

**Sierra Leone MDTF**

**Fund Signature Page / Cover Sheet**

*(Note: this page is attached to the programme<sup>1</sup> document)*

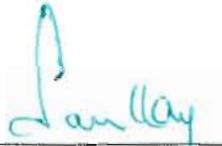
<p><b>Participating UN Organisation(s):</b> International Labour Organisation</p>	<p><b>Priority Area:</b> JV: Economic and Social Integration of the Youth  AFC Chapter Seven- Youth Employment and Empowerment</p>
<p><b>Programme Manager of Participating UN Organization</b>  <b>Responsible Officer:</b> Sina Chuma-Mkandawire  <b>Name of local manager:</b> Chike Nwune  <b>Address:</b> UN House, 36 Azzolini Highway, Makeni  <b>Telephone:</b> +232 33119496  <b>E-mail:</b> <a href="mailto:chikennwune@yahoo.com">chikennwune@yahoo.com</a>, <a href="mailto:chuma@ilo.org">chuma@ilo.org</a></p>	<p><b>Implementing Partner(s): Name:</b>  Ministry Of Works, Housing and Infrastructure/ Sierra Leone Roads Authority (SLRA), SLRA Hqtrs, Kissy, Freetown  Bombali District Council, Makeni  Moyamba District Council, Moyamba  <b>Address:</b> As above  <b>Telephone:</b> N/A  <b>E-mail:</b> N/A</p>
<p><b>Joint Vision Programme Number:</b>  Joint Vision Programme 19</p>	<p><b>Project Duration:</b> One year  <b>Estimated Start-Up Date:</b> November, 2011</p>
<p><b>Project Title:</b>  Quick Impact Employment Creation for Youth through Labour-based Public Works</p>	<p><b>Project Location:</b> Bombali and Moyamba Districts</p>
<p><b>Project Description:</b>  The Project is a continuation of an ongoing programme designed to provide rapid employment opportunities and income generating activities for youth while strengthening the capacities of small contractors, local governments and MDAs to facilitate job creation at local levels. It will also stimulate local economic development.</p>	<p><b>Total Project Cost:</b>  SL- MDTF: US\$ 1,422,013  Government Input: US\$ 0  Other: US\$0  <b>GRAND TOTAL: US\$ 1,422,013</b></p>
<p><b>Development Goal and Key Outcomes:</b> <b>Development Goals:</b> Employment opportunities created for the youth through labour-based infrastructure development.  <b>Key Outcomes</b> i. Productive employment opportunities generated and income generating opportunities created</p>	

<sup>1</sup> The term “programme” is used for projects, programmes and joint programmes.

- for the youths in Bombali and Moyamba districts
- ii. Cost-effective labour-based method for the execution of feeder roads rehabilitation and maintenance using private contractors introduced
  - iii. Capacities of SLRA and Moyamba District Council to plan, manage and monitor feeder roads rehabilitation and maintenance strengthened.
  - iv. Youth groups (male and female) set up viable businesses through enhanced skills development
  - v. Local economic development (LED) stimulated in the districts
  - vi. Youth Employment Strategy integrated into the National Employment Policy

**Deliverables:**

- 150,000 person-days of employment created directly (involving at least 1000 youths) through project activities
- Project impact and lessons captured for knowledge sharing, up-scaling/replication
- 10 domestic private contractors trained to execute labour-based road works
- 10 women and 5 communities trained to undertake routine maintenance of labour-based works
- At least 6 engineers (4 SLRA engineers and one each from Moyamba and Bombali District Councils) trained to plan, monitor and supervise labour-based feeder projects
- Capacities of 2 youth-led cooperatives and 100 youth-led groups enhanced to set up viable businesses
- National Employment Policy developed

	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>
ILO		10/Nov/2011	Ms. Sina Chuma-Mkandawire Director, ILO Office for Gambia, Ghana, Liberia, Nigeria and Sierra Leone
DEPAC Co-Chair		24/11/11	Honorable Dr. Samura Kamara Minister of Finance and Economic Development
DEPAC Co-Chair		Nov 29, '11	Mr. Vijay Pillai Country Manager World Bank
DEPAC Co-Chair		24/11/11	Mr. Michael von der Schulenburg Executive Representative of the Secretary General of the United Nations

## PROJECT DOCUMENT

### EXECUTIVE SUMMARY

Sierra Leone has a very high unemployment rate, which is generally attributed to the long and protracted civil war that ravaged the country. The youths are the worst affected, according to available statistics which shows that over sixty percent of the youths are unemployed/underemployed, making it one of the highest in the world.

Quick Impact Employment Creation Project (QIECP) is one of the projects under UNJVP Programme 19 -*Youth unemployment and development*, which support Government's effort to address the problem of youth unemployment and integrating them into the economy. In 2009-2010, the UN agencies focused on fostering an environment that links all skills training directly to the labor market demands and have initiated programmes for work with public works schemes that have provided a transition from conventional training and postsecondary education. QIECP is managed by ILO, with Sierra Leone Roads Authority (SLRA) as the government implementing partner. The Project will be extended to Moyamba District during the current year.

During the preceding year, 10 contractors and 20 supervisors were trained in various aspects of labour-based feeder roads construction. A total of 17.6km were rehabilitated by 5 contractors as trial contracts while the other five constructed 24 culverts. The ten contractors generated over 65,000 person-days of employment (12% female and 88% male) in which more than 500 youths were employed. About 40% of the direct cost of constructing/rehabilitating the roads was paid as wages to the workers. Prior to the commencement of the work, a labor availability survey was conducted, which not only showed that the labor was available but that the people were willing to work on the construction site. It also revealed that there were no religious or cultural inhibitions that prevent men and women from working together nor was there any problem with women working on a construction site or earning the same wages as men. Seven 7engineers (2 SLRA, 1 NACSA, 2 MAFFS, 1 Bombali District Council and 1 Makeni City Council) were trained in labour-based technology. Six 6 tractors, 12 trailers and 12 pedestrian rollers were procured for allocation to the contractors on a revolving loan basis.

The Project will build on the lessons learned during the preceding year, which not only generated employment opportunities but enhanced the employability of the youths. The strategy will incorporate the provision of social infrastructure (football fields, etc) in addition to feeder roads and will stimulate local economic development (LED). The economic opportunities in the beneficiary districts will be mapped and beneficiaries will be selected and equipped to be able to exploit the opportunities. In collaboration with relevant UN agencies, they will receive technical/business training in whatever businesses they have chosen. They will then be linked up with funding sources using their savings as seed money for start ups.

While the Project office will be retained in Makeni, activities will be extended to Moyamba district as part of up-scaling effort.

The target beneficiaries for the current year are the same as those for the past and include:

1. Youth (women and men) living in communities along the roads engaged by the contractors.
2. SLRA staff trained on the use of labour-based methods in the rehabilitation and maintenance of feeder roads

3. Staff of private construction companies receiving training in technical, managerial and business issues related to infrastructure construction and maintenance by labour-based approaches
4. Communities along the rehabilitated roads benefitting from better access to markets and social services.

ILO is a signatory to the Joint Vision as the UN's contribution to the GoSL Agenda for Change. It will receive funds for project implementation from MDTFO, channeled through SL-MDTF

The expected outcomes include:

- i. Productive employment opportunities generated and income generating opportunities created for the youths in Bombali and Moyamba districts
- ii. Cost-effective labour-based method for the execution of feeder roads rehabilitation and maintenance using private contractors introduced
- iii. Capacities of SLRA and Moyamba District Council to plan, manage and monitor feeder roads rehabilitation and maintenance strengthened.
- iv. Youth groups (male and female) set up viable businesses through enhanced skills development
- v. Local economic development (LED) stimulated in the districts
- vi. Youth Employment Strategy integrated into the National Employment Policy

The Project is expected to cost US\$1,422,013

### **SITUATION ANALYSIS**

Sierra Leone has a very high unemployment rate, which is generally attributed to the long and protracted civil war that ravaged the country. The youths are the worst affected, according to available statistics which shows that over sixty percent of the youths are unemployed/underemployed, making it one of the highest in the world.

Government's effort to address the problem of youth unemployment and integrating them into the economy is supported by UN Joint Vision (UNJV) Programme 19 -*Youth unemployment and development*. In 2009-2010, the UN agencies have focused on fostering an environment that links all skills training directly to the labor market demands and have initiated programmes for work with public works schemes that have provided a transition from conventional training and postsecondary education. Specifically, Quick Impact Employment Creation Project (QIECP), which is one of the projects under UNJV Programme 19, is located in Bombali District and was formally launched in late October 2010, in Makeni. It is managed by ILO, with Sierra Leone Roads Authority (SLRA) as the government implementing partner. The Project will be extended to Moyamba District during the current year as part of up-scaling effort.

QIECP was designed to provide rapid employment opportunities and income generating activities for youths, while strengthening the capacities of private (small-scale contractors and local grassroots organisations) and public entities (MDAs) to facilitate job creation at the local level. In 2010, the Project worked in close collaboration with UNIDO and UNAIDS. QIECP was programmed for three year duration. During the first year, the technical feasibility of the labour-based approach and its potential in generating productive employment opportunities were demonstrated. During 2011/2012, the emphasis will remain the same (job creation, income generating activities and capacity building. However, QIECP

will be extended to Moyamba in the south and will incorporate a social dimension in addition. It is envisaged that this approach will be institutionalized by the Government and participating national institutions during the third year.

During the preceding year, five labour-based contractors and 10 supervisors were trained in the use of labour based method for feeder roads construction. Another five contractors and ten supervisors were trained in the construction of minor drainage structures on feeder roads. In addition, 7 engineers (2 SLRA, 1 NACSA, 2 MAFFS, 1 Bombali District Council and 1 Makeni City Council) were trained in labour-based technology

QIECP demonstrated cost-effective methods in creating job opportunities, showing that government can utilize the labour-based method to create massive employment opportunities in its current efforts to rehabilitate and maintain feeder roads in the country without additional resources. As part of the training activities for the contractors they were required to undertake trial contracts. A total of 17.6km were rehabilitated by the 5 contractors, who were trained on feeder road rehabilitation while those that were trained for drainage works constructed 24 culverts of various sizes; the ten contractors generated over 65,000 person-days of employment (12% female and 88% male) in which more than 500 youths were employed. It must be emphasized that prior to the commencement of the work, a labor availability survey was conducted, which not only showed that the labor was available but that the people were willing to work on the construction site. It was also revealed that there were no religious or cultural inhibitions that prevent men and women from working together nor was there any problem with women working on a construction site or earning the same wages as men.

It is pertinent to note that about 40% of the direct cost of constructing/rehabilitating the roads was paid as wages to the workers, which had a salutary effect on the rural economy.

The roads rehabilitated/constructed were:

<i>Kapethe Jn. – Kapethe feeder road</i>	<i>1.7km</i>
<i>Masonbo – Magombu feeder road</i>	<i>2.5km</i>
<i>Rosint Jn. – Makaiaba feeder road</i>	<i>3.2km</i>
<i>Mabanta Jn. – Mabanta feeder road</i>	<i>1.7km</i>
<i>Maso – Kathekeya feeder road</i>	<i>1.7km</i>
<i>Kabaray Junction – Kamenday feeder road</i>	<i>1.7km</i>
<i>Mangoreh – Ktherie feeder road</i>	<i>2.7km</i>
<i>Mapaki – Manokoh feeder road</i>	<i>2.4km</i>

A total of 6 tractors, 12 trailers and 12 pedestrian rollers were procured for allocation to the contractors on a revolving loan basis. On completion of payment the contractors will own the equipment while new sets of equipment will be procured (with funding from the loan repayment by the contractors) for another set of contractors. This will ensure sustainable employment for the youth and enhance long term local economic development as many more people will own sets of equipment in the long term.

Sierra Leone has made steady progress in its economic recovery efforts. There are a lot of infrastructure projects being implemented nationwide. However, the economic progress has not translated into growth in employment. There need still remains for focus on growth-induced job creation. In addition, the modest growth in the economy has limited effect on the poor and vulnerable with about 70% of the population still living below poverty line.

## **STRATEGIES INCLUDING LESSONS LEARNED AND THE PROPOSED PROJECT**

The strategy adopted combines both up-streaming (policy and planning capacity building of SLRA and small/medium contractors) and down-streaming (programmatic interventions that directly create employment). It addresses both labour demand and supply, creating employment opportunities for youth as well as strengthening their employability. The demand side is being addressed through linkages with broader Government strategies for employment. Interventions will focus on employment-intensive infrastructure development and the promotion of agriculture. The Project will make concerted efforts to improve women participation from the current 12% to at least 30%. It will work in close collaboration with UN Women to achieve this.

As in the previous delivering as one (DAO), feeder roads and other infrastructures linked to the District Development Plans, will be selected, on identification, where development was constrained by lack of infrastructure and where related agriculture interventions were being carried out. Implementation will remain by the labour-based approach, which will ensure that 30 - 50% of the cost of infrastructure would be paid as wages, among other advantages. Social infrastructures (football fields, community centres, etc) will be included in the sub-projects. In addition the project will stimulate local economic development by training interested persons in the communities in entrepreneurship development and linking them to their districts to work in a public-private partnership for the development of the district. During the implementation of the infrastructure projects, workers will be encouraged to contribute an agreed percentage of their wages into a common fund and they will be formed into business groups depending on their interests. In collaboration with relevant UN agencies, they will receive technical/business training in whatever businesses they have chosen. They will then be linked up with funding sources using their savings as seed money for start ups. Income-generating opportunities will be identified in beneficiary communities and selected persons from the community will be trained and equipped to be able to explore and exploit the opportunities.

More small contractors will be identified from those previously trained by ILO in the 1990s and those trained by SLRA and their capacities will be enhanced to carry out rehabilitation and maintenance of rural/feeder roads; more engineers from SLRA and Moyamba district Council will be trained in technical, management and financial aspects of feeder road rehabilitation, drawing heavily from lessons learnt during the first phase and on the experiences of successful ILO-supported projects in Africa (Ghana, Liberia, etc.). The Project would thereby guarantee the existence of institutional capacity for any future expansion of the approach to other districts.

### **Lessons Learnt**

Lessons learnt during the demonstration phase include

- The labour-based approach is socially acceptable in Sierra Leone and can contribute significantly in transforming the rural economy not only by improving access but by productively putting money in the hands of rural dwellers.
- The approach has the potential of attracting idle youths in the cities back to the rural areas as shown in one of the project sites where workers were inviting their relations to come back home as work was available; however, this was discouraged as the projects were only for demonstration and each lasted for a short duration. In one of the sites, 5 students on holidays worked as unskilled labour; when interviewed, they indicated that the money would assist in paying their fees during the next term.
- The pedestrian roller is in very short supply in the country and can constitute a great impediment in achieving the desired objectives. In the whole of the Northern province

there are only two pedestrian rollers available for hire and both are owned by NACSA. Although, Mechanical service Unit of SLRA has two rollers in its fleet, both are relatively old and hardly reliable. This lesson reinforces the need to strengthen the equipment revolving loan system mentioned earlier

- In most locations where QIECP was demonstrated, labour was available and willing to work especially the off-period for farming.
- There is scope for developing the rural economy through Local Economic Development techniques.

## **RESULTS FRAMEWORK**

### **Joint Vision Framework**

As part of programme 19: Youth Development and Employment, QIECP contributes to a UN Joint Vision broader aim of economic and social integration of young people aged between 15-35 years. Through the Project, Sierra Leone's youth will benefit from a national public works programme designed to absorb at least 200,000 young men and women in public works projects such as feeder roads rehabilitation and maintenance, urban and rural development projects, etc. It is envisaged that the rural economy will be boosted through the local economic development component of the Project.

### **Outcomes**

The proposed outcomes of ILO's contribution to Programme 19 include:

- i. Productive employment opportunities generated and income generating opportunities created for the youths in Bombali and Moyamba districts
- ii. Cost-effective labour-based method for the execution of feeder roads rehabilitation and maintenance using private contractors institutionalised
- iii. Capacities of SLRA and Moyamba District Council to plan, manage and monitor feeder roads rehabilitation and maintenance strengthened.
- iv. Capacities of youth groups enhanced to set up viable businesses
- v. Local economic development (LED) stimulated in the districts
- vi. Youth Employment Strategy integrated into the National Employment Policy

### **Deliverables**

The key deliverable of QIECP under UNJV is the creation of employment and income generating opportunities for young people in two districts through labour-based implementation of infrastructure works and local economic development techniques. A summary of the deliverables is as follows:

- 150,000 person-days of employment created directly (involving at least 1000 youths) through project activities
- Project lessons captured for knowledge sharing, up-scaling/replication
- 10 additional domestic private contractors trained to execute labour-based road works
- 10 women and 5 communities trained to undertake routine maintenance of labour-based works
- At least 6 engineers (4 SLRA engineers and one each from Moyamba and Bombali District Councils) trained to plan, monitor and supervise labour-based feeder projects
- Capacities of 2 youth-led cooperatives and 100 youth-led groups enhanced to set up viable businesses
- National Employment Policy developed

## **MANAGEMENT AND COORDINATION ARRANGEMENTS**

It is envisaged that a steering committee will be constituted to govern the Project during this phase. The committee will be made up of representation from line ministries including Ministries of Works, Housing and infrastructure; Finance and Economic Planning; Interior, Local Government and Rural Development; representation from UN Agencies and other relevant development partners. The committee will be chaired by the Ministry of Interior, Local Government and Rural Development on behalf of Government. It will be coordinated by ILO, which will report to the UN Coordinating Office.

QIECP will be managed by ILO Area Office in Abuja with technical support from consultants and the field technical team. ILO will also provide technical back-stopping from the ILO Regional Office in Addis and from Headquarters in Geneva.

Procurement of goods and services will be according to ILO Procurement rules. Government will provide office accommodation for the Project at district level as part of its contribution.

SLRA shall remain the government implementing partner and shall provide two counterpart engineers who will work closely with the ILO team in carrying out the work.

### **FUND MANAGEMENT ARRANGEMENTS**

ILO will receive funds from MDTFO, channeled through SL-MDTF. The funds will be managed by ILO Geneva through its regional and country offices located in Addis Ababa and Abuja respectively. The field team will receive funds through expenditure authorizations according to ILO Financial rules and regulations.

### **MONITORING, EVALUATION AND REPORTING**

An M&E expert will be contracted to develop detailed Management Information Systems (MIS) for monitoring and evaluation. The expert will validate the set of indicators selected for UNJV Programme 19. A baseline survey will also be undertaken in the beneficiary communities.

The Project Management will be responsible for the day to day monitoring of activities and for the operation of the MIS that will be developed. In addition to this self assessment, the ILO Area Office in Abuja may contract a third party to undertake an independent evaluation. The final evaluation will be conducted at the end of the implementation period and will measure how the set objectives have been met.

Monthly and quarterly progress reports will be prepared for distribution to relevant bodies.

### **LEGAL CONTEXT OR BASIS OF RELATIONSHIP**

ILO is a signatory to the Joint Vision as the UN's contribution to the GoSL Agenda for Change.

### **BUDGET AND WORK PLAN**

The budget and work plan for QIECP are shown in the following tables. The work plan assumes that funds will be released to ILO by November 2011.

## UNDG Standard Budget

Line	Line Description	Definition of Figure in US\$
<b>1</b>	<b>Project Personnel</b>	
	1 Chief Technical Adviser	180,000
	1 Training Adviser	160,000
	2 National Professionals	36,000
	1 Finance/Admin Assistant	9,000
	Drivers (2)	12,000
	Consultants	15,000
	<b>Subtotal</b>	<b>412,000</b>
<b>2</b>	<b>Missions</b>	
	Technical backstopping	20,000
	Local	35,000
	<b>Subtotal</b>	<b>55,000</b>
<b>3</b>	<b>Infrastructure Development</b>	
	Contracts (sub-projects)- feeder roads, football fields, buildings, etc	746,984
	<b>Subtotal</b>	<b>746,984</b>
<b>4</b>	<b>Capacity Development</b>	
	Seminars and workshops	10,000
	On-the –job Training	5,000
	<b>Subtotal</b>	<b>15,000</b>
<b>5</b>	<b>Equipment</b>	
	Training Aids	2,000
	Expendable Equipment	8,000
	<b>Subtotal</b>	<b>10,000</b>
<b>6</b>	<b>Miscellaneous</b>	
	Operation and Maintenance	40,000
	Monitoring and Evaluation	20,000
	Sundry Expenses	10,000
	Security	20,000
	<b>Subtotal</b>	<b>90,000</b>
	<b>Total</b>	<b>1,328,984</b>
	Project Support (7%)	<b>93,029</b>
	<b>PROJECT TOTAL</b>	<b>1,422,013</b>

