish farmers in the country. The promotion of Aquaculture is given a high priority by the Government of Sierra Leone for Food Security, job creation and income generation as well as improved nutrition. The Agenda for Prosperity expresses the need and importance of providing affordable fish to all Sierra Leoneans. Fish farming can be a viable alternative, not only for increasing fish availability, but also potentially making important contributions to household economy and employment. As a result, the promotion of aquaculture

within non-coastal potential communities is now a high priority of the Ministry the Fisheries and Marine Resources (MFMR).

Below for the illustration purposes the table cost benefit analysis for fishing ponds: the levels of cost, return and profit that accrue to a fish farm. It mainly looks at the difference between the total revenue and total cost of production. The profitability as shown in the analysis below justifies the reason why it worth doing. The analysis basically looks at the costs associated with land, labour, fish feeds, capacity building, pond construction and management materials and the yield over a given period of time as well as prices.

. Intensive Poly-culture (cost in USD)

1 Construction Costs 15000

2 Operation Costs 32000

3 Production (Kg/ha/yr value) 2,750

4 Cost/kg 5

6 Rate of Return on investment 48.0%

7 Rate of Return on Operation cost 86.0%

8 Cost of Fertilizer and feed with Operation Cost 28.0%

Therefore, the programme will scale-up aquaculture interventions successfully piloted by FAO in Sierra Leone, through construction of a total of 24 large fish ponds. Offering cultured fish as an alternative source of animal protein is expected to contribute positively to biodiversity conservation goals by reducing the need for bush meat. Potential climate change impacts will be taken into account when establishing the ponds, to ensure adequate water provision for year-round supply of fish.

The programme will use intensive poly-culture method of farming, with Tilapia and Cat fish mixed. Poly-culture practice has proven to be an efficient method of fish farming as fish yields can be high because food items in the ponds are properly utilized since the different species exploit food at different levels. Food utilization is maximized using this method and has high profitability.

The project intends to construct 24 Earthen ponds within various selected communities, with dimensions ranging from 100 to 150 metres squared. Each pond will be managed by a youth or women's group of 35 members, benefitting an approximate number of 5 households. The ponds will be managed by the selected ty youths and women's groups. The operations on the farm such as feeding, clearing the surroundings of pond sites of bush and grass, liming and fertilizing will be done by the members of the selected groups to minimize the risk of predators such as snakes, frogs and others from eating the fish. Management linkages will be created between the groups and the companies and NGOs that operate within the District.

Sierra Leone gets 80% of its protein source from fish and fish is therefore in high demand, but the supply is very limited. Fishing both in the ocean, rivers and streams is less stressful and requires less input than hunting. Fishing activities in the provinces are mostly dominated by women, while men are normally associated with hunting.

Mining activities in Kono district has, and continue to negatively affect the environment. The process of mining involves cutting down tree and clearing land areas; it also involves digging and on many occasion without covering it. The project intends to transform those old mining pits into fishponds. Hunting bush meat alters biodiversity and ultimately affects our environment. Thus by investing in aquaculture in the rural areas like Kono we will encourage people to eat more of fish than bush meat; and in the process we will be helping to protect the environment.



The second immediate intervention on economic diversification opportunities will be targeted towards facilitation of setting-up mini poultry farms in Kono district. In the midst of high demand for chicken products in Sierra Leone, poultry farming has over the years not received much attention from the government. Over 90% of the chicken products such as eggs, chicken wings, legs, gizzards and many others are imported into the country for consumption. Sierra Leone does not have a single abattoir to process chicken; hence the dependence on imported chicken products is high.

The project will partner with private companies engaged in chicken farming activities. Project management committee will facilitate the process of establishing out grower schemes between the company and the 8 ABCs. The private partner would be expected to supply day old chicks, feed and provide veterinary services to the famers. Market linkages will also be created between the farms and private companies within Kono. Poultry farms has the potential to create livelihood opportunities as the eggs can be sold and the Hens can also be sold when they reach the stage of diminishing returns.

Below is a table with indicative figures of cost benefit analysis.

#### Cost benefit analysis

Year 1 (Production cost and returns) - USD Year 2 (Production cost and returns ) -USD

House construction 0

Poultry equipment 0

Poultry feeds - chicks 6,000 0

Poultry feed - layers (1 year) 6,000 6,000

Labour 600 600

Veterinary expenses 12,000 12,000

Total cost 24,600 18,600

Sales of eggs (0.75\*500\*182) = 68,250 eggs in the first year 136,500 273,750

Sale of spent chicken (10\*500) 5000 5,000

Total income 141,500 278,750

Profit 116,900 260,150

As seen from the above, the local economic diversification initiatives implemented under the programme will be strongly linked with the local private sector players in Kono district or even operating from outside. The project will build on experiences from the UNDP/UNCDF model piloted elsewhere in Sierra Leone, using a value chain and market demand approach. Strategic partnerships will be established between Local Councils and the private sector to facilitate the above mentioned economic diversification opportunities and ensure their long term sustainability. After engaging private companies in the preparatory stage of this programme - positive feedback was received from the private sector companies their organisations on the potential cooperation in capacity building and training local youth and women in various economic activities as well taking the initiatives forward. This PPP approach has proven to be a successful tool to share risks and leverage resources and ensure scalability of results - with the ultimate goals to achieve sustainable and inclusive growth resilient to the volatility of international markets, and to reverse over-dependence on the extractive industry.

The Programmes potential beneficiaries will be engaged using a combination of strategies, including:

(a) Creating effective channels of cooperation and information exchange among beneficiaries, national and local governments and other decision makers

(b) Encouraging and promoting beneficiaries' organizations and the important role they play in supporting civic engagement, capacity-building and providing non-formal training through financial and technical

support and promotion of their activities;

(c) Strengthening the participation and inclusion of young persons with disabilities in decision-making processes on an equal basis with others;

(d) Providing young people who are disconnected or socially and economically excluded with opportunities to participate in decision-making processes to ensure their involvement in the programme activities.

The programme will facilitate participatory decision-making processes that will contribute to greater inclusiveness of otherwise marginalised groups, especially women. Marginalised groups will be explicitly targeted for participation in planning processes at the Local Council level, to ensure that their needs and priorities are taken into account. The programme will ensure that development initiatives funded under the Community Development Agreements are aligned with Local Council Development Plans, and build on ongoing UNDP-UNCDF Local Economic Development initiatives, as well as on the model CDA that is being designed with support from GIZ. As CDAs are negotiated between extractive companies and host communities they form an important means of company-community engagement, and effective bargaining from the outset could reduce risk of conflict later.

Activities to generate sustainable livelihood opportunities will be implemented in line with the A4P, as well as with other national planning and policy instruments, including the Local Content Policy, the National Agenda for Local Economic Development, and the National Youth Employment and Empowerment Programme.

SDG-F financed budget represents a strong value-added proposition in terms of the complementarity of the activities under the ongoing UNDP, FAO and Government interventions by scaling them up, as well as filling in the substantial unfunded gaps in relation to inclusiveness, accountability and transparency in natural resource management and creation of the sustainable livelihood opportunities. In the absence of the SDG-F programme, natural resource management and economic diversification issues in Kono district will continue pressing the local population and trying to implement these activities by Local councils of Ministerial agencies themselves will take many years. Consequently, the economic recovery of the Kono district will be slow and sustainability of its growth will endure. The “business as usual” scenario will involve very modest interventions from the current ministries and local councils, with current activities being insufficient to target natural resource management and economic diversification issues in a comprehensive way.

Finally, the design of the programme has taken into consideration the fact that Sierra Leone is heavily affected by the outbreak of Ebola virus disease. Its socio-economic consequences will put even higher pressure on the most vulnerable groups in Kono district. Despite this, it is important wherever and however possible to continue the forward momentum of the country to help cushion the impact of the inevitable fall out. The Ebola crisis has exposed how profound the impact of weak systems can be and also some specific vulnerabilities, such as food security and the absence of basic social services such as water and sanitation. Furthermore, the crisis has demonstrated the low level of trust that the public has in institutions. Even while massive resources are being put into combating the immediate health issues related to the Ebola outbreak, it must be necessary to start to address some of the underlying problems that have contributed to the spread and that has affected people’s capacity to survive. A lot of the emergency funding will focus to combat Ebola directly for several months to come, however in the meantime work needs to start on improving the resilience of individuals and communities in a post-recovery stage. This programme will smartly adapt to potential challenges on the ground by adequately planning the activities throughout the time of the programme, employing adaptive methods to reach out to the target groups. The programme will address food security, increase public trust by employing an inclusive and participatory approach, encourage the private sector to remain engaged throughout the Ebola hiatus and improve foundations for the more sustainable livelihoods in Kono district.

**Mainstreaming of gender and women's empowerment:**

Gender and women's empowerment have been mainstreamed throughout the programme through the engagement of UNDP's gender focal person. During scoping missions to Kono, UNDP met with CSO partners working on women's rights issues and with the RainboCenter – a one stop center for victims of gender based violence – to assess the levels of gender inequality in the district and to inform the programme from a gender perspective. Kono has the highest rate of reported rape in Sierra Leone. Violence against women is extremely common and restrictive inheritance and property laws, which discriminate on the basis of gender, make women vulnerable and dependent on husbands or male relatives. Lack of education and employment opportunities for women in Kono exacerbates their vulnerability and puts them more at risk of violence, early marriage and teenage pregnancy. The current outbreak of Ebola has exacerbated the situation, with social and economic impacts having a disproportionate effect on women's security and livelihoods. Up-to-date sex-disaggregated data and gender statistics from Kono will be gathered in the initial phase of the programme.

Acknowledging that where women are involved in consultations to decide priorities for investment of natural resources, outcomes often have more sustainable development impacts, the programme specifically targets women, and considers the needs of both women and men in all areas of intervention. Also considering the deeply entrenched customs and beliefs in Sierra Leone relating to the roles of men and women in society, the programme will include initiatives – such as relationship building between male and female youths and sensitization of men and boys on gender equality – in order to challenge harmful cultural norms and practices. The programme recognizes that gender inequality also affects young people in Sierra Leone not only by impacting on participation in educational activities but also by influencing the repartition of gender roles in agribusiness. In turn, this affects the capacity of young women and young men to: (i) start up new businesses, (ii) invest family money into the family business, (iii) access national and international markets, (iv) access property (v) access certain product sectors (e.g. women entering male dominated sectors/markets), (vi) handle trade regulation and enabling environment.

The programme will ensure that women are given the opportunity and capacity to participate equally in negotiation and advocacy processes. Based on baseline needs assessment and market studies to be carried out during the initial stages of the programme, women will explicitly be targeted for training and skills-building to increase their opportunities for employment and entrepreneurship. Women will also be targeted to increase their participation in decision-making. These interventions will contribute to advancing gender equality through challenging traditional gender roles. The focus on youth presents a unique opportunity to build partnerships between young men and women based on mutual respect and trust. This will in turn help to dispel attitudes leading to gender equality, discrimination and gender-based violence.

Evidence of positive impact of the programme on gender equality and women's empowerment will be measured through the numbers of female participants in negotiations on CDAs, the level of satisfaction of women in communities with the provisions of the CDAs and the cooperation of men and boys, including local traditional leaders, in sensitizations related to gender equality. Increases in the income of female beneficiaries will also be measured. The programme will have a gender marker of 2.

The programme recognizes

A) Promoting inclusiveness, accountability and transparency in natural resource management.

This programme will offer a platform for women to be actively engaged in advocacy related to natural resource governance through informed participation in dialogue around the extractive sector.

Targeted interventions (training workshops) will empower women to participate and negotiate in development of agreements. Participation of women (50%) and other under-represented groups in the committees overseeing CDAs will be improved and women's specific needs and grievances will be explicitly addressed. As a result, CDAs will contain provisions that fulfil the needs of women, for the good of the whole community. Simultaneously, local decision-makers will be capacitated for recognizing and responding to the needs of both women and men.

#### B) Generating sustainable livelihood opportunities

Support to the diversification of the local economy through the value chain approach and aquaculture ventures will focus particularly on youth and women (50% of targeted participants are female) in order to positively impact their socio-economic welfare. PPP arrangements will also be designed with specific attention to gender equality, and to promote women's access to employment and business opportunities.

Specific measures will be taken to improve women farmer's access to markets and also to broaden the scope of employment opportunities for women.

#### **Sustainability:**

Institutional and environmental sustainability is explicitly integrated in the programme design. Environmental sustainability will be secured through its outputs on enhancing capacity of the Environment Protection Agency (1.1) and improved governance of natural resources (1.2). The interventions are designed as part of UNDP Sierra Leone's programme pillar on Inclusive Growth and Sustainable Development, where close engagement of the Energy, Environment and Natural Resource Management unit will contribute to ensuring that activities aimed at diversifying the local economy, and generating employment, livelihood and entrepreneurship opportunities (2.2 and 2.3) will take environmental sustainability aspects, including climate change, into account.

Institutional sustainability will be achieved through the inclusivity of the design and implementation processes. Furthermore, structured as it is within the wider framework of a UN multi-agency Area-Based Development (ABD) project, the programme is designed to be a catalyst for the development of sound natural resource planning by building the capacity of all stakeholders to engage in improving the institution that govern land use, promote fair and transparent access to basic services, monitor business practices and ensure equitable opportunities for employment. The programme design promotes a participatory approach to ensure national and local ownership, working together with stakeholders from national and local authorities, targeted beneficiaries and the private sector throughout all stages of the programme (planning, implementation, evaluation). The programme will be part of a domino effect that will transform business practices, government policies and create and expectation of fairness on the part of beneficiaries.

Participatory market analyses will inform the design of employment and entrepreneurship opportunities, in order to achieve financial sustainability. Financial sustainability will further be achieved by ensuring community participation in planning and budgeting, transparency in procurement, fiscal discipline and value for money resulting in efficient investments, employments and business opportunities. PPP arrangements will contribute to financial sustainability by leasing investments to the private sector, which will bear management cost (staff, maintenance, production and marketing of goods and services) and pay rental fees and local taxes to the Local Councils. In this arrangement, investments remain assets generating revenues to Local Councils while providing employment, goods and services to communities. Revenues generated by these assets will subsequently be used to leverage more resources from the private sector for further investments, or to improve service delivery

#### **Public-private partnerships:**

Public private partnerships will be central to most of the activities of the programme. The key to ensuring that programme will reflect not only the needs of the target groups, but also will integrate them into the market realities of the area will be to actively engage the private sector throughout the entire time of the programme. Initial consultations on the programme activities with the private companies and their representatives revealed strong need to apply demand driven approach to the programme interventions and adopt practical, locally-tested techniques for stakeholder engagement. Opportunities for private and public sector dialogue will be further established during the initial stages of the programme. Large-scale mining companies in the Kono district, like Koidu Ltd (OCTEA) already have their sustainability projects in Kono district, facilitating agriculture and related capacity building activities Tankoro Chiefdom. Such and other projects would be a good initial entry point for aligning and synergising programme activities.

The programme will also promote and integrate partnerships with the private sector through the Corporate Social Responsibility framework implementation process (which is in its initial phases in Sierra Leone), Local Chapter of the Global Compact and other participatory mechanisms already established, including the development process of the CDAs. Partnerships will also be built through engagement of Local Councils and the private sector, and through the local content policy implementation process.

The programme will build on successful examples and models piloted by UNDP and UNCDF to engage mining companies and establish partnerships between local councils and the private sector for socio-economic investments. The programme will aim to gain acceptance and buy-in from the local private companies (including mining industry) to continue partnership activities even after the programme completion. This will be addressed after the programme will establish stable public-private dialogue mechanisms and will gain wider recognition among all of the stakeholders. This programme will serve as a catalyst for further mobilizing further to the programme activities after its completion. It will ensure better sustainability of the results and enhance the long term impact for the target groups.

The programme exit strategy nevertheless will be ensured not only by the private sector participation in the continuation of the activities, but most importantly by the enhanced capacity of the target groups to engage the private and public sectors (nationally and locally) following a participatory and capacity building process.

#### **Civil society participation:**

Outcome 1 on Inclusiveness, accountability, and transparency in natural resources management, aims to engage civil society in monitoring and reporting on natural resource management issues, and the capacity of NGOs, including women's groups, will be increased to promote constructive dialogue with the extractive sector on economic, social, and cultural rights. Outcome 2 on diversified and sustainable livelihood opportunities aims to maximize participation of civil society in decision-making for Community Development Agreements as well as in the design and implementation of activities to diversify opportunities for socio-economic development. Civil society will also be engaged in collecting data and information for the initial baseline needs assessment and for M&E processes. All of these activities will strengthen local capacity for establishing comprehensive local sustainable and inclusive development strategies.

#### **Justification of the Joint Programme modality:**

The programme will be implemented as part of a joint Area-Based Development (ABD) initiative, in which six UN agencies participate (UNDP, UNICEF, WFP, FAO, UNCDF, UNV, UNFPA). The complexity and multiplicity of challenges in the Kono district led the UNCT to the conclusion that a joint ABD approach would be most effective as it: i) facilitates the focus of resources and capacity on a clearly defined area; and ii) enables magnification of impacts through synergies.

The joint design and implementation by UNDP and FAO of interventions aimed at enabling sustainable

livelihoods as part of the ABD initiative is based on complementarity of in-country experience and expertise in areas of local development and sustainable livelihood generation.

The value-added of an interagency programme by UNDP and FAO is further strengthened by the numerous synergies of experiences in the subject areas of livelihoods and sustainability in the region:

- UNDP leads the joint-ABD initiative in the Kono district through its sub-office in Koidu, and brings considerable experience and capacity in the areas of environmental sustainability, local economic development and youth employment, gender equality, working with the Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA), the EPA, National Youth Commission, Ministry of Youth Affairs and Local Councils. The MFMR will also be consulted on various aspects of the project including the fish ponds initiative.
- FAO adds substantial value to the programme through its extensive experience and capacity in areas of smallholder commercialization and climate change adaptation in the agriculture sector, working with the Ministry of Agriculture, Forestry and Food Security.

### **Regions of intervention:**

The Kono district was identified as the target region for an Area-Based Development (ABD) approach by the UNCT as it is one of the least developed areas in the country and it is characterized by extensive and complex development challenges as well as potential for conflict, as described elsewhere in this document.

Kono district was significantly affected by the 10 years of the conflict in Sierra Leone. The social and economic development in Kono district has been challenged and the infrastructure destroyed as a result of the conflict is yet to be rehabilitated to pre-war state. Safe drinking water remains limited for some communities; deep pits dug by people searching for diamond are left uncovered and filled with stagnant water which serves as breeding grounds for mosquitoes, hiding places for snakes, thus posing serious environmental and health risks to local population.

Unemployment rate is still high amongst the young people. Youths in Kono District constitute a big chunk of the total district population and are largely unemployed, subjugated and marginalized. The difficult circumstances that youths in Kono district face because of limited opportunities for education/training, viable employment, health and social services, and because of a growing tendency for violence and crime; is militating the chance of districts quest for peace and development.

With the scarcity of alluvia diamond (usually searched by hand tools) in Kono district, most of the youth involved in diamond digging as a source of livelihoods are finding it difficult to sustain this source of livelihoods, which could create tension. The ideas, considerable energies and vision of the youths in Kono are essential for sustained peace and development in the district.

The outcomes of several scoping missions led by UN-agencies emphasized the urgency of addressing development challenges in the Kono district, and the need for a multi-agency approach.

### **Targeted groups:**

The primary beneficiaries of the programme are urban citizens affected by the extractive industry in Koidu, unemployed youth (15-35 years), and targeted rural communities, with a particular focus on women. Specific focus will also be on targeting beneficiaries who are living below the national poverty line of \$2 per day.

The programme aims to reduce potential for dispute and conflict among the urban population in Koidu by improving transparency and accountability processes, increasing the capacity of the media for informed and objective reporting, and supporting NGOs in advocacy and constructive dialogue with the extractive industry. The programme also aims to promote gender equality and reduce gender based violence.

Unemployed youth (50% female) including in rural communities, will benefit from workshops, entrepreneurial training, post-training support, mentorship, coaching, business advisory services, and seed funds that will help them gain skills, knowledge, and confidence to transform their lives from being dependents to becoming income-earning members of households. Baseline data and quantitative indicators will be further collected from the baseline surveys to be implemented during the initial stages of the programme.

**Design, multisectoral strategy, results and implementation plan:**

The rationale behind the ABD initiative in Kono is that the multidimensional development challenges in the district cannot be targeted through a single intervention, but rather require a holistic, multisectoral approach in which multiple partners collaborate to implement a variety of activities that complement and reinforce each other. Although the extractive industry forms a key entry point for the interventions, the programme will work mainly through the public sector, other private sectors (e.g. manufacturing, consumer goods and services) and agriculture, to induce transformative impacts on the lives of marginalized groups. The programme will work closely with national and local authorities to strengthen the effectiveness of its interventions on enabling sustainable livelihoods through improved natural resource governance and economic diversification.

Enhancing the capacity of the EPA and Local Councils for interpreting and processing ESIA's, monitoring the implementation of environmental and social management plans, and disseminating changes in the status of the environment online through a centralized GIS database will contribute to informed and inclusive decision-making, and increased transparency in natural resource governance. Enabling citizens and the private sector to monitor and report issues related to natural resource use (e.g. pollution events, illegal mining activities) will contribute to increased transparency as well as accountability. Strengthened capacity of local NGOs for informed advocacy on economic, social, and cultural rights will further help to enable a more constructive dialogue with duty bearers (national and local authorities as well as the extractive industry) and contribute to improved accountability. Therefore, demonstration of increased transparency, accountability and improved dialogue is expected to contribute to reducing causes for conflict and increase sustainability of livelihoods for the target groups in Kono district.

Facilitation of increased market access and increased economic opportunities through value chain addition and entrepreneurship, as well as skill building and training for increased employability will contribute to diversification of the local economy and increased average income of targeted marginalized groups (youth and women) who are living under the national poverty line of US\$ 2 per day. Targeted training will enable stakeholders (especially women, who would otherwise be peripheral to the process) to meaningfully contribute to the development of CDAs. One of the initial entry points for diversification of economic opportunities will be facilitating engagement of the target groups in agriculture, aquaculture, poultry and other non-mining economic activities. Further market analyses will inform other choices for viable entrepreneurship and employability opportunities, after which identified gaps in skills and knowledge will be addressed through targeted training and skill-building activities, and seed capital will be provided to enable start-up of businesses. By facilitating PPPs with local private companies, communities and Local Councils, financial risks will be shared and resources mobilized to ensure scalability. Jointly, these activities will contribute to sustainable and inclusive growth that is resilient to the volatility of international markets, and reverse over-dependence on the extractive industry.

Both of these interventions will be closely linked by numerous cross-cutting activities of increasing participation of the target groups in PPP dialogue activities, inclusion of youth and women's groups in the dialogue and economic diversification process, their participation in the capacity building process as well as improvement of the national institutional and especially local capacity to address sustainability issues in a systematic, accountable and transparent way.

See Results Framework for more details.

**Coordination and governance arrangements:**

The programme will be coordinated by a national Steering Committee headed by the Ministry of Finance. The SC will comprise representatives from the Ministry of Mines and Mineral Resources, National Mines Authority, Ministry of Youth Affairs, National Youth Commission, Ministry of Agriculture, Forestry and Food Security, and the Environment Protection Agency, as well as representatives from Local City Councils, Paramount Chiefs, and participating NGOs.

The following table represents roles and contributions of all of the above mentioned national and local authorities in the implementation process of the programme:

Institution Roles and Responsibilities in the programme

1. Ministry of Finance and Economic Development Coordination of the Steering Committee work and using its convening power and deep knowledge of the cross-cutting institutional arrangements related to Kono district.
2. Ministry of Mines and Mineral Resources Facilitation of the dialogue with the private sector in the area and provision of quality feedback on the particular project interventions.
3. Ministry of Youth Affairs Ensuring coordination of the project activities with the ongoing youth-policy work on the Ministry level and representation of youth-related issues of Kono area during the project implementation.
4. National Youth Commission Facilitation of the quality access to youth organizations in the area and integration of the programme activities into the overall GoSL interventions.
5. Ministry of Social Welfare, Gender and Children’s Affairs Facilitation of the quality access to women’s organizations in the area and integration of the programme activities into the overall GoSL interventions.
6. Ministry of Fisheries and Marine Resources Expertise and advice in relation to fish-farming activities in communities
7. Ministry of Agriculture, Forestry and Food Security Provision of the agriculture-sector specific information during the project implementation and coordination of the specific income generation interventions of the project with the Ministry's ongoing activities.
8. Environment Protection Agency Facilitation of the quality interventions of the programme at the local level by sharing the experiences of the current program as well as receiving direct capacity building and support to achieve program objectives.
9. Local City Council Coordination of the project activities in the district level with other council activities as well as facilitation of the outreach to local youth and women's groups for the programme interventions.
10. Paramount Chiefs Endorsement of the programme activities and building awareness of the specific interventions.
11. NGOs (to be further identified during the initial stages of the programme) Provision of the independent opinion on the programme activities as well as communication of the most pressing needs of programme target groups.

The SC will convene for an inception meeting at the onset of the programme, and subsequently on a quarterly basis. Information on programme progress, including M&E results and financial expenditures will be shared through quarterly reports, and discussed during the SC meetings.

To ensure the optimal decision-making process and participation of national and local stakeholders the SC will provide an oversight of the programme and will be responsible for making, by consensus, strategic and management decisions guiding project implementation. The SC will be chaired by the officer, designated by the Ministry of Finance and Economic Development. Meeting on a quarterly basis, the SC will carry out the following tasks:



- i. Advise and provide overall direction and guidance to the programme, including new strategic areas of partnerships and activities, as appropriate;
- ii. Provide oversight and ensure the effective management and implementation of the programme;
- iii. Review performance toward programme results and objectives;
- iv. Assess impacts and oversee evaluation;
- v. Approve major changes in the programme intervention logic.

Keep the beneficiaries and JP leadership regularly informed about the deliberations and decisions of the SC.

The Programme Manager will be responsible for:

- i. Realization of programme outputs; coordination with all partners responsible for implementation of the programme activities and day to day financial and programmatic management;
- ii. Sharing all information relevant to effective decision making , including all relevant financial information, with the SC;
- iii. Preparing progress reports of the programme;
- iv. Coordinating with the Implementing Partner and other agencies;
- v. Providing secretariat support, including the drafting of the agenda and preparation of the minutes of the meetings, to the SC.

In addition, a system to facilitate coordination and information flow will be established at the national and local levels, as well as the feedback system in the form of the SC meetings with the local council representatives and Paramount Chiefs in Kono district level. In order to simplify the organization and networking activities, initially only a core group of the above-mentioned relevant and committed institutions and agencies and individuals will be engaged. As the programme proceeds the the agreed arrangements might be formalized through the signed MOAs (subject to needs).

JP main team of the implementing agencies will be comprised of the following members (with % of time to be dedicated to JP):

- 1) Dedicated full-time Programme Manager (100%)
- 2) UNDO Programme Manager for Environment and Natural Disaster Management (10%)
- 3) FAO representative, Programmes (20%)
- 4) UNDP Public Private Partnerships Adviser (10%)
- 5) UNDP gender focal person (10%)

#### **Risk analysis:**

The programme is designed to be conflict sensitive and minimize risks by i) building on sound analysis and understanding of the existing demands and complexity of the development situation in the Kono district; and ii) engaging all key stakeholders in the development and implementation of activities to ensure ownership and participation. Progress of the programme will be monitored on a quarterly basis as part of the M&E strategy, which will contribute to identifying risk to achieving the intended results. Mitigation possibilities will be evaluated on a case-to-case basis and fed into adaptive management response mechanisms.

Meetings of the UNCT will contribute to effective interagency coordination as part of the ABD intervention, while UNDP and FAO will jointly undertake M&E field visits and report on progress. Inter-institutional coordination will partly be facilitated through quarterly meetings of the SC, as well as through ad hoc meetings as required.

#### **Monitoring and evaluation (M&E):**

Baseline data is partly being collected as part of the ABD intervention, and any gaps in existing baseline data will be filled during the inception period (first 3 months) of the programme. Questionnaires will be used to obtain baseline data for targeting low-income households, and for obtaining data to monitor

changes in socio-economic status resulting from participation in the programme.

Data collection for monitoring of progress will be done on a quarterly basis through joint UNDP-FAO field visits, and will engage partners from MDAs, Local Councils and Paramount Chiefs to facilitate ownership of the process. Progress against agreed work plans will be reported on regular basis, including a midterm and final evaluation to assess the relevance, effectiveness, and impact of the project. The programme will identify lessons learned and best practices, which will be translated into communication and advocacy messages.

The estimated cost of initial data collection, quarterly joint M&E visits with government partners, MTE and FE is US\$ 80,000. See Results Framework Matrix and Budget for more details.

### **Communication and advocacy (C&A):**

Communication experts from UNDP and FAO will jointly develop a detailed strategy for communication and dissemination of key messages, awareness building and advocacy. Communication objectives will be linked to UN corporate goals and outline what the programme is trying to achieve, as well as disseminate lessons learned, successes, and best practices derived from implementation of interventions, which will also feed into advocacy efforts.

Target audiences include primary beneficiaries, government MDAs, civil society, and our global audience. For each target group, the most effective and efficient ways of communication will be used. Tools and activities to communicate messages will include:

- Local: workshops, meetings, knowledge products, printed media, radio programs.
- National: meetings with MDA representatives, knowledge products, printed media, radio programs.
- Global: social media (UN websites, Twitter, Facebook), international media outlets.

Knowledge products (brochures and leaflets) will be developed to share key messages with local and national audiences. A professional photographer will visit intervention sites at the onset, midterm and final stage of the programme to ensure communication efforts are supported with high quality images. To give greater legitimacy to the messages, and increase outreach coverage through repetition by stakeholders, the programme will establish linkages with the media, local governments, academia, faith groups, NGOs, and private sector to mobilize support for dissemination of key messages and lessons learned.

As part of the advocacy strategy of the programme, journalists will receive training to report objectively and strengthen media oversight of the extractive sector. In addition, local NGOs will be strengthened to promote constructive dialogue with the extractive sector on economic, social, and cultural rights.

Lessons learned from participatory processes at the local level will be brought to national-level policymakers and their scaling-up will be advocated for. Internal communication partners will be ensured by sharing programme reports and through regular, scheduled meetings of the UNCT. Members of the UNCT will furthermore use the key advocacy points in their public outreach.

The communication and advocacy strategy will be reviewed at the mid-point of the programme to ensure it remains effective. The estimated costs for implementation of the communications and advocacy strategy is US\$ 23,000 (excluding costs for media training, which is budgeted elsewhere).

### **Knowledge management (KM):**

Knowledge generated through the implementation of the programme will be harnessed and translated in communication products for targeted audiences (see Communication and Advocacy Strategy above). Key lessons learned, successes and best practices will be packaged for both internal sharing, as well as for

sharing with beneficiaries, partners, RBA and HQ.

### **Contribution to the post 2015 development Agenda:**

The programme recognizes the need to bridge priorities of the MDGs by taking a more cross-sectoral and integral approach to development challenges. The programme aims to accelerate progress towards inclusive economic growth for poverty eradication while simultaneously addressing environmental sustainability. Transformational change will be promoted by demonstrating positive impacts at the local community level while engaging local and national authorities from the onset to encourage institutionalization of sustainable solutions within development strategies.

## **V. SDG-F - Joint Programme Management Arrangement**

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### Coordination and Oversight Mechanisms

The Fund will rely on UN Resident Coordinators (RC) to facilitate collaboration between Participating UN Organizations to ensure that the programme is on track and that promised results are being delivered. The Resident Coordinator will exercise his/her authority over the programme by being entrusted with leadership of the overall programme design, ongoing programmatic oversight of the Fund's activities by co-chairing the National Steering Committee meetings.

To ensure proper checks and balances of programme activities the RC is called upon to establish committees at two levels:

- A National Steering Committee (NSC), and
- Programme Management Committee(s) (PMC).

The NSC consists of the Resident Coordinator, a representative of the national Government in the role of Co-Chair and a representative of the AECID or in its absence from the Embassy of Spain and/or other sponsoring partner entity, according to the SDGF ToR.

The responsibilities of the PMC will include:

1. ensuring operational coordination
2. appointing a Programme Manager or equivalent thereof;
3. managing programme resources to achieve the outcomes and output defined in the programme;
4. establishing adequate reporting mechanisms in the programme;
5. integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
6. providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan;
7. agreeing on re-allocations and budget revisions and make recommendations to the NSC as appropriate;
8. addressing management and implementation problems;
9. identifying emerging lessons learned; and
10. Establishing communication and public information plans.

### Fund Management Arrangements

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

The Administrative Agent will:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant the Administrative Arrangement. This Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest;
- Make disbursements to Participating UN Organizations from the Joint Programme Account based on instructions from the Steering Committee, in line with the budget set forth in the Joint Programme Document.

The Participating UN Organizations will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA.
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.
- Each UN organization is entitled to deduct their indirect costs on contributions received according to their own regulation and rules, taking into account the size and complexity of the programme. Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency.

The Joint Programme team will consolidate narrative reports provided by the Participating United Nations Organizations and provide them to the AA no later than 31 March per the MOU Participating UN Organizations will submit financial reports no later than one year after the completion of operational activities

The MPTF Office will:

- Prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Joint Programme Team and the financial statements/ reports submitted by each of the Participating UN Organizations in accordance with the timetable established in the MoU;
- Provide those consolidated reports to each donor that has contributed to the SDGF, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.
- Provide the donors, Steering Committee and Participating Organizations with:
  - Certified annual financial statement (“Source and Use of Funds” as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year;
  - Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

Consolidated information will be available on the MPTF Office GATEWAY

(<http://mptf.undp.org/factsheet/fund/SDG00>)

**BudgetPreparation** - The Programme Coordinator will prepare an aggregated/consolidated budget, showing the budget components of each participating UN organization.

**Fund Transfer** - The initial transfer will be made based on the approved and signed Joint Programme document. The subsequent instalment will be released in accordance with Annual Work Plans approved by the NSC and always based on the SDGF ToRs and Guidance for JP Formulation. The release of funds is subject to meeting a minimum expenditure threshold of 50% of the previous fund release to the Participating UN Organizations combined. If the 50% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization’s performance. On the other hand, the following year’s advance can be requested at any point after the combined disbursement against the current advance has exceeded 50% and the work plan requirements have been met. If the overall expenditure of the programme reaches 50 before the end of the twelve-month period, the participating UN Organizations may upon endorsement by the NSC request the MPTF Office to release

the next instalment ahead of schedule. The RC will make the request to the MPTF Office on NSC's behalf. Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.

**Interest on funds** - Interest will be administered in accordance with the financial regulations and rules of each UN organization and as documented in the Standard Administrative Arrangement signed with the donor.

**Balance of Funds** - The disposition of any balance of funds remaining at the end of programme implementation will be in accordance with the agreements between the Participating UN Organizations and the implementing partners as well as donors where applicable.

## Accountability, Monitoring, Mid-Term Review and Evaluation

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Joint programmes are required to provide narrative reports on results achieved, lessons learned and the contributions made by the Joint Programme. Monitoring reports are prepared and presented to the JP SC twice a year and include updated work and monitoring plans.

JPs will produce annual monitoring reports plus a final evaluation report. Evaluations quality will be according with UNEG and OECD-DAC rules. Ongoing monitoring and results management will take place in line with UN standards and SDGF ToRs and Guidance for JPs Formulation.

All communication materials developed as part of a JP should acknowledge its several partners. The SDGF and Spanish Cooperation's logos should always be used jointly in all JP's communications.

**Audit** - The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules and, in case of MDTFs, in accordance with the Framework for auditing multi-donor trust funds which has been agreed to by the Internal Audit Services of participating UN organizations and endorsed by the UNDG in September 2007.

### Legal Context or Basis of Relationship

The following governing cooperation or assistance agreements between the Government of and the UN participating organisations will be the legal basis for the relationships for conducting activities:

For each UN Agency please indicate the title and date of the agreement between the Agency and the National Government:

Agency name	Standard Basic Assistance Agreement	Date agreement was signed

## VI. Annexes

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**Letter signed by Resident Coordinator:**

 [Cover Letter SDGF.pdf](#)

**CN Endorsement of National Steering Committee:**

 [LPAC meeting for SDG-F programme.pdf](#)

**Commitment of matching funds:**

 [Commitment Letter.pdf](#)

**Results Framework:**

 [Results Framework Matrix Sierra Leone.pdf](#)

**Budget break-down per outcomes, outputs and activities:**

 [AWP Sierra Leone 140616.docx](#)

**Joint programme monitoring plan \*:**

 [SDGF Performance Monitoring Framework.pdf](#)

**Integrated Monitoring and Evaluation Research Framework \*:**

 [SDGF Integrated Monitoring and Evaluation Research Framework.pdf](#)

**Performance Monitoring Framework \*:**

 [SDGF Performance Monitoring Framework.pdf](#)

**Participants list of consultation meetings and events \*:**

 [ABD Kono Scoping Mission Stakeholders Interviewed.pdf](#)

**Risk analysis \*:**

 [SDGF Risk Analysis.pdf](#)

**Additional documentation:**

 [Meeting Minutes Sierra Akker.pdf](#)

**Additional documentation:**

 [Meeting Minutes SLBF-1.pdf](#)

**Additional documentation:**

 [ABD Sierra Leone Concept Note 140405.pdf](#)

**Additional documentation:**

 [QIP-Engagement strategy17April.pptx\\_.pdf](#)

**Additional documentation:**

 [FAO QIP.pdf](#)