SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE

PBF PROJECT DOCUMENT

Country(ies): Sierra Leone

Project Title: Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone
Project Number from MPTF-O Gateway (if existing project):

PBF project modality:	**If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):**
☒ IRF ☐ PRF	☐ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund:**

List all direct project recipient organizations (starting with Convening Agency), followed by the type of organization (UN, CSO etc.):

Convening Agency:
- United Nations Development Programme (UNDP) – UN
- United Nations Capital Development Fund (UNCDF) - UN

List additional implementing partners, specify the type of organization (Government, INGO, local CSO):

Government:
- Legal Aid Board (LAB)

NGOs/CSOs:
- Trócaire-NGO
- Global Youth Network for Empowerment and Development Sierra Leone (GYNED-SL) - CSO
- Prevention First Initiative Sierra Leone[1] - CSO
- Institute of Development & Humanitarian Assistance (IDHA) - CSO

Private sector:
- A call to Business Microfinance Limited (ACTB)
- LAPO Microfinance Limited
- Mosabi Edutec

Project duration in months[2] [3]: 24 months

Geographic zones (within the country) for project implementation:

- Western Urban and Rural Districts
- Kambia District

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[1] In the Concept Note, the local NGO Level Up Salone was indicated but recently this NGO merged with another existing organization which is named "Prevention First Initiative", both founded from the same young Sierra Leonean female founder.
[2] Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.
[3] The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.

| - Bo District |
| - Kenema District |
| - Makeni District[4] |

Does the project fall under one or more of the specific PBF priority windows below:

☐ Gender promotion initiative[5]
☒ Youth promotion initiative[6]
☐ Transition from UN or regional peacekeeping or special political missions
☐ Cross-border or regional project

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

UNDP: $1,329,803
UNCDF: $665,647

Total: $1,995,450

> **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): n/a

PBF 1st tranche (70%):	**PBF 2nd tranche* (30%):**	**PBF 3rd tranche* (_%):**
UNDP: $ 930,862	UNDP: $ 398,941	XXXX: $ XXXXXX
UNCDF: $ 465,953	UNCDF: $ 199,694	XXXX: $ XXXXXX
		XXXX: $ XXXXXX
Total: 1,396,815	**Total:** $ 598,635	Total:

Provide a brief project description (describe the main project goal; do not list outcomes and outputs):

Twenty years after the end of the civil war, Sierra Leone is facing the rise of many tensions and violence resulting from electoral related violence, political competition, communal violence, riots and protests[7]. Mid-2019, the country dropped 10% on the Global Peace Index, and was among the five sub-Saharan countries with the worst deterioration of stability[8]. Young people are mostly affected in violent incidents, especially bike riders (generally known as "Okadas") who are seen as influential actors in gaining power within the youthful constituencies for political instrumentalization and play a role in accessing and disseminating information as per their mobility across the country.

This project aims at empowering the female and male youth Okada Bike Riders as sustainable agents of peace. Okada drivers, versus other youth groups, are uniquely positioned to improve the peace environment among their customers and the communities they operate, particularly during the electoral period, due to their

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[4] Makeni District has been added since it has increasingly become a violent hotspot between police and youth, as evidenced by the recent protests on 10th August 2022 in Sierra Leone. Further explanation of the geographic areas targeted is provided in Section II (p. 14).

[5] Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative

[6] Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

[7] Kars de Bruijne, "**When Emerging Democracies Breed Violence, *Sierra Leone 20 Years After The Civil War*"**, December 2020. This is a joint report produced by the Armed Conflict Location & Event Data Project (ACLED) in partnership with Clingendael – the Netherlands Institute of International Relations and the West Africa Network for Peacebuilding-Sierra Leone (WANEP-SL). Report_SierraLeone_ACLED_Clingendael_December_2020.pdf

[8] Josephine Appiah-Nyamekye Sanny, "**Fear of Political Violence Soars in Sierra Leone**", Africa Portal (Afrobarometer, 24 February 2020), https://www.africaportal.org/publications/fear-political-violence-soars-sierra-leone/

high levels of mobility and accessibility in the country, reaching even to the most remote areas[9]. UNDP, together with UNCDF and other local partners, propose to support this process by tapping into the Okadas' potential to be a key partner of state authorities to collaborate in the prevention and reduction of conflicts in the future by promoting a culture of peace and fighting hate speech and misinformation. The project will address female and male Okada riders' vulnerabilities and needs by engaging them with state authorities in the establishment of a formalized and sustainable dialogue platform that will be owned by both actors in conflict. This dialogue space will enhance their collaboration as partners to prevent violence in the targeted areas, particularly regarding the 2023 elections and beyond. To be less vulnerable to instrumentalization for political purposes, gain self-confidence and respect from local and national leaders, they will be socially and economically empowered to spread peace messages, non-violent behaviour (including sexual and gender-based violence – SGBV) through advocacy, leadership, mediation, communication skills, employable skill building trainings and access to tailored finance.

Last but not least, this project complements other related initiatives and models that engage young bike riders to reduce youth violence and increase the impact of peacebuilding programs in Sierra Leone[10].

Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups):

The Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone project approach has been developed based on participatory data collection and community-based consultations, which has allowed for the selection of the target district areas for intervention for the pilot phase.

Extensive consultations through Key Informant Interviews and Focus Group Discussions have been conducted with the Bike Riders Union and Bike Riders (Okadas) themselves in Western Area Urban, Western Area Rural and Kambia. Senior Leadership of the Okada Rider's Union and the Gender and Community Affairs Unit of the Sierra Leone Police in Freetown. There was a specific interview session with female Okadas in Freetown where they explained their experiences. They particularly highlighted being victims of sexual harassment and violence from either male customer, police agents and male Okadas, with some having suffered gang rape. These engagements pointed to growing levels of distrust between the police and Okadas, in what is increasingly a combative and retaliatory relationship. Consultations were also done with the Minister of Youth Affairs together with his technical team and the National Youth Commission on the bike riders dynamics as a key youth group in the country.

UNDP has undertaken consultations with the Legal Aid Board (LAB) on the aspects of the project related to the provision of legal representation and advisory services to bike riders in contact with or in conflict with the law during the timeframe of the project.

Furthermore, representatives of different youth groups were engaged during the design of the project through Focused Group Discussions, in which they expressed deep concern over the future of youth in Sierra Leone. Also, consultations and agreements have been made with the following financial institutions: A call to Business Microfinance Limited (ACTB), LAPO Microfinance Limited and Mosabi Edutec to adapt existing financial tools to serve a pilot group of bike riders.

Project Gender Marker score[11]: GM2
Specify % and $ of total project budget allocated to activities in pursuit of gender equality and women's empowerment:
The project will spend 40.48% ($807,746.21) of the total project budget on activities in pursuit of gender

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[9] Ehebrecht, D., Heinrichs, D., & Lenz, B., "**Motorcycle-taxis in sub-Saharan Africa: Current knowledge, implications for the debate on 'informal' transport and research need",** 2018, Journal of Transport Geography, 69, 242–256. https://doi.org/10. 1016/j.jtrangeo 2018.05.006

[10] Search for Common Ground, "**Youth Led Conflict Mitigation:** *The SFCG Sierra Leone Guidance Note"*, September 2013, https://cnxus.org/wp-content/uploads/2022/04/0304_Sierra20Leone.pdf

[11] **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)
Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE
Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the budget for GEWE)

equality and women's empowerment.

Briefly **explain through which major intervention(s) the project will contribute to gender equality and women's empowerment [12]:**
The intervention will directly address through Outcome 2 violence against women and girls, negative masculinities and prevention of Sexual and Gender Based Violence (SGBV).

The project will contribute to transforming negative masculinities that triggers the need to be violent and articulating their need. It will also enhance the protection and safety of women and girls, especially female Okada riders. The project will engage Okada riders as champions of change to shift norms and practices that contribute to violence against women and girls before, during and after elections. This will be done by supporting the development of a communications strategy that addresses masculinity and support the engagement of the Okada riders as key champions of change. As key community players, the Okada riders will play an influencing role in disseminating GBV (Gender Based Violence) messages and in transforming community behaviours and practices. They will also act as agent of change in challenging violations perpetuated against the female bike riders and in channelling gender interests with state institutions. The champions of change training will contribute to changing behaviours and practices that safeguards the rights of women and girls to participate in decision making and mitigate violence against women and girls. During consultations, the 1,200 females Okadas, including Chairladies and female riders active in the country have claimed to be victims of sexual harassment by male customers and police officers. According to studies, men stated that women are fearful of the risks of becoming a female Okada rider due to threats of rape, have their motorcycle stolen or be injured due to the dangerous road conditions. Other men said that women may be ashamed of becoming an operator, afraid to make their husbands or partners jealous[13].

In summary, the project addresses gender equality and women's empowerment by:
- Directly addressing negative masculinities in the communities through SGBV sensitization sessions involving male and female Okada riders, police, security state authorities and the boys, girls, men and women in their communities. This will likely reduce negative coping mechanism related to violence against women and girls.
- Engaging Okada riders as champions of change to shift norms and practices that contribute to violence against women and girls.
- Providing training female and male Okada riders on legal rights, civic education, and the penalties related to SGBV.
- Providing financial and digital literacy platform for female and male youth Okadas to be more financially responsible.
- Reinforcing the entrepreneurial and financial skills (savings, insurance, pension, etc) of female and male Okadas to be more sustainable in their activities.

Project Risk Marker score[14]: 1

Select PBF Focus Areas which best summarizes the focus of the project *(select ONLY one)* [15]:
(2.3) Conflict prevention/management

If applicable, SDCF/**UNDAF outcome(s)** to which the project contributes:
- Outcome 2: Transformational Governance
- Outcome 4: Protection and Empowerment of the most Vulnerable

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[12] Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**
[13] Changing women's lives and livelihoods: motorcycle taxis in rural Liberia and Sierra Leone (icevirtuallibrary.com)
[14] **Risk marker 0** = low risk to achieving outcomes
Risk marker 1 = medium risk to achieving outcomes
Risk marker 2 = high risk to achieving outcomes
[15] **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)

Sustainable Development Goal(s) and Target(s) to which the project contributes:	
SDG 1: No Poverty; Zero Hunger; SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG10: Reduced Inequalities; and SDG16: Peace and Justice	

Type of submission:	If it is a project amendment, select all changes that apply and provide a brief justification:
☒ **New project** ☐ **Project amendment**	**Extension of duration:** ☐ Additional duration in months (number of months and new end date): **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:

Recipient Organization(s)	Representative of National Authorities
Name of Representative: Pa Lamin Beyai (PhD)	Name of Government Counterpart: Hon. Mohamed Orman Bangura
Signature: ███████████	Signature ███████████
Title: Resident Representative	Title: Minister of Youth Affairs, Republic of Sierra Leone
Name of Agency: United Nations Development Programme	Name of Institution: Ministry of Youth Affairs
Date & Seal 07-10-22	Date & Seal 07
Name of Representative: Preeti Sinha	
Signature: ███████████	
Title: Executive Secretary	
Name of Agency: United Nations Capital Development Fund	
Date & Seal 30-Aug-2022	
Head of UN Country Team	Peacebuilding Support Office (PBSO)
Name of Resident Coordinator: BABATUNDE AHONSI, PhD	Elizabeth Spehar
Signature ███████████	Signature ███████████ Assistant Secretary-General for Peacebuilding Support Date & Seal
Title: United Nations Resident Coordinator, Sierra Leone	
Date & Seal 07	06/12/2022

I.   Peacebuilding Context and Rationale for PBF support

Background

Sierra Leone contends with a complex social context characterized by youth marginalization and socio-economic exclusion, as well as a strong ethnical cleavage[16] that structure political competition and conflict. Sierra Leone ranked 35 out of 163 countries in the 2018 Global Peace Index, ranked 50 best out of 163 in 2022[17]. Additionally, the 2021 Afrobarometer survey showed high levels of fear of political violence, intimidation, and increased perceptions of party politics leading to violence[18]. While these challenges have rendered it difficult for youth to achieve sustainable livelihoods, many have overcome such barriers by joining and building their own economic and social networks. Okada riding is a case in point. One of the most successful stories of social and economic reintegration after the end of civil war in 2002 is that of the motorcycle taxi business. It started as an informal venture, enabling young ex-combatants to integrate themselves into society outside the formal disarmament, demobilisation and re-integration (DDR) processes, by gaining employment as bike riders. The business rapidly developed to assume a more official status, through the creation in 1996 of the Sierra Leone Commercial Motor Bike Riders Union (SLCMBRU), popularly known as the Okada Riders, forming a heterogeneous group, ranging from 18 to 45 years old women and men. Internally, the Bike Riders' Union has a well-organized and democratic structure consisting of 3,250 executives and the ability to quickly communicate with its members country wide. It spans from President, National Chairpersons to Regional Chairpersons, District Chairpersons, and to Park Chairpersons at bike hubs[19].

With an estimated number of 2,815,091 young people between the ages of 15 and 35 (1,385,682 male and 1,429,409 female)[20], representing the 35% of the total population (8,100,318[21] people) in 2020, economic and livelihoods opportunities for youth remain limited in Sierra Leone. While the formal job market remains limited despite growth in the minerals sector, there is a private sector skills shortage at technical and managerial levels, especially in the mining, petroleum, and construction industries[22]. Few vocational job training opportunities exist, leaving few options for youth seeking skill development. In addition to providing the income necessary for day-to-day expenses, jobs provide youth with dignity and help them to demonstrate their ability to be productive citizens. In this sense, youth job creation is seen as critical to the success of the peacebuilding process[23]. This situation has resulted in youth resorting to various forms of economic survival and under-employment, being motor bike riding one of the major sources of employment for youth by having a daily income to survive on. As of September 2022, there are 950,000 registered youth Okada riders[24], meaning that youth Okadas represent 34% of the total youth population of Sierra Leone[25]. The Riders' Union is easily the most successful youth employment scheme in the country. As such, it has become an important source of peace, stability and dignity in a context of persistent youth marginalization[26].

Drivers of conflict

As Sierra Leone gears up to general elections in 2023, the country faces many tensions and violence resulting in electoral related violence, political competition, communal violence, riots and protests as proved by the recent violent events in Freetown and other areas of the country on 10th August 2022[27]. Young people are mostly

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[16] "*The principles of ethnic division (that is, all the potentially mobilizable ethnic cleavages) that divide the political community [can be identified as] the religion, language, region of origin, tribe, clan, etc*", Daniel N. Posner, **"Regime Change and Ethnic Cleavages in Africa"**, University of California, Los Angeles (USA), http://cega.berkeley.edu/assets/miscellaneous_files/wgape/6_Posner.pdf, p.6.

[17] Institute for Economics & Peace, **Global Peace Index 2018: Measuring Peace in a Complex World**, Sydney, June 2018. Available from: http://visionofhumanity.org/reports

[18] Institute for Governance Reform, **Afrobarometer Round 8: Summary of results**, 2020. See: https://www.afrobarometer.org/publication/summary-results-afrobarometer-round-8-survey-sierra-leone-2020-0/

[19] As explained during focus group discussions in May 2022 with the Bike Riders' Union representatives and Bottom Up DDR: Sierra Leone's Okada Riders | Security Sector Reform Resource Centre (ssrresourcecentre.org)

[20] United Nations, Demographic Yearbook 2020, https://unstats.un.org/unsd/demographic-social/products/dyb/documents/DYB2020/table07.pdf, p. 201.

[21] *Ibid.*

[22] Sierra Leone Youth Report 2012, National Youth Commission (NAYCOM), Ministry of Youth Employment and Sport (MYES) with support from United Nations Development Programme (UNDP), December, 2012, http://www.sl.undp.org/content/dam/sierraleone/docs/projectdocuments/povreduction/sl_status _ofthe_yo uth_report2012FINAL.pdf

[23] Search for Common Ground, *supra*, https://cnxus.org/wp-content/uploads/2022/04/0304_Sierra20Leone.pdf

[24] This number was provided by Bike Riders' Union from their database of registered Okada members.

[25] Being 2,815,091 the total youth population in Sierra Leone (aged 18-35 years old), as per the **Demographic Yearbook 2020**, United Nations, https://unstats.un.org/unsd/demographic-social/products/dyb/documents/DYB2020/table07.pdf, p. 201.

[26] Bottom Up DDR: Sierra Leone's Okada Riders | Security Sector Reform Resource Centre (ssrresourcecentre.org)

[27] Sierra Leone: Violent protests in Freetown over cost of living - BBC News

affected in these violations, especially Okada riders who are seen as influential actors in gaining power within the youthful constituencies and in accessing information for political purposes[28], especially during the electoral context. Bike riders also often clash with the police over licensing and traffic offenses. The Central Business District (CBD) was declared a no-go area for commercial bike riders and is the area of major source of conflicts between Okadas and police[29], with many bikes being confiscated. Underpinning this, is the threat to their masculinity and their socialised roles as bread winners to the family. As men, they face a crisis of masculinity portrayed by dominance and violence[30]. Coupled with charges imposed by the police for lack of compliance with rules and no updated licences, this situation increases the economic pressure for Okada and the impossibility to daily savings due to these payments to be made to continue their jobs[31].

One of the root causes of the increased outbreaks of violence in the country is a weakened social contract between the citizens - particularly youth - and the State. The lack of institutional trust, lack of effective decentralization, a weak accountability for the delivery of public services, as well as a perception of unfair distribution of benefits from the Government[32], exacerbate the frustrations with state institutions, particularly police, judiciary and local security forces. For example, in April 2022, there was a violent incident at Mile 91 between Okada riders and the police, resulting in the death of two Okada riders[33]. The Okada riders have limited civic space and resort to violent aggressive way of expression to seek justice. Whenever a bike rider is shot at death or injured, the group take offense towards police stations, take protest marches to State House and suffer indiscriminately from the firing of teargas by the Operational Support Division (OSD) of the police. As understood through consultations with Okada riders and state authorities, there is a dire need of a formalized dialogue between these two conflict actors to discuss over issues that can be solved without reaching conflict and find common solutions that will bring both actors "win-win" outcomes. It will also be a space to identify partnership options for the authorities and Okadas to co-agree on strategies to prevent/reduce outbreaks of violence in the country in the future.

Under a social perspective, another conflict that has been identified is sexual and gender-based violence (SGBV), since female bike riders suffer from sexual harassment and violence from either man customers, police agents and male Okada riders[34]. Furthermore, the Ebola and the recent COVID-19 affected Okada' businesses, increased their economic vulnerability as alleged by the Okadas. Despite their important contribution to the national economy, Okada riders have a very poor financial behaviour and have limited access to appropriate financial products, lack a savings culture, no investments and diversified livelihood options, lack of safety nets and social protection mechanisms. A young Okada make around 150,000 leones ($10) per day riding in the Western Urban Region (Freetown)[35], meaning around $300 per month and 100,000 leones ($6.5) riding in rural areas in the rest of the country, meaning around $200 a month. All the above reinforce their "nothing-to-lose" and daily survival mentality with no growth/long-term business strategies to sustain their main source of livelihood, which justifies the need for the economic and alternative livelihood interventions in this project.

Conflict Actors
Two main conflict actors can be identified who are directly linked to the challenges this project seeks to address:
1. The <u>Okada Riders</u> themselves are regarded as irresponsible, ill-disciplined, do not consistently adhere to road safety and are linked to national safety and security concerns and most of the time are involved in violence against state actors. They are highly vulnerable to be mobilized for political violence due to their social and economic instability.
2. <u>The State</u> itself, more specifically the Police of Sierra Leone, is in constant clashes with the Okada riders, including SGBV against the few female Okadas.

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[28] As the study conducted by Buccitelli, A., Denov, M. concludes, "*While the industry has proved integral for many youths' reintegration into post-conflict society, Big Men's autocratic power over the industry has entrapped many youths into hierarchical clientelist relationships*", Youth Reintegration, Power, and Okada Riding in Post-war Sierra Leone | Request PDF (researchgate.net), 2017.
[29] Breaking News: Violence Erupts in Freetown as Police and Okada Riders Fight | SwitSalone
[30] Kristen E. McLean, **"Post Crisis Masculinities in Sierra Leone: Revisiting Masculinity Theory",** August 2020, 'Post-crisis masculinities' in Sierra Leone: revisiting masculinity theory: Gender, Place & Culture: Vol 28, No 6 (tandfonline.com)
[31] The capital city Freetown experienced protests by Okada riders a week before the country's 60th Independence Anniversary on 27th April 2021, based on Okada riders' allegation of harassment and ill-treatment by the police. See: https://www.irishtimes.com/news/world/africa/as-sierra-leone-turns-60-its-army-of-bike-riders-call-for-end-to-police-corruption-1.4548379
[32] Minister of Youth Affairs, UNCT, UNDP, DPO, OROLSI, Report of the joint assessment mission on youth at risk in Sierra Leone, 2019, p. 21.
[33] https://sierraloaded.sl/news/sierra-leone-police-speaks-clash-commercial-bike-riders-mile-91/
[34] Based on consultations with the Bike Riders' Union in May 2022 to inform this proposal.
[35] This amount was indicated by the Bike Riders' Union Secretariat during consultations in September 2022 for the development of this proposal.

Potential for Peace

The Okada business increases the mobility of the country's population both within and between towns, aiding trade and the economy. Another feature of the Okadas is the speed with which medical emergencies can now be addressed [36]. The Riders' Union and Government collaboration has helped ameliorate tensions in the past, although in a political and informal way without a structured and formal platform. Indeed, Okadas supported the authorities during Ebola by serving as "bike ambulances" due to shortage of ambulances as recognized by the Sierra Leone Road Safety Authority. Given the role and large number of Okadas, their relevance to peacebuilding cannot be ignored. This project is based on the premises of the positive outcomes for peacebuilding by strengthening local actors' roles, in this case Okada riders. UNDP and UNCDF identify future peace outcomes by building up youth Okadas' potential in promoting peace based on their mobility, their capacity of reach to heterogenous groups of people (customers and communities where they operate), strengthening their social contract with the State, together with business training, access to jobs, support in financial skills, their vulnerability to mobilization to violence would reduce. As the overall goal, the Riders' Union could be effectively enhanced as a strategic partner to assist the State in conflict-prevention and peacebuilding.

Alignment with national development plans:
- The project is aligned with the **Government of Sierra Leone's Medium-Term National Development Plan (2019-2023)**, Cluster 6 on youth employment and Cluster 4.6 on building trust in State Institutions.

Alignment with UN Frameworks:
- The project is aligned with the **United Nations Sustainable Development Cooperation Framework (UNSDCF)**, particularly on Outcome 2 on Transformational Governance; and Outcome 4 on Protection and Empowerment of the most Vulnerable.
- UN SDGs (1, 5, 8, 10 and 16), LNOB principle, and UNSCR 2250 on Youth Peace and Security (YPS).

Alignment with national policies on Youth and Women:
1. The project is in line with the **National Youth Policy 2020**: *A guidance document to address the main challenges being faced by youth including youth unemployment and under-employment, skills mismatch between the demand and supply side of the work force, access to quality education, drugs, gender inequality, participation in decision making processes and sexual and reproductive rights.*
2. The project is aligned to the **National Action Plan for the implementation of UNSCR 1325 on Women, Peace and Security.** *The Action Plan outlines a government's approach and course of action for localizing action on the Women, Peace and Security Agenda. It also outlines objectives and activities that countries take to secure the human rights of women and girls in conflict settings; prevent armed conflict and violence, including against women and girls; and ensure the meaningful participation of women in peace and security.*
3. **The Gender Equality and Women's Empowerment (GEWE) Policy (2021).** *This policy aims at mainstreaming gender into all development and political processes in Sierra Leone to ensure livelihood and social protection for women, men, boys and girls for sustainable peace and economic growth. It ensures that inequality and discrimination are not perpetuated at the national and local levels.*

Promoting national ownership:
- By strengthening the capacity building of local civil society in Sierra Leone to undertake these actions in the future, this project is also in line with the Grand Bargain and commitments to localisation, for which UNDP and Trócaire are both signatories to.

Synergies with other youth and peacebuilding related projects in Sierra Leone:

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Youth-led conflict mitigation: The	n/a	Search for Common Ground (SFCG) helped facilitate the process of	This project will complement and address the gaps of previous related projects by

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[36] The assistance of resident riders for night-time emergencies, including access to (maternal) health was emphasized. See: Jenkins, J.; Mokuwa, E.; Peters, K. and Richard, P., "**Rural-Urban connectivity strengthens agrarian peace: Evidence from a study of gender and motorcycle taxis in Sierra Leone**", March 2021, Journal of Agrarian Change, https://onlinelibrary.wiley.com/doi/pdf/10.1111/joac.12423

SFCG Sierra Leone Guidance Note, Search for Common Ground (SFCG), September 2013[37]		positioning Okada drivers to improve the public opinion of Sierra Leonean youth. The SFCG's guidance note outlines ways of translating young people's potential into measurable peacebuilding outcomes.	incorporating innovative approaches such as addressing SGBV by organizing positive masculinity workshops and by adding an economic empowerment component benefiting the Okadas.
"Promote the creation of an enabling environment for the conduct of peaceful elections and the strengthening of social cohesion in Sierra Leone" (UNDP-UNICEF)	PBF August 2022 – August 2024	To promote the enabling environment for the conduct of peaceful and credible elections by strengthening national conflict prevention and response systems; build trust and foster citizen engagement during the electoral process, including youth and women; promote citizens engagement, tackle misinformation and hate speech.	The complementarity is the project addresses conflict prevention and response as well as building trust and foster engagement between the security forces.
"Empowering youth at risk as resources for sustaining peace and community resilience in Tonkolili and Kenema districts in Sierra Leone" UNDP, UNFPA and FAO	PBF $3M September 2020- September 2022	UNDP, UNFPA, FAO and other partners contributed to the empowerment of youths at risk to become resources for sustained peace, community resilience and social cohesion.	Good practices and training in civic education, counselling and leadership skills (Output 1.1) to better engage the authorities and the GBV sessions (Output 1.2) of the PBF-funded project will be used for this proposed project.
Fostering Peaceful, Credible and Inclusive Elections in Sierra Leone (2022-2024) UNDP	UNDP Core (TRAC) $1.5 M (2022) 2023 - $2M 2024 - $1M Irish Aid & EU Delegation: €1M each	Technical support to the Electoral Commission (ECSL) to conduct the elections, including defining operational strategies, strengthening voter registration and result management systems, enhancing transparency of tally process, voter awareness and promotion and inclusion of women and young people and people with disabilities in the electoral process.	The two projects complement each other and share project staff (more details in the section below). The PBF proposal supports the creation of an enabling environment for peaceful elections, while the UNDP project focuses more on the technical aspects of the conduct of the elections.
USAID P2P Peacebuilding project	USAID $2,2 million	To support the prevention and mitigation of politically motivated violence through people-to people approaches that foster local leadership and efforts of women and youth, to address underlying divisions along ethno-regional and political lines by building trust both within and between communities to reduce the risk of violence triggered by political issues and processes.	The proposed project will complement ongoing initiatives by USAID Sierra Leone, through the incorporation of Okadas as agents of peace, building on USAID's people-to-people methodology. Activities seeking to foster dialogue between Okadas and state authorities will complement USAID's aim to address underlying divisions within society and mitigate violence. The proposed project addresses a gap in USAID's peacebuilding project by supporting in coordination with state authorities and legal bodies to improve service delivery and improve relationships with Okadas.

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[37] Search for Common Ground, *supra*, https://cnxus.org/wp-content/uploads/2022/04/0304_Sierra20Leone.pdf

II. Project content, strategic justification and implementation strategy

Overarching goal
The overarching goal of this project is to empower and protect youth Okada Bike Riders as sustainable agents of peace. As explained above, youth Okada riders are a unique and exceptional partner to work with to promote peace since they have a huge mobility capacity across the country, a high penetration and capacity of influence to all the population (they reach many customers and communities each day). By addressing youth Okadas vulnerabilities and needs, improving their relationship with the State, and transforming negative masculinities, their reputation and behaviour will be improved, and will tap into riders' potential to prevent conflict and violence, including SGBV.

Implementation strategy
UNDP and UNCDF will co-implement the project, in support of the Government of Sierra Leone, namely the Ministry of Youth Affairs (MoYA), the Sierra Leone Police (SLP), Office of National Security (ONS), Local Councils in targeted districts, the Sierra Leone Road Safety Authority (SLRSA) and the Legal Aid Board. At the inception stage, with the support of the Peace and Development Advisor (PDA), Trocaire, one of the implementing partners for this project will undertake a conflict sensitivity analysis. The Ministry of Youth Affairs will support in monitoring the project interventions, together with implementing partners (NGOs and CSOs). An allocation of 60% of the total project funding will be disbursed to the implementing partners (IPs), following the UNDP Programmes, Policies and Procedures. The IPs will support in activities engaging the Bike Riders' Union and its members throughout all three Outcomes. The project will utilize existing structures and Government facilities for the three Outcomes. Positive masculinity and skills enhancement interventions towards Okada riders and police officers will adopt a Train of Trainers approach and will be cascaded through the Bike Riders' Union and Police structures for greater impact and to ensure sustainability of results.

For Outcome 1, Trocaire together with Global Youth Network and Legal Aid Board will jointly coordinate and implement project activities. Under Outcome 2, both the local women-led NGO Prevention First Initiative Sierra Leone and Trocaire will jointly implement the activities. Outcome 3 will be under the responsibility of the private sector operators (A call to Business Microfinance Limited (ACTB); LAPO Microfinance Limited and Mosabi Edutec) and other NGOs (Trocaire and IDHA).

Addressing conflict causes and drivers
The project aims to engage youth Okada riders as a strategic partner with state authorities, notably the police, to prevent outbreaks of violence in the country. The project will address both Okadas' and police's negative masculine identities to reduce Okadas' vulnerability to political instrumentalization, including around elections, times of social unrest, and illegal activities. The Okada Riders' Union sees itself as upholding the rule of law by employing youth and preventing them from becoming a source of instability. It has a good relationship with its members, and can serve as a suitable platform, if constructively engaged, to enhance peace and stability between them, the police and local communities. As per the conflict analysis section above, the social contract between state authorities and youth is weak. Youth Okadas, however, provide an essential and affordable transportation service to the population. Given their numbers and extensive presence, youth Okada riders can become a useful development partner to the State, and their Union could help strengthen social cohesion and build trust between citizens and the State. Relationships with state authorities will be improved by developing formalized dialogue platforms to discuss contentious issues and find agreeable solutions, which will improve public governance, enhance accountability mechanisms and the social contract. A series of pertinent topics will be explored engaging Okada riders and the police, through radio programmes, awareness-raising and workshops on positive masculinities, SGBV, inter-generational tensions and violence. Importantly, by enhancing riders' communication, mediation and negotiation capacities, they will themselves be equipped to become agents of change and promote non-violent behaviour.

The day-to-day survival mentality coupled with the poor business growth mentality and skills developed, makes the youth Okada rider to not see beyond survival. Furthermore, even where and when an opportunity for growth presents itself, they are still economically vulnerable. This is what this project aims to change. The riders are mostly people who have taken up the occupation as a last resort/survival job because of difficult access to other employment. There is therefore the need to inculcate in them business development skills so they can acquire their own Okada for example or even buy more through tailor made asset financing products for which they

have gained access through this project. The project will then economically empower Okada riders to be less vulnerable to manipulation for violence.

Theory of change

UNDP and UNCDF will contribute to building more peaceful relationships and governance structures between the Okadas and state authorities whilst supporting Okada riders as agents of peace with improved livelihoods. The theory of change below consists of three interlinked sub-theories of change and related assumptions.

PROGRAMMING APPROACH	ASSUMPTIONS	SUPPORTING EVIDENCE
1.a. Facilitating conflict actors dialogue, supporting capacity development, and increasing accountability mechanisms to strengthen the social contract between youth Okada riders and the State.	By improving the Okadas' relationship with state authorities through the development of formalized dialogue spaces between the two parties to discuss issues affecting them, they will be able to find agreeable solutions. These formalized dialogue spaces will improve public governance, engagement with the authorities and enhance accountability mechanisms. By enhancing the capacities of bike riders and state authorities on advocacy, mediation, leadership, civic education and conflict-prevention skills, building up best practices from previous and on-going PBF-funded projects[38], both conflict actors will manage better the conflict situations and find agreeable solutions for both parties.	Violent clashes between the police and Okada are regularly reported. Focus Group Discussions with riders and other youth highlight growing mistrust and lack of trust between the youth and the state.
1.b. Improving access to information and services for bike riders.	By establishing helpdesks within existing Youth Centres, Bike Riders Union's and District Councils' facilities in targeted Districts, youth Okadas will have increased access to information on licences, protection and legal advisory services and support. Therefore, this will contribute to the reduction of their vulnerabilities and increase trust in the State institutions.	Youth Okada riders and their households suffer from economic and social marginalization, lack of information and access to social, financial and legal services.
2. Sensitization, communication, and education of Okada riders and the police on SGBV, political instrumentalization and non-violence to equip them to become peace agents	Youth Okadas will improve their positive masculinity communication and behaviour. For instance, they will be supported in launching a country-wide sensitization on non-violence campaigns that will spread peace messages. On the other hand, by providing positive masculinity and SGBV sessions involving male and female Okadas and the police, both conflict actors will be sensitized about the negative adverse effects of SGBV in their social and economic life.	Female okadas suffer from sexual harassment and violence from either male customers, police agents and male Okadas, with some having suffered gang rape. Therefore, SGBV activities targeting male okadas and police is essential to protect female Okadas to work in a SGBV-free environment.
3. Reduce youth Okadas' vulnerability and risk to instrumentalization through economic empowerment enhanced business	By providing business development skills, access to tailored-finance and other sources of employment, youth Okadas will be economically empowered and hence will be less vulnerable to instrumentalization for political reasons.	Youth Okada riders have a day-to-day sustainable business culture. Many riders have no bikes, and are underemployed, making them vulnerable to mobilisation for violence and illegal activities for survival.

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[38] This project will particularly build on the infrastructure for mediation and dialogue to manage conflicts (Output 1.2) used in the PBF-funded project "**Mitigating Localized Resource-Based Conflicts and Increasing Community Resilience in Pujehun and Moyamba Districts of Sierra Leone**". Good practices on civic education, counselling and leadership skills (Output 1.1) to better engage the authorities will be taken from the PBF-funded project "**Empowering youth at risk as resources for sustaining peace and community resilience in Tonkolili and Kenema Districts in Sierra Leone**".

and financial skills and access to asset financing		

Key project components

The project is organized around the following three interlinked outcomes:

Outcome 1: Trust between Okada Riders' Union and state authorities is strengthened to enhance the social contract in the selected districts.

Outcome 1 is geared towards reducing violent clashes and increasing trust between the Okada Riders' Union and state authorities by strengthening their social contract.

- *Output 1.1: Formalized spaces and platforms of dialogue created and functioning between Okadas and state authorities[39].*

Through Output 1.1, a formal/institutionalized platform and space for dialogue between Okada riders and state authorities will be established, as only informal meetings are being organized between the Bike Riders' Union Secretariat and the State House to solve specific conflicts between Okada riders and state authorities.

To effectively contribute to the dialogue platform, Okada Riders' and the authorities' (particularly the police) capacities will be strengthened in communication, leadership, civic education, conflict prevention and negotiation skills to better interact and manage their own issues. Trócaire and other CSO partners will provide training to powerholders, like the Police and the Bike Riders' Union on the capacities mentioned.

- *Output 1.2: Bike riders are legally empowered and socially equipped to interact with relevant institutions and structures.*

Output 1.2 will legally empower and socially equip Okadas to better interact with relevant institutions and structures. Okadas will receive information in accessing licenses and improving knowledge and skills in road safety, road signs/traffic rules. Through Helpdesks that will serve as a one-stop-shop for all Okadas operational in within the District Councils, Bike Riders Union's and Youth Centres of targeted areas, Okadas will be supported in civic education, legal empowerment support vis-à-vis their rights and obligations and referrals support to a range of services for legal aid. The helpdesks will be supported by seconded government staff from the District Councils in the targeted areas. Helpdesks will be continuously generating and updating data, including on the profiles of people referred and success rates of support provided.

Outcome 2: Youth Okada riders and state authorities have improved their behaviour to reduce violence by promoting non-violent practices in the selected districts.

Outcome 2 focuses explicitly on violence prevention, including SGBV, by engaging youth Okadas, their Union and the state authorities they are in conflict with, particularly the Police, SLRSA and political parties in activities to create transformative behavioural change and build strategic partnerships to prevent future violent events in the public space, particularly as the 2023 elections are approaching.

- *Output 2.1: A Communications Strategy is developed and rolled out to promote positive masculinities and alternatives to violence*

Under Output 2.1, the Communication Strategy on positive masculinities will set the initiatives needed to promote peace, positive masculinities and to provide alternatives to violence. It will be operationalized through radio programmes, storytelling, theatre and workshops organized at community-level including the youth Okada Riders and the local authorities. Also, a country-wide sensitization campaign on non-violence will be organized to socially empower youth Okadas.

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[39] The formalized dialogue platforms platforms will be established utilizing existing community safe spaces, such as apolitical Ataya Bases, communal halls and palava huts to initiate mediated conversations between state authorities and Okada Riders. Community-level dialogue sessions will culminate in creating regular, formalized dialogue platforms at District-level.

- *Output 2.2: Positive masculinity education sessions are organized with Okada Riders on SGBV, reproductive health and family planning*[40]

To reinforce Output 2.1, Output 2.2 will focus on positive masculinity education/sensitization sessions with Okada Riders and the police on SGBV, reproductive health, family planning and positive masculinities. Audio/visual and Information, Education and Communication (IEC) materials on SGBV will be developed for the Bike Riders' Union to share among the youth members operational in the targeted Districts.

All training modules of the three Outputs will be translated in local languages to ensure inclusiveness.

Outcome 3: Youth Okada Riders are protected and empowered in the targeted districts to be more resilient against manipulation through increased income and wellbeing.

By economically empowering youth Okada riders through Business Development Skills, tailor made financial products and services, access to credit and financial literacy, they will have other employment options. Consequently, their resilience will be strengthened against mobilization by politic elites, notably ahead of the 2023 elections. It will support youth Okadas' capacity to apply new skills, agency and leadership as peacebuilders/champions/ambassadors of peace. Private sector partners will be key in rolling-out Outcome 3.

- *Output 3.1: Financial and business management skills are enhanced for the Okada Riders in the targeted Districts.*

Through Output 3.1, Okada's livelihoods will be enhanced, by having access to entrepreneurship, business and financial skills trainings, though a Training of Trainers (ToT) approach targeting the Okada Union structures, to be cascaded to the youth Okada membership. Also, trainings will be provided on alternative sources of livelihood (vocational trainings such as mechanics, electricity and installation training, construction trainings, etc) and linkages with existing local businesses will be established.

- *Output 3.2: Financial products tailored to Okada riders are developed and piloted.*

Under Output 3.2, tailored financial products and services will be made available to the youth Okadas guided by the research study results conducted to understand Okadas' financial behaviour. The Okadas will then be trained on these financial products and be introduced to a set of cost-effective group-based asset financing products that have not yet been applied to this targeted group and which can be easily scaled up in other Districts.

- *Output 3.3: Okada Riders in targeted Districts have increased knowledge and improved access to credit through FinTech solutions and mobile money platforms.*

Output 3.3 will focus on enhancing Okada riders' knowledge and mentoring will help improve their access to credit via financial products, including FinTech solutions and mobile money platforms.

Project targeting

The project interventions will target the following six Districts recognized as conflict hotspots in the country: Western Area Rural and Urban, Kambia, Bo, Kenema and Makeni. Western Area Rural and Urban as well as Kambia have been identified as the most violence prone districts. As Kambia is a border area and trade hub, tensions often arise between youth Okadas, border/police agents. Risks of political mobilization are high in Kenema and Bo districts. For all the components of the projects, interventions will target the Bike Riders' Union structures to then cascade to all youth members of the Union in the targeted Districts.

Out of the 950,000 youth Okadas countrywide, half of youth Okadas operating within the six targeted Districts (sex disaggregated) will be selected for the project through their Union's structure. The targeting is based on the established Okadas riders' network in the six districts to intervene in at least one of each country's regions for greater impact of the project.

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[40] These positive masculinity education sessions will be built on the best practices and existing structures from the GBV sessions (Output 1.2) of the PBF-funded-project **"Empowering youth at risk as resources for sustaining peace and community resilience in Tonkolili and Kenema districts in Sierra Leone".**

III.   Project management and coordination

Recipient organizations and implementing partners

UNDP and UNCDF will be the direct recipient organizations. UNDP will be the Convening Organization for the project. Both UNDP and UNCDF will work closely with all relevant stakeholders in the implementation of the project. The Ministry of Youth Affairs will be the overall coordinating authority on behalf of the Government. Potential synergies will be sought with other UN agencies and development partners present in Sierra Leone. Further, several implementing partners from government, civil society and the private sector will be engaged, based on their mandate, experience, local knowledge, and existing capacity. The implementing partners will sign responsible partner agreements with UNDP and UNCDF. The funds will be disbursed to the implementing partners in accordance with the approved workplan which will inform the quarterly disbursements of funds to respective organizations.

The project will work closely with key national actors including the Ministry of Youth Affairs (MoYA), the Sierra Leone Police (SLP), Local Councils in the targeted districts, the Sierra Leone Road Safety Authority (SLRSA), the Bike Riders Union, All Political Parties Youth Association (APPYA), financial institutions, the Ministry of Finance and local youth and women's organizations. The project will also partner with local community stakeholders, including members of Local Police Partnership Boards and religious, traditional, and community leaders and members to provide the social capital needed to promote peacebuilding and security and to reduce tensions with youth Okada riders. Local buy-in and community ownership is key as the riders form an integral part of the ecology of local communities.

Agency	Total budget in the previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
Convening Organization: UNDP	$14,360,000	MPTF, PBF, Irish, EU, Irish Aid, Global Environment Fund (GEF) and Core UNDP Resources	Freetown	69	Gender Analyst, Youth Technical Expert, Governance Expert, Rule of Law Specialist, M&E Officer, Communications Specialist, Donor Relations & Reporting Specialist and its Regional surge capacity and Global Practitioner Network (GPN)
Implementing partners: 1. Legal Aid Board 2. Global Youth Network for Empowerment and Development Sierra Leone (GYNED-SL) 3. Prevention First Initiative Sierra Leone 4. Trócaire					
Recipient Organization: UNCDF	$1,188,900.60	IBSA; SDG Fund, PBF,	Freetown	05	Empowerment and livelihood expert,

Implementing partners: 4. Trocaire 5. Institute of Development Humanitarian Assistance 6. LAPO Microfinance Limited 7. A call to Business Microfinance Limited (ACTB) 8. Mosabi Edutec, Orange Mobile Financial Services Limited		Last mile Trust Fund, EU, USAID and Core resources			Financial Inclusion expert, Investment expert, Project management expert backed by a regional team of 31 people.

Project management and coordination

The project will be implemented by UNDP as the Convening Agency jointly with UNCDF, in collaboration with the Ministry of Youth Affairs. In order to ensure synergies between the project and other UN's strategy in the country and continuous alignment with the UN Sustainable Development Cooperation Framework (UNSDCF), UNDP and UNCDF will report twice a year to the UNCT on progress made on the achievement of the project outcomes and outputs. The Resident Coordinator will also report on the project progress at the UNSDCF's Joint Steering Committee.

In order to ensure timely and coherent implementation of the project, a Project Board will be established comprising of UNDP, UNCDF, RCO, MOYA, SLP, SLRSA and Civil Society Organizations (CSOs). The UN Agencies, together with the Resident Coordinator, will consult other development partners, particularly the European Union (EU), Irish Aid, the German Embassy, Japan Embassy in Ghana and USAID to explore the possibility for the scale up of the project to reach more youth in other districts of Sierra Leone.

The project Board will be co-chaired by the UN Resident Coordinator and Minister of Youth Affairs and will meet on a bi-annual basis (and as required) to provide strategic direction, monitor actual delivery of project outputs and activities against the work plan, advise on risk mitigation strategy, identification of lessons learned to develop best practices, methods for dissemination project information for roll-out of tested approaches. The Country Representatives of UNDP and UNCDF will be members of the Project Board and will provide secretariat support and respond to any issues that will be raised by members of the Project Board. The Peace and Development Advisor (PDA) will also be a member of the Project Board and will provide technical support to the Resident Coordinator.

The UN Resident Coordinator's Office will ensure strategic oversight of the project implementation particularly monitoring the achievement of Peacebuilding objectives and will advise UNDP, UNCDF, Ministry of Youth Affairs and PBSO on any modifications as the situation may dictate during the course of implementation.

The following staff will be funded by the project:

Project Staff	Expertise	Responsibility
Staff 1. Project Manager (I-UNV - full-time - 100%) UNDP	Peacebuilding, Project Management and Livelihoods	Effective coordination of project implementation and liaising with all project stakeholders
Staff 2. M&E Officer (national, full-time – 100%) UNDP	Monitoring and Evaluation of Peacebuilding and youth projects	Track progress of implementation of outcomes and outputs in a timely manner
Staff 3. Communication Officer (national, full-time - 100%) UNDP	Communication and knowledge management	Ensure visibility and knowledge management of the project

Staff 4. Project Coordinator (I-UNV, full-time - 100%) UNCDF	Project management	complement the efforts of the Project Manager in the day-to-day running of the project.

Additionally, the project will be supported by UNDP Sierra Leone Country Office's Gender Analyst and Youth Specialist who will ensure that the project is gender and youth responsive. Also, the following UNDP staff will support the project: Governance Expert, Rule of Law Specialist, M&E Specialist, Communications Specialist, Donor Relations & Reporting Specialist and its regional surge capacity and Global Practitioner Network (GPN). UNDP Sierra Leone will build on the successes of previous projects in supporting local-level peacebuilding and social cohesion. The project will leverage UNDP's expertise in supporting vulnerable groups through access to justice, promoting inclusive participation of women and youth and reinforcing the social contract.

UNCDF will leverage its capital mandate and previous successful implementation to complement UNDP in delivering the project interventions. UNCDF offers "last mile" finance models that unlock private and public resources especially at the domestic level to reduce poverty and support local economic development. UNCDF models work through financial inclusion that expands the opportunities for individuals, households and small businesses to participate in the local economy and help them to climb out of poverty and manage their financial lives. The wealth of UNCDF's expertise in financial inclusion as outlined above will be important in addressing the livelihoods component of the project.

UNDP as the convening agency will coordinate joint progress report submission and financial reports and will be responsible for project implementation and monitoring.

Risk management

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
Political and/or economic instability that affect overall security situation in the targeted districts by the project.	Medium	UNDP and UNCDF will work with the Ministry of Youth Affairs, Police and Bike Riders' Union to coordinate and prevent events that may lead to political insecurity. Coordination with stakeholders and dialogue mechanisms will be established in the targeted districts.
Difficulties in identifying facilitators with the requisite expertise to engage Okada riders in the project target areas.	Low	UNDP and UNCDF will work in close partnership with implementing partners (CSOs, NGOs) to identify competent community facilitators to support quality and timely implementation of the activities.
Level of control of the Riders Union over their youth members	High	Engage the Riders' leadership in positive messaging, advocacy and negotiation skills for peace instead of recurring to violence to express frustration and disagreement
SGBV risks of female riders	Medium	The SGBV and positive masculinity sessions with male Okadas and police will specifically treat the subject of female riders and duties of protection of their female riders.
Adverse effects on project participants and relationships amongst each other.	Low	Beneficiaries will be selected using the Okada Union structures in the target locations in a transparent manner to ensure inclusion and fairness based on a set criterion at the inception stage of the project. UNDP and UNCDF alongside Government stakeholders will ensure that "Do No Harm" principle through continuous conflict sensitive planning, monitoring and adjustments applied. Conflict analysis of the situation of Okada riders will be undertaken at the inception stage and will inform the project implementation stage.

		Also, the beneficiary feedback mechanisms will be considered in the project implementation.

Monitoring and evaluation

The project will start with an inception stakeholders' meeting with all implementing partners to orient and agree on their roles and responsibilities during implementation. At the end of the project, and external independent evaluation will be conducted. For Outcomes one and two, the M&E system will largely rely on regular (two monthly) perception surveys and IP reports. Innovative tools will be developed to receive regular feedback through a phone-based system, from the Okada themselves. Sex representation, age and sex disaggregation will be ensured.

Activity	Timing	Budget (US $)
Inception meeting with stakeholders	Month 1-2	5,000
Perception Surveys	Regular (every two months)	12,000
Endline	Month 23	60,000
M&E Officer	Continuous	50,000
Joint monitoring visits, project reviews, project periodic reviews	Quarterly	54,000
Total	9%	181,000

Project exit strategy/ sustainability

As stated, this formalized dialogue is bridging a gap very much needed to improve the relationship between the youth Okada riders and the state authorities and therefore, it is aimed at being owned and sustained over time by both conflict actors. The capacity-building activities will be implemented using Training of Trainers (ToT) through the existing structures at national and local levels. The trainings will then be cascaded throughout the membership of the Union to ensure knowledge is transmitted.

The project is designed in a manner that maximises sustainability through knowledge sharing and trust built. As a pilot, this project will demonstrate the untapped potential of youth Okadas to reduce and prevent violent and be seen as strategic partners to the State in promoting peace. Therefore, in future projects, it is expected to upscale this pilot project country wide and targeting all registered Okadas, not only youth members. It would give the opportunity to youth Okadas to disseminate and share their experiences with "older" Okadas to also involve them as agents of peace and cooperate with the State. Also, the piloting of group asset financing by financial institutions, could be ground-breaking for a larger group of riders, if proven successful.

UNDP and UNCDF will actively market and disseminate the positive outcomes in investing in youth Okadas to deliver peace outcomes in Sierra Leone. Both agencies will have discussions with public and private actors to scale up all Outcomes country wide. Trócaire is applying for further funds from USAID under the P2P Peacebuilding call, which would complement all three Outcomes of this project. If successful, would start in November/December 2022 with a budget of $2.2M.

IV.   Project budget

In relation to the project costs, personnel costs will cover overall supervision, day-to-day management of the project, coordination with the implementing partners to ensure proper implementation as well as communication, M&E, donor relations and reporting functions. Monitoring costs represent 8.21% of the total budget and they include perception surveys that will be conducted every two months and will evaluate the performance of the project. Travel costs will be focused on joint monitoring field trip visits during the implementation phase. The proposed budget includes sufficient funds for an independent evaluation at the end of the project. The budget is GEWE-sensitive and an allocation of at least 40% has been provided.

Further details are provided in Annex D.

Annex A.1: Checklist of project implementation readiness

Question	Yes	No	Comment
Planning			
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline	X		
2. Have TORs for key project staff been finalized and ready to advertise? Please attach the submission	X		
3. Have project sites been identified? If not, what will be the process and timeline	X		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	X		Consultations were held with the Bike Riders' Union, the Minister of Youth, the Gender Unit of the Sierra Leone Police from May-October 2022.
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	X		The project will build on the lessons learnt and good practices from two previous PBF projects ("Empowering youth at risk as resources for sustaining peace and community resilience in Tonkolili and Kenema districts in Sierra Leone" and "Mitigating Localized Resource-Based Conflicts and Increasing Community Resilience in Pujehun and Moyamba Districts of Sierra Leone".
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	X		All youth female and male Okadas operating within the targeted Districts will be selected as beneficiaries of the project through their Union's structure.
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	X		Output 1.2 will be held in District Council buildings among others (Bike Riders' Union structures and Youth Centres).

8. Have clear arrangements been made on project implementing approach between project recipie organizations?	X		For Outcome 1, Trocaire together with Global Youth Network and Legal Aid Board, will jointly coordinate and implement project activities

Under Outcome 2, both the local women-led NGO Prevention First Initiative Sierra Leone and Trocaire will jointly implement the activities.

Outcome 3 will be under the responsibility of the private sector operators (ACTB; LAPO Microfinance Limited and Mosabi Edutec) and other NGOs (Trocaire and IDHA). |
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	X		Within the first month of the project implementation, an inception survey will b conducted.
Gender			
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	X		UNDP Gender Analyst.
11. Did consultations with women and/or youth organizations inform the design of the project?	X		Consultations with Bike Riders Union's male and female bike riders themselves, the youth and female-led NGO Prevention First Initiative Sierra Leone and Global Youth Network.
12. Are the indicators and targets in the results framework disaggregated by sex and age?	X		The indicators have been disaggregated b sex
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	X		

Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	X		
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc.) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	X		
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	X		
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	X		
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	X		
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.		X	
7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		X	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	X		The project is going to use Governmental and Bike Riders' facilities under Outcomes 1 and 2. Additional funding is also expected through Trocaire from USAID's P2P project that will

			complement peacebuilding initiatives involving youth in Sierra Leone.

Annex B.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 cost 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
30 April	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
Certified final financial report to be provided by 30 June of the calendar year after project closure	

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

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been 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 (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.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 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 reports and timeline

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

Unspent Balance exceeding USD 250 at the closure of the project would have to been 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 (www.un.org/peacebuilding/fund) and the Administrative Agent website (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.[41]
➢ 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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[41] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: Trust between Okada Riders' Union and state authorities is strengthened to enhance the social contract in the selected districts.		**Outcome Indicator 1a:** % Okada riders have improved trust in state authorities in target districts (disaggregated by sex and age) Baseline: TBD Target: TBD	Survey among male and female riders in the 6 districts	Survey report produced, validated, and accepted (2024)
		Outcome Indicator 1b: Number of gender sensitive negotiated agreements between Okada Riders and the police/state authorities on shared responsibilities on conflict prevention Baseline: 0 Target: 1 national agreement developed and implemented during the duration of this project	Existing agreement	Agreement developed in 2023, validated and implemented also in 2023 and 2024.
		Outcome Indicator 1c: % of local authorities in the 6 districts note improved behaviour of Okada riders Baseline: TBD Target: TBD (50% increase)	Survey among police officers/local authorities in the 6 districts	Baseline Survey report produced, validated, and accepted (2023) Endline survey report produced, validated, and accepted (2025)
	Output 1.1: Formalized paces and platforms of dialogue created and functioning	Output Indicator 1.1.1: 7 dialogue platforms created and functioning at national and district level	IP reports	2023 – Report produced of 1 National Platform and 6 District Level dialogue platform established

	between Okadas and state authorities	Baseline: 0 Target: 1 national, 6 district level		
	Activity 1.1.1: Create 8 functioning dialogue platforms for meetings between Okada unions and police.	Output Indicator 1.1.2: # bi-monthly meetings between the Police and the Okada unions in 6 target districts Baseline: 0 Target: 70	IP and meeting reports	2023 –Meeting reports of at least 2 bi-monthly meetings held 2024- Meeting reports of at least 6 bi-monthly meetings held
	Activity 1.1.2: Organize 60 bi-monthly meetings between police and unions in the targeted Districts. Activity 1.1.3: Support the development of a national agreement to prevent violence between state authorities and the Bike Riders' Union. Activity 1.1.4: Strengthen capacity of Local Police Partnership Boards in targeted Districts for inclusion of Okadas' views and representation. Activity 1.1.5: Organize 10 training sessions (advocacy, communication, negotiation, leadership and conflict-prevention) in the 6 districts to build police's and Okada's	Output Indicator 1.1.3: # of violent outbreaks between police and Okada riders in the targeted districts Baseline: TBD Target: 30% reduction in 6 targeted districts	Police reports Bike Riders Union reports	2023 – Report indicating at least 15% reduction in outbreaks reported 2024- Report indicating at least 15% reduction in the outbreaks reported
		Output Indicator 1.1.4: # Police officers and Okada members with improved capacity to interact with each other (disaggregated by sex and age) Baseline: 0 Target: 600 (50 police officers and 50 Okadas in each of the 6 districts)	IP report	2023- Report of at least one training conducted per district for the police 2024- Report of at least one training conducted per district for the police

	capacities to interact with each other.			
	Output 1.2: Bike riders are legally empowered and socially equipped to interact with relevant institutions and structures. Activity 1.2.1: Support the establishment of functional Helpdesks within existing local structures (within District Councils, Bike Riders and Youth Centres) of the targeted Districts Activity 1.2.2: Provide materials (handbooks, flyers, etc) for volunteers at the Helpdesks.	**Output Indicator 1.2.1:** # Helpdesks established and functioning in Government facilities Baseline: 0 Target: 6 (1 in each target district)	IP report	2024- Final report (6 Helpdesks established and functional)
		Output Indicator 1.2.2: # of cases involving youth addressed through Helpdesk services Baseline: 0 Target: 280 cases per month	Logbook from the Helpdesks	2023: 1680 cases 2024: 3360 cases
		Output Indicator 1.2.3: # of riders interacting with public and social services such as the Police, GBV, Hospitals and paralegal/counselling centres. Baseline: TBD Target: TBD	Logbook record IP report	2023- TBD 2024- TBD
	Activity 1.2.3: Provide trainings on traffic rules, legal rights and obligations and SGBV referral and counselling to the government staff that will be responsible of the Helpdesks.	**Output Indicator 1.2.4:** # of Okada riders are aware on legal Bail regulations, Sexual Offences laws, investigations and civil responsibilities and obligations (disaggregated by sex and age) Baseline: 0 Target:4,500	IP report ICRS data base	2023- 2500 riders including male and female riders in conflict with the law supported with legal aid 2024- 2000 riders including male and female riders in conflict with the law supported with legal aid

	Activity 1.2.4: Provide training for 1,000 male and female riders on the 2018 Bail Regulations to build understanding on the law (printing and dissemination of simplified version of the Regulations). Activity 1.2.5: Develop leaflets, posters and flyers on the Bail regulations with images for Okada Riders. Activity 1.2.6: Organize focus group discussions with Bike Riders and Police on arrestable and minor offences to build understanding on Police Practice across 6 districts. Activity 1.2.7: Organize 10 trainings with Okada Riders and Police on the Sexual Offences laws.			
Outcome 2: Youth Okada riders and state authorities have improved their behaviour to reduce violence by promoting non-violent		Outcome Indicator 2a: % of community leaders in the 6 districts that believe Okada riders are less involved in violence, including SGBV (disaggregated by sex and age)	Survey among the community leaders in the 6 districts	2023 – 15% reduction 2024 – 25% reduction

practices in the selected districts.		Baseline: TBD Target: 25% increase from the baseline		
		Outcome Indicator 2b: # of reported incidences of violent events involving by Okada riders in 6 target districts Baseline: TBD Target: TBD	Police report Bikers Union reports Newspapers	2023- 0% involvement recorded
	Output 2.1: A Communications Strategy is developed and rolled out to promote positive masculinities and alternatives to violence Activity 2.1.1: Develop a communications strategy involving Okada riders to promote positive masculinities and non-violence and present alternatives to violence. Activity 2.1.2: Produce women and youth-led radio programmes, jingles, songs, and music videos with popular artists and Okada riders on non-violence, alternative to violence and positive masculinities to fight SGBV.	Output Indicator 2.1.1: # of Radio/TV programmes on non-violence campaigns involving the Okada riders Baseline: 0 Target: 200	IP report	2022 - 25 2023 - 100 2024 - 75
		Outcome Indicator 2.1.2: # of Okada Riders participated in awareness-raising campaign on non-violence Baseline: 0 Target: Half of the Youth Okadas operating in the targeted Districts receive support to launch the campaigns	IP report and records	2023: Half of the Okadas operating in the targeted Districts 2024: Half of the Okadas operating in the targeted Districts

	Activity 2.1.3: Production of Informative Drama Series/storytelling (both audio and animated visual content) to be aired on the radio, as well as on social media platforms.	**Output Indicator 2.1.3:** % of youth Okada riders that know of and appreciate the peace messages in the 6 target districts Baseline: 0 Target: 50% in the 6 target districts	Survey among riders in the 6 districts	2022 – 10% 2023 – 30% 2024 – 50%
	Activity 2.1.4: Organize an outreach/awareness-raising campaign (radio/TV/newspapers) with peace and non-violence messages for Okada riders to disseminate through their own means (wearing t-shirts with key messages, stickers for bikes, engaging in conversations with customers, etc). **Activity 2.1.5:** Train and accompany Okada Riders on the effective use of social media to amplify accurate information and promote peaceful participation in political processes. **Activity 2.1.6:** Launch a survey to assess the impact of non-violence and SGBV awareness-raising campaigns, that would confirm a reduction of violent events, including SGBV cases in the targeted Districts.	**Output Indicator 2.1.4:** Development of the Communication Strategy and rolled out Baseline: 0 Target: 1	Document	Availability, validation and acceptance of the Communication Strategy
		Output Indicator 2.1.5: % of people that listen to radio/TV programmes on non-violence and positive masculinity/SGBV (sex and age disaggregated) Baseline: TBD Target: TBD	Baseline and endline survey	2023: TBD 2024: TBD
		Output Indicator 2.2.1:	IP reports	2023 - Availability of all learning materials

	Output 2.2: Positive masculinity education sessions are organized with Okada Riders on SGBV, reproductive health and family planning Activity 2.2.1: Organize Trainings of Trainers (TOT) to Okada Rider Union's Leaders on positive masculinity and gender equality-friendly social norms, using Trócaire's social norms change methodology	# of education materials developed for the education of Okada riders on SGBV, reproductive health, family planning and positive masculinities Baseline: 0 Target: 4 (one on each of subject – SGBV, reproductive health, family planning and positive masculinities, for all districts)		
	Activity 2.2.2: Organize 20 education sessions with Okada Riders on SGBV, reproductive health and family planning. Activity 2.2.3: Produce and distribute audio/visual training materials on SGBV prevention and referral pathways. Activity 2.2.4: Develop IEC materials on SGBV for the Bike Riders' Union to share among its youth Okada members.	Output Indicator 2.2.2: # of positive masculinity education sessions organised with Okada Riders on SGBV, reproductive health, family planning and positive masculinities. Baseline: 0 Target: 20 sessions per district during	IP reports	2023 – 10 sessions per district 2024 – 10 sessions per district
Outcome 3: Youth Okada Riders are protected and empowered in the targeted districts to be more resilient against manipulation		Outcome Indicator 3a: % of Okada riders trained in targeted districts with improved economic opportunities and financial behaviour Baseline: 0	Survey among the trainees	2023 – 35% 2024 - 70%

		Target: 70% of Okada riders in the targeted districts (all existing female Okadas, 70% male)		
through increased income and wellbeing.				
		Outcome Indicator 3b: % of increase in the income of Okada riders (disaggregated by sex and age) Baseline: 0 Target: 20% increase in income	Survey among the targeted male and female bike riders	2023 – 10 % increase 2024 – 20% increase
		Outcome Indicator 3c: % Okada riders who have access to financial products and services (disaggregated by sex and age) Baseline: TBD Target: 20 % of increase from the baseline	Survey	2023 - 10% of increase from the baseline 2024 – 10% of increase from the baseline
	Output 3.1: Financial and business management skills are enhanced for the Okada Riders in the targeted Districts Activity 3.1.1: Provide business development skills trainings and financial literacy for Okada riders in the targeted districts to promote business growth. Activity 3.1.2: Organize a training to youth Okadas that have expressed interest in the targeted Districts on alternative sources of livelihood (vocational trainings) and on voluntary	Output Indicator 3.1.1: % of Okada riders certified for improved knowledge and skills in business development, financial management and alternate livelihood Baseline: 0 Target: 70% of Okadas in the targeted Districts	Pre and post test Project reports	2023 – 35% certified 2024 – 35% certified

	pensions as social safety net for life after Okada riding, including SGBV and linking them to Government vocational training centres.			
	Output 3.2: Financial products tailored to Okada riders are developed and piloted <u>Activity 3.2.1:</u> Conduct a research study to understand financial behaviour of Okada bike riders. <u>Activity 3.2.2:</u> Two financial service providers develop and pilot asset finance products tailored to Okada riders' needs. <u>Activity 3.2.3:</u> Organize a training to Okadas to explain the financial products designed/tailored to them to ensure ownership and to increase the chances to make use of these products by Okadas riders. <u>Activity 3.2.4:</u> Undertake a survey to assess rider satisfaction with financial products and services.	**Output Indicator 3.2.1:** # of financial service providers who develop and offer asset financial products for bike riders with an emphasis on electric bikes. Baseline: 0 Target: 2	Reports of financial institutions Project reports	2023 – Report of two products developed

	Output 3.3: Okada Riders in targeted Districts have increased knowledge and improved access to credit through FinTech solutions and mobile money platforms.	**Output Indicator 3.3.1:** # Okada Riders having access to enhanced digital credit products in the target districts through FinTech solutions (Disaggregated by sex and age)	Reports shared with the implementing partners Survey among ICRS registered bikers	2023 and 2024- Access to digital credit
	Activity 3.3.1: Enhance existing digital and financial literacy platforms to include new financial and digital literacy modules based on research conducted in activity 3.2.1.	Baseline: 0 Target: 10% of trained Okada riders # of Okada Riders who complete training on financial and digital literacy though Mosabi App		
	Activity 3.3.2: Organize a campaign to raise awareness among other Okadas on the use of the financial and digital literacy platform.	Baseline: 0 Target: 70% of trained Okada riders		
	Activity 3.3.3: Launch a survey among the Okada riders to assess the use and impact of the financial and digital literacy platform in Okadas' lives.			
	Activity 3.3.4: Enhance digital credit product to meet the needs of Okada riders using a human centric design approach.			

Annex E: ToRs of key project staff

1. <u>International UN Volunteer Project Manager Position - UNDP</u>

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers. In most cultures' volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities. In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

General Information

Country of Assignment	Sierra Leone
Host Institute	United Nations Development Programme
Volunteer Category	International Specialist
Number of Volunteer	1
Duration	24 months
Expected Starting Date	January 2023
Duty Station	Freetown [SLE]
Assignment Place	Family Duty Station

Living Conditions

Freetown is the capital city of Sierra Leone, situated on the Atlantic coast of West Africa. The country recently suffered the worst Ebola Virus outbreak in the history of Sierra Leone and probably in Africa. Consequently, leading to economic and social shocks.
The country is however, slowly recovering from these joint shocks of the Ebola Virus Disease and a collapse of world iron ore prices. Sierra Leone is generally safe, the security level is low, and the society is very religiously tolerant. Freetown is a family duty station. However, political, and social tensions and excitements is expected to rise as presidential elections is due in June 2023. High inflation, rising food, water and fuel prices and falling exchange rates continue to make life very difficult for local Sierra Leonean.

The cost of living for expatriates is generally fair, and there are good supermarkets, restaurants, and hotels available. There are good communication services, including mobile and internet services, available with a fair price. Local and regional banks deal in both local and foreign currencies. ATMs are available, and credit cards are accepted in some establishments. However, this is generally a cash economy.

Freetown has a tropical climate, with very high rainfall in the rainy season, Sierra Leone boasts the finest beaches in West Africa, within easy reach of Freetown, with excellent seafood, surfing, and sunshine.

Assignment Details

Assignment Title: Project Manager

Organizational Context & Project Description

Under the overall guidance of the UNDP Resident Representative under the direct supervision of Team Leaders of Governance and Sustainable and Local Economic Development working closely with the Donor Relations and Reporting Specialist and Youth Technical Specialist, the Project Manager is responsible for day-to-day management of the project "*Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone*".

Sustainable Development Goals:

- No Poverty (SDG 1)
- Peace and Justice Strong Institutions (SDG 16)
- Decent Work and Economic Growth (SDG 8)

Task description

Summary of key functions:

- Day to day management of the project including the administrative and programmatic management (planning, control, monitoring, budgeting, and others) while adhering to the procedures, rules and regulations of UN;
- Preparation of all the required documentation to kick start project. The documentation shall include but will not be limited to, Responsible Party Agreements for engaging the implementing partners, relevant terms of references for the consultants who will conduct studies and others;
- Liaise and cooperate with UNCDF on all matters regarding the implementation of the PBF Joint Programme while addressing any emerging issues with guidance from senior management at UNDP;
- Provide support and guidance to the other project team members, the M&E Expert Officer and Communications Officer;

- Preparing annual work plans, manage project budget in consultation with the Project team;
- Follow up the project progress in line with the approved project work plan;
- Provide overall support in the monitoring and evaluation of the Project;
- Support field level monitoring of Implementation partners of the projects;
- Participate in substantive terms in the planning, preparation, and management of the PBF Programme evaluations;
- Provide support and follow up with the Implementing Partners and Responsible parties on matters regarding the implementation of the Project;
- Training and orient the Implementing Partners and/or the Responsible Parties on the UNDP project tools such as FACE forms for requesting advances and direct payments, reporting tools and formats etc;
- Provide project assurance functions within a project board structure in line with the project management roles and responsibilities in the framework of the PBF Joint programme;
- Prepare periodic reports in collaboration with the implementing partners and responsible parties, these will include quarterly reports, regular updates on the progress of the Joint Programme and annual reports;
- Consolidate inputs for both UNDP and UNDP and prepare overall PBF report for submission to the Resident Coordinators' Office respecting the timeframes and deadline of the PBSO;
- Organize coordinating meetings for both UNDP and UNCDF together with implementing partners;
- Provide briefings to the Team leader of Governance and to UNDP Resident Representative on the progress of the PBF programme highlighting the substantive issues arising, risks, and others that may require attention of the UNDP senior management.
- Coordinate all the missions both incoming and outgoing of the PBF including evaluations, reviews, and specific missions related/linked to the project activities;

Furthermore, UN Volunteers are required to:- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark International Volunteer Day)- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country- Provide annual and end of assignment reports on UN Volunteer actions, results and opportunities using UNV's Volunteer Reporting Application- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

Results/Expected Outputs:

The key results of the Project Manager have a major impact on the credibility and accountability of UNDP vis-a-vis its stakeholders, for its organizational performance, use of resources and contribution to development results.

The key results also are to foster a culture of accountability and managing for results in UNDP, and support

UNDP to be a knowledge-driven organization, through organizational learning from evaluations that feed into decision-making and future planning and interventions. Reports on evaluation findings enable external partners to make informed decisions regarding UNDP.

• The development of capacity through coaching, mentoring and formal on-the-job training, when working with (including supervising) national staff or (non-) governmental counter-parts, including Implementing Partners (IPs); • Age, Gender and Diversity (AGD) perspective is systematically applied, integrated and documented in all activities throughout the assignment • A final statement of achievements towards volunteerism for peace and development during the assignment, such as reporting on the number of volunteers mobilized, activities participated in and capacities developed.

Impacts of Results
The key results have an impact on the overall achievement of the project objectives by delivering the interventions for project "Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone" in an efficient and effective way.

Qualifications/Requirements

COMPETENCIES
Corporate Competencies:
- Demonstrates integrity by modelling the UN's values and ethical standards;
- Advocates and promotes the vision, mission, and strategic goals of UN;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Functional Competencies:

- Development and Operational Effectiveness:

    - Ability to lead strategic planning, results-based management and reporting
    - Ability to lead formulation, implementation, monitoring and evaluation development programmes and projects, mobilize resources;
    - In-depth knowledge on development issues within a post conflict context;
    - Ability to coordinate and work with other UN agencies;
    - Good knowledge of the Results Management Methods;
    - Ability to advocate and provide policy advice;
    - Strong IT skills.

- Management and Leadership:

    - Focuses on impact and results for client and responds positively to feedback;

- Leads teams effectively and shows conflict resolution skills;
- Consistently approaches work with energy and a positive constructive attitude;
- Demonstrates strong oral and written communication skills;
- Builds strong relationships with clients and external actors;
- Remain calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities.

- Knowledge Management and Learning:
  - Promotes knowledge management in the UN and a learning environment in the office through leadership and personal example;
  - Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

REQUIRED SKILLS AND EXPERIENCE

Education:

- Master's Degree or equivalent in Development, International Relations, Business Administration, Project Management, Economics, Social Sciences, and/or related field;

Experience:

- 5 years relevant experience with sound knowledge and understanding of UNDP Programme and project management modalities;
- Experience in design and implementation of project documents for UNDP and UN Joint programmes;
- Experience in the usage of computers and office software packages;
- Experience in handling of web-based management systems for project management and financial control systems;
- Knowledge of UN policies and procedures is an advantage.

Languages:

- Fluent in English

2. **M&E Officer Position - UNDP**

Project Title	Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone
Location	Freetown, Sierra Leone
Type of Contract	NPSA
Post Level	IPSA-8
Job Title	Monitoring and Evaluation Officer
Languages required:	English
Expected Duration of Assignment:	24 months

BACKGROUND

The youth constitute 39.4% (15-35 years) of Sierra Leone's population with eight out of ten people being under 35 years old, about 41 per cent are under the age of 15 and 62.5 per cent are under 25 years old. Youth in Sierra Leone face numerous challenges including high unemployment, limited economic opportunities, stigmatization, and discrimination. This has resulted in youth finding various ways of survival especially through bike riding and other ventures. There are registered 1,256,000 bike riders (Okadas) aged 18-45 years across Sierra Leone representing 17% of the total population. Young people are mostly affected in violent incidents, especially bike riders ("Okadas") who are seen as influential actors in gaining power within the youthful constituencies for political instrumentalization and play a role in accessing and disseminating information as per their mobility across the country.

UNDP and UNCDF are part of a proposed Joint UN PBF Project aimed at empowering the female and male youth Okada Bike Riders as sustainable agents of peace. Okada drivers, versus other youth groups, are uniquely positioned to improve the peace environment among their customers and the communities they operate, particularly during the electoral period, due to their high levels of mobility and accessibility in the country, reaching even to the most remote areas[42]. UNDP, together with UNCDF and other local partners, propose to support this process by tapping into the Okadas' potential to be a key partner of state authorities to collaborate in the prevention and reduction of conflicts in the future by promoting a culture of peace and fighting hate speech and misinformation. The proposed project aims to address female and male Okada riders' vulnerabilities and needs by engaging them with state authorities in the establishment of a formalized and sustainable dialogue platform that will be owned by both actors in conflict. This dialogue space will enhance their collaboration as partners to prevent violence in the targeted areas, particularly regarding the 2023 elections and beyond.

UNDP and UNCDF will co-implement the project, in support of the Government of Sierra Leone, namely the Ministry of Youth Affairs (MoYA), the Sierra Leone Police, Local Councils in the six targeted project districts, the Sierra Leone Road Safety Authority (SLRSA) and the Legal Aid Board. This project will be implemented in close

collaboration with the Okada Riders Union(s) in the targeted districts of Western Urban, Western Rural, Kambia, Kenema, Makeni, and Bo.

In order to support the monitoring and evaluation (M&E) of the project implementation on full time basis, services of a M&E are required. The M&E officer is required to work with the project team to collect M&E information to enhance project effectiveness, impacts and results of the project.

SCOPE OF WORK

Scope of Work and Deliverables

The National M&E Analyst is responsible to develop the overall framework for "Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone" project M&E (i.e. annual project reviews, participatory impact assessments, process monitoring, operations monitoring, lessons learned workshops). This will include monitoring the project performance and measuring its progress towards the intended targets.

Specifically, the M&E will be responsible of the following tasks:

A. Design and Implement M&E Systems:
- Design M&E tools and implement monitoring and evaluation of the projects, as well as ensure updated and high quality of reports to PBSO and partners.
- Coordinate all external and internal evaluation processes, including drafting of ToR, M&E tools and methodologies.
- Liaise with project team to collect and analyse data and to determine progress achieved.
- Ensure compliance of project deliverables according to the required standards of the donor.

B. Project Information Management
- Track project's output and outcome level results on a periodic basis in close coordination with project team.
- Review and compile monitoring reports, project progress reports, evaluation reports, etc.

C. Capacity Development in M&E

- Facilitate knowledge sharing and networking on M&E-related focus areas.
- Provide technical support to Implementing Partners on all M&E related activities
- Support monitoring and evaluation of the effects and impact of the project
- Assist in coordinating across all the three Outcomes of the Project to ensure effective implementation of M&E

D. Quality Assurance

- Develop the overall M & framework for the project (annual project reviews, participatory impact assessments, process monitoring, operations monitoring, and lessons learned workshops).

- Monitoring project performance and measuring its progress towards its targets and analysis of existing social and economic data.

E. Reporting and Documentation

- Support the development of project annual reporting and review reports from Implementing Partners and any other relevant stakeholder
- Work closely with the project team to ensure that lessons learned from project evaluations are documented properly.
- Develop and maintain accurate information in a project database, as well as accurate and timely electronic files on deliverables
- Undertake the quality control of project's implementing strategies and approaches

F. General responsibility
- Work closely with the project team member and relevant stakeholders to monitor project interventions.
- Ensure relevant outputs of M&E findings on the project and shared among implementing partners and primary stakeholders.
- Update project risk log and upload relevant documentation into the UNDP system

Institutional Arrangement

The M&E Analyst will be supervised by the Project Manager, working with the Donor Relations and Reporting Specialist as well as with the Youth Specialist. She/he will overall report to the UNDP Governance and Sustainable and Local Economic Development (SLED) Portfolios Team Leaders.

COMPETENCIES

Core	
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback

People Management (Insert below standard sentence if the position has direct reports.).
UNDP People Management Competencies can be found in the dedicated site.
Cross-Functional & Technical competencies (insert up to 7 competencies)

Thematic Area	Name	Definition
Business Direction and Strategy	Strategic Thinking	Ability to leverage learning from a variety of sources to anticipate and respond to future trends; to demonstrate foresight to model what future developments and possible ways forward look like for UNDP
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need
Business Management	Results-based Management	Ability to manage programmes and projects with a focus at improved performance and demonstrable results
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results.
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.

REQUIRED SKILLS AND EXPERIENCE OF TEAM MEMBERS

Educational Qualifications:
- Master's degree or equivalent in evaluation, economics, public/business administration, social sciences, statistics, technology, or related field.
- A first-level university degree in in evaluation, economics, public/business administration, social sciences, statistics, technology, or related field.

Experience

- Minimum 2-years (master's degree) or 4 years (bachelor's degree) of professional working experience in Monitoring and Evaluation or development work.
- Two (2) years of experience in designing and implementing results measurement systems in the development context at the national or international level, including experience in qualitative and quantitative research methodologies is mandatory.
- At least two (2) years of experience in extracting relevant findings from data to inform strategic decision-making in the public or private sector is mandatory.

Required Skills
- Experience in monitoring projects with a market systems development approach is preferable but not mandatory.
- Experience in innovation and technology for inclusive finance is preferable but not mandatory.
- Experience in providing training on results measurement systems is preferable but not mandatory
- Strong analytical thinking and problem-solving skills.
- Able to work effectively in a team and in an international environment.
- Excellent interpersonal skills with an ability to communicate and engage with project stakeholders
- Experience working with international organizations, developing country governments, donor agencies and / or NGOs and other civil society groups involved in various sectors of international development

Additional Skills:
- Experience in Information analysis and report writing
- Demonstrated experience and good knowledge of Monitoring & Evaluation system design
- Demonstrated experience in Data processing skills
- Experience in use of computer to present data using graphics, creativity

Language requirements and other Skills
Fluency in English language is required.
Capacity to communicate fluently with different stakeholders (development partners, government authorities, local community, and project staff)

Compliance to the UN Core Values:
Demonstrates integrity by modelling the UN's values and ethical standards
Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

3. Communications Officer Position - UNDP

Project Title	Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone
Location	Freetown, Sierra Leone
Type of Contract	NPSA
Post Level	IPSA-8
Job Title	Communications Officer
Languages required:	English
Expected Duration of Assignment:	24 months

BACKGROUND

The youth constitute 39.4% (15-35 years) of Sierra Leone's population with eight out of ten people being under 35 years old, about 41 per cent are under the age of 15 and 62.5 per cent are under 25 years old. Youth in Sierra Leone face numerous challenges including high unemployment, limited economic opportunities, stigmatization, and discrimination. This has resulted in youth finding various ways of survival especially through bike riding and other ventures. There are registered 1,256,000 bike riders (Okadas) aged 18-45 years across Sierra Leone representing 17% of the total population. Young people are mostly affected in violent incidents, especially bike riders ("Okadas") who are seen as influential actors in gaining power within the youthful constituencies for political instrumentalization and play a role in accessing and disseminating information as per their mobility across the country.

UNDP and UNCDF are part of a proposed Joint UN PBF Project aimed at empowering the female and male youth Okada Bike Riders as sustainable agents of peace. Okada drivers, versus other youth groups, are uniquely positioned to improve the peace environment among their customers and the communities they operate, particularly during the electoral period, due to their high levels of mobility and accessibility in the country, reaching even to the most remote areas[43]. UNDP, together with UNCDF and other local partners, propose to support this process by tapping into the Okadas' potential to be a key partner of state authorities to collaborate in the prevention and reduction of conflicts in the future by promoting a culture of peace and fighting hate speech and misinformation. The proposed project aims to address female and male Okada riders' vulnerabilities and needs by engaging them with state authorities in the establishment of a formalized and sustainable dialogue platform that will be owned by both actors in conflict. This dialogue space will enhance their collaboration as partners to prevent violence in the targeted areas, particularly regarding the 2023 elections and beyond.

UNDP and UNCDF will co-implement the project, in support of the Government of Sierra Leone, namely the Ministry of Youth Affairs (MoYA), the Sierra Leone Police, Local Councils in the six targeted project districts, the Sierra Leone Road Safety Authority (SLRSA) and the Legal Aid Board. This project will be implemented in close

collaboration with the Okada Riders Union(s) in the targeted districts of Western Urban, Western Rural, Kambia, Kenema, Makeni, and Bo.

In order to support the communications of the project implementation on full time basis, services of a Communications Officer are required. The Communications Officer is required to work with the project team to communicate key results, provide accountability and visibility of the project.

SCOPE OF WORK

Scope of Work and Deliverables

The National Communications Officer is responsible to develop the overall communication aspect for "Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone" project. This will include participate in the field trips to monitor implementation of the project, as well as documenting key success and human stories.

Specifically, the Communication Officer will be responsible of the following tasks:

G. External communications and visibility:

•   Undertake quarterly assessments and analysis to identify the programme's external communications and visibility priorities in close consultation with the project manager.
•   Lead the design and implementation of external communications and outreach interventions for the purpose of the project.
•   Develop advocacy, visibility and promotional material that are necessary for the project to be compliant with UN corporate guidelines and donor visibility policies and procedures where appropriate.
•   Lead the design and development of necessary communications and awareness material/ documentation for wider dissemination and information sharing in coordination with programme beneficiaries and target communities as guided by the project manager.
•   Build partnerships and collaborate & engage with the media to improve project's external communications and visibility.
•   Draft press releases, case studies/ human stories, policy briefs, video/ documentary scripts to highlight and give visibility of the project focusing on its achievements/ activities while also ensuring wider dissemination of these materials amongst like-minded audiences within Sierra Leone and beyond. Maintain and regularly update the programme repository/archive of all communications material including photos, videos and audios.

H. Internal Communications:
   • Develop/ prepare content material for the UNDP Sierra Leone Country Office website in close coordination with the project manager and the Country Office Communications Team.
   • Develop/ prepare content for social media platforms relevant to project activities.
   • Draft and prepare internal communications material including blogs, newsletters, and related activities in close consultation with the Project team.

I. Capacity Development in Communications:

   • Facilitate knowledge sharing and networking on communications-related focus areas.

- Provide technical support to Implementing Partners on all communications related activities.
- Support the M&E Officer in documenting the effects and impact of the project.

J. Programme Support :
- Support the project manager in the drafting of programme updates, development of advocacy/ awareness-raising material.
- Assist the project manager and the M&E Specialist of the Programme to design and implement baseline surveys, public perception surveys, impact assessments/ tracker surveys including in the development of survey report templates, design and layout of reports and related tasks.
- Assist the Donor Relations and Reporting Specialist in coordinating comments/ feedback from rest of the Project team to prepare donor progress reports, donor review meeting presentations, meeting minutes and related documentation.
- Assist in the preparation of write-ups/ presentations and related documents including meeting minutes for Project Board meetings under the overall guidance of the project manager.

K. Reporting and Documentation:
- Support the development of project annual reporting and review reports from Implementing Partners and any other relevant stakeholder.
- Work closely with the project team to ensure that lessons learned from project evaluations are documented properly.
- Develop and maintain accurate information in a project database, as well as accurate and timely electronic files on deliverables.
- Undertake the quality control of project's implementing strategies and approaches.

4. Institutional arrangements

The Communications Officer will be based at the UNDP Sierra Leone Country Office in Freetown with regular travel to the field. The Communications Officer will be supervised by the Project Manager, working with the Donor Relations and Reporting Specialist as well as the Youth Specialist. She/he will overall report to the UNDP Governance and Sustainable and Local Economic Development (SLED) Portfolios Team Leaders.

COMPETENCIES

Core	
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback

People Management (Insert below standard sentence if the position has direct reports.).
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Cross-Functional & Technical competencies (insert up to 7 competencies)

Thematic Area	*Name*	*Definition*

Business Direction and Strategy	Strategic Thinking	Ability to leverage learning from a variety of sources to anticipate and respond to future trends; to demonstrate foresight to model what future developments and possible ways forward look like for UNDP
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need
Business Management	Results-based Management	Ability to manage programmes and projects with a focus at improved performance and demonstrable results
Business Management	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results.
Business Management	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.

MINIMUM QUALIFICATIONS OF THE SUCCESSFUL NPSA

Min. Academic Education	Bachelor's or Master's degree in media relations, journalism, publishing or related discipline.
Min. years of relevant Work experience	- Minimum two (02) years professional experience in mass communications, media, journalism, tv/radio/electronic media (with Bachelor's degree) - Minimum two (02) years professional experience in developing photography/video/infographics materials is essential (with Bachelor's degree) - Demonstrated experience in drafting/ writing content for press releases, policy briefs, website/ social media in a clear and concise manner is essential. - Strong expertise in using graphic software such as Final Cut Pro, Adobe Photoshop, Adobe InDesign, Adobe Illustrator, MS office, CorelDraw, etc. would be an advantage. - Computer skills, including internet navigation and various office applications are essential. - Ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity. - Previous experience working with UN agencies/ international development organisations will be an asset.

Desired additional skills and competencies	• Familiarity with UN/UNDP policies, programme frameworks and procedure specifically related to external and internal communications and visibility will be an asset. • Excellent organisation skills. • Excellent interpersonal skills, including the ability to operate effectively across organizational boundaries.
Required Language(s) (at working level)	Excellent command of English. Knowledge of Krio (spoken and written) is an advantage.
Additional Skills:	• Experience in Information analysis and report writing. • Demonstrated experience and good knowledge of Monitoring & Evaluation system design. • Demonstrated experience in Data processing skills. • Experience in use of computer to present data using graphics.
Compliance to the UN Core Values:	• Demonstrates integrity by modelling the UN's values and ethical standards. • Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

4. **Project Coordinator Position - UNCDF**

Project Title	Empowering Bike Riders as Sustainable Agents of Peace in Sierra Leone
Location	Freetown, Sierra Leone
Type of Contract	IPSA(Regular)
Post Level	IPSA-9
Job Title	Project Coordinator
Languages required:	English
Expected Duration of Assignment:	200 days in 24 months (part-time)

BACKGROUND

Introduction – UNCDF

UNCDF makes public and private finance work for the poor in the world's 47 least developed countries. With its capital mandate and instruments, UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. UNCDF's financing models work through two channels: financial inclusion that expands the opportunities for individuals, households, and small businesses to participate in the local economy, providing them with the tools they need to climb out of poverty and manage their financial lives; and by showing how localized investments; through fiscal decentralization, innovative municipal finance, and structured project finance; can drive public and private funding that underpins local economic expansion and sustainable development.

By strengthening how finance works for poor people at the household, small enterprise, and local infrastructure levels, UNCDF contributes to SDG 1 on eradicating poverty with a focus on reaching the last mile and addressing exclusion and inequalities of access. At the same time, UNCDF deploys its capital finance mandate in line with SDG 17 on the means of implementation, to unlock public and private finance for the poor at the local level. By identifying those market segments where innovative financing models can have transformational impact in helping to reach the last mile, UNCDF contributes to a number of different SDGs.

UNCDFs Interventions in Sierra Leone:

UNCDF launched its Financial Inclusion interventions in Sierra Leone in 2010, however its large-scale outreach was demonstrated at the height of the Ebola crisis in 2014-2015 to pay Ebola Response Workers (ERWs). Since then, UNCDF has been focused on creating an inclusive environment for inception and scale up of financial services. UNCDF has been supporting financial service providers, banks, and other stakeholders in the country to develop the eco-system.

Project Context:

UNCDF is part of a joint UN PBF programme with UNDP to reduce conflict and promote social cohesion by empowering Okada Bike Riders as professional service providers and agents of peace. Addressing this community of riders' vulnerabilities, strengthening their social contract with the state, and transforming violent masculinities will improve their reputation and behavior, and tap into riders' potential to prevent conflict and violence, including SGBV. The conflict causes and drivers the project aims to address is mainly on the societal role and standing of Okada riders and their relationship with state authorities, notably the police, which often manifests in violence. The project will address their violent masculine identities and vulnerability to their mobilization by conflict actors, including around elections, times of social unrest, and for illegal activities.

UNDP and UNCDF will co-implement the project, in support of the Government of Sierra Leone, namely the Ministry of Youth Affairs (MoYA), the Sierra Leone Police, Local Councils in the seven targeted project districts, the Sierra Leone Road Safety Authority (SLRSA) and the Legal Aid Board. This project will be implemented in close collaboration with the Okada Riders Union(s) in the targeted districts of Western Urban, Western Rural, Kambia, Kenema, Makeni, and Bo. UNCDF's intervention will be to protect and empower Okada riders in the targeted districts to be more resilient against manipulation through increased income and wellbeing. This will be achieved by building the resilience of the Okada riders through improved business skills, financial management and alternate livelihood interventions. The project outcome is also focused on economically empowering Okada riders through access to financial products and services developed to specifically meet their needs. In addition, Okada riders in the targeted districts will build their resilience through increased knowledge and improved access to credit through FinTech solutions and mobile money platforms.

In this context, UNCDF plans to hire the services of a Project Coordinator who will be part of the UNCDF country office team to provide the needed support to achieve the goals and objectives of the project. The Project Coordinator will be under the guidance and supervision of the UNCDF Country Lead and Technical Specialist.

DUTIES AND RESPONSIBILITIES

Scope of Work and Deliverables

The Project Coordinator will be responsible for providing technical assistance and coordination support towards activities in outcome 3 aimed at protecting and empowering of Okada riders in the targeted districts to be more resilient against manipulation through increased income and wellbeing. The project coordinator will be working closely with financial service providers (FSPs), government institutions, civil society organisations, non-governmental organisations, Fintechs and private sector players.

Below is a summary of essential functions.

a. Provide support to research activities

- The Project Coordinator will support with research that will be conducted with Okada bike riders to understand their economic vulnerabilities and financial behaviour to inform interventions on livelihood improvement to build their resilience.
- The coordinator will disseminate the findings and recommendations from the survey reports and provide guidance to FSPs and other partners in the use of the reports in the implementation.

b. Technical assistance to livelihood and empowerment programs

- The project coordinator will work closely with implementing partners and provide technical support to interventions around business development skills training and financial management.
- The coordinator will provide technical support to training on alternative sources of livelihood (vocational trainings) and linking Okada riders to Government vocational training centers.
- Coordinate training on voluntary pensions contribution as social safety net for life after Okada riding.

c. Support to financial products development

- The project coordinator will work closely with financial institutions in delivering suitable financial products and services suited to Okada Riders in targeted districts to make them more economically empowered.
- The coordinator will undertake survey to assess rider satisfaction with financial products and services.

d. Financial and digital literacy and access to digital credit
- The project coordinator will provide technical assistance and coordinate work of implementing partners for Okada Riders in targeted Districts to build resilience through increased knowledge and improved access to credit through FinTech solutions and mobile money platforms.
- The coordinator will support to undertake a survey among the bike riders to assess the impact of the financial and digital literacy platform if it increased their access to financial services.
- S/he will provide technical assistance to the enhancement of a digital credit product that will meet the needs of Okada riders using a human centric design approach.

e. Support to other Project Team members (UNDP)
- The project coordinator will work with the Project Manager, Communications Specialist and Monitoring & Evaluation Specialist on the project ensuring that the economic and livelihood component is in sync with other intervention areas of the project.

Institutional Arrangement
- The Project Coordinator will work with the UNCDF and UNDP teams on the project.
- The Project Coordinator will report to the UNCDF Country Lead and Technical Specialist, based in Freetown or his designate.
- Travel cost for the Project Coordinator will be covered by the project

Duration of the Work and Duty Station
- The assignment will be 200 working days total for the 24 months project.
- The Project Coordinator be expected to spend significant amount of time in Sierra Leone with visit to the targeted districts as required.

COMPETENCIES
- Open to work with challenging projects in challenging environment.
- Ability to plan, organize, implement, and report on work.
- Strong networking, interpersonal, communication and facilitation skills.
- Strong analytical, reporting and writing abilities skills.
- Experience in managing clients and partners—from early-stage companies to mature organizations.
- Solution-focused and medium-agnostic, willing to step out of your core skill set or discipline to find the correct solution to a challenge.
- Results-driven, problem-solver with structuring and analytic capabilities.
- Strong ability to plan and act strategically, even in situations of ambiguity, to develop tangible solutions.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

REQUIRED SKILLS AND EXPERIENCE OF TEAM MEMBERS

Educational Qualifications:
- Minimum of University degree qualifications in Project Management, Business Management, economics, finance, or related discipline.

Experience
- Minimum of 5 years' experience working in the financial sector with focus on Microfinance, financial inclusion, and economic empowerment initiatives.
- Minimum of 2 years' experience project management.
- Knowledge and experience working with vulnerable groups and commuinities.
- Knowledge and experience in research and product development is a plus.

Prior demonstrated experience in handling similar task

Language requirements and other Skills
- Fluency in English language is required.
- Capacity to communicate fluently with different stakeholders (development partners, government authorities, local community, and project staff)

Compliance to the UN Core Values:
- Demonstrates integrity by modelling the UN's values and ethical standards
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Totals				
	UNDP	**UNCDF**	**Recipient Organization 3**	**Totals**
1. Staff and other personnel	$ 170,000.00	$ 90,000.00	$ -	$ 260,000.00
2. Supplies, Commodities, Materials	$ 128,000.00	$ -	$ -	$ 128,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	$ -	$ -	$ -	$ -
4. Contractual services	$ 97,000.00	$ 50,000.00	$ -	$ 147,000.00
5. Travel	$ 54,000.00	$ 22,100.00	$ -	$ 76,100.00
6. Transfers and Grants to Counterparts	$ 782,283.00	$ 450,000.00	$ -	$ 1,232,283.00
7. General Operating and other Costs	$ 11,523.54	$ 10,000.00	$ -	$ 21,523.54
Sub-Total	$ 1,242,806.54	$ 622,100.00	$ -	$ 1,864,906.54
7% Indirect Costs	$ 86,996.46	$ 43,547.00	$ -	$ 130,543.46
Total	$ 1,329,803.00	$ 665,647.00	$ -	$ 1,995,450.00

Performance-Based Tranche Breakdown					
	UNDP	**UNCDF**	**Recipient Organization 3**	**TOTAL**	**Tranche %**
First Tranche:	$ 930,862.10	$ 465,952.90	$ -	$ 1,396,815.00	70%
Second Tranche:	$ 398,940.90	$ 199,694.10	$ -	$ 598,635.00	30%
Third Tranche:	$ -	$ -	$ -	$ -	0%
TOTAL	$ 1,329,803.00	$ 665,647.00	$ -	$ 1,995,450.00	