

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



United Nations  
Peacebuilding

**PBF PROJECT DOCUMENT**

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<b>Country (ies):</b> Sierra Leone	
<b>Project Title:</b> <i>Mitigating Localized Resource-based Conflicts and Increasing Community Resilience in Pujehun and Moyamba districts of Sierra Leone</i>	
<b>Project Number from MPTF-O Gateway (if existing project):</b>	
<b>PBF project modality:</b> <input type="checkbox"/> IRF <input checked="" type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):</b> World Food Programme (WFP) and United Nations Development Programme (UNDP)	
<b>List additional implementing partners, Governmental and non-Governmental:</b> <b>1. Government Ministries:</b> Lead Ministry: The Office of the Vice President Sierra Leone Supporting Ministries: Ministry of Agriculture and Forestry (MAF); Ministry of Mine and Mineral Resources (MMR); Ministry of Local Government and Rural Development (MLGRD), Ministry of Lands, Human Rights Commission, National Youth Commission	
<b>2. Local Institutions/State Entities:</b> Local councils and District Administrators of Moyamba and Pujehun, Sierra Leone Police and Local Police Partnership Board (LPPB)	
<b>3. Implementing partners/NGOs/Civil Society:</b> <b>Civil Society Organisations:</b> Fambul Tok, Solidaridad, Namati, Green Scenery <b>Private-sector companies:</b> Natural Habitat, Socfin Agriculture Company, Sierra Rutile, Vimetco <b>Communities</b> in Lower and Upper Banta chiefdoms, Moyamba; and Makpele and Malen chiefdoms, Pujehun.	
<b>Expected project commencement date<sup>1</sup>:</b> 01 October 2019 <b>Project duration in months<sup>2</sup>:</b> 24 months <b>Geographic zones for project implementation:</b> Moyamba and Pujehun	
<b>Does the project fall under one of the specific PBF priority windows below:</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	

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

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

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

WFP: \$ 1,664,000

UNDP: \$ 1,336,000

TOTAL: \$3,000,000

WFP and UNDP will also contribute additional funds to the project:

2020: WFP, \$50,000; UNDP, \$130,000

2021: WFP, \$50,000; UNDP, \$130,000

*\*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account*

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

Project total budget: \$3,000,000

**PBF 1<sup>st</sup> tranche:**

WFP: \$ 1,164,800

UNDP: \$ 935,201

Total: \$2,100,000

**PBF 2<sup>nd</sup> tranche\*:**

WFP: \$ 499,200

UNDP: \$ 400,799

Total: \$ 900,000

**PBF 3<sup>rd</sup> tranche\*:**

N/A

Total:

**tranche**

N/A

Total:

**Project description:**

This project aims to mitigate local conflicts between communities, government and private companies by building the capacities of institutions and dialogue platforms that promote peaceful relations and the inclusion of women and youth. This will be achieved by strengthening the existing regulatory framework on land acquisition and operationalizing this through the strengthening of national, district, chiefdom and community-level mediation and dialogue infrastructure. Support will be provided to affected communities to strengthen agricultural and alternative livelihood sources, including agricultural asset creation activities that empower women and youth with inputs and skills, and gender-transformative technical and vocational training to enable local women and youth to benefit from company employment opportunities. To build the capacity of local institutions, the project will provide support to the Government of Sierra Leone to strengthen policy frameworks, coordination and reporting on the Sierra Leone Extractive Industry Transparency Initiative (SLEITI) and Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forestry (VGGT) for enhanced community and businesses partnerships. The professionalism and integrity of the security sector will be enhanced through trainings in conflict mediation, human rights and sexual and gender-based violence, in addition to strengthening police and community partnerships. The capacity of targeted private-sector company staff in human rights and gender approaches and livelihood programming will be enhanced.

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

An initial assessment was undertaken in June 2019 by WFP and UNDP, engaging with:

*Government counterparts:* The Office of the Vice President, Ministry of Agriculture and Forestry, Ministry of Mines and Mineral Resources, National Youth Commission, Local Councils*Civil Society Organisations:* Fambul Tok, Solidaridad, Namati, Green Scenery*Private-sector companies:* Natural Habitat, Socfin Agriculture Company, Sierra Rutile, Vimetco*Community stakeholders:* Tuasu, Makpele chiefdom, Pujehun district; Tamimahun, Malen chiefdom, Pujehun district; Semahun, Upper Banta chiefdom, Moyamba district; Mokañji, Upper Banta chiefdom, Moyamba district

Four multi-stakeholder consultations (one per chiefdom), facilitated by WFP and CSO partners, were held in July 2019, engaging section chiefs, women, and youth, jointly discussing their current situation and their proposals for inclusion in the project. Key findings and programmatic recommendations from these consultations were analyzed with the Minister of State I from the Vice President Office and included in the project.

**Project Gender Marker score:** 2<sup>3</sup>**61.3 percent and \$1,839,268 of total project budget allocated to activities in direct pursuit of gender equality and**<sup>3</sup> Score 3 for projects that have gender equality as a principal objective

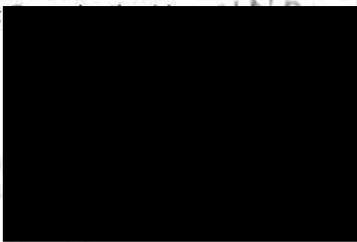
Score 2 for projects that have gender equality as a significant objective

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

women's empowerment.	
Project Risk Marker score: <u>1</u> <sup>4</sup>	
Select PBF Focus Areas which best summarizes the focus of the project (select ONLY one): <u>2,3</u>	
If applicable, UNDAF outcome(s) to which the project contributes: UNDAF 2020-2023 outcome 1: Sustainable agriculture and food and nutrition security; outcome 2: Transformational governance; and outcome 4: Protection and empowerment of the most vulnerable.	
If applicable, Sustainable Development Goal to which the project contributes: SDG 2, SDG 5 and SDG 16	
Type of submission: <input checked="" type="checkbox"/> New project <input type="checkbox"/> Project amendment	If it is a project amendment, select all changes that apply and provide a brief justification:  Extension of duration: <input type="checkbox"/> Additional duration in months: Change of project outcome/ scope: <input type="checkbox"/> Change of budget allocation between outcomes or budget categories of more than 15%: <input type="checkbox"/> Additional PBF budget: <input type="checkbox"/> Additional amount by recipient organization: USD XXXXX  <b>Brief justification for amendment:</b>  <i>Note: If this is an amendment, show any changes to the project document in RED colour or 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.</i>

<sup>4</sup> Risk marker 0 = low risk to achieving outcomes  
 Risk marker 1 = medium risk to achieving outcomes  
 Risk marker 2 = high risk to achieving outcomes

PROJECT SIGNATURES

<p>Recipient's Organization</p> 	 <p>Office of the Vice President Government of Sierra Leone Date &amp; Seal 18<sup>th</sup> Sept. 2019.</p>
<p>Recipient</p>  <p>Country UNEP Date &amp; Seal</p>	
<p>Head of UN</p>  <p>Head of UN United Nations Date &amp; Seal</p>	 <p>Oscar Fernandez Assistant Secretary-General, Peacebuilding Support Office Date &amp; Seal</p>

## I. Peacebuilding Context and Rationale for PBF support

The large-scale acquisition of land in Sierra Leone by private sector mining and oil palm companies has resulted in the significant loss of farming land for the local population who rely on agricultural production as their main source of income and livelihood. Communities in Pujehun and Moyamba districts in the Southern province have been significantly affected.

In Malen and Makpele chiefdoms in Pujehun district, the palm oil companies of Socfin, a company from Luxemburg and a subsidiary of the French Bolloré group, and Natural Habitat, a Dutch company, together occupy 14,669 hectares of prime farming land.<sup>5</sup> In Moyamba district, the Australian owned rutile mining company Sierra Rutile - the second largest rutile company in the world - has a mining lease of over 56,000 hectares spanning across the three chiefdoms of Bagruwa, and Lower and Upper Banta.<sup>6</sup> In Dasse and Lower and Upper Banta chiefdoms in the same district, the Romanian bauxite (aluminum ore) mining company Vimetco operates a 32,100-hectare mining lease.<sup>7</sup> Rutile and bauxite mining is highly environmentally destructive, contributing to the contamination of water resources, flooding and damaging of lowlands that communities use for agriculture.

The land acquisitions and operations of the four companies have had a critical impact on the livelihood of surrounding communities who rely on agricultural production as their livelihood. Most households in Pujehun and Moyamba districts (74 percent and 65 percent respectively) are engaged in farming activities. Farming households require access to large tracts of land as agricultural production in Sierra Leone is characterized by low yields. With companies in Pujehun and Moyamba districts now occupying a considerable share of available arable land, vulnerable farming households are now deprived of access to their primary livelihood. With no alternative livelihoods for communities to support their households, land dispossession by private-sector companies has led to intensified food insecurity, vulnerability and conflict.

Communities are increasingly resorting to violence to express their dissatisfaction and seek for redress. In January 2019, clashes between communities and security forces in Pujehun district resulted in two protestors shot dead, 2,500 people displaced, and the Local Member of Parliament and members of the landowner association being arrested, who have subsequently been released on bail. Displaced people took refuge in neighboring chiefdoms, creating spill-over effects and putting additional pressures on vulnerable host chiefdoms. In Moyamba district, 2018 strike actions (October and December) by Sierra Rutile staff were met by heavy handed responses by security forces. Following these events, the Government formed a technical team that delivered a report with recommendations to the President and Vice-President. In January 2019, nine Sierra Rutile workers were kidnapped by a local secret society and forcefully initiated into their rituals, prompting the Government to ban all secret society activities in the country. This measure, in turn, contributed to triggering the January 2019 violence at Socfin's estate in Malen chiefdom, Pujehun district, when security personnel intervened to prevent a forceful initiation, provoking the reaction of villagers and youth who launched an attack against Socin installations. The use of alleged force by security personnel has been considered as one of the causes of escalation of the conflicts.

In July 2019 WFP, UNDP and its Civil Society Organisation (CSO) partners Fambul Tok and Solidaridad undertook participatory consultations with key stakeholders, including traditional leaders, women and youth representatives and people living with disabilities in all of the four targeted chiefdoms in Moyamba and Pujehun districts. To encourage the open participation of women and youth, participants were placed into age and gender specific groups to consider specific thematic issues.

<sup>5</sup> This figure accounts for current Socfin estate of 12,349ha in Salir Malen chiefdom, and approximately 2,320ha in Makpele chiefdom

<sup>6</sup> A portion of Sierra Rutile's mining lease expands into Imperi and Jong chiefdoms in Bonthe district and Bumpé Ngao in Bo district

<sup>7</sup> A portion of Vimetco's mining lease expands into Kpanda Koo in Bonthe

## **Key issues raised during the consultations contributing to localized conflict**

### ***Weak policy framework to effectively govern private-sector and community partnership***

A key driver of deteriorating relationships between communities and companies has been the absence of a clear policy framework to guide land acquisitions and assuring meaningful community participation in determining social investments and mechanisms to redress grievances. Whilst the 2015 *National Land Policy, Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forestry* (VGGT) and *Sierra Leone Extractive Industry Transparency Initiative* (SLEITI) provide a clear framework to guide private sector land acquisition and promote inclusive dialogue between communities, government and private sector representatives, forums to implement these frameworks remain centralized, whilst the majority of communities and traditional leaders are unaware of their existence. Consequently, these frameworks are scarcely operational on the ground.

### ***Lack of inclusive dialogue platforms to resolve grievances***

A key finding of community consultations was that Grievance Redress Platforms were not inclusive, with community representatives reporting that membership tend to be patronage based, with little or no participation or representation of women and youth, with membership mostly derived from the Paramount Chief and other male leaders. Formalized grievance redress committees have been established in Makpele and Malen chiefdoms, with these committees tasked with identifying grievances encountered by communities and community members as a result of the operations of respective private companies. Committee representatives are responsible for reporting these grievances to the respective companies to ensure that these are adequately resolved. In the operational areas of Sierra Rutile and Vimetco prevailing grievance mechanisms are generally unstructured and irregular, limited to bilateral and *ad hoc* exchanges between the Paramount Chief and company representatives.

Even in chiefdoms with formal grievance redress committees, community members, particularly women and youth, reported dissatisfaction with their function. In Malen chiefdom, male, female and youth participants complained how the membership of the grievance committee was handpicked by the Paramount Chief. Community members further lamented that they had repeatedly voiced concerns about violations of their rights and poor working conditions to the grievance redress committee over a period of years, but these had never been reported to Socfin and thus no action had been taken. In Makpele chiefdom which has a more active grievance committee, female representation was extremely low (2 out of 17 members), whilst youth were not represented at all. Information dissemination from grievance redress committee meetings was reported as being wholly inadequate, with the broader community reporting that they had little knowledge of matters discussed or decisions made. Participants, particularly women and youth, reported that they are marginalized from dialogue related to land acquisition and grievance redress.

### ***Lack of community participation in determining utilization of Community Development Funds***

Non-inclusive processes to determine the utilization of Community Development Funds (CDFs)<sup>8</sup> have at times been a flashpoint of conflict in targeted chiefdoms. Except for Makpele chiefdom, CDFs have almost exclusively been managed by Paramount Chiefs, with little or no structured participation of communities. Whilst all chiefdoms have established dedicated 30-person Chiefdom Development Committees with representation from Ward Councilors, section chiefs, women, youth, farmers, and religious leaders, community members still largely perceive these as apparatus of the Paramount Chief, as representatives are not elected, and are often handpicked by the chiefdom authorities. Women and youth reported that due to poor representation on the Community Development Committees (CDCs), they felt that they had little agency to contribute toward determining how CDFs should be utilized, resulting in Corporate Social Responsibility (CSR) investments being unresponsive to their needs. Stakeholders in all consultations expressed growing sense of frustration and anger regarding the management of CDFs. Linkages between CDCs and grievance redress platforms are weak, meaning

<sup>8</sup> Under the 2018 Sierra Leone Minerals Policy and the 2009 Mines and Minerals Act, companies are legally required to provide *direct financial support to host communities*. However, in practice, application of CDF has been inconsistent and varied, as the implementation mechanism in the form of regulation has not been finalized.

that decision making processes undertaken by CDCs to determine how CDFs are utilized may not be based on prioritizing those communities most aggrieved by the operations of companies.

#### *Loss of livelihoods and inadequate support to establish alternatives*

With most people in affected communities relying on insecure agricultural livelihoods to generate income, large-scale land acquisitions and the widespread degradation of farming lands have been catastrophic. In Moyamba district, rutile and bauxite mining has destroyed potentially productive lowlands, whilst continuously shifting mining operations often damage farms and crops, making agricultural livelihoods even more unpredictable and unstable. In Malen chiefdom, communities have been almost entirely deprived of upland ecologies for farming activities, whilst remaining lowlands are vulnerable to seasonal flooding and chemical run-off from the surrounding palm oil plantation. All communities indicated that they are constrained by lack of access to inputs, including improved seeds, tools and fertilizer, inadequate agricultural training opportunities and unavailability of processing equipment to add value to their produce. Damaging of main and feeder roads from transportation of large equipment has reduced market access. Private-sector companies have also built few economic linkages with local farmers, who are currently constrained by a lack of market access for their crops.

Whilst companies initially arrived with high expectations of job creation for local people, these have failed to materialize with communities reporting that most jobs have been awarded to outsiders, non-indigenes of the area, particularly migrant laborers from the capital Freetown or provincial headquarter towns. Private companies indicated that this was because local community members often lacked the requisite technical skills sought. Community members employed by companies are usually only recruited as security or casual laborers, complaining of poor wages, bad working conditions and insecure terms of employment. Some companies, such as Sierra Rutile and Socfin, are supporting the operations of TVET institutions with the objective of developing the occupational and life skills of youth for their prospective recruitment by the company. However, based on information from the communities, the selection of trainees seems to be patronage based, whilst the gender transformative impact of TVET appears to be inadequate. In Malen chiefdom, whilst a significant number of young, local people have been employed as casual workers on the estate, they complained of poor working conditions. Hard labor conditions on the Socfin estate were also reported as disproportionately affecting women.

#### *Limited capacity within institutions (security sector, local government)*

Decentralized structures for the implementation of SLEITI and VGGT in the target areas is notably absent, resulting in policy frameworks not being translated into practice. The activities of local government Ministries, Departments and Agencies (MDAs), particularly the Ministry of Agriculture and Forestry (MAF), Ministry of Health and Sanitation and Ministry of Water Resources seem to be very limited in targeted areas, and may reflect that social services are being crowded out by a perception that the private-sector is responsible for delivering these services. Whilst most communities indicated that they had a cordial relationship with the Sierra Leone Police (SLP), reports of police bias toward private companies during turbulent times and unprofessional conduct in dealing with peaceful protests, particularly among youth populations, is a point of concern. Whilst the establishment of Local Police Partnership Board (LPPB)<sup>9</sup> was well-received by communities, its effectiveness could be enhanced through greater female and youth representation, in addition to more frequent, structured and systematic engagement.

#### *Lack of Transparency and Accountability regarding Social Responsibility Initiatives*

Companies expressed that from their own perspective, they were honoring CSR commitments as per their contractual agreements of operations and national regulation but felt that transparent

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<sup>9</sup> LPPBs are established in each police division by the Sierra Leone Police as part of the community policing strategy aiming at increasing cooperation between the Police and the local communities, including on conflict resolution aspects. The LPPBs draw on the participation of a range of locally based community service organizations, representative of local business associations, youth and women representatives, religious leaders, teachers and traditional authorities.

communication channels between their companies and communities were lacking, compounded by high community expectations, thus causing a deterioration in their relations with local people. Both companies and communities expressed frustration of a lack of accountability of state and traditional institutions in fostering peaceful community - company relations.<sup>10</sup> Generally, there is a disconnect between communities and companies, particularly regarding the design and selection of CSR initiatives that often adopt a "top down" approach. This lack of accountability contributes to jeopardizing community and company relationships and infringes upon the United Nations Guiding Principles on Human Rights in Business.

Currently some companies are implementing several commendable CSR initiatives, for example the *Mine 2 Minds* TVET initiative supported by Sierra Rutile; aquaculture projects implemented by Sierra Rutile and Socfin and the consultative approach to determining utilization of CDF and ongoing out-growers scheme employed by Natural Habitat. However, as indicated in the community consultations, current compensation through CSR initiatives generally fails to offset the destructive impact on livelihoods and communities.

In the absence of effectively enforced regulation to promote community and company relations; limited support to sustainable and alternative sources of livelihood for communities and an ineffective governance system to safeguard transparency, accountability and inclusion, currently large-scale foreign investment in Sierra Leone is exacerbating food insecurity, undermining women's rights and escalating violent conflict, threatening peace and cohesion at the local level. The proposed project, *Mitigating Localized Resource-based Conflicts and Increasing Communities Resilience in Pujehun and Moyamba districts of Sierra Leone*, aims to contribute to the government's efforts to reverse these trends.

#### *Impact of key issues on women, peace and livelihood change*

Women reported that private-sector land acquisitions had negatively impacted upon agricultural livelihoods, which they depended on to generate income and have affected their economic independence within the household. Women also cited that they lacked access to agricultural land and had little or no knowledge of their rights under the 2015 *National Land Policy*. Women indicated that a lack of access to vegetable seeds resulted in underutilization of available arable land and low consumption of nutritious foods, contributing toward malnutrition of young children and pregnant women. Reduced production and income from agricultural production have reduced household access to food and income. In Lower Banta chiefdom, women reported high rates of unwanted pregnancies among adolescent girls, leading to girls dropping out of school and facing discrimination. Contamination of water sources and a lack of investment by private-sector companies to establish alternative water points has contributed to protection concerns for women, who must travel increasing distances to find safe water. In Malen chiefdom, unavailability of firewood for cooking as the plantation currently covers the majority of available land results in women having to walk vast distances, leaving them vulnerable to GBV. Women expressed frustration that private-sector investments had not contributed to job creation, with job opportunities being awarded to men. In Malen chiefdom, those women employed by the company complained of hard working conditions, including very long working hours, low pay, excessive work and no gender sensitivity, with women having no job security.

#### *Impact of key issues on youth, peace and livelihood change*

Youth reported increasing frustrations with the security sector and traditional power structures, specifically citing how peaceful protests organized by the youth to demonstrate grievances against private companies had been repressed by police forces. In Lower Banta chiefdom in 2016, youth discontent with the alleged misappropriation of CDF by the Paramount Chief resulted in an estimated 300 youth storming the Chief's compound and burning down his house, with one youth shot dead and two seriously injured. With youth frustrations growing and channels for peaceful dialogue absent, youth are resorting to more forceful ways to air their frustrations, including setting up frequent roadblocks to

<sup>10</sup> WFP AND UNDP joint assessment engaging with Natural Habitat, Socfin, Sierra Rutile and Vimetco and four focus group discussions with community stakeholders in affected areas.

impede the operations of private companies. In Malen chiefdom, youth complained that they lacked freedom of movement, and were at risk of arbitrary arrest by security forces. Deteriorating relationships between youth, traditional power structures and the security sector threaten local peace and peaceful partnership between the police and communities.

As a result of limited livelihood opportunities, young people were reported as being forced to migrate to the cities and beyond in search of livelihood opportunities, with many taking dangerous routes through North Africa to Europe. Those who remain are susceptible to mobilization into violence, as shown in Pujehun and Moyamba districts during violent events in 2018 and more recently in January and March 2019. Considering the key role youth played in Sierra Leone's civil war, heightened youth frustration and their mobilization to perpetrate violence is setting a worrying trend that could threaten the country's peace.

**Why is it important to act now and specific opportunities:**

- Sierra Leone has been recognized as one of the most peaceful countries in Africa. However, the President, in his first address to the Fifth Parliament remarked that Sierra Leone's peace needs to be sustained, particularly after the polarizing 2018 election marked by localized violence, including in Moyamba and Pujehun districts. To address the post-election instability, UNDP, through the PBF project, supported the Office of the Vice President to promote reconciliation and peaceful dialogue at community level, including in Moyamba and Pujehun districts. The current proposal will build upon the local dialogue process initiated under the just concluded PBF project. The project will support reconciliation efforts through multi-stakeholder dialogues, contributing toward building a foundation for sustainable peace between community members, local leaders and companies.
- The Government of Sierra Leone has shown increased commitment to rectify and improve relationships between private companies and local communities to create a conducive environment to drive economic growth. This is demonstrated by the introduction of the three policies recently launched by the Office of the Vice President to enhance transparency and development of the mining sector, specifically the 2019 Sierra Leone Mineral Sector Benchmarking Assessment Report; Geo-data Management Policy, and the Artisanal Mining Policy. These policies seek to collectively enhance inter-governmental and stakeholder coordination of the mining sector, improve revenue management and foster more equitable distribution of benefits, including enhancing the corporate social responsibility of companies operating in Sierra Leone. A further indication of the government's commitment to improving companies and community relations is the recent creation by the Vice-President of a dedicated technical team to conduct an assessment of the land situation in Malen chiefdom, Pujehun district and take stock of reciprocal grievances of affected communities and SOCFIN. This technical team was established after numerous violent protests by community members, resulting in displacements and fatalities. With tension continuing to rise in Malen chiefdom, the project will establish a local multi-stakeholder dialogue platform to support the technical team to peacefully address the communities' and SOCFIN's grievances:
- A key opportunity identified during WFP and UNDP's June 2019 consultations with the four private-sector companies was a strong commitment of all targeted companies to directly partner in the implementation of the project. This included expressing their buy-in for proposed livelihood support activities, increasing structured opportunities for constructive government-company-community dialogue through private-sector participation in the local-level VGGT and SLEITI forums, and capacity strengthening support to establish robust and transparent grievance redress mechanisms. Furthermore, companies indicated that they were willing to contribute their own resources to support some of the project activities.
- In the 2019-2023 Mid-Term National Development Plan (MT-NDP), the Government has prioritized private-sector led development as a key strategy to generate economic growth and employment opportunities. Consequently, it can be anticipated that private-sector land acquisitions will increase. Sierra Leone has a long history of reliance on foreign-led investments to drive

economic development, particularly in the extractives sector. Recently, foreign companies are increasingly investing in Sierra Leone for commercial agriculture, putting increasing pressure on land resources. To ensure that private-sector investments can contribute to Sierra Leone realizing the objectives of the MT-NDP, including the priority of poverty eradication, it is crucial that the policy framework is effectively implemented, and best practices for community-company relationships are piloted, documented and rolled out.

- To improve accountability and transparency of private sector investments, and ensure that these benefit local communities, the government's engagement strategy entails implementing two transparency mechanisms: the VGGT and SLEITI. These established mechanisms provide multi-stakeholder platforms for dialogue and coordination for private-sector investments, under the auspice of the Office of the Vice President and Ministry of Agriculture and Forestry (MAF). However, both platforms remain under-utilized. Improving the implementation of these two platforms provides an opportunity to increase transparency and local participation in land deals and private-sector operations, contributing toward improving community-company relations and reducing violent conflicts. An opportunity is the roll-out of VGGT and SLEITI dialogue mechanisms at the local levels.
- Effective implementation of the regulatory framework presents further opportunities to enhance community-company dialogue, as demonstrated by the successful multi-stakeholder engagement between Natural Habitat and affected communities, brokered by the NGO Solidaridad. This process pioneered the *Analytical Framework for Due Diligences in Responsible Land-Based Agricultural Investments*, implemented under the UKAID funded LEGEND project<sup>11</sup>. Through this collaborative engagement, an original lease agreement of 30,700 ha was renegotiated to 2,320 ha, with the remaining land returned to affected communities. Furthermore, a community-driven mapping and verification exercise to ascertain land ownership within the new concession was reported to be transparent and accountable by community members during the WFP and UNDP June 2019 assessment. The current project will consolidate best practices developed by Solidaridad and Natural Habitat, and will seek to replicate the initiative with other existing companies and new investors in Sierra Leone.

#### **Alignment and ownership:**

##### *Government commitment to consolidating peace in the post-election period*

Sierra Leone's peace needs to be consolidated, particularly after the polarizing 2018 election marked by localized violence, including in Moyamba and Pujehun districts. To address post-election instability, the Office of the Vice President in collaboration with UNDP under the PBF-supported initiative: *'Conflict Prevention and Mitigation in Sierra Leone'*, promoted reconciliation and peaceful dialogue at community level, including in Moyamba and Pujehun districts. UNDP also supported the Chief Minister's Office to produce a *Green Paper* that provides a roadmap for national peace and cohesion. The momentum from these local dialogue processes presents an opportunity to address ongoing conflicts in Moyamba and Pujehun districts related to private-sector investments.

##### *Alignment to 2019-2023 Mid-Term National Development Plan*

The 2019-2023 MT-NDP prioritizes private-sector led development as a key government strategy to generate economic growth, employment and poverty reduction. The essentiality of attracting private-sector investment is currently particularly pressing due to the challenging macroeconomic situation. By fostering a conducive enabling environment that supports implementation of the VGGT and SLEITI initiatives which encourage the meaningful participation of affected communities, the project is aligned with the MT-NDP. By working with different stakeholders to implement livelihood initiatives, the project will contribute toward increasing incomes and improving food security, thereby reducing the

<sup>11</sup> Land: Enhancing Governance for Economic Development (LEGEND) programme, started in 2016 with funding of UK Aid, and ends in June 2019. The programme aimed at protecting land rights, livelihoods, and food security of vulnerable people while promoting sustainable businesses.

high rate of multi-dimensional poverty in both districts. Poverty eradication is the leading priority of the 2019-2023 MT-NDP.

*Alignment to the 2015 National Land Policy and 2017 VGGT and SLEITI frameworks*

The project contributes to the roll-out of the *National Land Policy*, *VGGT* and *SLEITI*, particularly sections that promote community participation in land acquisition and use, and the development of dynamic market value chains.

*Alignment to the 2020-23 United Nations Development Assistance Framework*

The proposal is aligned with strategic priorities of the 2020-23 UNDAF, Specifically outcome 1: Sustainable agriculture and food and nutrition security; outcome 2: Transformational governance; and outcome 4: Protection and empowerment of the most vulnerable.

*Alignment to policies targeting women and youth*

The project proposal is aligned and will contribute to progressing the government's commitment to advancing women and youth's participation in decision making process. Since 2008 the Parliament of Sierra Leone adopted UN Security Council Resolution (UNSCR) 1325 on Women, Peace and Security as part of the National Agenda.

*Alignment to previously successful land governance initiatives*

The project is aligned to the previously implemented UKAID funded LEGEND project, which pioneered the Analytical Framework for Due Diligences in Responsible Land-Based Agricultural Investments. The LEGEND project ended in July 2019.

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

### ***Brief description of project content***

This project aims to mitigate local conflicts between communities, government and private companies by building the capacities and inclusivity of institutions and dialogue platforms that promote peaceful relations. This will be achieved by strengthening the existing regulatory framework on land acquisition and operationalizing this through the establishment and strengthening of national, district, chiefdom and community-level mediation and dialogue infrastructure, while also supporting livelihoods of the most vulnerable affected populations to reduce social tension and mitigate local conflicts.

### **Project Level Theory of Change**

#### **Theory of Change**

**IF** the regulatory environment is improved and implemented in a more transparent and inclusive manner to ensure companies respect their corporate social responsibility, human rights protection and peacebuilding principles... **and**

**IF** community members including women, youth and farmers are empowered to participate in regular dialogue with private companies through multi-stakeholder platforms, grievance redress committees and in processes to determine the utilization of customary and privately leased land and community development funds... **and**

**IF** communities, especially young men and women are supported to develop sustainable and alternative livelihoods which they themselves identify, design, implement and monitor through inclusive, community driven processes... **and**

**IF** local governance, security institutions and companies are more transparent, accountable and responsive to the needs of the local population...

**THEN** people and companies in Pujehun and Moyamba districts will enjoy peace and social cohesion as a result of responsible investments and access to livelihood opportunities, promoting a conducive, peaceful environment and improving food security.

**BECAUSE** large-scale land acquisition that exclude communities, a lack of regular community and company dialogue, non-compliance with human rights standards, the exclusion of community members from determining the utilization of corporate social responsibility funds and the destruction of livelihoods are the root cause of localized violent conflict, poverty and food insecurity in Pujehun and Moyamba districts.

#### **Project result framework (please see annex B)**

Based upon participatory consultations with project stakeholders, including the Office of the Vice President (VPO), government Ministries, Departments and Agencies, district authorities, private-sector, traditional leaders and community members, women and youth representatives, the project will contribute toward achieving the following outcome and outputs through implementation of described activities.

**Outcome 1:** *Communities in Pujehun and Moyamba districts benefit from more accountable institutions and mechanisms that promote peaceful relations between communities and private companies.*

Through this PBF project, WFP and UNDP will achieve:

#### **Output 1.1 Land acquisition and land use processes are more inclusive and aligned with policy frameworks**

Consultations with affected communities in concession areas reported high levels of frustration as a result of inadequate community participation in land acquisition processes; grievance redress mechanisms in addition to limited or no engagement with communities in planning processes to determine the utilization of CFDs. Women and youth in all target areas were either unequally or not at all represented on these platforms. Information and decisions taken from these different dialogue mechanisms was haphazardly shared, creating distrust and animosity toward these platforms, particularly to local leaders, companies and government. Activities of output 1 will thus contribute toward increasing community-level awareness of land acquisitions, particularly among women and youth, promoting transparency and empowering communities to advocate for their rights.

##### **Activity 1.1.1 Land conflict analysis and land degradation assessments in four chiefdoms**

Comprehensive consultations have already been held with chiefdom level stakeholders in all targeted areas to inform the development of this proposal. These processes identified certain common thematic triggers which resulted in land conflict. The most commonly cited community grievance was the degradation of agricultural lands by the operations of companies, which had negatively impacted upon the livelihoods of affected communities. To ensure a better understanding of the context specific causes and dynamics of the individual conflicts, detailed, chiefdom-level land conflict analyses with a gender lens that pays special attention to the impact on women in target communities, will be undertaken at the beginning of the project. These analyses will include a land degradation assessment which will provide an overview of the impact of extractive industries on the availability and quality of arable land for community farmers. The analyses will inform how to improve dialogue between communities and companies, whilst also guiding potential revisions of respective land agreements considering these studies and in alignment with the policy frameworks on land use. Land conflict analyses and land degradation assessments will be led by the Government of Sierra Leone.

***Activity 1.1.2 Educating community stakeholders on the existing regulatory framework on land acquisition and advocating to government institutions to apply regulation***

Feedback from consultations with community leaders and women and youth representatives demonstrated a lack of knowledge about existing regulatory frameworks at the community-level, even among community leaders. This lack of knowledge serves as a barrier to enable affected communities to advocate for their rights and has contributed to eroding trust of communities in the Government and private-sector companies. To address this, the project will build awareness of affected communities on land rights, regulatory frameworks and land acquisition processes through direct consultations and via the production of simplified pictorial knowledge products which will be displayed within communities. Community members will utilize district-level MSPs established under this project to advocate to government institutions to apply the regulatory framework. CSOs supporting implementation of the project, will provide oversight to ensure that land acquisition regulation is translated into practice. Community radio stations, the most accessible information source in targeted communities, will be utilized to disseminate this information, ensuring that literary barriers that can constrain vulnerable groups, such as women and youth, from accessing information, are transcended.

***Activity 1.1.3 Developing a simplified checklist to guide land acquisitions and land use***

The project will develop a simplified checklist of key land acquisition regulations, particularly around the SLEITI, VGGT and the 2015 *National Land Policy* and framework. These checklists will provide a tool to communities to increase adherence of companies to existing regulatory frameworks when acquiring land, which can be used as a simplified step-by-step guide to review both existing land acquisitions targeted under this project, in addition to future investments. Development and implementation of the simplified checklist will serve to empower communities, particularly women, to hold companies more accountable, strengthen their negotiation positions and provide a mechanism to enable them to effectively advocate for their rights as per the regulatory frameworks.

***Activity 1.1.4 Promoting Lesson Learned from this Innovative Approach of Community and Private Sector Partnership***

With private-sector investment a prioritized economic growth strategy of the MT-NDP and the Government of Sierra Leone's *New Direction* vision, the innovative approach to strengthening community-private sector partnerships of this PBF project will generate important lessons learned and best practices to guide future investments to ensure that they are responsible, reduce poverty, adhere to human rights standards and empower women. This will be achieved through a systematic approach to knowledge management and information dissemination, leveraging digital solutions and social media, targeting private-sector companies, national and local authorities and civil society organizations. This will inform and guide other companies investing in Sierra Leone on best practices for land to foster constructive relationships with their respective local communities. Effective knowledge management and dissemination is key to promoting better practices of private-sector companies, in addition to ensuring that this PBF initiative is catalytic.

**Output 1.2 Infrastructure for Mediation and Dialogue is Strengthened to Manage Conflicts within and between Communities and Companies**

***Strengthening Grievance Redress Mechanisms***

The project will strengthen existing chiefdom level Grievance Redress Mechanisms to facilitate constructive dialogue between affected communities and companies to mediate problems, improve relations and build peace. Whilst consultations with community stakeholders revealed that all targeted chiefdoms have existing Grievance Redress Committees tasked with reporting, investigating and resolving problems encountered between communities and companies, allegations of patronage-based selection of Grievance Redress Committee members by respective Paramount Chiefs contributed to these committees not effectively or inclusively fulfilling their mandate. To ensure that the needs, issues and priorities of women and youth are fully represented, the project will strengthen existing Grievance Redress Committees through promoting more inclusive membership, prioritizing the inclusion of male, female and youth representatives from each section in the chiefdom, religious leaders, representatives from the District Council and the private-sector company.

To strengthen the inclusiveness of Grievance Redress Committees, the project will work with local leaders and communities to review current membership and will facilitate the improved management of committees. Committees will meet on a monthly or as need basis and will systematically compile minutes and action points that will be shared with the District Council, women groups, youth groups, community members and private companies. Key feedback from chiefdom-level Grievance Redress Mechanism meetings will be presented at Multi Stakeholder Platform (MSP) meetings also supported under the project, to ensure that respective district-level MDAs are aware of challenges arising so they can support timely and satisfactory resolution. By building linkages between chiefdom-level Grievance Redress Committees and district-level MSPs, this activity will address current impasses in effectively resolving community - company problems that could threaten peace in the chiefdoms, for example in Malen chiefdom whereby workers on the oil palm plantation reported that they had consistently complained of poor working conditions to their Paramount Chief for discussion in the grievance committee, but this issue had not been satisfactorily resolved to date. For the duration of the project, a CSO representative will support facilitation and monitoring of the Grievance Redress Committee and will build the capacities of members in effect documentation, communication, advocacy and follow up with private-sector companies to ensure that grievances are peacefully and constructively resolved. District Council representatives will record grievances in a dedicated database, which will be shared with SLEITI, VGGT and the Office of the Vice President for oversight and monitoring purposes.

#### ***Strengthening Mechanisms to Increase Transparency and Accountability of Community Development Funds***

To ensure that processes to determine how CDFs are utilized are inclusive and responsive to the needs of vulnerable groups and are transparent and accountable, the project will strengthen five Community Development Fund Committees (CDFC) across targeted chiefdoms. Support to CDFCs will include ensuring that these are more inclusive and reflect broader and diverse community needs, through facilitating the selection of representative membership including, Section Chiefs, women representatives, youth representatives, Ward Councilors, company personnel, farmers, faith-based leaders and sectoral representatives (e.g. teacher, health worker, etc.).

As CDFCs are responsible for identifying community initiatives that enhance community development and livelihoods, the project will institute a more systematic and structured approach to selecting community initiatives to ensure that impact is maximized and benefits are shared across communities, and not only by a select few. This will include building the capacity of CDFCs to evaluate Section-level community development plans formulated under this project using the Community Based Participatory Planning (CBPP) process. The project will also encourage that CDFCs should meet more regularly (on a monthly basis) to improve dialogue. For the duration of the project, a CSO representative will support facilitation and monitoring of the CDFC, building capacities in project evaluation, budgeting and monitoring. The CDFC will share proposed initiatives with the company on an annual or an as needs basis. Funded initiatives will be documented by District Council, who will provide oversight and monitoring to project implementation and build linkages with relevant district-level Ministries, Departments and Agencies (MDAs).

#### ***Supporting District-level Multi-Stakeholder Platforms that Foster Women and Youth Inclusion***

The project will initiate two district-level Multi Stakeholder Platforms (MSP) to build transparency and accountability of private-sector companies, in addition to assuring that company operations are aligned with national regulatory frameworks. MSP membership will be comprised of representatives from District Council, line ministries, SLEITI/VGGT, justice and human rights institutions, Sierra Leone Police, targeted companies, CSOs, women and youth groups and farmer associations, among others. Efforts will be made to ensure the active and substantive participation of women and youth. MSPs will meet on a quarterly basis and will be co-chaired by District Council and SLEITI/VGGT coordinators, providing an important platform for coordinating relevant technical and service delivery support to affected communities, in addition to complementing implementation of initiatives by private companies or resourced through the CDF mechanism. The project will support facilitation of the MSPs meetings and build their capacities in coordination, documentation and follow-up. MSP meetings will be

documented with matrixes showing clear action points, timeframes and responsible parties, which will be duly shared with national SLEITI/VGGT forums, the VPO, Parliamentarians and project stakeholders for oversight and follow up. To ensure the sustainability of MSP, the project will seek the integration of the platform into the District Development Plans and budgeting, whilst the project will advocate for private sector companies to financially contribute toward the long-term functionality of MSPs after the project has finished.

#### ***Strengthening Capacity of Women Groups to Engage in Community Decision-making***

Gender-specific consultations revealed how women are inadequately represented across existing community decision-making and dialogue platforms. Cognizant of the Government's commitment to increasing women's participation at all levels of decision-making processes to advance the international target on Women, Peace and Security (WPS), the project will provide targeted support to strengthening knowledge of existing women groups on land rights and effective advocacy for women empowerment. By providing women specific capacity strengthening support, this activity will serve to strengthen the ability of women to constructively participate on dialogue platforms strengthened under the project, specifically Grievance Resolution Committee, CDFC and the MSPs. The project will also closely coordinate with FAO and ILO in order to benefit from their experience on promoting women's access to management of natural resources, land tenure rights and economic empowerment through their current PBF project.

#### **Output 1.3: Strengthen the Capacity of Government, particularly Security Sector, Local Leaders and Companies to be more Accountable to Communities**

##### ***Strengthen the Capacity of the SLEITI and VGGT***

The VPO oversees ensuring effective implementation and coordination of the SLEITI regulatory frameworks to build a culture of corporate accountability and transparency in the management of natural resources in Sierra Leone, in addition to providing oversight and coordination to the justice and security sector. Currently, VPO's role to coordinate the SLEITI and VGGT entails the chairing of regular coordination meetings with private-sector extractive industry and agricultural companies to be kept abreast with company operations to ensure that these adhere to the regulatory framework. To enable VPO to optimally perform these roles, the project will build capacities in coordination, policy oversight and reporting, in addition to strengthening the functionality of SLEITI and VGGT at district levels in Moyamba and Pujehun, where they will participate in regular MSP meetings. Capacity building modalities will include a combination of formal trainings, study visits to other countries with more advanced EITI and VGGT regulatory mechanisms and on the job training.

##### ***Building Accountability of Security Sectors through Strengthened Partnership with Communities***

A commonly cited concern reported by youth and communities during consultations was the partisan conduct of security personnel, particularly the Sierra Leone Police (SLP). This included reported repression of peaceful protests by youth, arbitrary detention of young people and restrictions of freedom of movement, particularly in Lower Banta and Malen chiefdoms. To address these deficiencies, the project will contribute toward increasing the accountability of SLP to local communities through strengthening existing community and police partnerships, through the LPPB, which is an inclusive community service organizations, representative of local business associations, youth and women representatives, religious leaders, teachers and traditional authorities. In addition, the project will strengthen the Family Support Unit (FSU) of the SLP which is specifically tasked with addressing Sexual and Gender Based Violence (SGBV), through equipping district-level FSU with motorcycles to enhance their capacity to respond in addition to targeted trainings. This support will build upon previous assistance provided by UNDP and UNICEF to FSU. To safeguard the protection of local communities, particularly women, local police and LPPB members will be trained in human rights approaches, SGBV prevention and reporting. This will contribute toward increasing the accountability of the police at the community-level.

### ***Strengthening Capacity of Companies to Address Local Grievances and Respond to Community Needs***

Consultations with companies and community stakeholders revealed inadequate capacity of company personnel, particularly limited skills of community relations teams in conflict mediation. Consequently, in the event of disputes with affected communities, situations could often escalate due to insensitive approaches by company staff. Furthermore, in some target areas, local workers complained of exploitation and discrimination at the hands of their supervisors, particularly women, which was undermining their rights and breeding resentment in local communities. To address these skills gaps, the project will provide capacity development trainings to targeted company personnel in conflict mediation, in addition to raising understanding and application of the *United Nations Guiding Principles on Business and Human Rights*, supported by OHCHR through a PBF project. To safeguard the protection of women within concessionary areas, company staff will be trained in SGBV prevention and women's rights.

Whilst several companies are investing in their local communities, consultations with their personnel revealed that predominantly social investments are made using a top-down approach that lacks the active participation of community members. This contributes to a sense of marginalization and disempowerment, particularly among women and youth. Several companies are also implementing agricultural initiatives in their target areas. However, sometimes projects fail to meet needs, and are poorly implemented, failing to maximize potential gains. To address these deficiencies, the project will also provide targeted training to community relations staff in Community Based Participatory Planning (CBPP) and livelihood programming, including on-the-job training during the project when these activities are implemented.

### ***Outcome 2: Social tensions reduced by enhancing sustainable livelihoods of women and youth and improving food security***

#### **Output 2.1: Promote climate-smart agriculture practices, agricultural value chain strengthening and livelihood opportunities**

##### ***Support Community-Based Participatory Planning for Inclusive Land Use and Livelihood Opportunities***

To ensure that livelihood activities are responsive to the needs of affected communities and are both gender responsive and transformative, the project will adopt a CBPP approach, putting community members in the driving seat of project identification, planning, implementation and monitoring. CBPP is a fully inclusive process through the representation of different groups, including women and youth, and entails a five-day consultative planning session facilitated by CSOs and project staff to develop a multi-year and multi-sector development plan at Section-level.<sup>12</sup> CBPP also provides a platform to encourage the coordination and convergence of different initiatives through the active participation of district-level MDAs, development partners and CSOs in the process. The main product of the process is a detailed multi-year Section Action Plan, which in turn will be shared and reviewed by the CDFC for consideration for resourcing through company CDFs.

##### ***Support Women and Youth Groups to Establish Agricultural Livelihoods that Optimize Land Use***

To build the resilience of affected households and increase food and nutrition security, thus reducing frustrations with the negative impact of concessions on livelihoods, the project will provide agricultural livelihood support to a prospective target of 2,500 women and youth farming in groups, representing 12,500 beneficiaries.<sup>13</sup>

The selection of women and youth livelihood beneficiaries will strictly follow do no harm targeting principles. Communities, specifically the CDCs, will also be closely involved in the selection of women and youth beneficiaries to be targeted with livelihood support. This will include educating CDC

<sup>12</sup> Section is the lowest form of administrative governance unit in Sierra Leone. Sections make up a Chiefdom.

<sup>13</sup> The project will target a maximum of 1 woman or youth per household, with an average household size of 5.

members on the eligibility criteria and rationale for their selection, whilst also ensuring that only one household member per household is selected to be assisted to ensure that benefits are equitably distributed. By employing a CBPP approach to design livelihood activities, which fully engages with community representatives, particularly vulnerable groups and women, a community driven and owned process will ensure that livelihood initiatives benefit entire communities.

Women and youth will be trained in improved agronomic practices, including seed selection, nursery establishment, planting methods, mixed cropping, agroforestry, compost preparation, pest prevention and fertilizer application, to increase cultivation of rice, nutritious vegetables, leguminous crops and fruit trees to maximize the utilization of remaining land available to them. The timing of planned agricultural training activities will be sensitive to the needs of women, implemented at times to enable the full participation of women household members. Planned trainings will also incorporate a module on gender empowerment and the key role played by women in agricultural development and food and nutrition. Women and youth groups will be capacitated with improved planting materials, including short-duration rice seeds, nutrient rich cereals (sesame, millet, etc.), bio-fortified crops (e.g. orange fleshed potato and yellow cassava), legumes (cowpeas, ground nuts) and nutrient rich vegetables (e.g. okra, pumpkin, etc.) and quality agricultural tools. These crops have been selected as they are predominantly cultivated by women and are thus more likely to economically empower women. Chiefdom level seed banks will be established to ensure long-term access to and availability of improved planting materials.

To sustainably increase year round production of food and utilize currently unused but potentially productive lowlands, the project will support women and youth farmer groups to develop small-scale irrigation systems for year-round cultivation of rice and vegetable.<sup>14</sup> Lowland irrigation systems will be community-owned, thus enhancing the capacity of the community as a whole to cultivate crops throughout the year, thus contributing to improving food security and social cohesion. Individual plots from developed lowlands will be allocated to individual households to encourage long-term cultivation, prioritizing assigning crops to female and youth headed households. To reduce hunger and provide a short-term labor opportunity for youth and women, farmers will be provided with food assistance for assets (FFA) in the form of a cash-based transfer to incentivize their labor. Irrigated lowlands developed will provide a long-term productive asset to increase food security for generations. Women and youth groups will also be supported with FFA to establish fishponds, building complementarities with existing initiatives implemented by the private sector. Women will also be supported to establish kitchen gardens close to their homesteads, in addition to establishing fruit tree orchards.

To build the capacities of women and youth in improved agronomic practices and irrigation system development and maintenance, the project will identify and train 30 talented young agriculturalists – *youth contractors* (50 percent women) – to serve as community agriculture promoters to encourage and technically backstop their peers in improved agricultural practices and reinforce Ministry of Agriculture and Forestry (MAF) agricultural extension workers. Youth contractors will receive 3-day comprehensive inception training at the commencement of the project in irrigation system development and maintenance and improved agronomic practices, and bi-annual one-day refresher training, in addition to receiving a monthly monitoring and mobility stipend to incentivize their participation throughout the project duration. WFP and UNDP will advocate for the retention of youth contractors by respective private companies to support agricultural livelihoods after the project for long-term sustainability. Youth contractors will not only provide an effective community-level delivery mechanism to implement agricultural livelihood activities but will also contribute toward transforming perceptions of the role of youth, particularly young women, in agriculture.

Five high performing women and youth farmer-based organizations (one per chiefdom) will also be supported with agricultural processing machinery, particularly for rice, cassava and oil palm processing, to process and add value to their crops. Sixty youth (50 percent women) will be trained as

<sup>14</sup> Targeted hectares to be determined by an assessment to be undertaken in collaboration with Ministry of Agriculture and Forestry (MAF) agricultural engineers in all targeted chiefdoms.

machine operators and service technicians to ensure long-term sustainable use of machinery provided and to create a livelihood opportunity. Women and youth groups supported will be linked to markets, including selling their produce to the National School Feeding Programme in addition to respective companies. Promoting the role of women farmer organisations and women as leaders of agricultural development in targeted communities will contribute toward transforming attitudes about the role of women in their communities.

#### ***Support Communities to Diversify and Increase their Livelihood Opportunities***

With several target communities extremely constrained in terms of access to land, impeding agricultural livelihood development opportunities, the project will also provide support to alternative livelihood establishment. Feedback from community consultation showed that many women and youth were engaged in petty trading, however, were constrained by a lack of start-up capital and access to finance.

The project will engage with targeted private companies to build economic linkages with targeted communities, particularly women and youth. The project will seek to replicate best practices developed by Natural Habitat, Solidaridad and communities, specifically the ongoing palm oil out growers' scheme, in Socfin Agriculture Company. The project will also encourage companies to increase the procurement of locally produced commodities to build economic linkages with local communities, prioritizing the procurement of food commodities from women farmer organisations.

Furthermore, youth and women reported technical skill constraints that impeded them to benefit from employment opportunities with private-sector companies. To address this, the project will work with existing TVET institutions, specifically Mine to Minds and the technical training facility in Malek chiefdom to support the delivery of more gender transformative trainings to empower local women with the knowledge and skills to access employment opportunities with respective companies. The selection of beneficiaries to benefit from alternative livelihood assistance will strictly adhere to *do no harm principles*, including the active engagement of communities through their CDCs in beneficiary selection.

#### **Project implementation strategy:**

The project will adopt a two-tier approach to promote government and community engagement with the private sector. Firstly, it will support the strengthening and implementation of *upstream* initiatives, such as the VGGT and SLEITI platforms, overseen by the VPO to enhance policy and community-company dialogue, and ensuring translation of these mechanisms from central to district levels. Best practices will be documented, and lessons learned shared with government counterpart and private-sector stakeholders, providing a framework to guide private-sector investments in Sierra Leone, ensuring that the PBF project is catalytic for future scale-up.

Secondly, the project will implement *downstream* initiatives that empower affected communities, specifically through educating community members on the *Land Policy* and their rights; strengthening local infrastructure for peace and community-company relations, improving company and local government grievance redress mechanisms and enhancing community-security sector relations. Through a community-centered approach using CBPP, the project will build the resilience of affected communities through supporting livelihood generation, prioritizing the strengthening of women and youth farmer groups and networks. For the development of lands potentially returned by companies through the alignment of existing concessionary agreements with the regulatory framework, the project will use a CBPP approach to determine how lands will be used to enhance local economic development.

The project will coordinate closely and share experiences and strategies developed by FAO and ILO during implementation of the ongoing PBF to identify best practices on the implementation of the VGGT and Land Policy; in addition to strategies to support women economic empowerment.

#### **Justification for the selected areas:**

Moyamba and Pujehun districts have been characterized by numerous violent conflicts and social unrest due to deteriorating relationships between communities and companies, as well as with local leaders and security institutions. In January 2019, communities and security forces on the Socfin estate in Pujehun district violently clashed, resulting in two fatalities and displacement. In Moyamba district, October and December 2018 strikes by Sierra Rutile workers were repressed by security institutions. Community consultations undertaken to inform the design of the project reported increasing frustration among young people, who were increasingly taking forceful action including the setting up of roadblocks and damaging company assets to voice their dissatisfaction. In Malen chiefdom, in a July 2019 community consultation a Pujehun District Council representative described the deteriorating situation, particularly alleged rights abuse toward workers and harassment, as a “time bomb” that if unresolved may destabilize the district. Since this statement, 4,000 Socfin workers have staged a mass strike demanding the resignation of the General Manager and an improvement in their working conditions.<sup>15</sup> A lack of dedicated interventions in both districts to resolve prevailing conflicts and to build peace underscores the criticality of targeting these areas under this PBF project.

Being the border district with Liberia, Pujehun is one of the furthest districts from the center of governance, resulting in deprivation from basic services and high rates of multidimensional poverty. Furthermore, the district has among the highest concentration of foreign investors in agriculture, particularly palm oil production. Moyamba district has the highest concentration of investors in the extractive sector, specifically rutile and bauxite mining. With both agricultural and extractive sector investments expanding, access to land and environmental degradation in both districts is increasing, expected to exacerbate an already dire food and nutrition security situation, as empirically documented by the MAF and WFP 2015 *Comprehensive and Food Security Vulnerability Analysis* (food insecurity in Pujehun, 69 percent; and Moyamba, 52 percent)<sup>16</sup>, and alarming rates of chronic malnutrition, as shown by the 2017 *SMART Nutrition Survey* (stunting prevalence in Pujehun, 38.7 percent; and Moyamba, 35.1 percent). Women, particularly adolescent girls, are also particularly vulnerable in both targeted districts, as shown by high rates of early marriage (proportion of girls aged 15-19 currently married 21.9 percent in Pujehun; 27.0 percent in Moyamba).<sup>17</sup> By targeting Pujehun and Moyamba districts, the project provides an opportunity to develop best practices in balancing private-sector investment and community interests to advance peace and community development.

#### Project management and coordination

##### Recipient organizations and implementing partners:

Agency	Total budget in 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
WFP	\$19.6m	Japan, Canada, Sweden, Government of Sierra Leone (Global Fund)	Freetown, Makeni, Kenema	19	Country Director - 1 Deputy Country Director - 1 Prog. Off. - 1 Finance Off. - 1
UNDP	\$25.6m	PBF, DFID, Dept Of Foreign Affairs - Canada, TRAC, Australia, UNDP	Freetown, Makeni, Kono		Resident Representative - 1 Deputy Resident Representative - 1

<sup>15</sup> 7 August 2019, *Standard Times*, headline news

<sup>16</sup> 2015, *Comprehensive Food Security and Vulnerability Analysis*, WFP, MAF et al.

<sup>17</sup> Sierra Leone Multiple Indicator Cluster Survey 2017, Ministry of Health and Sanitation, UNICEF & WHO

	funding window, MPFF/SDGF, GEF/ PIMS, MDTF, US Department of State, European Union, European Commission, Irish Aid, Norway, Japan		Chief Tech. Spec - 1 UNV-1 Prog. Off - 2- Progr Ass - 1 Finance Off - 1
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The direct recipient organisations are WFP and UNDP, who will work in collaboration with the Office of the Vice President and supporting ministries; Ministry of Agriculture and Forestry (MAF); Ministry of Mine and Mineral Resources (MMR); Ministry of Local Government and Rural Development (MLGRD), National Youth Commission and the Sierra Leone Police. To support the decentralization process, the project will also work in close partnership with respective District Councils and District Administrators, and Local Police Partnership Board (LPPB). WFP and UNDP will work in close collaboration with CSO partners, including Fambul Tok, Solidaridad, Namati and Green Scenery. Targeted private-sector companies, specifically Natural Habitat, Soefin Agriculture Company, Sierra Rutile and Vmetco, have expressed interest in supporting implementation of the project activities.

WFP has been selected as the Convening Agency and project manager. Since the end of the Ebola Virus Disease (EVD), WFP assistance in Sierra Leone has shifted from a humanitarian to a developmental focus, through providing targeted support to vulnerable communities to improve their food and nutritional security and resilience to shocks, in addition to building the capacities of national institutions in Emergency Preparedness Response (EPR) and management of food and nutrition and social protection initiatives. WFP has long-term experience and demonstrated success in implementing agricultural livelihood activities using CBPP in partnership with MAF, empowering local communities, particularly women and youth, to increase agricultural production and productivity. WFP's excellent working relationship with MAF at district-level provides an opportunity for expansion of livelihood activities in Moyamba and Pujehun districts under this project. To ensure the long-term sustainability of livelihood support, WFP is uniquely placed to build farmer group capacity in processing and value addition, in addition to building linkages between farmer groups and profitable markets. An immediate market linkage opportunity is through leveraging the purchasing power of the WFP and Ministry of Basic and Senior Secondary Education (MBSSE) National School Feeding Programme to provide a long-term, stable market outlet for farmer groups targeted under this project. WFP's proven success in connecting farmer groups to private-sector market can be drawn upon to build linkages with targeted companies.

UNDP has demonstrated success in supporting national and local-level peacebuilding projects in Sierra Leone, including a recent project implemented in collaboration with the UN Office on Human Rights (OHCHR) on conflict prevention and mitigation, and a completed initiative implemented in partnership with UN WOMEN and UNESCO to increase women's political participation and leadership. UNDP has proven expertise in supporting initiatives to build social cohesion, support vulnerable groups to access justice, build capacities of the security sector, promoting the participation of women and youth. UNDP has supported the Government of Sierra Leone during key transformative periods, including during and after national elections and the transition from UNIPSIL in 2014. UNDP has a countrywide network of partners on peacebuilding, early warning and conflict prevention, both at the national and local levels. UNDP will use its experience and expertise to foster partnerships and dialogues at the local levels, promoting political participation and economic opportunities to build the skillsets of marginalised youths, as well as help build the capacities of local and national actors on conflict prevention, to promote social cohesion and resilience to counter risks of conflict and vulnerabilities.

The two UN agencies are trusted development partners of the Government of Sierra Leone and have an established history and presence in the country.

The project will leverage existing partnership with the VPO, MAF and MMR. UNDP's collaboration with MMR recently culminated in the development of the *Sierra Leone Minerals Policy*, that was adopted by cabinet in November 2018. This project thus provides an opportunity to benefit from current momentum to implement the *Minerals Policy*, translating policy into practice. UNDP and MMR also jointly established a National Resource Centre (NRC) secretariat based at the MMR, enabling the public to actively engage in policy formulation and seek information about mineral governance, management and transparency.

<b>RUNOs/National Counterparts/Implementing Partners/Others</b>	<b>Roles and Contributions</b>	<b>Duration/Period of Engagement</b>
<b>WFP</b>	<p><b>Roles:</b> Convening agency and Project Manager, technical lead on CBPP and livelihood initiatives, capacity augmentation of community structures, logistics, M&amp;E, coordination with government and community counterparts and project and financial reporting to PBF.</p> <p><b>Contributions:</b> staff, expertise in livelihood, value chain strengthening and linkage to markets, field networks (Sub Office in Kenema), close partnership with MAF, data analysis and mapping expertise and synergies with existing projects.</p>	Throughout the project duration
<b>UNDP</b>	<p><b>Roles:</b> technical lead on regulatory framework, local dialogue platform, capacity strengthening of national and district-level mechanisms, private companies and security sector.</p> <p><b>Contributions:</b> staff, expertise, existing partnership with VPO and MMR and security sector, UNDP global peacebuilding networks, synergy with previous PBF projects.</p>	Throughout the project duration
<p><b>Local and national government structures:</b> The VPO, MAF, MMR, MGLRD, National Youth Commission Environmental Protection Agency, Local councils and District Administrators of Moyamba and Pujehun, Sierra Leone Police and Local Police Partnership Board (LPPB);</p>	<p><b>Role of VPO:</b> lead government counterpart for overall coordination with RUNOs and MDAs, maintenance of central database and ensuring alignment with national regulatory framework (SLEITI).</p> <p><b>Role of MAF:</b> Technical oversight to implementation of agricultural livelihood activities; ensuring alignment with regulatory framework (VGGT), coordination of MSP.</p> <p><b>Role of MMR:</b> Technical guidance on application of extractive industry related framework.</p> <p><b>Role of MGLRD:</b> Facilitating engagement central and district level government MDAs.</p> <p><b>Role of Ministry of Lands:</b> To support development of simplified checklist to guide land acquisitions</p> <p><b>Role of National Youth Commission:</b> To support implementation of livelihood activities to foster meaningful participation of youth</p> <p><b>Role of District Councils and Administrators:</b> Coordination of MSP and district-level MDAs to support project activities.</p> <p><b>Role of SLP:</b> Coordination of LPPB and building national capacities in community policing using human rights approaches.</p>	Throughout the project duration

	<b>Role of Human Rights Commission:</b> To support capacity building initiatives targeting company personnel and local leaders in human rights approaches.	
<b>Civil society organizations</b>	<b>Fambul Tok:</b> support to strengthening peacebuilding and mediation platform at chiefdom and community-levels and facilitation of CBPP. <b>Solidaridad:</b> Support implementation of VGGT at local level and support livelihood initiatives. <b>Namati:</b> educating community stakeholders on their legal rights. <b>Green Scenery:</b> support implementation of livelihood activities and multi-stakeholder platforms.	Throughout the project duration
<b>Private Companies</b>	<b>Roles:</b> Representation on all dialogue platforms (grievance redress mechanisms, CBFC and MSP). Participating in dialogue platforms.	Throughout the project duration and beyond.
<b>Others</b>	<b>Paramount Chiefs and Religious Leaders:</b> Promote inclusiveness of local decision-making bodies and processes and contribute toward maintaining local peace.	Throughout the project duration and beyond.

#### **Project management and coordination:**

In order to ensure timely and coherent implementation of the project, a Project Board will be established comprised of WFP, UNDP, RCO, VPO, MAF, MMR, MLGRD, SLP and Civil Society Organizations (CSOs). WFP, UNDP and the project team will closely consult with donor partners, particularly DFID, USAID and the World Bank to explore the possibility for supporting continuation of the project and expansion of the innovative model to other areas of private sector investment. The Project Board will be co-chaired by the Minister of State of the VPO and the UN Resident Coordinator. The Board will meet on a bi-annual basis (and as required) to provide strategic direction, monitor actual delivery of project outputs and activities against the plan, advise on risk mitigation strategy, identification of lessons learned to develop best practices, methods for disseminating project information for roll-out of tested approaches. The Resident Representatives of WFP and UNDP will also be members of the Project Board, reporting on implementation challenges that might arise during the project cycle and proposed solutions adopted by the Technical Committee as well as raise any issue to the attention of the Board, as necessary. The Peace and Development Advisor (PDA), will also participate in the Project Board providing technical support to the Resident Coordinator and the Heads of Agencies on these tasks. 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), the UN Agencies will report twice a year to the UNCT on progress made on the achievement of the project outcomes and outputs. The RC will also report on project progress at the UNSDCF's Joint Steering Committee.

A Technical Committee will be established with membership comprised of VPO representative, participating Ministries, Departments and Agencies, the project manager, project technical specialist and the PDA. The Technical Committee, that will meet on a quarterly basis (and as required), will provide an important forum to enhance coordination of project activities at the technical level, address implementation challenges that might arise during the project cycle, document best practices and lessons learned. In order to ensure synergies with other PBF projects and overall VGGT coordination, FAO and ILO might be invited to participate in the Technical Committee, as required.

The convening agency (WFP) will deploy an international project manager who will be responsible for ensuring effective coordination of project implementation, liaising with government counterparts and implementing partners as well as facilitating technical and Project Board meetings, in addition to leading on implementation of outcome 2. WFP will also recruit two full-time National Programme

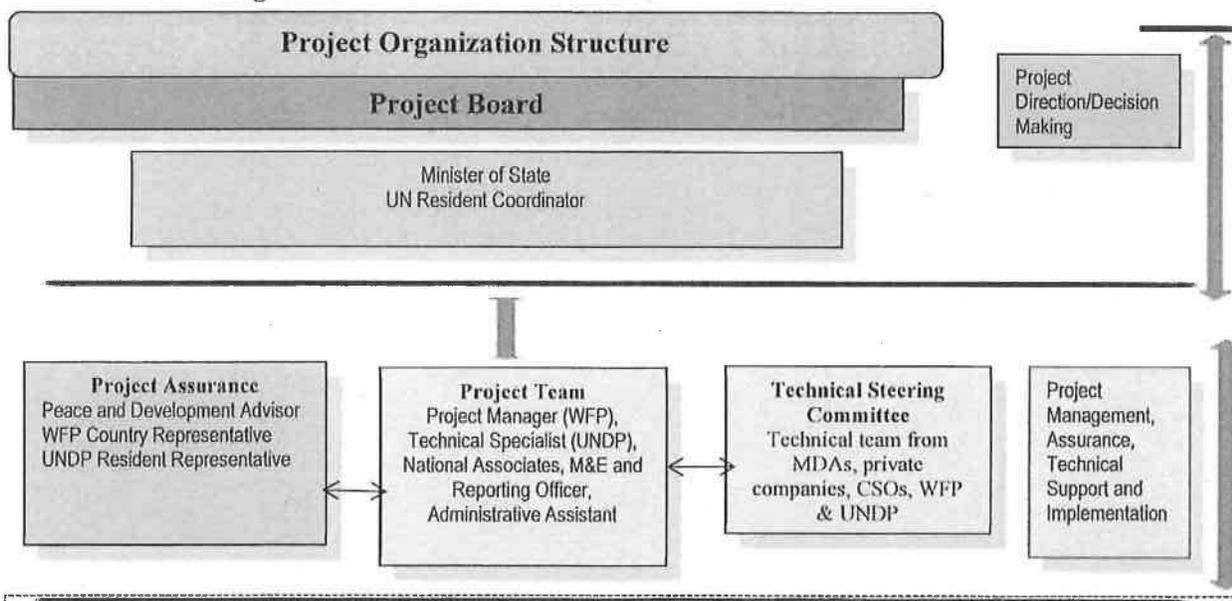
Associates to support project implementation and coordination, who will be based directly in the project zone for continuous oversight of project activities. The Convening agency will coordinate the submission of joint progress and financial reports and will be responsible for implementation of the overall project monitoring system. A specific allocation of funds has been made for M&E and staffing in the project budget.

UNDP will take the lead on implementation of Outcome 1 under the overall responsibility of the UNDP international Chief Technical Specialist. UNDP will contribute its own resources toward the funding of this position as indicated in the first page of UNDP contribution. The Chief Technical Specialist will be deployed and responsible for managing the implementation of the UNDP components mainly support to the policy framework, mediation and dialogues and institutional capacity augmentation. The Chief Technical Specialist will work closely with the Project Manager for synergies and coherent implementation of both outcomes. In addition, UNDP will hire a National Programme Associate to support the operations for Outcome 1.

WFP and UNDP will work in close partnership to implement all components of the joint programme, in addition to working in partnership with their government, CSO counterparts and private companies. The project manager will lead the technical team, rendering specialized project management support to the intervention, ensuring successful implementation of project outputs, providing troubleshooting support in consultation with project partners, Head of Agencies, and beneficiaries as required.

The proposed coordination system will ensure the cost-effective and efficient attainment of the results identified in the Project Results Framework.

**Risk management:**



Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy and Responsible Parties
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Violent protests that affect overall security situation in the two targeted districts	Medium	High	VPO, WFP and UNDP to coordinate with local security agencies and engage with the community leaders to mitigate violent protests.
Disputes between companies and communities lead to additional polarization	Medium	High	WFP and UNDP to build in flexibility and agile approaches in project planning and implementation to ensure the project remains relevant and realistic. Project Board to call on stakeholders to engage in dialogue through MSPs, CDCs and grievance redress mechanisms, to identify common interests and win-win situations.
Difficulties in identifying community facilitators with the requisite capacities effectively coordinate mediation and dialogue platforms	High	Medium	WFP and UNDP to work in partnership with women and youth groups to identify talented and motivated community facilitators to support quality and timely implementation of project activities.
Preexisting gender inequalities prevent the meaningful participation of women in dialogue platforms and livelihood activities	Medium	High	WFP and UNDP will work with women leaders to mobilize the active participation in local dialogue platforms and livelihood activities. Dialogue platform meetings and agricultural trainings will be held at times that enable full participation of women.
Climate variations negatively impact on agricultural activities	Medium	Medium	WFP will closely assess available meteorological data and liaise with community members to ensure agricultural activities are aligned with changing seasonality.
Natural disasters and health epidemics	High	Medium	VPO, WFP and UNDP to work with government to mitigate possible impacts of disasters and health epidemics to the project.
Frequent reshuffling in and inadequate coordination between government units and key counterpart organizations	High	Medium	WFP and UNDP to maintain ongoing coordination and consultation with key local and government stakeholders on importance of their consistent participation, to ensure that key focal points and leadership are fully aware of the project implementation and related discussions.
Adverse effect on project participants and their relations among/ between each other	Low	High	WFP and UNDP to apply "Do No Harm" principle through continuous conflict sensitive planning, monitoring and adjustment as well as conduct and utilize knowledge from

the conflict analysis. Implementation of the Beneficiary Feedback Mechanism.

**Monitoring and evaluation:**

The project will follow the requirements of the UN Evaluation Group's policy on monitoring and evaluation and guidelines. The project will develop a robust monitoring framework with measurable indicators and established baselines (see project results framework: annex B), with data collected through a baseline assessment undertaken within two months of the project start date. The relevance and quality of proposed baseline indicators and targets will be reviewed in a verification session with the participation of government MDA, CSO counterparts and companies at the project inception phase. A baseline assessment report will be produced and shared with the PBF for feedback, and any recommendations duly considered and incorporated. Once finalized, the baseline assessment report will be shared with government counterparts and project stakeholders (including beneficiaries), in addition to being made available online for broader dissemination.

**Table 1: Monitoring and evaluation**

Description	Cost (US\$)
Project evaluation	70,000
Monitoring budget	140,000
Total	210,000
M&E percentage of total budget	7.00 percent

A monitoring plan and tailored quantitative and qualitative tools will be developed for continuous monitoring of progress made toward project targets during the project implementation period. Monitoring data will be collected during joint field visits undertaken by WFP, UNDP and government and CSO counterparts. The WFP and UNDP technical team will undertake monthly joint monitoring visits throughout the project duration. To the fullest extent, monitoring tools will be digitalized to ensure secure data storage and eliminate the need for time consuming data entry processes, reducing opportunities for human errors. WFP and UNDP M&E team will collectively develop quarterly monthly monitoring reports which will be presented to the technical team and Project Board to encourage a culture of continuous learning and to track project progress. Information collected through the project monitoring system will be used to inform the production of bi-annual progress reports that will be shared with the Project Board, as well as with the PBF focal point.

To provide a mechanism for project beneficiaries to give feedback on the project or to report any abuse or malpractice to ensure transparency and promote a culture of do no harm, the project will leverage WFP's existing Beneficiary Feedback Mechanism (BFM) that allows WFP to directly communicate to WFP through a dedicated, toll-free mobile hotline (7373). Feedback received is logged and recorded, and comprehensively investigated by WFP until the feedback loop is satisfactorily completed. Any feedback received indicating that a project beneficiary is under physical threat or is subjected to intimidation, harassment, sexual abuse or psychological harm will be immediately reported to the SLP.

In the 23<sup>rd</sup> month, an end-of the period independent evaluation will be initiated in order to ascertain relevance, effectiveness, efficiency, sustainability and partnership quality of the project, in line with the UNEG norms and standards. A final project evaluation report will be compiled documenting actual progress made toward achieving project outcome and outputs, with clear recommendations on best practices developed that can be replicated to improve community and private-sector partnerships, which will be shared with PBF for review. Once finalized, the final project evaluation report will be shared with key stakeholders to ensure that the intervention has a catalytic impact. Approximately seven per

cent of the Project Budget will be allocated to M&E, including for the independent evaluation. The Project's IRF Results Framework provides the basis for Project monitoring.

**Project exit strategy/ sustainability:**

The project will achieve long-term behavioral, institutional and structural changes through targeted investments at all levels which will be sustained beyond the project cycle:

At *national-level*, direct partnership with and capacity strengthening support to the SLEIT and VGTT forums and connecting these with district level MSPs and chiefdom-level dialogue platforms will contribute toward strengthening the regulatory frameworks, promoting long-term implementation both in target areas and nationally.

At *district-level*, MSPs established under the project will be sustained through their management by respective district councils, MMR and MAF. To ensure long-term resourcing of MSPs, the project team will advocate and negotiate for these to be included in the *District Development Plans* (DDPs).

At *chiefdom-level*, the project will support the strengthening of sustainable dialogue platforms for redressing grievances and determining how CDFs should be utilized. During the project implementation period, the participation of CSOs on these platforms will build local capacities to ensure effective and long-term management. As the long-term function of these platforms is in the best interests of the communities themselves, this will provide an in-built sustainability mechanism. Furthermore, as the transparent and accountable features of these committees will foster peaceful community and company relationships, it will also be in the self-interest of the respective companies to sustain the CDFC with support and representation.

At *community-level*, technical support to livelihood initiatives will be sustained through youth contractors trained and established under this project. As livelihood initiatives will be developed through a CBPP approach, this will directly contribute toward fostering long-term community ownership of initiatives implemented, in addition to ensuring *do no harm* principles. The CBPP approach, which provides a platform for the participation of government MDAs, will facilitate longer-term support by government. Building market linkages between targeted women and youth farmer groups and private-sector will contribute toward sustainability of livelihood investments.

**III. Project budget**

*The overall approved budget and the release of the second tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second tranche 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.*

For detailed budget see Annex D.

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

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

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

**AA Functions**

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

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

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

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

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

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

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

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

#### Financial reporting and timeline

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

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 be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

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

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

#### Public Disclosure

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

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

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

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

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

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

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

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

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

**Reporting:**

Each Recipient 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)

<b>31 October</b>	<b>Report Q3 expenses (January to September)</b>
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

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

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

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

#### **Public Disclosure**

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

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

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

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

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

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

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

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

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project

implementation for the duration of the proposed grant. (NOTE: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)

- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (NOTE: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>18</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>18</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

**Annex B: Project Results Framework**

During the two-month project inception period, baselines and targets, disaggregated by sex and age will be determined through baseline assessment and validation to project stakeholders, and an updated results framework will be shared with PBF for their review, feedback and finalization.

Outcomes	Outputs	Indicators	Means of Verification	Milestones
<p><b>Outcome 1:</b>  <i>Communities in Pujehun and Moyamba districts benefit from more accountable institutions and mechanisms that promote peaceful relations between communities and private companies</i></p>		<p><b>Outcome Indicator 1 (a):</b> Level of perception of effectiveness of Multi Stakeholder Platforms (MSPs) in addressing grievances from communities and companies (disaggregated by sex and age)                      Baseline: unknown (baseline data to be collected January 2020)                      Target: TBD after collection of baseline data</p>	<p>Baseline and end line survey targeting community leaders and company staff</p>	
		<p><b>Outcome Indicator 1 (b):</b> Level of collaboration between communities and companies (disaggregated by sex and age of respondent)                      Baseline: unknown (baseline data to be collected January 2020)                      Target: TBD after collection of baseline data</p>	<p>Baseline and end line survey including focus group discussions and interview</p>	
		<p><b>Outcome Indicator 1 (c):</b> Level of collaboration between communities and local platforms                      Baseline: unknown (baseline data to be collected January 2020)                      Target: TBD after collection of baseline data</p>	<p>Baseline and end line survey including focus group discussions and interview</p>	
	<p><b>Output 1.1:</b>                      Land acquisition and land use processes are more inclusive and aligned with policy frameworks  <b>List of activities under this output:</b>                      1.1.1: Land conflict analysis and land degradation assessments in four chiefdoms.                      1.1.2: Educating community stakeholders on the existing regulatory framework and advocating to government institutions to apply</p>	<p><b>Output Indicator 1.1.1:</b> Land conflict and degradation analyses for 4 targeted chiefdoms completed to identify common ground for dialogue                      Baseline: 1 land conflict analysis (Malen Chiefdom)                      Target: 4 conflict and land degradation analyses completed</p>	<p>Conflict analysis and land degradation report produced, and recommendations implemented</p>	
		<p><b>Output Indicator 1.1.2:</b> Number of community stakeholders (disaggregated by gender and age) trained on existing regulatory framework on land acquisition.</p>	<p>Training reports indicating # of community stakeholders trained</p>	
		<p><b>Baseline:</b> unknown (baseline data to be collected January 2020)</p>		

	<p>1.1.3: Developing a simplified checklist to guide land acquisitions</p>	<p><b>Target:</b> TBD after collection of baseline data</p> <p><b>Output Indicator 1.1.3a:</b> Simplified checklist developed  <b>Baseline:</b> 0  <b>Target:</b> 2 simplified checklists developed and operationalized</p> <p><b>Output Indicator 1.1.3b:</b> Number of community members trained on use of simplified checklist (disaggregated by gender)  <b>Baseline:</b> 0  <b>Target:</b> 200</p>	<p>Simplified checklist produced.</p>	
<p>1.1.4: Promoting Lesson Learned from this Innovative approach of Community and Private sector Partnership</p>	<p><b>Output Indicator 1.1.4:</b> # of policy initiatives for SLEITI and VGGT adopted based on international best practices  <b>Baseline:</b> 0  <b>Target:</b> 2</p>	<p><b>Output Indicator 1.1.4:</b> # of policy initiatives for SLEITI and VGGT adopted based on international best practices  <b>Baseline:</b> 0  <b>Target:</b> 2</p>	<p>Reports produced from VGGT and SLEITI platforms</p>	
<p><b>Output 1.2:</b>  Infrastructure for mediation and dialogue strengthened to manage conflicts within and between communities and companies.</p> <p><b>Activities implemented under this output:</b></p> <p>1.2.1: Strengthening Grievance Redress mechanism.</p> <p>1.2.2: Strengthening mechanisms to increase transparency and accountability of community development funds</p> <p>1.2.3: Supporting District Level Multi-Stakeholder Platform.</p>	<p><b>Output Indicator 1.2.1:</b> Percentage of community members that utilized Grievance Redress Committee services satisfied with outcome (disaggregated by gender and location).  <b>Baseline:</b> unknown (baseline data to be collected January 2020)  <b>Target:</b> 50 percent of community members satisfied with outcome of Grievance Redress Committee in four target chiefdoms (TBD% female, TBD% males).</p> <p><b>Output Indicator 1.2.2:</b> Percentage of community development committees with inclusive membership (minimum of 30 percent women)  <b>Baseline:</b> unknown (baseline data to be collected January 2020)  <b>Target:</b> 75 percent of Community Development Committees have membership of 30 percent women</p> <p><b>Output Indicator 1.2.3:</b> # of district-level MSPs meetings held on quarterly basis  <b>Baseline:</b> 0  <b>Target:</b> 6 MSP meetings</p>	<p><b>Output Indicator 1.2.1:</b> Percentage of community members that utilized Grievance Redress Committee services satisfied with outcome (disaggregated by gender and location).  <b>Baseline:</b> unknown (baseline data to be collected January 2020)  <b>Target:</b> 50 percent of community members satisfied with outcome of Grievance Redress Committee in four target chiefdoms (TBD% female, TBD% males).</p> <p><b>Output Indicator 1.2.2:</b> Percentage of community development committees with inclusive membership (minimum of 30 percent women)  <b>Baseline:</b> unknown (baseline data to be collected January 2020)  <b>Target:</b> 75 percent of Community Development Committees have membership of 30 percent women</p> <p><b>Output Indicator 1.2.3:</b> # of district-level MSPs meetings held on quarterly basis  <b>Baseline:</b> 0  <b>Target:</b> 6 MSP meetings</p>	<p>Baseline and end line surveys</p> <p>Baseline and end line surveys</p> <p>Desk review of meeting minutes</p>	

<p><b>Outcome 2: Social tensions reduced by enhancing sustainable livelihoods and food security</b></p>	<p>1.2.4: Strengthening Capacity of Women Groups to engage in community decision making</p> <p><b>Output 1.3:</b> Strengthen the capacity of government, security sector, local leaders and companies to be more accountable to communities:</p> <p><b>Activities implemented under this output:</b></p> <p>1.3.1: Strengthen the capacity of SLEITI and VGGT</p> <p>1.3.2: Building accountability of Security Sector through Strengthened Partnership with Communities</p> <p>1.3.3: Strengthening capacity of companies to address local grievances and respond to community needs</p>	<p><b>Output Indicator 1.2.4:</b> Percentage of women and youth attending MSP meetings  <b>Baseline:</b> 0  <b>Target:</b> 30 percent women of youth attend MSP meetings</p> <p><b>Output Indicator 1.3.1:</b> Number of SLEITI and VGGT coordination meetings held  <b>Baseline:</b> 0  <b>Target:</b> 8</p> <p><b>Output Indicator 1.3.2:</b> Percentage of Local Police Partnership Board meetings held on a monthly basis  <b>Baseline:</b> unknown (baseline data to be collected January 2020)  <b>Target:</b> 60 percent</p> <p><b>Output Indicator 1.3.3:</b> Number of company staff from respective company community relations units trained in conflict mediation (disaggregated by gender).  <b>Baseline:</b> 0  <b>Target:</b> 20</p> <p><b>Outcome Indicator 2 (a):</b> Percentage of targeted community members whose agricultural livelihoods were degraded through land concessions who report increased incomes  <b>Baseline:</b> unknown (baseline data to be collected January 2020)  <b>Target:</b> TBD</p>	<p>Attendance lists</p> <p>Official OVP reports, meeting minutes and attendance lists</p> <p>Meeting minutes and attendance lists</p> <p>Ex-ante and poste testing of company staff</p> <p>Baseline and end line surveys</p>	
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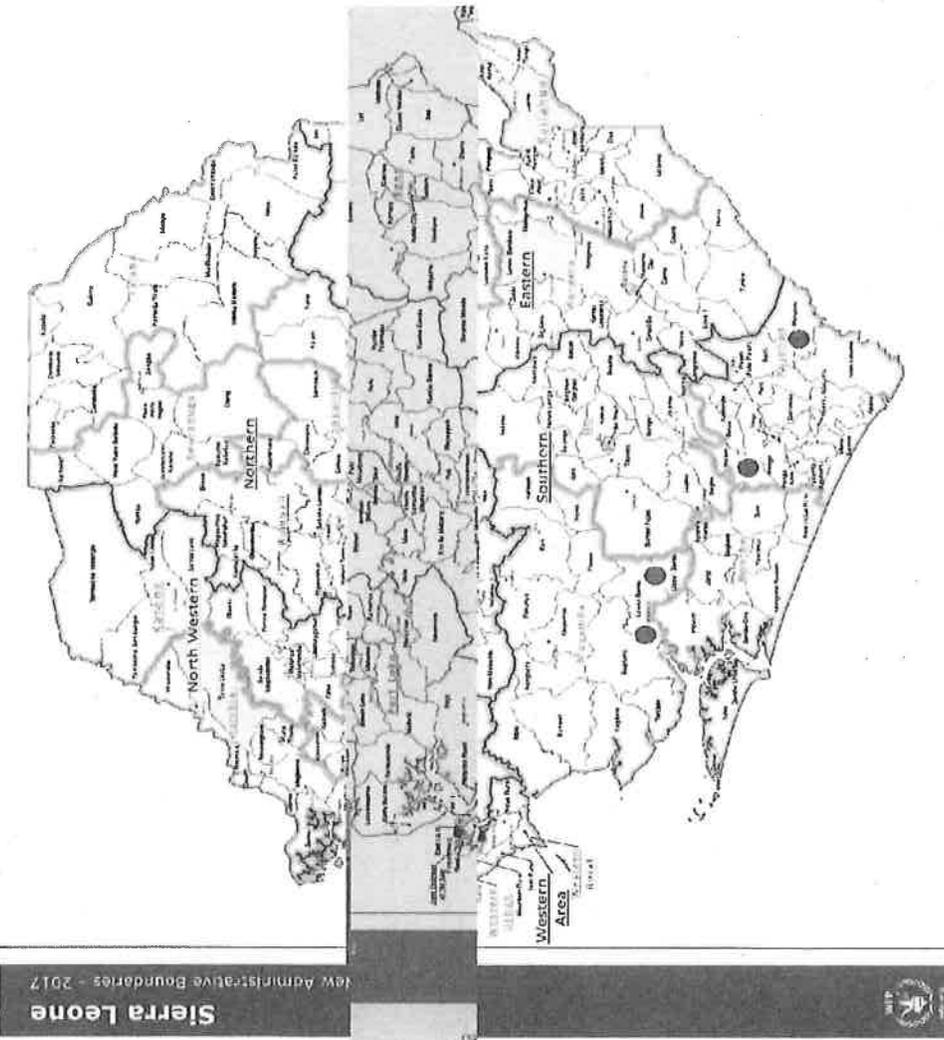
	<p><b>Outcome Indicator 2 (b):</b> Percentage of targeted community members whose livelihoods were directly degraded through land concessions who report establishing an alternative, non-agricultural livelihood</p> <p><b>Baseline:</b> unknown (baseline data to be collected January 2020)</p> <p><b>Target:</b> TBD</p>	Baseline and end line surveys	
	<p><b>Outcome Indicator 2 (c):</b> Level of perception of the reduction of social tensions as a result of targeted livelihood support</p> <p><b>Baseline:</b> unknown (baseline data to be collected January 2020)</p> <p><b>Target:</b> TBD</p>	Baseline and end line surveys	
	<p><b>Outcome Indicator 2 (d):</b> Food Consumption Score, disaggregated by sex of household head</p> <p><b>Baseline:</b> 29.8 percent (poor FCS) &amp; 19.2 percent (borderline FCS) for Moyamba; and 13 percent (poor FCS) and 52.5 percent (borderline FCS) for Pujehun. source: WFP &amp; MAF, August 2019 Food Security Monitoring System</p> <p><b>Target:</b> Reduction of both poor and borderline FCS in both districts by 80 percent</p>	Baseline and end line surveys	
<p><b>Output 2.1:</b> Promote climate-smart agriculture practices, agricultural value chain strengthening and livelihood opportunities</p> <p><b>Activities implemented under this output:</b></p> <p>2.1.1: Community-Based Participatory Planning</p> <p>2.1.1.1: Community-Based Participatory Planning</p> <p>2.1.2: Support communities to establish agricultural livelihoods</p>	<p><b>Output Indicator 2.1.1:</b> Percentage of community action plans developed with participation of women</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 100% community action plans developed with minimum of 50 percent female representation</p> <p><b>Output Indicator 2.1.2a:</b> Percentage of targeted farmers reporting increased incomes</p> <p><b>Baseline:</b> unknown (baseline data to be collected January 2020)</p> <p><b>Target:</b> 70 percent</p>	<p>Attendance lists from Community Based Participatory Planning</p> <p>End line survey</p>	

	<p>2.1.3: Support communities to diversify and increase their livelihood opportunities</p>	<p><b>Output Indicator 2.1.2b:</b> Number of farmers trained in climate-smart agriculture practices (disaggregated by gender)          Baseline: 0          Target: 800</p> <p><b>Output Indicator 2.1.3:</b> Percentage of targeted community members reporting an increase in their income from non-agricultural livelihoods          Baseline: 0          Target: 70 percent</p>	<p>Training reports</p>	
		<p>Baseline and end line surveys</p>		

Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?	Yes		
2. Have TORs for key project staff been finalized and ready to advertise?	Yes		
3. Have project sites been identified?	Yes		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	Yes		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	Yes		
6. Have beneficiary criteria been identified?	Yes		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	Yes		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	Yes		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	NA		

Annex D: Map showing geographical intervention areas (Lower and Upper Banta chiefdoms, Moyamba district, Makpele and Soro Gbema/Malen chiefdom, Pujehun district)



## Annex D - PBF project budget

Note: If this is a budget revision, insert extra columns to show budget changes.

Table 1 - PBF project budget by Outcome, output and activity

Outcome/ Output number	Outcome/ output/ activity formulation:	Budget by recipient organization (not including staff, general operating costs and indirect fee) - WFP	Budget by recipient organization (not including staff, general operating costs and indirect fee) - UNDP	Percent of budget for each output reserved for direct action on gender equality (if any):	Any remarks (e.g. on types of inputs provided or budget justification, for example if high TA or travel costs)
<b>OUTCOME 1: Communities in Pujehun and Moyamba districts benefit from more accountable institutions and mechanisms that promote peaceful relations between communities and private companies.</b>					
<b>Output 1.1 Implementation of the policy frameworks on land acquisitions and land use are made more inclusive.</b>					
Activity 1.1.1	Land conflict analysis and land degradation assessments in four chiefdoms		100,000	70	NA
Activity 1.1.2	Developing simplified checklist to guide land acquisition and land use		10,000	60	NA
Activity 1.1.3	Educating stakeholders on land policy		80,000	70	NA
Activity 1.1.4	Promoting lesson learned from the innovative approach		65,000	60	NA
<b>TOTAL \$ FOR OUTPUT 1.1</b>		<b>0</b>	<b>255,000</b>		
<b>Output 1.2 Infrastructure for gender inclusive mediation and dialogue is strengthened to manage conflicts within communities and between communities and companies and security institutions.</b>					
Activity 1.2.1	Grievance Redress Mechanism		150,000	60	NA
Activity 1.2.2	Community Development Fund Mechanism		150,000	60	NA
Activity 1.2.3	Supporting District Multi Stakeholders Platforms		75,000	70	NA
Activity 1.2.4	Strengthening Capacity of Women Groups		54,600	100	NA
<b>TOTAL \$ FOR OUTPUT 1.2</b>		<b>0</b>	<b>429,600</b>		
<b>Output 1.3: Capacity of government institutions, national security stakeholders and companies in human rights approaches, gender-sensitivity and grievance redress are strengthened.</b>					
Activity 1.3.1	Support to the SLEITI and VGGT process through Capacity Strengthening		90,000	50	NA
Activity 1.3.2	Building accountability capacity of security sectors		84,000	60	NA
Activity 1.3.3	Building capacity of companies	10,000	40,000	60	NA
<b>TOTAL \$ FOR OUTPUT 1.3</b>		<b>10,000</b>	<b>214,000</b>		
<b>TOTAL \$ FOR OUTCOME 1:</b>			<b>898,600</b>		
<b>OUTCOME 2: Community resilience is strengthened through reducing social tension by enhancing sustainable livelihoods and improving food security in Pujehun and Moyamba</b>					
<b>Output 2.1: Resilience of households is enhanced, and access to food improved, through the promotion of climate-smart agriculture practices and alternative sources of livelihoods and building linkages with local markets</b>					
Activity 2.1.1	Community based participatory planning	94,666		75	NA
Activity 2.1.2	Agricultural livelihoods	744,150		75	NA
Activity 2.1.3	Alternative livelihoods support	106,239		70	NA
Activity 2.1.4	Linkages to existing CSR initiatives	20,000		60	NA
<b>TOTAL \$ FOR OUTPUT 2.1</b>		<b>965,055</b>	<b>0</b>		
<b>TOTAL \$ FOR OUTCOME 2:</b>		<b>965,055</b>	<b>0</b>		
<b>TOTAL \$ FOR PERSONNEL, OPERATIONAL &amp; M&amp;E COSTS</b>					
Project personnel costs if not included in activities above		340,000	260,000	60	NA
Project operational costs if not included in activities above		77,621.14	40,000	50	NA
Project M&E budget		162,464	50,000	60	NA
<b>SUB-TOTAL PROJECT BUDGET:</b>		<b>1,555,140</b>	<b>1,248,600</b>		
Indirect support costs (7%):		108,860	87,400		N/A
<b>TOTAL PROJECT BUDGET:</b>		<b>1,664,000</b>	<b>1,336,000</b>	<b>(61.3 percent)</b>	

**Table 2 - PBF project budget by UN cost category**

**Note: If this is a budget revision, insert extra columns to show budget changes.**

CATEGORIES	Amount Recipient Agency WFP		Amount Recipient Agency UNDP		Total tranche 1	Total tranche 2	PROJECT TOTAL
	Tranche 1 (70%)	Tranche 2 (30%)	Tranche 1 (70%)	Tranche 2 (30%)			
1. Staff and other personnel	264,260.50	113,254.50	174,999	74,999	439,259.19	188,253.94	627,513.13
2. Supplies, Commodities, Materials	21,000.00	9,000.00	203,020	85,580	224,020.00	94,580.00	318,600.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	20,000.00	20,000.00	10,000	10,000	30,000.00	30,000.00	60,000.00
4. Contractual services	101,906.04	43674.02	56,000	24,000	157,906.04	67,674.02	225,580.05
5. Travel	59418.80	25465.20	35,000	15,000	94,418.80	40,465.20	134,884.00
6. Transfers and Grants to Counterparts	523,270.00	212,830.00	360,000	150,000	883,270.00	362,830.00	1,246,100.00
7. General Operating and other Direct Costs	98,742.80	42,318.34	35,000	15,000	133,742.80	57,318.34	191,061.14
<b>Sub-Total Project Costs</b>	<b>1,088,598.13</b>	<b>466,542.06</b>	<b>874,019</b>	<b>374,579</b>	<b>1,962,617</b>	<b>841,121.50</b>	<b>2,803,738.32</b>
8. Indirect Support Costs (must be 7%)	76,201.87	32,657.94	61,181.31	26,220.56	137,383.18	58,878.50	196,261.68
<b>TOTAL</b>	<b>1,164,800.00</b>	<b>499,200.00</b>	<b>935,200</b>	<b>400,800</b>	<b>2,100,000</b>	<b>900,000.00</b>	<b>3,000,000.00</b>