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Freetown, 15th January 2021,

Dr. Francis Kaikai

FORWARDING LETTER OF PROJECT DOCUMENT FOR LOCAL ECONOMIC DEVELOPMENT (LED) PORTFOLIO

The Office of the United Nations Development Programme (UNDP) presents its compliments.

I write to present to you the project document of the Local Economic Development (LED) Portfolio for your signature.

Let me use this opportunity to thank you for your numerous support to the implementation of the Country Programme Document and look forward to the continued collaboration on the implementation of this portfolio project document.

Please count on the assurances of my highest cooperation.

CC: Dev. Sec.

Best regards,

Sankoh

Tanzila Sankoh
OIC

Francis Kaikai (Ph. D)
Hon Minster, Ministry of Development and Economic Planning 15/1/21

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Project Title: Local Economic Development
Project Number: 00118584
Implementing Partner: UNDP
Executive Entity: Ministry of Planning and Economic Development
Responsible Parties: Ministry of Youth Affairs, Public Private Partnerships Unit, Local Councils, Ministry of Social Welfare

Start Date: 01/01/2021 **End Date:** 31/12/2023 **PAC Meeting date:** 13/11/2020

Brief Description
One key development challenge for Sierra Leone is the inability to generate employment and livelihood opportunities for the youth and women, including persons with disabilities (PWDs), as well as build institutions that ensure accountability and service delivery for all. The 2019 Fragility Assessment working group of peace building and State building Goal (PSG) 4 of Economic Foundations – employment and improved livelihoods identified high levels of unemployment and lack of economic opportunities in Sierra Leone as crucial issues for meaningful and sustainable peace and development in the country. One of the strategies for Sierra Leone to address these challenges is Local Economic Development (LED). World Bank defines LED as a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. In line with the UNDP Country Programme (2020-2023) as part of the Sustainable and Local Economic Development cluster, this portfolio project has been developed to support Government efforts while working with other partners to create economic opportunities, improve livelihoods and create employment opportunities especially for youth, women and PWDs. The project will target the economically excluded and vulnerable groups, especially youth, women and PWDs. An integrated approach will be adopted covering key economic, social and environmental dimensions for inclusive and sustainable growth. Local Economic Development (LED) processes, Public Private Partnerships (PPP), and youth employment initiatives will be promoted in a participatory and gender responsive manner. Partnerships will be forged with the Ministry of Trade, Ministry of Tertiary and Higher Education, Ministry of Youth Affairs (MoYA), the National Youth Commission (NAYCOM), Public Private Partnership (PPP) Unit as well as development partners including the World Bank, DFID, and the European Union among others. PPPs will be fostered with Local Councils, and Micro, Small and Medium Enterprises (MSMEs) for creation of decent, equitable and sustainable employment opportunities, as well as facilitate skills development for low income households. Advocacy will be done at the upstream level, in order to influence policy decisions on tax regimes which will favour emerging and continuing business enterprises. Key cross-cutting issues will include youth and women's empowerment, gender-responsive planning and budgeting at national and sub national levels. UNDP will proactively engage with state, non-state actors and the private sector.

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Contributing Outcome (UNDAF/CPD, RPD or GPD):

By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities.

Indicative Output(s) with gender marker[2]:

Output 1: Knowledgebase of key community stakeholders and councils' staff strengthened on designing, financing, building and operating revenue generating facilities through the PPP arrangement (GEN2);
Output 2: Strengthen gender aware regulations for the effective implementation of public private partnerships in the country (GEN2);
Output 3: Vulnerable groups, especially PWDs have improved entrepreneurial, financial literacy and employability skills and are socially protected from discrimination (GEN2).

Total resources required:	**$7,560,000**	
Total resources allocated:		
	UNDP TRAC:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

UNDP	
Print Name: FRANCIS M. KAI-KAI	Print Name: Rokya Ye Diary
Date: 15 - JAN 2021	Date: ~~06-Jan-2021~~

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I. DEVELOPMENT CHALLENGE

Since the end of the civil war in 2002, Sierra Leone has made significant progress in consolidating peace and creating the foundations for a strong, stable and resilient nation. On March 1, 2019 the Government launched its 2019-2023 Medium-Term National Development Plan (MT-NDP) that integrates all the Sustainable Development Goals (SDGs), the Africa Agenda 2063 and the New Deal for Engagement of Fragile States. The MT-NDP prioritizes human capital development as the most fundamental pathway to achieve the country's ambitions of becoming a middle-income nation and sustainable development. UNDP supported a Development Finance Assessment (DFA) to design an integrated financing framework for the implementation of the MT-NDP. Sierra Leone was among the first countries to present its Voluntary National Review (VNR) report to the High-Level Political Forum (HLPF) in 2016 in New York. Sierra Leone presented the VNR at the July 2019 HLPF VNR.

Despite these gains in the country, poverty persists with the country's income poverty rising to 57% in 2018 compared to 52.9% in 2011. Sierra Leone Multidimensional poverty Index 2019 indicate that 64.8% of the population are multidimensionally poor thus most of the population suffer deprivations in key basic service sectors (health, energy, sanitation, education). Female-headed households have a higher rate (65.9%) compared to male-headed households (64.2%). The incidence of income poverty is 72.4% in rural areas compared to 41.2% in urban areas, while 86.3% of the population in rural areas are multidimensionally poor compared to 37.6% in urban areas.

Poverty is persistent in Sierra Leone primarily because of four interdependent drivers: i) Limited and inequitable provision and access to basic services rooted in continued centralization and corruption; ii) Limited employment and livelihood opportunities especially for youth and persons living with disabilities (PWDs) rooted in an exclusive and extractive sector reliant economy; iii) Inequality and discrimination against women and PWDs rooted in cultural norms and practices; and iv) Recurrent disasters due to increasing vulnerability to climate change related stresses.

With the approval of its Country Programme CPD (2020-2023), on 4 September 2019 by the UNDP Executive Board, the Country Office seeks to implement the programme through two interdependent clusters: a) Inclusive Democratic Governance (IDG), and b) Sustainability and Local Economic Development (SLED). The Local Economic Development is one of the projects that has been developed to deliver on the SLED cluster programme results.

II. STRATEGY

Theory of Change

The need to design projects and programmes that help promote local economic development and particularly paying attention to youth employment, women's empowerment and catering for people with disabilities cannot be more urgent. The Sustainable Development Goals 1 (No poverty), 5 (Gender equality), 8

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(Decent work and economic growth) and 10 (Reduced inequalities) clearly demonstrate heightened current global awareness of the significance of developing local economies. Medium-Term National Development Plan Clusters 4 (Governance and accountability for results), 5 (Empowering women, children, and persons with disability) and 6 (Youth employment, sports, and migration) demonstrates commitment of the country to address the growing youth unemployment and empowerment, advancing women's empowerment and addressing the issues affecting people living with disabilities and promoting the governance architecture. It is anticipated that promoting local economic development will help address the many challenges facing vulnerable groups (women, children, youths and the PWDs) in Sierra Leone.

The project theory of change is predicated on the premise that promoting local economic development has the potential to contribute to alleviating poverty, addressing exclusion, gender inequalities and marginalization, helping to promote sustainable economic growth and development much needed in local communities. The core function of the state is the provision and delivery of goods and services that meet the needs of its people. Such delivery must be effective, efficient and sustainable. To attain this, a lot of attention needs to be paid to overhauling the governance structure. That is, there is the need to develop, review and rework policies, laws and regulations that would provide the space for decision making involving the vulnerable groups referred to above. It will also require focusing on implementation, monitoring the ways in which affected population particularly vulnerable groups are engaged in the process.

Translating local economic development intentions and targets into concrete results require other governance capacities that are still weak in many developing countries including:

- Institutional framework
- Monitoring of implementation of laws and regulations;
- coordination across ministerial/agency boundaries;
- central-local communication and coordination;

Voice and participation of vulnerable groups are critical in information sharing and decision-making processes. It is therefore relevant for development practitioners to pay a critical attention to these very important principles including core elements of good governance: responsiveness, equity and fairness, effectiveness and efficiency, participation, the rule of law to name a few.

The programme logic (TOC) directly reflects and responds to current conditions in the realm of global governance and sustainable development. This portfolio will pilot an innovative approach to promoting local economic development, by bringing the most up-to-date expertise into existing governance infrastructure that would yield expected results.

The Strategy: Local Economic Development Programme

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A collaborative effort between and among MDAs, UNDP and development partners will be critical in addressing issues relating to local economic development and priority for the Government of Sierra Leone (GoSL). The Sierra Leone Medium-term National Development Plan (2019-2023) focuses on addressing the critical issues such as youth employment, women, empowering and persons living with disabilities in the bid to achieve Human Capital Development (cluster 1 of the Medium-term National Development Plan). Advancing the course of vulnerable groups in society is a core mandate of the United Nations. The strategy is also in Synchronization with SDGs targets to fight poverty, promote gender equality, provide decent work and economic growth and reduce inequality.

The UNDP has a good close working relationship with the GoSL in the implementation of several projects related to fighting poverty, reducing vulnerability, empowering women, youths and the girl child and people living with disabilities. As such, UNDP has provided technical and financial support to the National Youth Commission, Ministry of Social Welfare and the PPP unit with the view to respond to the challenges faced by vulnerable groups. The strategy to addressing these challenges is building and forging partnerships at all levels (national and local, INGOs, private sector).

Sierra Leone must create poverty-alleviating non-farm jobs outside the mineral sector by diversifying its economy. According to the World Bank, more than 100,000 people move from rural to urban areas each year in search of employment and better living conditions (World Bank, Systematic Country Diagnostic, 2018). Formal well-paid manufacturing and services jobs are virtually non-existent, leaving almost nine in ten Sierra Leoneans in the highly vulnerable informal sector. Employment growth in the formal sector is affected by a myriad of constraints, including low access to electricity, high transportation and communication costs, high competition from imports and state-owned enterprises, lack of access to credit, and an unfavourable regulatory environment. Low productivity in the informal sector meanwhile limits income generation. In particular, three key categories of constraints affect growth and employment generation in manufacturing and services: (a) macroeconomic instability and the general external environment of the firm; (b) limited access to infrastructure (roads, energy, and ICT), labour, and credit; and (c) limited trust in public officials.

The overarching objective of the project is to support economic development initiatives, innovation and competitiveness for inclusive development at the local level in Sierra Leone.

On Local Economic Development (LED), UNDP will take to scale its multi-stakeholder Public-Private Partnerships (PPPs) for local private sector development and revenue generation initiatives, as the platform for achieving local economic development initiatives. UNDP will enhance the employability of youths, with special focus on women and PWDs; and will expand its Graduate Internship Programme and Career Advisory and Placement Services. UNDP will further align its priorities to the National Youth Service (NYS), which promotes the training and placement of a critical mass of young graduates nationwide; promote mass job creation through support to value chains in the agricultural, mining, and fisheries sectors, including promoting farm-to-market networks and community cooperatives; expand business development services to youths, in partnership with UNCDF and IFAD, to link beneficiaries to financial services; support

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harmonization of maritime policies and strategies of Mano River Union (MRU) countries to reduce illegal fishing and other maritime related criminality; and build awareness on 'harnessing the blue economy' in all targeted coastal communities.

Youth Employment and Empowerment

Through a dedicated Youth empowerment and employment project, the LED portfolio will strengthen national policy, strategy and coordination frameworks for youth employment and establish, on a national basis, basic support services for youth including business development support and youth career advice all geared towards increasing the employability of youth. This support shall be done through: provision of rapid employment opportunities and income generating activities for young people including persons with disability; strengthening the capacity (human and institutional) of the Ministry of Youth Affairs, Ministry of Social Welfare, National Youth Service (NYS) and National Youth Commission; promotion and of the participation of young people in decision making processes and the development of youth interest initiatives. Strengthening the youth development initiative coordination system of MOYA and NAYCOM is one of the activities aimed at bringing better coordination, oversight and strategic leadership role of the national institutions.

This project will also build on the existing experiences and activities of the Youth Empowerment and Employment Programme (YEEP) and international experiences and knowledge in partnership with other institutions. To help lay the foundation for the transition to medium and longer-term support for youth employment, the portfolio will also test the scalability and support the development of innovative programs that can make a more sustainable impact on youth livelihoods and employability. The emphasis on testing approaches rather than implementing an immediate large-scale program is due to the lack of proven models that can operate on a large-scale in the Sierra Leonean context.

Furthermore, the project will support investments in youth innovative initiatives by helping to transform young people's potential, creativity, talents, initiative and social responsibility, through the acquisition of related knowledge, skills, attitudes and values. It is often community-based and outside of formal institutional context. The portfolio will further seek to promote and entrench the spirit of entrepreneurship among youths and nurture youth entrepreneurs through learning by doing. This unique programme offers a combination of business and technical skills, character development, communications and relationship management as well as mentorship.

Skills development and training for employment will be key for a specified period in targeted technical and vocational institutions in the country. This will be a viable key result area for providing job opportunities for youths as well as addressing the skills deficit in some growth sectors of the economy.

The Government is mindful of the emerging trends of drug abuse by the young people. An assessment is already on-going to get an informed view on the use of "pampers, Relief, Cush and Viagra" for a comprehensive programme. The project will support recommendations from the 'Youth at Risk Research' conducted by the UN Family and the Government of Sierra Leone.

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Gender equality for inclusive economic growth is critical for this portfolio. Investing in women's economic empowerment will set a direct path towards gender equality and poverty eradication. Empowering women and promoting gender equality is key to poverty reduction, exclusion and marginalization and crucial to accelerating sustainable development. This can be achieved by linking women's owned business with established MSME, challenging norms and practices that hinders the realisation of women's right to equally contribute to Sierra Leone's GDP, promoting Science, Technology, Engineering and Mathematics (STEM) programs for female youths in universities, lobbying Ministry of Trade and Industry, Ministry of Finance and Economic Development to develop gender responsive policies that will promote women's active engagement in the economic sector, supporting female youth literacy and economic development programs, lobbying Ministry of Tertiary Education to develop a Gender Responsive Education Sector Plan that will cater for the needs and interests of adolescent mothers, PWDs and support female youths to lead on economic empowerment initiatives that will target sex workers and female youths on the street. Gender inequality in education is found to have negative effects on economic growth by reducing the average amount of human capital and the exclusion of talented girls' educational opportunities that could do better than boys. Therefore, the project will promote the education of the girl-child with the view to reduce vulnerability, exclusion and poverty that are prevalent among women and girls.

People Living with Disabilities

Most of the PWDs in Sierra Leone tend to be unseen, unheard, uncounted and unrepresented. They face discrimination and barriers in many spheres and stages of life. In day-to-day life, PWD are often excluded from access to the physical environment, information and social networks. They also face barriers to equal and appropriate education and opportunities to fair employment. Most, if not all, PWDs are trapped in a vicious cycle of poverty. This is a development challenge especially at the local level of the state.

In order to address disability issues and its attendant challenges of exclusion and marginalization not to say socio-economic deprivation, the portfolio will employ the following strategies:

- Provide life skills and start-up kits for economic empowerment and combatting street begging among PWDs;
- Strengthen legislations for effective service delivery through the review of the PWD Act 2011;
- Launch and implement South-South Cooperation action plan (The action plan sets out to empower PWD in both Guinea and Sierra Leone in 6 thematic areas – 1) Statistics and data collection; 2) policy formulation and implementation; 3) Socio-economic and cultural empowerment; 4) Rehabilitation; 5) Advocacy; and 6) Logistics;
- Conduct pilot survey on disability for proper planning;
- Raise awareness and engage communities on disability inclusion and changing attitudes;
- Build strategic partnership for joint resource mobilization purposes (conferences on disability New York);
- Strengthen the capacity of Ministry of Social Welfare and other service providers for effective implementation of CPD;

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- Support the establishment of disability issues unit in MDAs;
- Support the development of report on International Human right instruments on disability and ensure that international best practices are upheld;
- SME support to PWDs prioritizing youth and women (providing alternative livelihood options);
- Support mentoring programmes for women owned businesses by linking them up with Private owned businesses;
- Supporting the development of a gender equality strategy for the operationalisation of the PPP;
- Promoting household engagement to promote power balance in accessing and controlling resources;
- Promoting women owned businesses access to technology for the promotion of their goods and services to a broader market outside of Sierra Leone;
- Provide safety net for women traders impacted by the Covid 19 women with disability;
- Supporting financial literacy training for women owned businesses in targeted locations;
- Support young adolescent mothers to be trained in male dominated professions (Metal works, carpentry, amongst others).

PWDs need to take responsibility to acquire the skills needed to be accountable for their success in life. When PWDs are given the opportunity to participate fully and equally in all spheres and stages of life, they can be contributing members of family, community and society. This will foster a new societal culture where PWDs are no longer treated as lesser members of society who require charity but can instead be respected as equals.

Public-Private-Partnership (PPP)

The private sector is considered as the engine for sustainable growth and development. This is truer in developing countries where state institutions are weak, regulatory frameworks are obsolete, work ethic non-existent and financial resources and human capacity are limited. Therefore, the public sector cannot deliver services that meet the needs of the people. Hence, the synergetic relationship established between the private and public sectors with the view to provide the much-needed services. Public facilities for education, recreation, health, safety, space for doing business, and communication are some of the essential felt needs of communities. The provision of these facilities is part of the major government responsibilities. Besides making the facilities available to everyone, the government also ensures the delivery process is conducted in an efficient way. With limited financial resources to attend to the numerous demands from society, the government alone cannot succeed in responding to them. Aside of the fact that there are scarce sources, the government grapples with macro – economic instability, administrative inefficiencies and large skill gaps, all of which have restrained the government to deliver the services at a required level.

The pressure felt by the government has led to the implementation of public private partnership (PPP) scheme, which allows the participation of the private sector in the provision of public facilities. Through this scheme, the government has entrusted the private sector with the responsibility of designing, financing, building, operating and linking with the public to deliver services. Private sector has greater expertise in managing complex projects, capable in delivering them on time and budged, as well as maintaining services thereafter. Therefore, PPP is considered as an effective approach to enhance project productivity through

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management efficiency and creative skills from business practice. This approach is a key strategy for the engagement of the Private Sector to do business with Government and help bring about local economic development.

However, a regulatory environment, which meets the key principles of good regulation, as set out in the Sierra Leone PPP Act of 2014 on developing a Regulatory Policy for the implementation of Public Private Partnership arrangements, will reduces the costs to business and enhances the chances that PPP projects to ensure value for money. Public sectors need to strengthen their institutional capacity to carry out PPPs, and the legal and regulatory frameworks for PPP processes. And transparency and good governance must be second nature in the practice of PPPs. Improvements on all these fronts would enable and ensure that our developing economy, free up more public resources and devote more effort to other public services where the needs are pressing, such as those targeting the poor (social protection through cash).

Furthermore, PPPs can serve as important vehicle in the attainment of national development priorities and goals. PPP has vast potential to unlock savings in long-horizon investment vehicles (e.g. pension funds, insurance funds, and sovereign wealth funds) and channel them to long-horizon national infrastructure projects.

This project will strengthen the Public Private Partnership Unit in the Office of the Vice President to develop regulations across key sectors. The underlying portfolio strategy is for PPPs to build better quality infrastructure as a necessary condition for spurring economic growth, and eventually reaching the poor by expanding wage employment and livelihood opportunities. Low-income households should have access to and can afford infrastructure services as they generally spend more on basic goods and services.

This project will support the harmonization of maritime policies and strategies of MRU countries to reduce illegal fishing and other maritime related criminality. Furthermore, the portfolio will build awareness on 'harnessing the blue economy' in all targeted coastal districts of Sierra Leone.

Overall, the project will support capacity building of national and local institutions to enhance local economic development. It will further pursue the following specific objectives:

- Increase provision of appropriate Skills to match the job market;
- Strengthen the lending policy environment to increase access to affordable financial Services and MSME's and address the needs and interests of female and male headed households equitably;
- Increase inclusive Village Savings and Loan Association (VSLA) scheme and community banking services;
- Enhance tripartite engagement amongst the employers and the Universities access to labour Market Information;
- Increase access to Market information and promote value addition and agro-processing;

- Increase capacity in entrepreneurial Skills in business development through training, mentorship, apprenticeship and coaching;
- Scale up innovations by supporting innovation centres across the country;
- Reform private sector policy to reflect a comprehensive approach to improve the climate of doing business and the condition and position of women;
- Revitalize cooperatives and make them more effective and functioning.
- Support mentoring programmes for women owned businesses by linking them up with Private owned businesses
- Supporting the development of a gender equality strategy for the operationalisation of the PPP
- Promoting household engagement to promote power balance in accessing and controlling resources
- Promoting women owned businesses access to technology for the promotion of their goods and services to a broader market outside of Sierra Leone
- Supporting financial literacy training for women owned businesses in targeted locations

Women are a force for change. Yet, they consistently trail men in decision-making, formal labour force participation, access to credit, savings rates, income levels, entrepreneurship rates, as well as in inheritance and ownership rights. Evidence shows that putting economic resources in women's hands is the best way to accelerate development and sustainably reduce poverty.

As such, the portfolio's strategy will incorporate a gender responsive approach in its implementation and will strongly support gender-responsive planning and budgeting, in all aspects of implementation. That is, the portfolio will ensure gender norms, roles and inequalities are considered and awareness of these issues raised.

Innovation

Developing countries like Sierra Leone face complex challenges, multifactor poverty as well as global phenomena such as exclusion, marginalization, inequalities and injustice. The Portfolio, in collaboration with the Country Office Accelerator Lab, will be prioritizing the infusion of innovation and creative thinking in the implementation of the 2020-2023 Country Programme Document. Harnessing local solutions that speaks to and addresses aging development challenges to accelerate the achievement of the SDGs by 2030, will be a new portfolio approach to encourage and recognise creative thinking in the young population and furthermore create a participatory platform to drive development.

Accelerator lab methodology: The project will utilize the UNDP Accelerator lab methodology during the implementation. The Accelerator Lab is fastest learning network on sustainable development challenges. It's a network that combines grassroots innovations with new sources of real-time data and experimentation, delving deeper and exploring solutions into issues such as youth employment, and climate change. These labs are designed to close the gap between the current practices of international development in an accelerated pace of change.

Using the accelerator lab, local solutions in the context of Sierra Leone will be identified, mapped, validated, tested, piloted and scaled up.

The Project Outputs

The project will be delivered through four outputs outlined below:

Output 1: Knowledgebase of key community stakeholders and councils' staff strengthened on designing, financing, building and operating revenue generating facilities through the PPP arrangement

Output 2: Strengthened gender aware regulations for the effective implementation of public private partnerships in the country.

Output 3: Vulnerable groups, particularly PWDs have improved entrepreneurial, financial literacy and employability skills and are socially protected from discrimination;

The following are indicative activities under each output:

Output 1: Knowledgebase of key community stakeholders and councils' staff strengthened on designing, financing, building and operating revenue generating facilities through the PPP arrangement

- Stakeholders training workshops to the Design Finance Build Operate and Transfer PPP arrangement for markets around Freetown;
- Development of gender aware Property Cadastre system for Koidu New Sembehun City Council and Facilitation of Public Private Community Partnership (PPCP) Procurement process for the recruitment of a private partner for effective property tax collection using the Outsourcing model to enhance implementation of PPCP revenue mobilization improvement study conducted in 2017;
- Development of gender aware Property Cadastre system for Kambia District Council and Facilitation of PPCP Procurement process for t of a private partner for effective property tax collection;
- Support the development of a gender sensitive business plan and procurement documents for establishment of a PPCP agreement with Councils for the Rehabilitation-Operation-and-Management of water kiosks constructed under the Global Environment Fund (GEF) project.

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Output 2: Strengthened gender aware regulations for the effective implementation of public private partnerships in the country.

- Development, Review, roll-out gender aware PPP Regulations on various sectors to enhance the implementation of the PPP act. Decentralize the PPP Unit to ensure presence in all four regions of the country while ensuring an increased knowledge of PPPs

Output 3: Vulnerable groups, particularly PWDs have improved entrepreneurial, financial literacy and employability skills and are socially protected from discrimination

- Official launch of the joint action plan for Guinea/Sierra Leone South-South Cooperation initiative
- Support Income generation activities for PWDs in selected districts (Kambia, Pujehun and Koinadugu)
- Support to the review of the Disability Act of 2011that reflects gender interests of PWDs
- Support to gender aware data collection and survey on vital information on PWDs and other vulnerable groups for policy and decision-making purposes
- Coordination meetings, events and conferences on disability issues & capacity support to the directorate of social welfare
- Support the development of the Leave No One Behind Campaign Song for visibility of the South-South Cooperation
- Support advocacy events on disability (International Day of PWDs, International White Cane Safety Day, World Dwarfism Awareness Raising Day
- Provide life skills and start up kits to PWDs
- Support the roll out and popularization of the revised Disability Act
- Support the setting up and operationalisation of the South-South Cooperation Action Steering Committee

III. RESULTS AND PARTNERSHIPS

Expected Results

The following are envisaged /expected results:

a) Strenghtened partnership and cooperation for promotion of local economic development

The project will enhance and improve partnership and coordination for promotion of local economic development. There will also be enhanced visibility, communication and networking with other partners. The Youth Technical Working Group will help to develop and identify synergy for youth employment projects

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being implemented. Discussions for potential funding through project development for scalability of youth projects with sister UN Agencies such as International Organization for Migration (IOM), development partners including, Irish Aid, European Union, DFID, and the African Development Bank will be critical for building knowledge and to boost concrete actions to fill the gaps of this LED project.

b) Economically empowered vulnerable persons particularly PWDs

PWD it is globally accepted that persons with disabilities are among the poorest, most stigmatized and discriminated against sectors of our society. They have limited access to basic social services. In addressing these challenges and keeping with the Leave no one behind campaign of the United Nations Agenda 2030 and the country's flagship document, MT-NDP, a number of practical steps must be taken by all relevant players including but not limited to the Government and its development partners. One of such steps is the implementation of this portfolio given the expected transformative result within a certain period. With the implementation of economic empowerment activities that put PWDs in a better platform to own businesses and generate resources, enormous impact will be realized both in their lives in that of their communities. For example, their level of acceptance eventually increases giving rise to building their self-confidence to participate on equal terms with their abled counterparts. As earning power increases, a multiplier effect will be experienced leading to street begging to be seen as a vice and a maiming of their prestige, their children and wards who serve either as wheel chair pushers or sighted guides will have an opportunity to go to school and access to other services will be improved. This trend generally gives rise an amelioration of the lives of PWDs and a win-win situation for the community.

- Improved self-actualization;
- Minimizing street begging;
- Increased community participation;
- Increased family income earnings;
- Increased access to education and other social services to their children (sighted guide and wheelchair pushers).

c) Strengthened PPP for building local communities

Over the past decade, Public–Private Partnership Policy has increasingly been adopted by governments over the world and the Sierra Leone Government is no exception. PPPs are expected to have positive economic effects because they channel private resources into infrastructure spending. PPPs can ease budget constraints and help close demand–supply gaps for infrastructure—a pressing problem for many developing countries in Africa. All in all, PPPs are a good pathway for governments with limited fiscal resources to build more infrastructure and enhance service delivery. When well executed, infrastructure PPP projects have the same economic benefits as projects financed by traditional procurement in enhancing productivity and delivering social welfare benefits. PPPs are a way of allocating financial risk in the public and private sectors, and they can actively drive value for money and increase the efficiency of projects.

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The underlying rationale for PPP interventions is that PPPs can help improve infrastructure, spurring economic growth that eventually reaches the poor ("trickle down" effect) which help build local communities. The Sierra Leone government having enacted the PPP Act in 2014 has provided the platform for encouraging private investment in infrastructure and service delivery. Therefore, in line with global trends, the GoSL has decided to explore PPPs as a priority option to meet its infrastructural and institutional development needs. This will enable the government to:

i) Muster private sector funds, know-how and capacities for government's infrastructure development;
ii) Build up long-term relationship with private sector;
iii) Share risks and rewards and avoid lop-sided agreements (i.e. privatizing the profits and nationalizing the loses), which has been prevalent in most of the previously attempted PPPs;
iv) Ensure private sector performs to agreed Key Performance Indicators, hence allowing for monitoring the performance of private companies; and
v) Allow it to use and perform life cycle costing in order to understand maintenance which has seriously lacked at the national level, resulting in deplorable and dilapidated transport infrastructure and inefficient and obsolete power sector that delivers only about a third of installed capacity.

The government is moving from the role of infrastructure developer and operator to facilitator and governor. The GoSL believes PPPs will have huge impacts and optimize achievement of adequate infrastructure services that support the full mobilization of all economic sectors and will help resolve problems related to traditional procurement such as inefficiency, unreliability and poor fiscal management and will address other factors such as short political tenures (government rush) and rent seeking behaviour from various interest groups. In addition, infrastructure sector challenges will be resolved through taking advantage of private sector strengths and create partnerships with results that will ensure:

i. Management Efficiency,
ii. Newer Technologies,
iii. Workplace Efficiencies,
iv. Cash Flow Management,
v. Personnel Development,
vi. Shared Resources and Platforms, and
vii. Access to Diverse Sources of Capital

Resources Required to Achieve the Expected Results

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An estimated total budget amounting to $7,560,000 is required to implement the planned activities over a period of three years from 2021 to 2023. Additional support and resources will be galvanized from other development partners such as DFID, European Union and Irish Aid among others to implement the projects that would promote the governance architecture of the LED portfolio. The portfolio will continue to seek funding from other international and national funding windows to support the implementation of the outlined activities. Furthermore, resources will be solicited for implementing directly specific project activities including from Africa Development Bank, UNCDF, UNFPA, GIZ and IFAD. Also, resources will be leveraged from the dedicated Youth Empowerment and Employment Project that has also been developed.

In tandem with the above, technical and human resource capacity will be required to facilitate the implementation of these activities, notably, in delivering of skills training programmes to youth, capacity support to MOYA and NAYCOM among others.

Consultancy services will be required to support the development and review of policies and regulations for the effective management and implementation of the LED project.

There will also be dedicated UNDP country office staff of the Sustainable and Local Economic Development cluster backstopped by the Inclusive Growth team at Regional level and Headquarters to quality assure the planned activities.

Services of technical experts will be procured to support the implementation of planned project activities.

The achievement of results in any given situation is contingent on the availability of a considerable number of resources. These resources can be both human and material. Considering the urgent need for the empowerment of persons with disabilities who for far too long have been left out in the development processes of their respective societies, some of the resources needed to achieve the afore mentioned results. The project will hire consultants and facilitators to support the review of the PWD Act 2011. This will be done to ensure that the Act is in line with international best practices and for technical expertise and fast tracking of the assignment.

Logistics will be required to support and implement identified activities. The logistical support is indispensable for performance, timely delivery of results and provision of effective services. The project will also procure computer accessories that will serve as enablers; provide communication support such as recharge cards; the procurement of ICT support equipment to establish a strong ICT storage infrastructure; and the procurement of start-up kits for the provision of grants.

PPP

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For PPP, it is expected that with support from development partners, the portfolio will create the right environment to strengthen the PPP Unit to implement its mandate and to achieve impactful expected results. To achieve this, the resources required for this portfolio include:

- Technical advisory support to carry out feasibility studies to package commercially viable project on a competitive basis to achieve value for money through the hiring of PPP experts (both local and international) to build the capacity of PPP staff and local partners implementing the PPP Act;
- Maintain South-South triangular cooperation t to enhance learning and experience in building staff capacity through study tours and PPP certification courses;
- Logistical support for workshops and seminars for the training of PPP focal persons in all MDAs;
- Logistical support for the expansion of the PPP unit across the 4 regions to ensure the establishment and delivery for the implementation of the 2014 PPP Act;
- Support the communication and Media visibility goal to ensure proper outreach on the need for PPP arrangement across all sectors (local and national). The strategy includes printing of PPP handbooks and brochures, radio jingles and discussions (visual and audio-visual) outreach activities in communities;
- Procurement of equipment for the effective roll-out and delivery of the decentralised approach (laptops, printers, scanners etc), transportation support (vehicles, motor bikes)

Partnerships

UNDP has the comparative advantage working with MDAs and the private sector in the development strides of Sierra Leone. The LED project has identified relevant partners including private sectors who will be collaborating in the implementation of the planned interventions. The project will utilize UNDP procurement unit at UNDP to procure services and goods that will be required for achievement of project outputs. Some of the goods and services will however be solicited by the responsible parties as may be needed.

Partnership-building is critical in achieving the LED project intended objectives. The LED project will extend partnership well beyond the core and traditional partnership between UNDP and the relevant MDAs. In addition, other organizations will be approached for plans and experience and knowledge sharing with each other.

The LED Project will promote institutional cooperation and partnership to enhance capacity building as well as contribute to local economic development. Relevant MDAs working on governance, youth employment and empowerment, the empowerment of women and people living with disabilities as well as the private sector will be mobilized and engaged to take the lead in ensuring that the planned LED project activities are implemented. As such, partnership will be

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forged with national and international partners with the view to facilitate, collaborate and strengthen national as well as global linkages. This will help to effectively mobilize, provide technical and financial support for the implementation of the envisaged LED strategies, preferably through resource pooling.

Collaborating and forging partnerships with Civil Society Organizations (CSOs) will help redirect and refocus LED policies and programs. They will also hold governments accountable for their duty to fulfil the right to livelihood, socio-economic and sustainable development. At the sub-national level, the portfolio will work with local councils, traditional authorities to prioritize local economic initiatives and determine how local resources can be tapped and mobilized for economic development and the provision of livelihood for the youths, women and people living with disabilities. They will integrate strategic LED management principles into their District Development Plans (DDPs) and mobilize additional resources to finance LED initiatives in their localities.

Partnerships will be established to facilitate LED portfolio implementation. Key potential partners for Livelihood and Employment creation for youth, women and PWDs will include the Ministry of Tertiary and High Education and National Council for Technical Vocational and other Academic Awards (NCTVA) for curriculum development and accreditations, Ministry of Labour and Social Security for Labour Market Labour information; and partnerships with Development Partners with TVET Coalition, UNFPA, ADB and GIZ for technical Support. In addition, the local training institutions and the District Councils will be closely involved to participate in the youth transformational development to provide financial support based on their own risk assessment to youths after training.

To make the project more sustainable and responsive to the needs of the young people in Sierra Leone, the Public Private Partnership Unit and the Local Content Directorate will be actively engaged. This will ensure positive involvement of the private sector for creating an enabling space for employability and increased engagement of SME's

Youth and women empowerment

For youth and women empowerment, partnerships for specific deliverables of the project will be fostered, these include,

a) Ministry of Tertiary and Higher Education/ NCTVA to support curriculum development and accreditation
b) Ministry of Labour and Social Security for provision of Labour Market information to address the issue of skills mismatch
c) PPP Unit will partner with the National Youth Commission to improve livelihoods of youths in ensuring local Public Private Partnership arrangement.
d) International Financial Institutions and Development Partners for provision of both technical and funding support

PWD

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PWDs: Disability is a cross cutting issue and so providing required services to persons with disabilities by every indication needs the collaboration of all relevant stakeholders. Ideally, partnership is imperative for the successful implementation of this LED project. The partners that this portfolio will be working with are listed as thus:

a) The National Commission for Persons with Disabilities: The commission is to work with the MSW in formulating measures and work programmes to achieve inclusion;

b) The Sierra Leone Union on Disability Issues to raise the scale of the problems faced by disable persons and call for action;

c) MDAs: as per their respective mandates support advancement of person with disabilities

d) Development Partners: For the provision of technical and material support

There have been previous engagements have been held with other development partners to support Government's commitment to empower persons with disabilities. These partners include World Bank, DFID, and Civil Society Organization such as World Vision. It is hoped that these engagements will yield positive fruits with a view of complementing UNDP's efforts as outlined in this LED project.

PPP UNIT

The PPP Unit has been partnering with development partners, private sector and MDAs since its inception to ensure growth, sustainability and continuity of the unit. Different partners have been engaged to ensure the effective delivery of the PPP Mandate, and GoSL National Development Plan.

Since the establishment of the unit, there has been strong donor coordination in support of the unit's activities. All support provided to the unit by donor was in concurrence with the others through Donors Coordination Meetings, usually held in the unit. The World Bank/International Finance Corporation (WB/IFC), with funding by Public Private Infrastructure Advisory Facility (PPIAF), supported GoSL for capacity building of the PPP Unit and relevant MDAs to specifically include transaction advisory support for pipeline development and technical advice on GoSL's current PPP pipeline projects in the energy, transport, water and other infrastructure sectors. In addition, AfDB provided a grant in support of the engagement of three consultants to the unit for over a two-year period; training on the fundamentals of PPPs, Value for Money Analysis, among others; and Study Tour and Experience Sharing in the sub region.

DFID, through the PPP Unit, supported and approved a grant in support of the PPP Unit, which includes elements of capacity building (and direct consultancy) through the provision of ICT equipment, and pre-feasibility studies support over a two-year period.

Currently, the PPP Unit has been working with the UNDP in implementing some of its activities. Going forward, the PPP Unit is looking to partner with the World Bank, DFID, and working to forge partnership with new development partners like the European Union, Irish Aid, Islamic Development Bank and the German Development Aid.

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To ensure that project results and to achieve expected goals, we will be working with key MDAs, providing strategic technical support to ensure a robust implementation of the PPP Act of 2014 in the delivery of the national development plan PPP arrangement. Specifically, the PPP Unit will:

- Work with MDAs to ensure the roll-out of the PPP regulations for each sector;
- Engage in local councils in the implementation of community PPP arrangement;
- Development Partners: Providing technical and financial support to improve capacity building in ensuring that the PPP Unit staff efficiently and effectively deliver on all national PPP projects.

Risks and Assumptions

Risks

The following are key risk that may threaten the achievement of envisaged results for the LED project.

1. COVID-19 situation worsens in Sierra Leone affecting implementation of activities; this will be mitigated through conducting continuous sensitization to target beneficiaries (Youth, women, and PWDs) to adhere to Government guidelines and Standard Operating Procedures for COVID-19

2. Inadequate funding, funding shortfall and delays in funding the planned project activities; this will be mitigated through resource mobilization strategies which will include reaching out to potential funding partners, forging partnerships to have activities supported and negotiating for cost sharing as well as in-kind contributions.

3. capacities of local implementing institutions/authorities in project target areas; this will be mitigated through capacity development to these institutions including providing additional technical expertise to backstop implementation and transfer of skills;

Assumptions

The following are the assumptions for successful implementation of envisaged activities:

- Funding for the LED project will continue throughout the planned project period of 2021 to 2023.
- Partnerships between UNDP and Responsible Parties will be cordial and strengthened;
- Assume that Private Sector partners are willing to invest and engage with government;
- Assume the retention of the technical staff of all Partners- who already acquainted with the LED to ensure a smooth flow of implementation;
- Assume the continued existence of a conducive environment for portfolio implementation.

Stakeholder Engagement

Actors and stakeholders have interest and role to play in the advancement and implementation of the LED that would benefit youths, women and people living with disabilities. They understand that the utilization and mobilization of local resources by the beneficiary group will be key in uplifting citizens from poverty and promoting equality, inclusion and participation. Some of the stakeholders include but are not restricted to, public administrations at the national and sub- national levels, NGOs, civil society, and the private sector.

Stakeholder engagement for the LED portfolio will be facilitated through the communication, outreach and dissemination strategy at the national and sub-national levels. At the national level, UNDP aims to facilitate partnerships for cooperation on youth and women empowerment, the empowerment of people living with disabilities and engagement of the private sector. At the national level, the main objectives are strengthening partnerships between public and private sectors, civil society and enhancing the engagement with the private sector and civil society on all LED initiatives.

Youth

Stakeholders include MDAs, local and international partners. They will be engaged through consultations and through Technical Working Group (TWG) on youth development to identity and develop synergies between youth employment projects. This meeting will also help to share research, assessment evaluation and study reports for knowledge building on youth sector. The target group will be young people between the ages of 15 to 35 years. With regards the issue of accessibility, the training programme will be advertised to ensure accessibility and equal opportunity to all. A set of criteria will be developed in collaboration with partners for recruitment.

PWD

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Key stakeholders include MDAs, CSOs, local and international partners. In outlining a workable strategy to engage stakeholders, there is need to identify target groups. Stakeholders will be engaged based on their role, passion and commitment in the sector. A stakeholder engagement model will then be developed that will determine how stakeholders are engaged-consultation, coordination meetings, and information sharing via social media.

The immediate approach will be revising the stakeholder mapping results to incorporate emerging stakeholders, which will lead to the development of a stakeholder engagement model that will include consultation coordination meetings information sharing over social media.

PPP

As Public-private partnerships (PPPs) are avenues for private sector participation in the provision of public infrastructure, goods and services, it is important to note that stakeholder engagement is key as PPPs utilize the strengths of both public and private sectors to bring affordable quality infrastructure and social services to the people. Key stakeholders include, development partners, international and local private partners and Donors who support the project. Through consultation and coordination, partners will be engaged through communication, continued sensitization and focus group discussions in periodic seminars and workshops to improve their knowledge of the different PPP models. The key strategy is to ensure that the PPP Mandate is effectively implemented, specialised trainings and sensitization will be carried out to target private partners, designated PPP focal persons across all MDAs and other key partners to ensure PPP projects are implemented according to sector regulations.

South-South and Triangular Cooperation (SSC/TrC)

The UNDP's network of country offices and the regional service centre for Africa will be used to enable South-South and triangular cooperation for sharing youth empowerment, gender equality, empowerment of people living with disabilities best practices and capacity development skills. Regional economic and political communities such as ECOWAS and Mano River Union (MRU) will also be used for sharing knowledge, skills and best practices among the participating countries. The outreach and training interventions that are integrated into activities will also consider opportunities for south-south and triangular cooperation. There will be experience sharing and learning from other African countries with similar context to Sierra Leone where LED has been successfully promoted.

Youth

- Conduct study tours to look at their youth employment programmes to see what lessons can be drawn to scale up impacts;
- Use this platform to share knowledge and improve national capacity

PWD

- The South-South Cooperation sets out to transform the lives of PWDs in both Guinea and Sierra Leone;

- Harnessing commonalities in both Guinea and Sierra Leone that will help in the search for common solutions and strengthen cooperation and empower PWDs;
- Sharing lessons learnt from study tours will enhance the development and implementation of greenfield projects

PPP

- Sharing lessons learnt from study tours will enhance the development and implementation of greenfield projects;
- Through this cooperation, technical support will be provided to improve knowledge and expertise in the development of PPP projects.

Knowledge

Knowledge Management will be critical for this portfolio. The portfolio will utilize several global knowledge platforms and products that are at the disposal of UNDP. The UNDP Sierra Leone website will have a dedicated page to provide updates on the activities and outputs under the portfolio and capture and share all main products, data and news stories emerging from MDAs and other partners. When specific milestones have been reached, opportunities to create narratives and develop stories around Sierra Leoneans who are direct beneficiaries of the activities will be leveraged through the communications team at UNDP Sierra Leone. The portfolio will use leaflets, blogs, videos, and news items in the dissemination of information. Other such as the UNDP Human Development Index, Transparency International will also be utilized for dissemination of portfolio results. Use of social media platforms such as twitter, Facebook, flikr, Instagram etc. will be used to share knowledge products widely.

PWD

The LED portfolio will use the following knowledge products:

- Status report on the implementation of the United Nations Convention on the rights of persons with disabilities;
- Develop a comprehensive database on PWDs;
- Documentary on PWDs;
- Songs and jingles to support awareness raising efforts in accessible formats

PPP

- Printing and dissemination of the PPP Act of 2014, handbooks and brochures;
- Produce annual report for Government and Development Partners

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Sustainability and Scaling Up

Transition arrangements for the sustainability of this LED portfolio are based on the portfolio's consistency with the Medium-Term National Development Plan of the Government. This means that the sectors contained in this portfolio should on a quarterly basis receive funds from the consolidated revenue fund. Additionally, the technical staff of the various sectors in the portfolio have played critical roles in the design of the portfolio documents. This is an indication of ownership of portfolio document. This project is consistent with /in tandem with the Medium-Term National Development plan 2019-2023 with the overarching goal of human capital development

Youth/PWD/PPP

Key partners are actively involved in the design and will be in the implementation of proposed activities; this will ensure ownership and continuity.

The capacity of youth, women and PWDs will be strengthened to ensure continuity even beyond the project duration. Furthermore, structures for monitoring and coordinating youth interventions will be strengthened in Ministry of Youth Affairs and the National Youth Commission.

Building partnerships with other development partners including Africa Development Bank, World Bank where lessons learnt and results from the LED project including good and successful practices and gaps identified will be shared for subsequent scaling up. Currently there is an ongoing advocacy drive to increase the allocation of portfolio partners which will further scale up results.

Additionally, through implementation of the LED project, confidence will be built to attract positive involvement of the private sector which will scale up the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will be implemented using a portfolio approach as part of the Sustainable and Local Economic Development cluster to optimize on available resources available. Capacities within the cluster will be utilized for effective delivery on available resources. The project will also leverage resources from the Inclusive

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Democratic Governance cluster initiatives and projects. The UNDP Sierra Leone is among the clustered countries for common services. This clustering arrangement will be utilized in procurement, payment for goods and services among others for efficient delivery. Furthermore, working with other UN Agencies such as UNICEF and UNFPA, exiting Long-term Agreements will be used to solicit goods and services as may be required by the LED project.

Project Management

The proposed project will be part of the Sustainable and Local Economic Development Cluster of UNDP Sierra Leone. UNDP will have a designated Programme Specialist based at the Country Office as the Portfolio manager for tor the LED project. He/she will be supervised by the SLED team leader.

Responsible Parties including MOYA, PPP Unit, Local councils, and Ministry of Social Welfare will each recruit or designate project managers and will be tasked with the day to day management of project outputs as applicable to the entities. They will all be reporting to the Portfolio manager as appropriate. Throughout the implementation of the project, the country office will work closely with UNDP Regional Service Centre for technical oversight and guidance.

The daily implementation will be the responsibility of the Portfolio Manager on behalf of the portfolio Board. The Portfolio Manager's prime responsibility will be to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified time and cost. The Portfolio Manager will seek overall guidance from the team leader and work closely with the technical specialists as appropriate.

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V.

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 4: By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities

Output indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator:

4.1.1: # of people accessing basic services disaggregated by target groups: (a) Men, b) Women, c) Youth, d) PWDs

B: 900: a) 0, b) 0, c) 0, d)

T: 3,000: a) 900, b) 600, c) 1350, d)150

S: Partner reports

F: Annually

Applicable Key Result Area (2018-2021 Strategic Plan): Outcome 1: Eradicate Poverty in all its forms and dimensions

Project title and Atlas Project Number: Local Economic Development (00118584)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	2023	
Output 1: Knowledgebase of key community stakeholders and councils staff strengthened on designing, financing, building and operating revenue generating facilities through the PPP arrangement	***1.1***: # of targeted community stakeholders operate revenue generating facilities produced through PPP arrangements (disaggregated by sex); **B:** 420 T: 105	*LCs, PPP unit report*	420	2020	*25*	25	25	*Record review, Interviews, field visit*
	1.2 # of gender responsive Revenue generating facilities designed & operated by LCs and targeted community stakeholders by 2023 B: TBD T: TBD	*LCs, survey report*	*TBD*	*2020*	*TBD*	*TBD*	*TBD*	*Direct observation, Interviews*
	1.3: # of market facilities outsourced to private partners in Freetown through PPP arrangements; B: 0 T:8	*PPP activity report*	*0*	*2020*	*2*	*2*	*2*	*Interviews, Record review, field visit*

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	1.4 # of gender sensitive CADASTRE system set up and is functional B: 1 T: 2	***LCs, PPP unit***	1	2020	*1*	*1*		*Direct observation, Interviews*
Output 2: *Strengthened gender responsive regulations for the effective implementation of public private partnerships in the country.*	2.1: # of gender responsive regulations on PPP reviewed and endorsed by parliament B: 1 outdated PPP regulations/policies in place T: At least 1 policy revised and endorsed	*PPP unit*	1	2020	*1*			*Interviews, regulations reviews*
	2.2: # of New gender responsive PPP related regulations developed until 2023 B: X PPP existing regulations/Policies in place T: By 2023, at least 2 New PPP related regulations/Policies developed	*PPP unit, Activity report*	TBD	*2020*	*1*	*1*		*Interviews, regulations reviews*
	2.3 number of gender equality strategy designed for the implementation of the PPP B: 0 T:1	*PPP unit*	0	*2020*		*1*		
Output 3: Vulnerable groups, especially PWDs have improved entrepreneurial, financial literacy and employability skills and are socially protected from discrimination	3.1: # of targeted PWDs with improved entrepreneur and employability skills who are socially protected disaggregated by sex B: 0 T: TBD	*Ministry of Social Welfare,*	*0*	*2020*	*TBD*	*TBD*	*TBD*	*Quick impact survey*
	3.2: % of PWD participants of the business skills training programme who established their own business or were employed one year after the programme, disaggregated by sex B: 10% T: TBD	*Ministry of Social Welfare, Project sites,*	*10%*	*2020*	*TBD*	*TBD*	*TBD*	*Quick impact survey*

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, this portfolio will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Conduct regular monitoring on activity implementation	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual portfolio Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Portfolio Reporting	A progress report will be presented to the Portfolio Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The portfolio governance mechanism (i.e., portfolio board) will hold regular project reviews to assess the performance of the portfolio and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the final year of the portfolio, the Portfolio Board shall hold an end-of portfolio review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[1]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation		Eradicate Poverty in all its forms and dimensions	Outcome 4: By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities	2022	UNDP, Ministry of Youth Affairs, PPP Unit, Ministry of Social Welfare, Local councils	US $100,000 Source: UNDP

[1] Optional, if needed

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VII. MULTI-YEAR WORK PLAN [23]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2021	2022	2023		Funding Source	Budget Description	Amount
Output 1: Knowledgebase of key community stakeholders and councils strengthened on designing, financing, building and operating revenue generating facilities through the PPP arrangement. *Gender marker: 2*	1.1: Conduct stakeholder training workshops on the design, Finance, Build, Operate and Transfer PPP arrangement for several markets around Freetown disaggregated by sex.	100,000	80,000	80,000	Local Councils, PPP Unit	UNDP, Other partners	Facilitation costs	260,000
	1.2: Develop the gender aware property Cadastra system for the Koidu New Sembehun City and Kambia city Councils.	80,000	70,000	50,000	Local Councils, PPP Unit	UNDP, Other partners	Professional fees, Facilitation costs	200,000
	1.3: Campaign with traditional leaders for female ownership of lands in rural community	100,000	100,000	90,000	Local Councils, PPP Unit	UNDP, Other partners	Professional fees, Facilitation costs	290,000
	1.4: Facilitation of PPCP Procurement processes for the recruitment of a private partner for effective property tax collection using the Outsourcing model	100,000	70,000	50,000	Local Councils, PPP Unit	UNDP, Other partners	Facilitation costs, contractual costs	220,000

[2] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[3] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.5: Support the development of a gender responsive business plan and procurement documents for the establishment of a PPCP agreement with Councils	150,000	150,000	120,000	Local Councils, PPP Unit	UNDP, Other partners	Professional fees, facilitation costs	420,000
	MONITORING	50,0000	50,000	50,000	UNDP, Local Councils, PPP Unit	UNDP	Travel	150,000
	Sub-Total Output 1							**1,540,000**
Output 2: Strengthened gender aware regulations for the effective implementation of public private partnerships in the country. Gender marker: 2	2.1 Development, Review, roll-out PPP Regulations on various sectors to enhance the implementation of the PPP act.	150,000	100,000	100,000	PPP Unit	UNDP, Other partners	Professional fees, Facilitation costs	350,000
	2.2: South-South specialized PPP skills enhancement trainings for transaction support staff	150,000	150,000	150,000	PPP Unit	UNDP, Other partners	Professional fees, Facilitation costs	450,000
	2.3: Support decentralization processes of the PPP Unit to ensure presence in all four regions of the country while ensuring an increased knowledge of PPPs	200,000	160,000	160,000	PPP Unit	UNDP, Other partners	Professional fees	520,000
	2.4: Support the development of a gender equality strategy for the implementation of the PPP	100,000	50,000	50,000	PPP Unit	UNDP, Other partners	Professional fees	200,000
	MONITORING	50,000	50,000	50,000	UNDP, PPP Unit	UNDP	Travel	150,000
	Sub-Total Output 2							**1,670,000**
Output 3: Vulnerable groups, especially PWDs have improved entrepreneurial, financial literacy and employability skills and are socially protected	3.1: Official launch of the joint action plan for Guinea/Sierra Leone South-South Cooperation initiative	100,000			MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Conferences facilities, facilitation costs	100,000
	3.2: Support Income generation activities for PWDs in 3 selected districts (Kambia, Pujehun and Koinadugu)	400,000	350,000	350,000	MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Grants for IGAs, equipment and tools	1,100,000

from discrimination and Sexual Exploitation and abuse	3.3: Finalize the review of the Disability Act of 2011	100,000			MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Facilitation costs, professional costs	100,000
	3.4: Carry out survey on vital information on PWDs and other vulnerable groups for policy and decision-making purposes	150,000			MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Enumerators, statisticians/ expert fees	150,000
	3.5: Organize coordination meetings, events and conferences on disability issues and capacity support to the directorate of social welfare	120,000	120,000	100,000	MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Facilitation costs, conferences facilitation costs	340,000
	3.5: Support the development of the Leave No One Behind Campaign Song for visibility of the South-South Cooperation	85,000	65,000	50,000	MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Materials, items, facilitation costs, audio-visual	200,000
	3.6: Support advocacy events on disability (International Day of PWDs, International White Cane Safety Day, World Dwarfism Awareness Raising Day	100,000	100,000	100,000	MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Event management, materials, items, tools, facilitation costs	300,000
	3.7: Provide life skills and start up kits to PWDs	300,000	300,0000	200,000	MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Equipment, tools, professional fees	800,000
	3.8: Support the roll out and popularization of the revised Disability Act.	100,000	100,000		MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Facilitation costs, publication	200,000
	3.9: setting up and operationalization of the South-South Cooperation Action Steering Committee	80,000	80,000		MOYA, PPP Unit, Ministry of Social Welfare	UNDP, Other partners	Facilitation costs	160,000
	MONITORING	50,000	50,000	50,000	UNDP, MOYA	UNDP	Travel	150,000
	Sub-Total Output 3							**3,600,000**

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Evaluation	Conduct a Midterm Evaluation		100,000		UNDP	UNDP		100,000
Project Implementation, Oversight, Coordination	Staff, communication, common premises, equipment	100,000	100,000	100,000	UNDP	UNDP		300,000
Direct Project Costs	Direct Project Costs					UNDP		350,000
TOTAL								**7,560,000**

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ii. Assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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h. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Social and Environmental Screening