

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



**PBF PROJECT DOCUMENT**  
(Length: Max. 12 pages plus cover page and annexes)

<b>Country (ies):</b> Sierra Leone	
<b>Project Title:</b> Creating Peaceful Societies through women's improved access to management of natural resources, land tenure rights and economic empowerment in Sierra Leone	
<b>Project Number from MPTF-O Gateway (if existing project):</b>	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc.):</b> <ol style="list-style-type: none"> <li>1. Food and Agriculture Organization of the United Nations (FAO)</li> <li>2. International Labour Organization (ILO)</li> </ol>	
<b>List additional implementing partners, Governmental and non-Governmental:</b> <ol style="list-style-type: none"> <li>3. The Ministry of Lands, Housing and Environment (MLHE)</li> <li>4. Ministry of Agriculture and Forestry (MAF)</li> <li>5. Ministry of Labour and Social Security (MLSS)</li> <li>6. Ministry of Local Government and Rural Development (MLGRD)</li> <li>7. SME Development Agency (SMEDA)</li> <li>8. West African Network for Peace Building (WANEP)</li> <li>9. NAMATI</li> <li>10. Green Scenery</li> <li>11. Sierra Leone Labour Congress</li> </ol>	
<b>Expected project commencement date<sup>1</sup>:</b> January 2019 to June 2020	
<b>Project duration in months:<sup>2</sup></b> 18 months	
<b>Geographic zones for project implementation:</b> Using a conflict sensitive approach, the project will target Bombali District (Northern Region), Bo District (Southern Region) and Kenema District (Eastern region)	
<b>Does the project fall under one of the specific PBF priority windows below:</b> <input checked="" type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	

<sup>1</sup> Note: actual commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

**Total PBF approved project budget\* (by recipient organization):**

**FAO:** \$ 1,000,000

**ILO:** \$ 500,000

**Total:** \$ 1,500,000

*\*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.*

Any other existing funding for the project (amount and source):

Project total budget: \$ 1,500, 000

<b>PBF 1<sup>st</sup> tranche:</b>	<b>PBF 2<sup>nd</sup> tranche*:</b>	<b>PBF 3<sup>rd</sup> tranche*:</b>	<b>__ tranche</b>
Recipient:			1 <sup>st</sup> : \$ 1,050,000
FAO: \$ 700,000	FAO: \$300,000	XXXXXX	2 <sup>nd</sup> : \$ 450,000
ILO: \$ 350,000	ILO: \$ 150,000	XXXXXX	3 <sup>rd</sup> : \$ 000,000
<b>Total: \$ 1,050,000</b>	<b>Total: \$ 450,000</b>	<b>Total: XXXXX</b>	<b>Total: \$ 1,500,000</b>

**Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:**

Fostering women's empowerment and access to political, legal, economic, and social rights is a core dimension of peacebuilding efforts. In Sierra Leone, land tenure and access to natural resources with economic exclusion lie at the heart of this debate. The complex land tenure and ownership system and unequal access to natural resources are among the primary causes of conflicts in Sierra Leone. Farmers – particularly women – operate in an informal and precarious system without sufficient legal safeguards.

The project is time-sensitive, as the new Government has committed to the implementation of a long overdue land reform as well as a National Gender Strategy, both of which, on paper commit to non-discrimination and gender equality within an overhauled land tenure system. The project is innovative, being the only initiative in the country that combines the promotion of women's land tenure security, economic empowerment, and peacebuilding, anchored on the implementation of land policy. The project will enhance women's access to and control over land and at the same time strengthen their economic opportunities through business skills and knowledge, gender-sensitive financial products and ability to cooperate effectively. The project is also in line with the Government's efforts to foster national cohesion, as dialogue will augment local conflict preventions and peaceful resolution of disputes, with the support of a network of trained insider mediators. The project relies on innovative methods in its implementation, including the use of an innovative geospatial technology "System for Open Land Administration (SOLA)" an Open Tenure software developed by FAO, with a gender-sensitive, community-based approach to record land rights and tenure relationships in the field, including rules on tenure dispute resolution.

Improving the governance of tenure will require engaging a broad range of stakeholders with different and sometimes conflicting interests. Building on the existing wide consensus on the need to strengthen women's empowerment and participation at all levels of society, as well as to sustain social cohesion by preventing escalation and political use of land conflicts. The project will serve as catalyst to mobilize local and national political will to engage powerful elites who benefit from weak tenure governance and in a system that engenders women's exclusion.

**Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:**

Wide consultations with a range of stakeholders have been conducted during the project formulation stage. FAO and ILO held discussions with the Government on how to promote women's land rights and improve their access to land, productive resources and economic empowerment while fostering community cohesion. The government's new development plan was discussed at a meeting at the Ministry of Planning and Development, to identify the appropriate entry points for the project. A meeting with key traditional authorities (Paramount Chiefs, section chiefs) and local government councilors from Bombali, Bo and Kenema was recently held in Freetown, in order to consult inclusively on the project. On the civil society front, FAO and ILO have also held extensive discussions with the West African Network for Peace Building (WANEP), Green Scenery, and NAMATI on the need to increase awareness raising and sensitization on protecting women's land rights, as part of the implementation of the land policy. Consultations have also been held with the Sierra Leone Labour Congress, which will facilitate collaboration with sector specific worker organizations in supporting women's economic empowerment. Discussions were also conducted with the SME Development Agency (SMEDA) to work with business networks and associations that can provide services to rural women in the area of economic empowerment. Regular consultations have been held with the Peace and Development Adviser as well as with other UN agencies that are currently implementing PBF projects, to ensure complementarity and sustainability of gains. Agreements have been made to ensure coordination and synergies between all conflict prevention projects within the UNCT (UNDP, UN Women, UNESCO, and UNICEF).

**Project Gender Marker score: 3<sup>3</sup>**

Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment:

80% (\$ 1,200,000) of the total project budget allocated GEWE

**Project Risk Marker score: 1<sup>4</sup>**

**Select PBF Focus Area** which best summarizes the focus of the project (*select ONLY one*): 3.2<sup>5</sup>

**UNDAF outcome(s)** to which the project contributes:

**PRSP/UNDAF Pillar 1.** Economic Diversification to Promote Inclusive Growth

**PRSP/UNDAF Pillar 2.** Managing Natural Resources

**PRSP/UNDAF Pillar 5:** Labour & Employment

**PRSP/UNDAF Pillar 8:** Gender Equality and Women's Empowerment

**Sustainable Development Goal (SDG)** to which the project contributes:

<sup>3</sup> **Score 3** for projects that have gender equality as a principal objective

**Score 2** for projects that have gender equality as a significant objective

**Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget)

<sup>4</sup> **Risk marker 0** = low risk to achieving outcomes

**Risk marker 1** = medium risk to achieving outcomes

**Risk marker 2** = high risk to achieving outcomes

<sup>5</sup> **PBF Focus Areas** are:

(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3)

Governance of peacebuilding resources (including PBF Secretariats)

**SDG 1:** No Poverty; **SDG 2:** Zero Hunger; **SDG 5:** Gender Equality; **SDG 8:** Decent Work and Economic Growth ; **SDG10:** Reduced Inequalities; **SDG13:** Climate Action; **SDG16:** Peace and Justice; **SDG17:** Partnership for the Goals

**Type of submission:**

- New project**  
 **Project amendment**

**If it is a project amendment, select all changes that apply and provide a brief justification:**

**Extension of duration:**  Additional duration in months:

**Change of project outcome/ scope:**

**Change of budget allocation between outcomes or budget categories of more than 15%:**

**Additional PBF budget:**  Additional amount by recipient organization: USD XXXXX

**Brief justification for amendment:**

*Note: If this is an amendment, show any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

**PROJECT SIGNATURES:**

<p><b>Recipient Organization(s)<sup>1</sup></b></p> <p><i>Name of Representative</i>  <b>Dr. Nyabenyi Tito Tipo</b></p> <p><i>Signature :</i> [Redacted]</p> <p><i>Name of Agency</i>  <b>FAO Representative Sierra Leone</b></p> <p><i>Date &amp; Seal</i> 25/9/2018</p>	<p><b>Representative of National Authorities</b></p> <p><i>Name of Representative</i>  <b>Dr. Denis Sandu</b></p> <p><i>Signature:</i> [Redacted]</p> <p><i>Title:</i> Minister of Energy, Housing and Environment</p> <p><i>Date &amp; Seal</i> [Redacted]</p>
<p><i>Name of Representative</i>  <b>Mr. Dennis Zulu, Director ILO Office for Nigeria, Ghana, Liberia and Sierra Leone and Liaison Office for ECOWAS</b></p> <p><i>Signature :</i> [Redacted]</p> <p><i>Name of Agency</i>  <b>International Labour Organization (ILO)</b></p> <p><i>Date &amp; Seal</i></p>	
<p><b>Head of UN Country Team</b></p> <p><i>Name of Representative</i>  <b>Sunil Saigal</b></p> <p><i>Signature</i> [Redacted]</p> <p><i>Title UN Resident Coordinator</i></p> <p><i>Date &amp; Seal</i></p>	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p><i>Name of Representative</i> Oscar Fernández Taranco</p> <p><i>Signature</i> [Redacted]</p> <p><i>Assistant Secretary General for the Peacebuilding Support Office</i></p> <p><i>Date &amp; Seal</i> 6 Nov 2018</p>

<sup>1</sup> Please include a separate signature block for each direct recipient organization under this project.

## I. Peacebuilding Context and Rationale for PBF support

### a) Brief summary of conflict analysis

Since the end of the conflict in 2002<sup>6</sup>, Sierra Leone has made significant progress in consolidating peace and security gains and in rebuilding its economy. However, these gains have not sufficiently translated into equal distribution of development dividends for the population, and particularly women. Sierra Leone Human Development Index ranks 184<sup>th</sup> out of 189 countries<sup>7</sup>, with very low indicators in terms of gender development. Low gender development indicators in Sierra Leone are also reflected in the political sphere. During the recently concluded presidential, parliamentary, and local council elections in 2018, women were disadvantaged throughout the electoral process. While a successful handover of power took place, post-election violence, particularly affecting women, reached unprecedented levels in post-war Sierra Leone. Women's nomination and election to Parliamentary and Local Council positions decreased compared to 2012, as only 12.3% of elected parliamentarians and 15% of councillors are women<sup>8</sup>. Likewise, the number of female Ministers is lower in the current administration than during the previous one.

**The current land tenure system in Sierra Leone leads to the political and economic marginalization of women:** Land disputes are the most common types of conflicts in Sierra Leone and the nature of such disputes varies depending on the tenure system<sup>9</sup>. It has been repeatedly argued that tension over land, alongside the highly unequal distribution of other natural resources, was a key driver of the Sierra Leone civil war<sup>10</sup>. Regular disputes contribute to under-utilization of land, with only 24.2% of arable land under cultivation today, and productive land remaining bare for several years<sup>11</sup>. As part of the economic strategy, the previous Government has pursued a policy of promoting large-scale investments in the agriculture sector, which have generated tension and conflicts in many parts of the country. During the 2018 election, land related disputes emerged as a source of concern in many districts and, in one specific case as determinant for winning Parliamentary and Local Council seats<sup>12</sup>.

About 58% of all households and 86% of rural households in Sierra Leone are estimated to engage in agriculture. While 70% of the agricultural workforce are women, some 90% of agricultural land is estimated to be managed under customary law, with the actual ownership rights being exerted by male family heads. This discriminatory, patriarchal and inefficient tenure system has remained largely unchanged since the end of the civil war. It is prone to generate local conflict, exacerbate negative consequences of the youth bulge, increase the pressure on population centres, and hamper growth in the backbone of Sierra Leone's economy - agriculture. Despite the Government's stated policies to address gender inequalities and improve legislation to be more inclusive, women, as well as youth, continue to have limited opportunities to access and control land and are more vulnerable to land loss and seizure.

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<sup>6</sup> Sierra Leone has been ravaged by a civil war that lasted from 1991 to 2002, and resulted in some 70,000 casualties and 2.6 million displaced people.

<sup>7</sup> 2018 UNDP HDI report

<sup>8</sup> EU observers mission final report, [https://eeas.europa.eu/sites/eeas/files/eu\\_eom\\_sl\\_2018\\_final\\_report\\_3.pdf](https://eeas.europa.eu/sites/eeas/files/eu_eom_sl_2018_final_report_3.pdf)

<sup>9</sup>FAO 2016: Non-judicial grievance mechanisms in land-related disputes in Sierra Leone. FAO Legal Paper.

<sup>10</sup> Richards et al., 2004; Hussein and Gnisci, 2005; Richards, 2005; Unruh, 2008; IRIN, 2012)

<sup>11</sup> Statistics Sierra Leone, 2015 Population and Housing Census

<sup>12</sup> Deepening Democracy in Sierra Leone, changing attitudes and perceptions about election (Institute for Governance Reform, IGR 2018) [www.igrsl.org](http://www.igrsl.org)

**Customary law and practices, combined with patriarchal traditions, discriminate against women:** Customary law remains an important basis for land governance. There are multiple forms of customary law and in practice, there is an overlap between statutory and customary law<sup>13</sup>. For land held under customary tenure, disputes arise due to lack of consent over land transfer, arbitrary exercise of power by traditional authorities and intra-family and boundary disputes. An overall inconsistent and geographically dispersed land governance framework has created inaccurate land records with disputes in turn leading to underutilization of land, food insecurity and the potential for violent tensions<sup>14</sup>. Customary law and practices are far from gender-neutral. In principle, customary land rights should promote gender equity, as communal ownership guarantees all community members access to land. Unfortunately, in Sierra Leone the rules through which customary land is allocated to families and households and to men and women within the family unit – and who participates in determining these rules is governed by traditions, which often discriminate against women<sup>15</sup>. Even when women have access to land, they may be denied access to business skills, cooperative membership and financial services, depriving women not only of the production asset, but also of access to finance and human capital.

Despite their recognized contribution to food production<sup>16</sup>, women have been discriminated against by customary law; in terms of their ability to own or inherit property. This makes it difficult and can even prevent women from owning dwellings, land or any other kind of property, they can be denied tenancy, for instance, unless accompanied by a man. Inheritance laws favor the male family members and widows are often either cast out of their homes or ‘inherited’ into the husband’s family if they have no sons to take control of the family’s assets. The lack of access to property deepens poverty and compromises women’s economic self-sufficiency, which can increase vulnerability to Gender-Based Violence (GBV) and other forms of insecurity.<sup>17</sup> It is evidence that, unemployment, decent work deficits and lack of access to livelihoods can be key contributing factors to conflict<sup>18</sup>.

Deficient national cohesion has been recognized by succeeding Governments in Sierra Leone since the civil war as an unresolved challenge to peacebuilding. A renewed commitment to address the issue has been made by the new Government. Tackling ethnic-political divisions, vulnerability and marginalization is a shared priority of the United Nations in this regard, and gender-sensitive interventions have further been prioritized over the years. However, recent interventions led by FAO have shown that a specific need exists to enhance access to - and management of - agricultural land through the targeted empowerment of women in agricultural communities. This, in turn, could strengthen cohesion at the local level, and create a new momentum to address land tenure issues at the national level in an effective and inclusive manner. This project addresses key drivers of discrimination against women in rural Sierra Leone to ensure their access to economic and political rights, centered on the long-standing issue of land tenure and ownership, with a view to establishing and sustaining a more gender-inclusive peace by improving women’s participation and ownership.

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<sup>13</sup> Williams and Oredola-Davies, 2006

<sup>14</sup> FAO 2016: Non-judicial grievance mechanisms in land-related disputes in Sierra Leone. FAO Legal Paper.

<sup>15</sup> Abdullah et al., 2010, Action Aid, 2013a

<sup>16</sup> Women produce up to 65% of food for household consumption or sale (FAO)

<sup>17</sup> Addressing Gender-Based Violence in Sierra Leone: Mapping Challenges, Responses and Future Entry Points, (Irish Aid, International Alert 2007)

<sup>18</sup> ILO, PBSO, UNDP, World Bank 2016: Employment programmes and peace, a joint statement on an analytical framework, emerging principles for action and next steps

### **b) Alignment with existing Governmental and UN strategic frameworks**

During a videoconference with the Peacebuilding Commission in May 2018, the Minister of Foreign Affairs and International Cooperation identified land issues and rights as priority areas for the UN peacebuilding architecture in Sierra Leone. Women's socio-economic empowerment, gender equality as well as land tenure issues are key priorities highlighted by the current Government.<sup>19</sup> These priorities are also included in the next generation of the Poverty Reduction Strategy Paper (PRSP-4) that is currently under formulation by the Government. Furthermore, consultations with the Ministry of Development and Planning have revealed that agriculture and land issues will remain the priorities of the Sierra Leone government for the years to come.

In line with pillar 2 of UNDAF, FAO has supported the natural resource sector; this project builds on the ongoing activities supported by FAO and other national partners for the implementation of the NLP within the framework of the "Voluntary Guidelines for Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT)". An institutional framework for implementation of the NLP and VGGT has already been established in Sierra Leone in order to ensure national ownership. The institutional framework includes an Inter-Ministerial Task Force (IMTF) constituted by five (5) Ministers - Lands, Housing and the Environment (MLHE); Agriculture and Forestry (MAF); Fisheries and Marine Resources (MFMR); Local Government and Rural Development (MLGRD) and Justice (MoJ) - with oversight functions from the President's Office through the Chief Minister.

An inclusive multi-stakeholder platform comprising of national and local government representatives, traditional leaders, civil society, the private sector, academia and international development partners was established to guide and monitor the implementation of the NLP and VGGT process in the country. A national Steering Committee (SC) and a Technical Working Group (TWG) established in 2014, continue to meet and provide technical support under the coordination of a specific VGGT Secretariat anchored in the MLHE. This institutional framework was set up to promote national ownership and ensure participatory and inclusive NLP and VGGT implementation process. The framework is supported by the Regional Land Oversight Committees (RLOC) who works closely with Chiefdom Councils headed by Paramount Chiefs<sup>20</sup>, the Office of the National Security (ONS), and the Human Rights Commission, among others. This project helps fulfil critical peace building needs identified by the Government of Sierra Leone.

This project will closely coordinate with the other PBF funded project "Improving women's participation in political process as peacebuilding Ambassadors" currently implemented by UN Women, UNESCO and UNDP, which aims to increase leadership and decision-making capacity of women. It will complement the UNDP and WANEP Social Cohesion Project through insider mediators. The project will also help to position the question of women access and ownership to land on the agenda of the National Conference on Peace and Social Cohesion, which will then lead to the creation of the Independent Commission for Peace and National Cohesion. Existing peace efforts will move in tandem with other initiatives to support the country's bifurcated legal system and mechanisms of governance in areas of land tenure governance and rights of women.

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<sup>19</sup> H.E President Julius Maada Bio of the Republic of Sierra Leone on his Presidential Address on the Occasion of the State Opening of the First Session of the Fifth Parliament of the Second Republic of Sierra Leone (10<sup>th</sup> May 2018)

<sup>20</sup> There are currently 149 chiefdoms across the country



This project also builds on the ongoing work by FAO and the MLHE with Civil Society partners on “Promoting Women’s Customary Land Rights in Sierra Leone” within the framework of the implementation of VGGT and the NLP. This will culminate into the creation of a favorable environment for the legal and institutional reforms required to improve the tenure governance system for women taking into account lessons learnt and recommendations from multi-stakeholder consultations. FAO has just concluded a series of Training of Trainers (ToTs). Over 200 certified women land rights advocates were trained on gender and land rights issues using conflict sensitive gender training tools to address women land tenure rights in male dominant rural settings. These certified women advocates will play a key role in the PBF project as co-facilitators and trainers using local languages on gender and land rights in each of the project areas.

This project contributes to the country level implementation of the ILO Recommendation No. 205 on Employment and Decent Work for Peace and Resilience<sup>21</sup> adopted in June 2017. The Recommendation focuses on recovery and reconstruction in post-conflict and disaster situations, but also on addressing root causes of fragility and taking preventive measures for building resilience. Moreover, given the important role of decent employment in bridging the humanitarian-development nexus, and promoting peace through job creation, the project will also tap into ILO’s vast experience in creating decent employment for women, be informed by its “Jobs for Peace and Resilience” programme and link to the an ongoing project in Sierra Leone that aims to increase employment creation and opportunities through entrepreneurship training, business development services, access to finance and labor-intensive infrastructure development with a particular gender angle.

ILO’s work in Sierra Leone contributes mainly to UNDAF<sup>22</sup> Pillars 1 and 5. The ILO supported the Government of Sierra Leone in the revision of the Employment Act that specifies the rights and duties of Government, Employers and various categories of Employees. The Government has put in place a number of policies and frameworks to strengthen the Micro, Small and Medium Enterprises sector such as the SME Development Strategy, the SME policy, the National Financial Inclusion Strategy, the Made in Sierra Leone initiative and the SMEDA. In 2017, the ILO signed a Memorandum of Understanding with the Ministry of Finance and Economic Development, the Ministry of Trade and Industry and the Bank of Sierra Leone on the development of Small and Medium Enterprises (SMEs). Since then, the ILO has provided technical assistance to the SMEDA and assessed the enabling environment for sustainable enterprises as well as financial and non-financial services for SMEs in four districts including Bo and Kenema.

ILO conducted an assessment that found that women represent 40% of the clientele of all financial service providers in Sierra Leone<sup>23</sup> and highlighted the weak capacities of these providers to offer effectively adapted financial services to male and female small entrepreneurs, in particular in rural areas. The assessment of the demand, which entailed a survey of 195 entrepreneurs (of which 117 were women) and seven focus group discussions, revealed a low level of financial literacy. The project will refine the assessments to include the specific needs of women engaged in agriculture in rural areas in the four selected districts. On the supply side, the project will then use the ILO training Programme *Making Microfinance*

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<sup>21</sup> Recommendation N° 205 Employment and decent work for peace and resilience, [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:R205](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:R205)

<sup>22</sup> 2015-2019 UNDAF for Sierra Leone

<sup>23</sup> 14 commercial banks, 13 microfinance institutions, 17 community banks, 59 financial services associations, 3 mobile network operators

*Work* to strengthen management capacities of financial service providers and support them to offer gender sensitive financial services in rural areas in particular.

The ILO is working with the Mano River Union to support women traders in Sierra Leone engaged in cross border trade through the promotion of rights, trade rules and regulations and an enabling environment that facilitates cross border trade and minimizes discrimination and exploitation of women cross border traders.

## **II. Project content, strategic justification and implementation strategy**

### **a) Brief description of the project content**

As the new Government embarks on the implementation of the NLP, it is necessary to ensure rural women and men are able to negotiate women's land rights and access in order to overcome the deeply rooted discriminatory social and cultural practices, and reduce land disputes. Through policy support, advocacy and training, the project will increase inclusive participation of women in decision-making about land and provide training and financial services for them to engage in the agriculture sector or pursue their entrepreneurial agribusiness ideas. It will demonstrate that with the right partnerships, women will be more productive, and that land can be a source of peace, growth and decent work.

This project aims to build capacities and strategies and to apply the SOLA and Open Tenure tools for clarifying community and family lands, to ensure rural women are part of conflict resolution mechanisms. Building on the success of the existing national structures for the implementation of VGGT, which are involved in monitoring the National Land Policy Implementation Plan (NLPIP), recommendations from these bodies will enrich the sensitization and awareness raising meetings targeting traditional leaders, local authorities and representatives of women farmer's groups. All concerned groups including women and men will engage in dialogue and work together to strengthen the capacity of rural women to understand their land rights, and allow them advocate for the elimination of discriminatory customary barriers and ensure that women are active economic and social participants in sustaining peace. Engaging the National Land Steering Committee as well as the introduction of an insider mediator mechanism are key strategies to ensure that early warning and dispute resolution systems are in place to swiftly report and address emerging conflicts.

The project will address the economic drivers through constructive engagement; addressing individual and collective grievance over land property; complemented by interventions to strengthen women's economic opportunities and engagement in decent and productive agricultural activities. An integrated set of capacity building activities will promote business management skills; gender sensitive financial products; safety, health and working conditions in agriculture; agronomic and climate smart agricultural practices; and agricultural cooperatives, which can support the ability to cooperate, minimize risks and ensure sustainability. The project uses a multipronged approach to conflict resolution and peace building, focusing on land related conflicts as an entry point, which, if not addressed in time, could escalate beyond family, community or national boundaries.

### **Project Result Framework (see Annex B)**

**OUTCOME 1: Land related disputes and discriminatory practices against rural women's access and ownership of land and other productive assets are reduced and women's decision making increased at all levels Budget: \$950,000 (80% GEWE: \$760,000).** The intention of this outcome is to

create an environment that will allow Sierra Leone women leaders and young women to be actively engaged in dialogue at all levels to shape the implementation of the NLP, and to secure long-term and stable access to agricultural lands.

**OUTCOME 2: Women are empowered to increase their agricultural economic opportunities and develop women-led cooperative businesses. Budget: \$550,000 (80% GEWE: \$440,000).** Under this Outcome, ILO will build and strengthen women's ability to manage and organize small businesses and cooperatives in agriculture as well as develop and implement strategies to take advantage of market opportunities. This aims to help women properly benefit from the advances in land tenure and agricultural practices which FAO's work will be instrumental in achieving.

**b) Project-level 'theory of change'**

The conflict analysis identified **gender-discriminatory and fragmented land governance as underlying cause of conflict in Sierra Leone leading to women's political and economic marginalization, underutilization of land and food insecurity.** The project aims to tackle these conflict factors through targeted interventions under the above-outlined two outcomes, which focus on (1) more effective and gender-inclusive land tenure governance (2) economic empowerment of women through skills, knowledge, gender sensitive financial services and organizational capacity.

IF, women are empowered and given the opportunity to participate in decision-making on land tenure, ownership and relevant dispute resolution mechanisms, IF women are economically empowered and have access to better employment opportunities and receive access to business skills and gender-sensitive financial products and gender is mainstreamed into the community, major government policies on land tenure and ownership;

THEN several of the negative effects of the complex land tenure system on women, such as gender discrimination and inequality at the economic and political level will be reduced; AND women's ability to make a positive contribution to peace both at the local and national levels will be increased; AND a more gender-inclusive peace in rural Sierra Leone will be established and sustained;

BECAUSE political and economic marginalization and exploitation and violation of rights due to a lack of gender sensitive policies will be addressed directly at the local level where these problems are metastasized, enabling women - as the majority of the rural work force - to have enhanced economic and political opportunities to contribute to conflict and violence risk reduction at the communal level and beyond.

**c) Project implementation strategy**

The project will be implemented by FAO and ILO in close collaboration with the Government through the MLHE, MAF; Ministry of Labour and Social Security, and MLGRD, together with Traditional Leaders (Paramount Chiefs, section chiefs, chiefdom councils, land holding families) and Local Authorities. About 40% of the total project budget will be delivered through local Civil Society Organizations (CSO) who will address the needs of increased awareness raising and sensitization on the land rights of women, community land rights

mapping and economic empowerment. Direct beneficiaries will include farmer-based groups, workers and cooperative support organizations, women including female-headed households and widows in the selected chiefdoms (FAO and ILO activities will target the same group of beneficiaries). Indirect beneficiaries will include Ministries at the national level, district authorities, and Paramount Chiefs. Project beneficiaries will be selected in collaboration with the CSOs and national and local authorities, based on agreed and transparent criteria. FAO and ILO components will work in complementarity especially during targeting and beneficiary selection.

**Justification of Selecting the Project Areas:** In the selected districts of Bombali, Bo and Kenema the challenge of land disputes, women’s unequal access to land and employment, poverty and food insecurity are particularly relevant. All three districts share common challenges of food insecurity, cross-border issues, and political-historical complexities. Yet, they also represent the whole spectrum of the country's ethno-regional divide. In bringing local stakeholders from the three regions together, where the role of women in society has evolved differently over time, the initiative itself will engender a constructive, nation-wide discussion on a joint vision for the empowerment of women in rural Sierra Leone. All three districts are furthermore affected by proximate and intermediate drivers of conflict as identified in the below table. Women’s access to land, and the number of women who own land is low, particularly in Kenema District, while women’s employment rate is below average in Bombali and Bo districts. Food insecurity is high in Bombali and Kenema districts, while poverty is highly above (Bombali), above (Bo) and same as (Kenema) the nation-wide average in the selected districts.

*Table 1: Socio-economic drivers of fragility in the selected districts (above average intensity in grey)*

Indicators (in %)	Sierra Leone Average	Bombali	Bo	Kenema	Source
Women’s employment rate	68.1	61.6	62.7	73.9	2013 Sierra Leone Demographic and Health Survey (DHS)
Women’s access to land	42.0 (rural)	33.2	28.5	24.4	State of Food Security and Nutrition in SL 2015 <sup>24</sup>
Women who own land	20.0 (rural)	9.4	12.8	14.2	<i>Ibid.</i>
Food insecure households (moderate and severe food insecurity)	49.8	56.5	37	55.1	<i>Ibid.</i>
People in the two lowest nation-wide wealth quintiles	34	53	40	34	<i>Ibid.</i>

This analysis acknowledges that the selection of project sites must ultimately focus on the chiefdom level, as variations exist regarding the frequency of land disputes, women’s empowerment, food insecurity and poverty rates. The chiefdoms will be identified in close consultation with local stakeholders and partners. The selected districts also have significant agricultural potential that can be exploited if land rights for women who are the primary producers are addressed.

### III. Project management and coordination

<sup>24</sup> WFP/FAO (2015) State of Food Security in Sierra Leone 2015 Comprehensive Food Security and Vulnerability Analysis.

a) **Recipient organizations and implementing partners**

The direct recipient organizations are;

- The Food and Agriculture Organization of the United Nations (FAO) and the International Labour Organization (ILO) will be the direct recipient organizations in Sierra Leone. FAO will lead the project components on strengthening women's land rights and tenure security while ILO will lead components focusing on women's access to entrepreneurial skills, knowledge and financial services necessary to engage in commercial agricultural production and cooperative business development.
- FAO and ILO will closely work with the Government of Sierra Leone through four (4) main Ministries; namely, MLHE, MAF; Ministry of Labour and Social Security and MLGRD. Potential synergies with other UN agencies, development partners and ongoing interventions in this area will be sought.

The following Civil Society Organizations (CSOs) have been identified as other implementing partners;

1. **West Africa Network for Peace building (WANEP)**. This is a network of civil society peace building organizations with a presence in the 15 countries of ECOWAS. It was launched in 1988 in response to the civil wars, instabilities and humanitarian crisis that plagued the region during that time. In Sierra Leone, WANEP seeks to facilitate the creation of a sustainable culture of non-violence, justice, peace and social recognition. It does this by ensuring coordination among all social actors and peace building practitioners in order to avoid duplication of efforts and maximize resources for more effective responses to conflict situations.
2. **Namati** champions a method – grassroots legal advocates, or “community paralegals” – for putting the power of law in the hands of people. Over the last five years Namati has developed methods for paralegals to empower communities to address three key opportunities, namely- 1) securing tenure and strengthening local land governance, 2) negotiating equitable terms of investment, and 3) ensuring compliance with contractual and legal requirements once investment has begun.
3. **Green Scenery** focuses on the environment and the management of natural resources from a justice and human rights perspective. Its actions take place in four main project areas: Environmental promotion and protection, livelihood security, human rights and good governance, as well as peace building and conflict resolution<sup>25</sup>.
4. **Sierra Leone Labour Congress** is the umbrella organization for trade unions in Sierra Leone. It will facilitate the identification of and coordination with sector specific worker organizations in the implementation of economic capacity building activities.

- b) **Project management and coordination** –Fill out project implementation readiness checklist in **Annex C**.

The direct project recipient organizations are FAO and ILO. A Project Management Team (PMT) comprising of FAO and ILO will be established in Sierra Leone. Under the overall supervision of the FAO Representative in Sierra Leone, a National Consultant will be hired as Project Coordinator. This position is required in order to coordinate, manage and monitor project activities and to ensure consistency within the

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<sup>25</sup> Grassroots legal advocates work with communities to activate laws that offer pathways towards formalization of customary tenure. They educate communities about land law and policy and then support them to harmonize their boundaries with neighbours, draft community bylaws, elect a land council responsible for land and natural resource management, and complete the administrative steps in the registration process, including mapping and surveying their lands. During the process, communities strengthen their land governance — instituting intra-community safeguards to protect the rights of vulnerable groups, including women and to ensure that local elites do not engage in corrupt or exploitative practices at the expense of the wider community.

project and to strengthen synergies with parallel exercises. The Project Coordinator will have direct responsibility for managing field activities, supporting the VGGT & NLP institutional framework, providing technical support and ensuring lessons exchange and cross-fertilization with other VGGT & NLP related activities. The National Project Coordinator will be responsible for preparing the reports that will cover the two components (ILO and FAO). The reports will be circulated to the technical units providing technical support to ensure completeness and accuracy and will be cleared through regular FAO & ILO procedures before transmission. Activities aimed at economic empowerment of women farmers and cooperative development will be overseen by a national staff to be hired by ILO. This National Project officer will ensure the selected CSOs capacity to deliver training to targeted beneficiaries is strengthened. The officer will also support women in starting cooperatives as a means to ensure effective marketing of their products, pooling of resources and sharing of both risks and gains. The National Project staff will be supervised by the Project Manager of a sister ILO project.

A national Gender and Land Rights expert will be hired to develop training and capacity building materials using the results from the context analysis of women's land rights and the gender and land tenure capacity development program developed by FAO and conduct the trainings for female and male leaders on women's land rights and gender equitable land tenure, with the expectation that the trainees will replicate what they have learned with other members in their communities.

A national consultant will be hired as Monitoring & Evaluation Officer. The M&E officer will develop a plan and use it to closely follow up on project activities in the field and provide regular field reports to the Project Management Committee for actions where necessary. She/he will also be responsible for monitoring the impact of the project through baseline data, particularly on the linkage between gender empowerment and peacebuilding. In order to conduct customary land rights ascertainment, demarcation and recording of women's land rights using the Solutions to Open Land Administration (SOLA) Open Tenure technology, the project will hire a national SOLA Open Tenure Software Consultant. The consultant will give guidance for proposed SOLA customizations and implementations and will design and conduct SOLA/ Open Tenure related training sessions among other functions.

An International Land Tenure Officer who coordinates all VGGT and NLP activities in FAO will provide technical oversight, advice and support to the project team. There will be a steering committee comprising of the Heads of the Lead Agencies, the Government and Heads of the CSOs under the project that will meet quarterly to plan, receive progress reports and advise on the way forward to ensure effective project delivery. At technical level, there will be a technical committee comprising of the project management staff that will meet monthly to plan, review progress of project delivery and address any bottlenecks that will arise in project implementation.

- c) **Risk management** – assess the level of risk for project success (low, medium and high) and provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include any Do No Harm issues and project mitigation.

<b>Risk No.</b>	<b>Risk statement</b>	<b>Impact (effect on project organization if risk were to occur: H,MH,ML or L)</b>	<b>Likelihood (estimate of likelihood: H,MH,ML or L)</b>	<b>Overall ranking (Red/Amber/ Green)</b>	<b>Mitigating action</b>	<b>Action owner (person/ unit appointed to monitor this risk)</b>	<b>Target date</b>
1	Individual powerful key stakeholders who benefit from weak land governance will be reluctant to join in VGGT/NLP implementation.	ML – possibility to slow down project implementation and lower quality of the lessons learned.	ML	Amber	This risk is mitigated by ensuring wide participation in VGGT/NLP implementation processes. By widening the base of support for such processes within the project area (through awareness raising/sensitization/collaboration with Ministries & CSOs), the relative weight of those stakeholders that want to undermine tenure governance will decrease.	International Land Tenure Officer & Project Coordinator	To be monitored and updated regularly during implementation
2	Political will may be demonstrated, yet decisions fail to be implemented at administrative levels.	MH – failure to implement change may be due to a variety of reasons including lack of capacity.	ML	Amber	Implementation of key decisions will be monitored and recommendations for remedial action will be made. This may include needs assessments or increased technical support in cases of lack of administrative capacity.	International Land Tenure Officer & Project Coordinator	To be monitored and updated regularly during implementation
3	Ineffective coordination of different project stakeholders, including UN agencies, NGOs, government counterparts, local authorities and communities	H –Components of project being completed late or partially, resulting in sub-optimum project delivery.	ML	Amber	Regular, documented and mandatory coordination forums will be established at central, regional, chiefdom and community levels where stakeholders meet on a quarterly or as required basis to discuss challenges, bottlenecks and lessons learned to adjust coordination mechanisms for enhanced performance.	International Land Tenure Officer & Project Coordinator	Quarterly meetings of different stakeholders at different levels.
4	Unpredictable weather as a result of climatic changes disrupt agricultural activities	MH – beginning/end of rainy season has become increasingly erratic during recent years	MH	Amber	Effective engagement with existing early warning systems and continuous monitoring of available meteorological data	International Land Tenure Officer & Project Coordinator	Continuous
5	Network outages to facilitate Digital Payments	L – Network outages are likely in areas where consumers don't have adequate voice to complain to regulators	L	Amber	Telecommunications authority a member of the Digital Financial Services Working Group; Consumer Protection & Service Standards being put in place	International Land Tenure Officer & Project Coordinator	Continuous

**d) Monitoring and Evaluation**

The project will employ one M&E officer. Evaluations will be jointly managed by FAO and ILO. A clear Monitoring and Evaluation framework for the project will be established. Project evaluation (baseline, mid-term and end-line) will be conducted in a timely manner. Baseline will be conducted within three months of the project initiation, mid-term to be conducted nine months after the commencement of the project and end-line will be undertaken within three months after project completion.

- A rigorous monitoring plan will be developed to track and measure progress made toward achieving output and outcome level indicator targets. This will include the formation of a dedicated inter-agency M&E cluster tasked with undertaking joint monitoring of the project through the implementation period. To ensure accountability and transparency, beneficiaries will be able to provide feedback on project performance through community participatory monitoring mechanics.
- Peacebuilding and employment impact assessment/knowledge management: Based on the above mentioned research by ILO, PBSO, UNDP and the World Bank, the project will benefit from an ILO guide on defining peace-related results of employment and livelihood projects. Therefore, a sample baseline survey will be conducted at the beginning of the project, through a set of key informant interviews, focus group discussions and/or participants' surveys. The data will be monitored during the implementation of the project and at the end. The results will contribute to adjust project activities but also to an ILO knowledge management platform on the linkage between employment creation and peace building, particularly concerning women empowerment and control over resources, for up-scaling and replication.
- M&E findings will be shared with implementing partners continuously. A bi-annual M&E report will be produced to track project performance.
- At least 6.5% of the project budget (97,500USD) will be put aside for Monitoring and Evaluation activities including for the collection of baseline and end line data for indicators and a final independent evaluation.

**e) Project exit strategy/ sustainability**

Project sustainability will be ensured:

- Through the formation of conflict resolution and early warning structures in the community linked to the national and political leadership ensures ownership and sustainability of the land related conflict resolution mechanism.
- By ensuring that farmers have secure access to land, the project addresses an underlying constraint of many previous interventions in the agricultural sector in Sierra Leone. Once the land is mapped, corresponding maps will remain property of the community for future reference and land use planning.
- By strengthening the capacities of young rural women farmers to better advocate and protect their land rights, the project will contribute towards long term environmental sustainability as farmers will be empowered to farm in the lowland ecologies, thus reducing their likelihood of engaging in environmentally degrading shifting, slash and burn agricultural practices. This will provide an opportunity for degraded lands to gradually replenish, thus contributing toward longer-term environmental sustainability and soil fertility. Also customary land rights of women shall be recorded and mapped using SOLA/Open Tenure application tool for clarifying and protecting women's land rights to ensure rural women in the provinces are to be able to negotiate their rights and access.



- By supporting women farmer's capacity to establish and manage agricultural cooperatives, which can help to develop and maintain strong support networks, ensure sustainability, minimize risks and facilitate access to credit facilities as a group in order to expand their agribusinesses;
- By promoting the development and implementation of gender sensitive financial products and services;
- By strengthening business skills and enhancing knowledge on safety, health and working conditions in agriculture;
- The Project will complement activities under a new ILO project to increase employment creation and opportunities in Sierra Leone.

The Project has an in-built exit clause through the inclusion of local partners to take over responsibility for project. FAO/ILO will remain committed to provide capacity development support to local partners to strengthen long-term implementation of the activities. The partnership with the Ministry of Agriculture and Forestry (MAF) staff in Kenema, Bo, and Bombali districts will also provide an in-built exit strategy ensuring that targeted farmer groups receive long-term capacity development and agricultural input support to enable their long-term success. FAO/ILO will facilitate a community led participatory planning process for a long-term capacity development strategy based on identified needs and priorities of each district. These plans will be presented to the districts with the aim to incorporate them into the MAF development plans. The creation of the Community-Based Monitoring Structures to closely follow-on the implementation of the NLP will provide platform where local authorities will continue monitoring activities even after end of project.

#### **IV. Project budget (see Annex D).**

## **Annex A.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

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

### **AA Functions**

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

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters.);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

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

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

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

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline:

Timeline	Event
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<i><b>Certified final financial report to be provided by 30 June of the calendar year after project closure</b></i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

### **Ownership of Equipment, Supplies and Other Property**

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

### **Public Disclosure**

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

## **Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

### **Accountability, transparency and reporting of the Recipient Non-United Nations Organization:**

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

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

### **Reporting:**

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

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

for additional PBF allocation if the context requires it		
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Financial reports and timeline:

Timeline	Event
<b>28 February</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b>30 April</b>	Report <b>Q1 expenses</b> (January to March)
<b>31 July</b>	Report <b>Q2 expenses</b> (January to June)
<b>31 October</b>	Report <b>Q3 expenses</b> (January to September)
<i><b>Certified final financial report to be provided at the quarter following the project financial closure</b></i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

### **Ownership of Equipment, Supplies and Other Property**

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

### **Public Disclosure**

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

### **Final Project Audit for non-UN recipient organization projects**

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

### **Special Provisions regarding Financing of Terrorism**

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware

of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

**Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)
- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>26</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant

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<sup>26</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

**Annex B: Project Results Framework (MUST include sex- and age disaggregated data)**

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<p><b>Outcome 1:</b></p> <p>Land related disputes and discriminatory practices against rural women’s access and ownership of land and other productive assets are reduced and women’s decision making increased at all levels.</p>		<p><b>Outcome Indicator 1 a:</b> Percentage (%) of reported land dispute cases in targeted areas addressed and resolved through Alternative Dispute Resolution (ADR) mechanism</p> <p><b>Baseline:</b> TBD <b>Target:</b> At least 30% of the reported land disputes</p>	Project documents and reports	
		<p><b>Outcome Indicator 1 b:</b> Number: (#) of Community education and sensitization campaigns on land policies and laws conducted.</p> <p><b>Baseline:</b> TBD <b>Target:</b> 12 campaigns – 2 per each of the 6 chiefdoms in Bombali, Bo, and Kenema districts</p>	<p>Training and Awareness Raising Reports</p> <p>Media reports</p>	
		<p><b>Outcome Indicator 1c:</b> Percentage (%) of rural women with increased access and ownership to land and other productive assets.</p> <p><b>Baseline:</b> TBD <b>Target:</b> At least 30%</p>	Progress Reports	
	<p><b>Output 1.1:</b> Drivers of land and gender related conflicts which lead to discrimination and exclusion of women are mapped and documented.</p> <p><b>List of activities under this Output:</b></p> <p>1.1.1: Carry out a scoping exercise to map gender and land related conflicts.</p> <p>1.1.2: Update the conflict profile of the selected chiefdoms through community participation.</p>	<p><b>Output Indicator 1.1.1</b> An analysis of the land and gender drivers of conflicts in the targeted area.</p> <p><b>Baseline:</b> 0 <b>Target:</b> 1 Analytical report and 6 conflict maps from 6 chiefdoms in Bombali, Bo, and Kenema districts</p>	Analytical Report	
		<p><b>Output Indicator 1.1.2</b> Number of Chiefdom Conflict Profiles updated</p> <p><b>Baseline:</b> 0 <b>Target:</b> 6</p>	Chiefdom Conflict Profiles produced and disseminated	



	<p><b>Output 1.2:</b> Increased participation of women within the 6 selected chiefdoms in decision-making on the allocation and ownership of land through their active involvement in the implementation of the National Land Policy (NLP)</p>	<p><b>Output Indicator 1.2.1</b> Percentage (%) of women on decision making structures/ committees on land at all levels</p> <p><b>Baseline:</b> TBD <b>Target:</b> 40% of women aged 18year and above</p>	Project Reports	
	<p><b>List of activities under this Output:</b></p> <p>1.2.1: Develop and disseminate simplified version of the National Land Policy (NLP) and National Land Policy Implementation Plan (NLPIP).</p>	<p><b>Output Indicator 1.2.2</b> Number (#) of copies of simplified National Land Policy and Implementation plan produced</p> <p><b>Baseline:</b> 0 <b>Target:</b> 500 copies of the NLP, 400 copies of the NLPIP</p>	Printing Receipts & Hard copies of printed NLP and NLPIP delivered	
	<p>1.2.2: Use the simplified version to design awareness raising campaign materials. Some of the materials will be translated into local languages and pictures for proper comprehension. Jingles will equally be produced to be aired on radio Programmes.</p> <p>1.2.3: Print copies of both the simplified versions of the policy and its implementation plan, together with the awareness raising campaign materials.</p> <p>1.2.4: Develop awareness raising materials targeting Paramount Chiefs and other local leaders and local community.</p> <p>1.2.5: Pilot the creation of Community-Based Monitoring Structures to closely follow-on the</p>	<p><b>Output Indicator 1.2.3</b> Number (#) of awareness raising materials, jingles produced in English and the local languages (Temne, Mende &amp; Krio).</p> <p><b>Baseline:</b> TBD <b>Target:</b> 2,000</p>	Printing Receipts & Hard copies of Information, Education and Communication (IEC) materials delivered	

	<p>implementation of the National Land Policy.</p> <p>1.2.6: Train the Community-Based Monitoring Structures on the key areas of focus.</p> <p>1.2.7: Train the local community – particularly women and girls on Alternatives to Dispute Resolution (ADR) mechanisms</p>			
	<p><b>Output 1.3:</b> Family and community lands within selected chiefdoms are Systematically Demarcated and Mapped using innovative tools like Solutions for Open Land Administration (SOLA)/ Open Tenure geospatial technology giving special reference to land parcels owned and or used by women.</p> <p><b>List of activities under this Output:</b></p> <p>1.3.1: Select the specific communities where the systematic demarcation and mapping of land parcel will take place.</p> <p>1.3.2: Train land right mappers on innovative geospatial technologies for mapping land and natural resources.</p> <p>1.3.3: Identify and train select community champions – particularly women (≥20 years) and young girls (15-20 years) on</p>	<p><b>Output Indicator 1.3.1</b> Number (#) of Village and Family Land Maps produced and validated by the community</p> <p><b>Baseline:</b> 0 <b>Target:</b> 18 Village Maps from 6 Chiefdoms in Bombali, Bo, and Kenema districts.</p>		
		<p><b>Output Indicator 1.3.2</b> Number (#) of CSOs contracted to conduct Community Sensitization and Awareness Building</p> <p><b>Baseline:</b> 0 <b>Target:</b> 3</p>	<p>Signed Letter of Agreements (LoA) with CSOs.</p> <p>Progress Reports</p>	
		<p><b>Output Indicator 1.3.3</b> Number (#) of youth trained on use of innovative geospatial tools like SOLA/Open Tenure for mapping land and natural resources</p> <p><b>Baseline:</b> 0 <b>Target:</b> 90 youth (of which 60% are girls aged 15-20 years)</p>	<p>Certified land rights mappers registered in communities</p>	

	<p>community mapping and use of hand held GPS mapping equipment in selected chiefdoms.</p> <p>1.3.4: Conducts systematic demarcation, boundary harmonization and mapping of land rights in all the selected chiefdoms.</p> <p>1.3.5: Develop and print maps from the selected chiefdoms and organize validation workshop in each of the project sites to allow the communities to ascertain and validate their boundaries.</p>			
<p><b>Outcome 2:</b></p> <p>Women are empowered to increase their agricultural economic opportunities and develop women-led cooperative businesses.</p>		<p>Outcome Indicator 2 a: Percentage (%) increase in income of supported cooperatives and businesses;</p> <p>Baseline: TBD Target: At least 5%</p>	<p>Perception survey of participants</p> <p>Cooperative and business documentation</p>	
		<p>Outcome Indicator 2 b: Percentage (%) of rural women with increased access to skills, knowledge and productive assets</p> <p>Baseline: TBD Target: TBD</p>	<p>Perception survey of participants</p> <p>Cooperative and business documentation</p>	
		<p>Outcome Indicator 2 c: Positive changes in attitudes and perceptions of participants ability to cooperate and network effectively in the economic sphere</p> <p>Baseline: TBD Target: TBD</p>	<p>Perception survey of participants</p> <p>Key informant interviews</p>	
	<p><b>Output 2.1</b></p> <p>Business management skills and resilience of women farmers strengthened.</p>	<p>Output Indicator 2.1.1: Number of context-specific training tools produced;</p> <p>Baseline: 0 Target: 2</p>	<p>Hard copies of tools delivered</p>	

	<p><b>List of activities under this Output:</b></p> <p>2.1.1: Conduct a value chain analysis to identify sectors that offer economic opportunities likely to reinforce the resilience of women farmers;</p> <p>2.1.2: Conduct a gender-sensitive business skills gap analysis in the identified sectors (looking on existing trainings for women and barriers that prevent them of accessing trainings);</p> <p>2.1.3: Based on the gap analysis, adapt and contextualize ILO tools such as Gender and Entrepreneurship Together (GET Ahead) and Start and Improve Your Business (SIYB);</p> <p>2.1.4: Conduct entrepreneurship training using the do-no-harm approach and complement it with information on business continuity management including development of contingency plans as mechanisms of preparedness in the event of shocks;</p> <p>2.1.5: Conduct sensitization workshop for men to facilitate the integration of women in business leadership positions.</p>	<p>Output Indicator 2.1.2: Number of persons benefiting from entrepreneurship trainings (disaggregated by sex, age, location)</p> <p>Baseline: 0 Target: 300 (80% women aged <math>\geq 20</math> years)</p>	Training reports	
		<p>Output Indicator 2.1.3: Number of people participating in sensitization workshops on women's integration in business leadership (disaggregated by sex, age, location)</p> <p>Baseline: 0 Target: 60</p>	Workshop reports	
	<b>Output 2.2</b>	<p>Output Indicator 2.2.1: Number of context-specific training tools produced</p> <p>Baseline: 0</p>	Hard copies of tools delivered	

	<p>Women farmers' capacity on forming and managing agricultural cooperatives enhanced using adapted ILO tools <sup>27</sup> (e.g. Think.Coop, Start.Coop, Manage.Coop, My.Coop).</p>	<p>Target: 2</p>		
	<p><b>List of activities under this Output:</b></p> <p>2.2.1 Identify local cooperative support organizations providing technical assistance to agricultural cooperatives and assess their capacity;</p> <p>2.2.2: Translate/adapt ILO tools to reflect the local context;</p> <p>2.2.3 Conduct training of trainers with selected cooperative support organizations;</p> <p>2.2.4: Roll-out training to rural women farmers in the identified chiefdoms;</p>	<p>Output Indicator 2.2.2: Number of trainers trained on cooperative support</p> <p>Baseline: 0 Target: 9 (of which 7 are women)</p>	Training reports	
		<p>Output Indicator 2.2.3: Number of people receiving cooperative skills training</p> <p>Baseline: 0 Target: 300 (80% women aged ≥20 years)</p>	Training reports	
		<p><b>Output 2.3</b></p> <p>Women farmers have strengthened their financial capabilities and have access to gender sensitive financial products.</p>	<p>Output Indicator 2.3.1: Number of assessments and gender self-analysis conducted</p> <p>Baseline: 0 Target: 2</p>	Assessment report/summary
	<p><b>List of activities under this Output:</b></p>	<p>Output Indicator 2.3.2: Number of financial service providers offering gender sensitive financial products to women farmers;</p> <p>Baseline: 0 Target: 3</p>	Project documents/reports	

<sup>27</sup> Please see [https://www.ilo.org/global/topics/cooperatives/areas-of-work/WCMS\\_628372/lang--en/index.htm](https://www.ilo.org/global/topics/cooperatives/areas-of-work/WCMS_628372/lang--en/index.htm)

	<p>2.3.1: Conduct an assessment of i) the supply of financial services available to women farmers in the selected districts, and ii) their demand for financial services with a view to refining, updating and complementing assessments carried out in 2017;</p> <p>2.3.2: Conduct a gender self-analysis to understand gender-sensitive products and services using the FAMOS Check Guide and Methods;</p> <p>2.3.3: Strengthen financial service providers' capacities to offer adapted gender sensitive financial products (savings, credit, insurance) to women farmers in rural areas using ILO Making Microfinance Work training programme and/or other ILO tools and approaches.</p> <p>2.3.4: Adapt ILO training material on financial education to the needs of women farmers using different delivery channels (example: face to face, radio programme, digital messaging). Conduct a training of trainers on financial education.</p> <p>2.3.5 Roll out training on financial education to women farmers using face to face sessions or alternative delivery channels.</p>	<p>Output Indicator 2.3.3: Number of people trained on financial education (disaggregated by sex, age, location)</p> <p>Baseline: 0 Target: 300 (80% women aged <math>\geq 20</math> years)</p>	<p>Training/workshop reports</p>	
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	<p><b>Output 2.4</b></p> <p>Women farmers benefit from improved safety and health at work to increase productivity.</p> <p><b>List of activities under this Output:</b></p> <p>2.4.1: Select beneficiaries in the identified high-potential sectors for rural women;</p> <p>2.4.2: Deliver training to trainer candidates;</p> <p>2.4.3: Identify and train volunteer women farmers in the use of training tools;</p> <p>2.4.4: Deliver training to neighbourhood farmers by trained farmer trainers.</p>	<p>Output Indicator 2.4.1: Number (#) of women trainers trained on occupational safety and health in agriculture</p> <p>Baseline: 0 Target: 6 women aged <math>\geq 20</math> years</p>	Training reports	
		<p>Output Indicator 2.4.2: Number of volunteer women farmers trained</p> <p>Baseline: 0 Target: 30 women aged <math>\geq 20</math> years</p>	Training reports	
		<p>Output Indicator 2.4.3: Number of farmers trained by trained farmer trainers</p> <p>Baseline: 0 Target: 200 (80% women aged <math>\geq 20</math> years)</p>	Training reports	
	<p><b>Output 2.5</b></p> <p>Women are trained on improved agronomic and climate smart agricultural practices</p> <p><b>List of activities under this Output:</b></p> <p>2.5.1 Disseminate the findings of climate smart agricultural practices developed by FAO in 2018.</p> <p>2.5.2 Pilot the climate smart agricultural practices developed with women farmer groups</p>	<p><b>Output Indicator:</b> Number (#) of women trained on improved agronomic and climate smart agricultural practices</p> <p>Baseline: TBD Target: 2,000 women aged <math>\geq 20</math> years</p>	Project Reports	
		<p><b>Output Indicator 2.5.1:</b> Number (#) of reports printed and disseminated on Climate Smart Agriculture</p> <p>Baseline: 0 Target: 600 copies disseminated</p>		
		<p><b>Output Indicator 2.5.2:</b> Number (#) of women farmers practicing Climate Smart Agricultural practices</p> <p>Baseline: TBD Target: 2,000 women aged <math>\geq 20</math> years</p>		





### Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?	x		Both government & CSO partners have been identified
2. Have TORs for key project staff been finalized and ready to advertise?	x		The TORs for key project staff have been finalized and ready to be advertised
3. Have project sites been identified?	x		Kenema, Bo and Bombali districts
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	x		Consultations with government partners and CSOs has been done but sensitization of communities will build on the ongoing project. This to be done immediately after project inception
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	x		This has already been done
6. Have beneficiary criteria been identified?	x		Criteria for selecting beneficiaries has been done
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?		x	The districts are selected but the villages will be identified at the inception stage
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	x		Clear arrangements have been made on project implementing approach with all the partners
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		Baseline assessment to refine project targets and indicators

**Annex D: Detailed and UNDG budgets (attached Excel sheet)**