

Full Programme Proposal Format

Date of submission	30/11/2020
Benefiting country and location(s)	Sierra Leone: Kamara, Gbense, and Soa Chiefdoms in Kono District
Title of the programme	Strengthening Human Security in in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone.
Duration of programme	From 01/01/2021 to 31/12/2022 (24 months)
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Non-UN implementing partners	African Development Bank, IFAD, World Bank, Government and Community Partners
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Total programme budget including indirect support costs in US\$ (UNTFHS and other sources of funding)	\$4,309,383
Amount requested from the UNTFHS in US\$ (no more than \$2million for operational programmes and no more than \$300,000 for outreach/advocacy programmes)	\$1,010,823
Amount to be sourced from other donors in US\$ (please list each donor and the amount to be contributed)	African Development Bank: \$1,838,000 IFAD: \$838,560 World Bank: \$220,000 Community In-Kind: \$402,000
Target SDG(s):	SDGs 1,2,5,6,8,15 and 16

1. Executive summary

This joint programme (JP) uses the Human Security Approach to address development challenges and vulnerabilities in three chiefdom areas of Kono District of Sierra Leone. It will accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership of the goals in the local community. Through a people-centred, context-specific framework, this programme will advance the livelihood and dignity of people in the community, particularly those who are most vulnerable. The target community in Kono District was selected in consultation with the Ministry of Local Government and Rural Development and local authorities. It is consistent with the Ministry's goal of enabling local ownership of development.

The target area is three chiefdoms in the Kono District of Sierra Leone, (Kamara, Gbense, and Soa) that face multiple interconnected development challenges, in the context of a country setting with high rates of poverty and food insecurity. Over the years, these chiefdoms experienced civil conflict, unsustainable mining practices, and destructive forestry activities that have negatively impacted the survival, livelihood and dignity of the residents. Although Kono district has a productive mineral sector and has attracted many people from other parts of the country, it is one of the poorest districts in the country.

Intersecting challenges include a non-diversified economy and inadequate governance systems for community decision making. Kono District is considered a conflict hot spot due to the regionalized party politics, especially during periods surrounding elections. This political struggle has resulted in frequent clashes between youth, security personnel and traditional leaders, often fuelled by the lack of productive livelihood opportunities for youth and a strong belief among young people that their needs are not met by the national and local leadership structures. The enabling environment is not present for them to participate actively in national or local decision-making processes. This is especially true for vulnerable groups, such as women and girls and persons with disabilities.

Low agricultural productivity stems partly from the high demand placed on land for mining rather than farming, but also from lack of productive inputs to the sector. A high proportion of farming households are engaged in sustenance farming, rather than cash crop farming, and a poor road network presents challenges for access to markets. Plus, there is a lack of knowledge on climate-smart growing techniques and value-added processes.

Given this array of challenges, two UN agencies came together to implement this JP -- UNDP as a leader on policy reforms, democratic institutions, and development planning, and FAO with expertise on sustainable agricultural livelihoods, climate smart agriculture, farm management, and Agri-food systems. Both agencies have years of experience working in Kono District and have good working relationships with local partners who will be empowered to lead activities under this program. The UN agencies recognized that the required motivation, skills, and organizational capacity existed in the community for successful implementation of the human security approach.

This JP is built around two Outcome Areas whose results are planned to address the above challenges in a cohesive and reinforcing way:

Outcome 1: The community enjoys economic, political and community security, with expanded social cohesion, all of which promote and sustain peace.

This will shift resources and mindsets from focusing on mining alone towards agriculture and other means of economic growth and to foster a non-violence culture among youth, while promoting overall social cohesion. Locally led mechanisms for addressing grievances and platforms for inclusive decision-making will be complemented by enhanced community capacities to address insecurities. Community governance will be elevated by inclusion of women, youth, persons with disabilities and other underrepresented groups in community planning and decision making.

By comprehensively enabling both top-down protection measures, such as the district code-of-conduct monitoring groups, and bottom-up empowerment measures, such as youth-led cooperatives, the programme will advance the people-centred, comprehensive, prevention-oriented features of the human security approach.

Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming that also improves the nutrition status of all community residents

This will improve the quantity and quality of locally grown food and increase individual farmer incomes as surplus cash crops are sold, aided by activities for food processing and market linkages. In addition to benefiting vulnerable farming households, this will improve the food security and nutrition of all community members and create livelihood opportunities for youths.

The climate-smart agriculture approach will protect the environment and reclaim land considered unusable for agriculture due to previous mining activities. It will promote responsible management of land, crops, livestock, aquaculture and 'capture fisheries' to balance near-term food security and livelihoods needs with long-term priorities for climate change adaptation and mitigation.

To optimise achievement of project results and foster community ownership, a Project Steering Committee (PSC) will be established to guide programme implementation. At the chiefdom level, local coordination groups will be formed in each of the three chiefdoms to guide activity implementation (discussed below). All will be guided by plans presented in the approved work plan, monitoring framework, and budget documents.

2. Joint multidimensional human security analysis

2.1. Overall context analysis

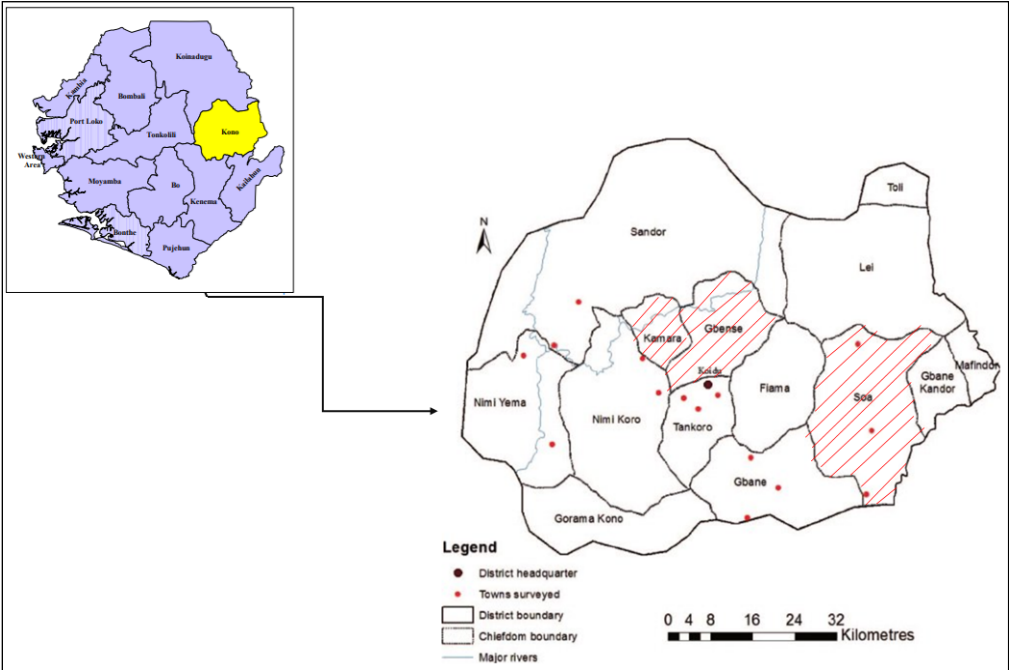
Sierra Leone is a West African coastal country with a population of approximately 7.1 million, divided into 16 districts. Seventy-five percent of the population is below age of 35, and 46 % below age 15. Since the cessation of the civil conflict in 2002, Sierra Leone has made remarkable progress in building peace and strengthening state institutions. However, development challenges are significant. The 2019 Global Human Development report ranked Sierra Leone 181 out of 189 countries on the Index placing it in the low human development category¹. Gender inequality is among the highest in sub-Saharan Africa, as shown by the country's 2018 Gender Inequality Index score of 0.644, which ranks it very low at 153 out of 170 countries².

¹ Global Human Development Report 2019.

² Ibid

Several communities within Sierra Leone that face the intersecting development challenges highlighted by these global rankings were considered for this program, looking at community vulnerabilities, strength of local community partners, and success of current and past agency programs in these communities. Based on the analysis, and consultations with the Ministry of Local Government and Rural Development (MLGRD), an area within the district of Kono was selected for the programme (see Figure 1). Kono District is located in the Eastern Province of Sierra Leone and borders The Republic of Guinea. It faces several interconnected development challenge stemming from the economic and security history of the area.

Figure 1: Location of Target Chiefdoms in Kono District



Kono district has a total population of 384,743, which is 5.11% of the national population. Males make up 49.25% and females 50.75%.³ It is one of the most ethnically diverse in Sierra Leone, with no single ethnic group forming the majority. Kono District population is also religiously diverse among Muslims and Christians, though Muslims make up the majority of the population. Before the civil war, Kono District had a population well over 600,000, however, devastation during the war forced many residents out of the district. At that time, the district was heavily looted and constantly fought over, due to valuable mineral reserves.

The district has one of the most productive mineral sectors in the country (diamonds and gold) and this has dominated socio-economic life and livelihood of residents since diamonds were discovered in the area during the 1930s. Kono district has both alluvial and kimberlite mining done in small and large scale. It is the largest diamond producer in Sierra Leone, and gold and alluvial diamond mining are important drivers of the local economy. The diamond mining industry has attracted many people from parts of the country

³ Sierra Leone Integrated Household Survey Report 2018

to Kono, making the district a cosmopolitan one. Many residents work as employees for large foreign owned mining companies.

The District, however, is one of the poorest in the country. The 2018 national poverty rate based on income is 57 % (rural: 72.4 %; urban: 41.2 %), but in Kono District it is 61.3 %. Data collected in the year 2017 on the *multidimensional* poverty rate (published in a 2019 report) shows the national rate at 64.8 % (rural: 86.3 %; urban: 37.6 %), while in Kono District it is 65.9 %.⁴ The Gini coefficient measure of income inequality is .357 on a scale from 0-1, where 1 indicates the worst income inequality.⁵

The District is challenged by low agricultural productivity; insufficient access to basic services such as sanitation, water, and energy; underdeveloped infrastructure, inadequately functioning justice and governance systems, and illegal activities stemming from porous land borders with Guinea.

Food insecurity is high in Kono district, increasing from 56 % in 2015 to 60 % in 2020⁶. Sustained high food insecurity in Kono District is likely due to structural factors, whereby mining directly competes with farming activities for utilization of fertile land and a high proportion of farming households are engaged in food farming, rather than cash crop farming

Kono District is governed by a District Council, headed by a Chairman elected by the residents of Kono District every four years. Each District has a functioning District Youth Council, branches of several national ministries, departments, and agencies, and the Senior Divisional Officer who coordinates all Government activities in the locality. The district headquarters and largest city is Koidu Town, which has its own elected city council and mayor.

The entire Kono district is divided into 14 chiefdoms headed by Paramount Chiefs selected by local notables, known as the Tribal Authority, and who serve for life. Chiefs are selected from among the ruling families in each chieftaincy recognized by the British administration in 1896. Six of the 14 chiefdoms (Tankoro, Gbense, Nimikoro, Nimiyama, Sandor and Kamara) are mainly engaged in mining, and the remaining eight (Fiama, Lei Toli, Soa, Gbane Kandor, Mafindor, Gbane and Gorama Kono) engage in farming as a source of livelihoods. The population of the district is highly concentrated in the six chiefdoms with mining activities.

Based on Sierra Leone Integrated Household Survey in 2011, 24% of the male population in the entire Kono district were engaged in mining, quarrying and mining support activities, and 39% in retail and wholesale trade activities. By contrast, only 6% of men were engaged in crop and animal production and only 1% in aquaculture. (A new Survey was conducted in 2019 and as this data becomes available, the community profile will be updated.)

Of the female population, only 1% were engaged in mining, quarrying and mining support activities, 80% in retail and wholesale trade activities, 2% in crop and animal production activities, and none reported in aquaculture. This highlights the heavy reliance of Kono population, both male and female, on the mining

⁴ Sierra Leone Multidimensional Poverty Index Report, 2019

⁵ World Bank Development Indicators website, <https://data.worldbank.org/indicator/SI.POV.GINI>, accessed November 7, 2020

⁶ 2020 Sierra Leone Emergency Food Security Monitoring System; World Food Programme, Ministry of Agriculture, Forestry and Food Security, and Food and Agriculture Organization, June 2020.

industry and related trade activities. It exposes the fragile dependency of most women on nominal trade activities for their livelihoods, with no significant value addition or production component.

Revenue generated through the extractive sector is not viewed as sufficiently invested in local development, and the capacity for sustainable governance of natural resources is weak. Years after the civil war, Kono remains one of the least developed areas in Sierra Leone, characterized by substantial poverty, youth unemployment, and environmental degradation from years of mining. The disconnect between public expectations of financial returns from mining revenues and the slow pace of economic and social progress, results in social tensions and increased risks for conflict. With the goal of diversifying the national economy away from mining, there is a need to establish a framework for reclaiming mining land and putting it to other productive use for the community.

There is a wide network of local NGOs and an active private sector (mainly small businesses), besides the large private companies in the extractive sector. Several International Development Partners, including INGOs, are active in this region and provide various development support to Local Councils as well as the private sector and civil society organizations.

Studies that form the basis for the analysis in this section and the next are listed in Annex 1.

Chiefdoms targeted for this Programme

This section profiles the targeted community within Kono District, drawing on data as well as input from MLGRD and the experience of UN agencies that have worked in the area. Three of the fourteen chiefdoms in Kono District were selected for this program: Kamara, Gbense and Soa, (collectively referred to as the 'community' in this document). They are marked above in Figure 1. Over the years, these chiefdoms experienced civil conflict, unsustainable mining practices, and destructive forestry activities that have negatively impacted the survival, livelihood and dignity of the residents. A profile of each chiefdom follows.

- a. **Kamara Chiefdom:** Kamara Chiefdom is one of the poorest Chiefdoms in Kono District. Despite its large deposit of precious minerals like diamonds and gold. Mining revenue is not sufficiently invested in local development, yet the local economy is dominated by mining along with subsistence agriculture. Apart from widespread poverty, people in Kamara Chiefdom, especially the women and youths, have historically felt marginalized because of community disruption and terror during the ten (10) years civil conflict. The Chiefdom headquarter town is Tombodu, where a major massacre took place during in 1998. People were beheaded or killed in other brutal ways and their bodies thrown into a big mine pit now called "Savage Pit" after the name of the commando who headed the massacre. There is also a memorial in the town containing the remains of people who were locked inside their private residences and burned to death.

Being a swing Chiefdom in the District, Kamara remained politically volatile with widespread violence during the 2018 national election, attributed to youths not being engaged in productive activities that would make them more self-reliant and less prone to expression through violence.

- b. **Gbense Chiefdom:** Gbense Chiefdom has the most degraded land in the Kono District as result of unsustainable mining activities since the 1930s when diamonds were first discovered in the country. There are many abandoned mined-out pits, which serve as breeding grounds for mosquitoes and dangerous death traps for children. The chiefdom has a large number of boy miners who engage in sand mining to earn their daily living, on land that was mined by National Diamond Mining

Company but with no reclamations. Consequently, women and youths in the community who lack rights to other lands, are missing out on possible arable lands to undertake agricultural production.

- c. **Soa Chiefdom:** Soa Chiefdom is among the first three chiefdoms where the Kono ethnic group was founded and it is one of the largest three chiefdoms in Kono district. The chiefdom has more hills and grassland than others in the District, but a very poor road network linking to the District headquarter town. As a result, residents have limited access to economic and social opportunities, and their only livelihood activity is agriculture, having the district's largest plantain farm. Due to the grassland, Soa recorded the highest bushfire disaster in the history of the district. There is only one Junior Secondary school and no skill-training center. Most children must migrate to the District headquarter town in search of skills and Secondary School education, leading to many teenage pregnancies because of lack of parental oversight.

The community vulnerabilities outlined above, coupled with UN agency knowledge of organized and motivated community groups, makes these three Kono chiefdoms a good choice for the Human Security program.

2.2. Interconnected challenges to be addressed

The District is challenged by a multiplicity of problems, including low agricultural productivity, given the high demand placed on land for mining rather than farming; a non-diversified economy with limited opportunities for employment or income generation; and inadequate governance systems for community decision making. The following outlines the challenges and proposed activities, organized by topic.

Economy:

Employment in the formal sector in Kono stands at just 7.2%. More women are engaged in cash-earning employment than men, although it is low-wage employment. Women work in agriculture, petty trading, market sales and elementary occupations. Provision of a social safety net for the vulnerable, including people living with disability and the aged, is limited in the country as whole; further negligible in regions such as Kono.

Most youths' lack entrepreneurship skills, as such it perpetuates their poverty condition. The trading/commercial activities of women are at a low level, due to lack of capital to grown businesses and difficult road access to market/sell agricultural products. Based on observations, it is presumed that 60-65% of women are primary wage earners of their homes, with limited access to cash to undertake more advanced commercial trading activities and no community bank to access loan products.

Agriculture:

Sustained high food insecurity in Kono District is likely due to structural factors, whereby mining directly competes with farming activities for utilization of fertile land and a high proportion of farming households are engaged in food farming, rather than cash crop farming. These factors limit the availability of food during the agricultural lean season, a factor exacerbated by a very poor road network in most parts of the district, making food import challenging. Less than 30% of all district residents rely on farming for their livelihood. In some areas, rice, cassava, corn, and beans are grown, and in others, small groups of residents grow coffee, cacao and palm oil, but there is untapped potential for much more local food production as well as food processing activities.

Community Governance:

Kono District is considered a conflict hot spot due to the regionalized party politics that has characterized Sierra Leone's democracy in recent times, especially during periods surrounding elections since the end of the civil conflict. The political struggle over Kono has resulted in frequent clashes between youth, security personnel and traditional leaders. Post-election conflicts resulted in displacement of some residents from their communities.

From the standpoint of individual political empowerment, there is a strong belief among young people that their needs are not met by the national and local leadership structures. Although they are cognizant of the important role Local Councils play in delivering basic services to communities, the enabling environment is not present for them to participate actively in national or local decision-making processes. Young women have underdeveloped leadership skills and lack literacy skills to support their participation in community decision platforms, including the including the Government-established District Youth Councils, Zonal Youth Councils, and Chiefdom Youth Councils. Kono district has one female representative in parliament, but women's participation in decision making processes at the local level remains inadequate.

Environment:

Sierra Leone ranks among the countries most vulnerable to the effects of climate change, in large part due to coastal areas that are particularly vulnerable to severe weather patterns, but also due to potential impacts on soil, water and biodiversity throughout the country. Land degradation from years of environmentally unresponsive management of mining sites has added to this vulnerability. The Chiefdoms of Kamara and Gbense have significant environmental impacts from unsustainable mining activities, whereas Soa, with more grassland, has dealt with bush fires and conflicts between crops cultivators and cattle farmers.

Mining entails the clearing of land and removal of topsoil that is heaped up in artificial piles. These piles and pits in Kono District have mostly been left untended, rendering the land infertile for agriculture. This environmental challenge deepens as more people convert agricultural land, and even residential areas, to mining use. The rate of land degradation taking place is alarming. Mining has also depleted biodiversity and ecosystems of the once densely forested region. Many flora and fauna are now extinct due to lack of forest management for resiliency.

The programme addresses the interconnected challenges outlined above in four ways: (i) develop people-centred structures to maintain security and protect vulnerable groups in a systematic, comprehensive and preventive way; (ii) promotes community self-sufficiency for food and nutrition security in such a way that the environmental base to for future generations is not compromised; (iii) empower local residents, especially youth, with enhanced economic and livelihood opportunities through improved agriculture output and value chain development; and, (iv) provide the community with improved water and sanitation systems and related capacity building for system management.

3. Rationale for funding and programme details**3.1. Workplan narrative**

The overall goal of the JP is to address the interconnected challenges and opportunities in Gbense, Soa & Kamara Chiefdoms of Kono District, providing the community with skills and capabilities for long-term improvements to food, socio-economic life, social cohesion and environmental security. This will

ultimately reduce the needs, risks and vulnerabilities of community residents and accelerate SDG achievement.

Programme Outcomes

Two programme Outcome statements appear below, along with Outputs and Activities from the *Work Plan and Results Framework* spreadsheet. The two Outcomes are inter-related in that progress on one will have catalytic impact on another, something that is highlighted in the discussion of activities below.

The Activity descriptions that appear below are expanded from those in the Work Plan spreadsheet to provide relevant details. Activities supported through co-funding are marked as **(Partner Program)**.

Outcome 1: The community enjoys economic, political and community security, with expanded social cohesion and improved living conditions.

Output 1.1: The foundation for a diversified economy that provides sustainable economic benefits for all.

The following activities shift resources and mindsets from focusing on mining alone towards agriculture and other means of economic growth. Not only will this raise local incomes, but it will also address food security concerns and advance the empowerment of women and youth for income generation and, in turn, participation in community affairs and decision making.

Activity 1.1.1: Support the formalization of youth-led cooperatives, for crafts, food processing, etc., that are legally registered and properly established with governance structures; provide seed funding, microcredit and loan schemes, along with skills transfer for managing funds.

Activity 1.1.2: Provide youth and women entrepreneurs/businesses with skills in business development, marketing and branding. The existing UNDP SDG Accelerator Lab in country will support linkage of these business entities to young innovators in the locality or surrounding districts and also provide appropriate equipment for locally developed products, considering also ease of repairs.

Activity 1.1.3: Complete a mapping of private sector businesses in the district and help to arrange apprenticeships for youths with these businesses, working with local leaders who will be positioned to continue the initiative on a permanent basis.

Activity 1.1.4: Provide guidance and resources to the community for them to refurbish existing marketplace grounds for selling a range of agricultural products, and support them in developing marketing schemes for local products, such as organizing chiefdom trade fairs on a rotational basis to enhance trade among chiefdoms.

Activity 1.1.5: Support the District Council to enhance revenue generation for community economic development by advising them on upgrading the cadastre system (discussed more in Section 3.2) to include mapping all potential revenue sources, developing tax collection models, and using applicable management software.

Output 1.2: Programs to reduce political tensions, improve social cohesion, and foster a non-violence culture among youth.

These activities are geared minimizing the potential for tensions and conflict to develop in the community and promoting overall social cohesion.

Activity 1.2.1: Map out and strengthen existing District Code of Conduct Monitoring Groups to resume awareness building on the *Political Party's Code of Conduct* document, by them conducting civic education activities for All Political Party Youths, All Political Party Women, motorbike riders group, Market Women's Association, and District and Chiefdom Youth Councils.

Activity 1.2.2: Drawing from members of existing youth organizations, identify and train female *Peace Mothers*⁷ and *Women Peace Ambassadors* to address grievance / conflict issues in their communities, promote peacebuilding, and monitor locally to identify early warning signs, while transferring these skills to other youth organization members and also promoting the SDGs in the community, (such as through school SDG clubs established previously), as a unifying framework for community development.

Activity 1.2.3: Organise social cohesion events for youth, including an annual Youth Peace Football Match, (with sporting equipment provided), that brings together youth of both genders and from all political parties, and provides an occasion for messaging on peaceful community engagement, as has been done successfully in other communities; an annual Peace Caravan event accompanied by a non-violence campaign that includes commitments from district political party heads to non-violence; work with community leaders to sustain these events beyond the life of the project, drawing on enhanced community generated revenues.

Output 1.3: Locally led mechanisms for addressing grievances and platforms for inclusive decision-making, along with enhanced community capacities and skills to address insecurities.

These activities will build capacity of youth and youth organizations for civic engagement and information dissemination on rights and obligations. Enabling Youth organizations and youth actors, especially young girls/women, to have increased voice and participation in national and community discussions and decision-making processes. This will benefit political stability in the area and advance the potential of women and other vulnerable groups to protect their human rights and claim their place in society, including through political participation leading up to the 2023 national election.

Activity 1.3.1: Provide a select number of young women and persons with disabilities the skills and capacities to participate meaningfully in community decision-making processes and mentor them.

Activity 1.3.2: Set-up community grievance redress mechanisms using the Fambul Tok⁸ approach to engage a cross-section of community members at the local level, (several sections per chiefdom), along with multi-stakeholder decision-making platforms that include local and district-level government officials as well as varied stakeholders, to meet regularly to guide community development and mediate/resolve conflicts elevated form local grievance redress mechanisms.

⁷ Peace Mothers are vulnerable rural women provided with capabilities in identifying conflict early, mediating local community disputes, and enhancing healing and sustainable peace in their communities.

⁸ Fambul Tok is an approach for community owned peacebuilding and development that has been successful in Sierra Leone.

Activity 1.3.3: Develop training modules and train Office of National Security Chiefdom and District Security Teams⁹ to do wide-scale monitoring for early warning signs of security and conflict issues, coordinate among themselves and share information affecting community security with higher-level security offices.

Activity 1.3.4: Support local Police Partnership Boards (police and community members who work closely with the police) to enhance their patrols, and provide logistics support (fuel, equipment, etc.) for increased community policing to eventually be funded by enhanced community generated revenues.

Activity 1.3.5: Support local branches of Legal Aid groups to assist survivors of sexual and gender-based violence and other vulnerable persons, such as persons living with disability, to pursue cases through the justice system and obtain other support services; engage Local Councils to explore sustainable funding mechanisms for these programs.

Activity 1.3.6: Conduct Mid-term and Final Program Evaluations.

Output 1.4: The community has sustainable WASH service delivery

These activities will bring improved water and sanitation services to the community and reduce the negative health impacts currently associated with poor drinking water quality and sanitation. This, in turn, will enhance community well being and provide a more productive workforce for agriculture and other livelihoods.

Activity 1.4.1: Completion of water and sanitation systems now under construction in Kono District. **(AfDB program)**

Activity 1.4.2: Capacity building undertaken for the community, implementing agency, and government partners, to include training community-based entrepreneurs (50% youth) to provide WASH services and routine maintenance of WASH infrastructure, and artisans to produce and market household water products and spare parts. **(AfDB program)**

Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming.

Outputs 2.1: Inputs and structures needed for sustainable, integrated community farming activities (production, processing, and marketing) to include year-round vegetables, rice, bananas and cassava, as well as honeybees, fish, poultry and livestock.

The below activities will improve the quantity and quality of locally grown food and increase individual farmer incomes as surplus cash crops are sold. In addition to benefiting vulnerable farming households, this will improve the food security and nutrition of all community members.

Activity 2.1.1: Distribute key agricultural inputs (Rice and vegetable seeds, tools, fertilizer, poultry and small ruminants, etc.) to vulnerable farmers as start-up inputs for enhanced production.

⁹ Needs and Capacity Assessment report, which was carried out by West Africa Network for Peacebuilding for decentralized local security structures, will be the basis for identified gaps to be addressed.

Activity 2.1.2: Support groups of vulnerable farmers to operate in Farmer Base Organizations (FBO), in cooperation with the Ministry of Agriculture and Forestry (MAF) to better market their products, share processing equipment and engage in joint value-added activities. This will be launched with a stakeholder consultation workshop followed by an FBO member (beneficiary) workshop to, among other things, establish the governance structures, activity schedule, and operations costing plan.

Activity 2.1.3: Distribute value-addition equipment to FBOs, to include rice milling machines, cassava grater machines and packaging materials, among others, and train select male and female FBO members on their use; advise the FBOs on fee structures and/or other financing mechanisms so that funds are generated to keep the equipment in good working order and replace it when necessary.

Activity 2.1.4: Support the community to identify appropriate swamps and complete complex Inland Valley Swamp rehabilitation.

Activity 2.1.5: Support tree crops production, including establishment of a cocoa farm in Soa chiefdom through the MAF. **(IFAD program)**

Activity 2.1.6: Support the community in the establishment of honeybee farming by providing necessary inputs and skills.

Activity 2.1.7: Support Vegetable & Tuber Production by smallholder farmers through the MAF. **(IFAD program)**

Output 2.2: Training for farmers on agribusiness, land reclamation, Climate smart resilience farming and enterprise development for recovery, development and sustainability.

These activities will enable community residents to put currently idle land back into productive agricultural use and avoid further land degradation. They will also improve food security and create jobs for youths, which reduces the likelihood of youth engaging in political violence. The activities provide concrete benefits of income and food in the short-term, while also preserving valuable natural resources for long-term community benefit.

Activity 2.2.1: Support residents to reclaim land previously used for mining activities for fishpond construction and community gardening, advising on technical and practical aspects.

Activity 2.2.2: Undertake a comprehensive gender-sensitive needs assessment in the community to determine training needs for improved agricultural activities.

Activity 2.2.3: Develop capacities of community farmers, especially women and youth, in Entrepreneurship, Value Addition, Marketing, and Agribusiness for a range of agricultural products.

Activity 2.2.4: Provide technical support to MAF, including for extension services, training of youth contractors, and field activities under a national program. **(IFAD program)**

Output 2.3: Market linkages established between the community and private/public partners for the sale of farm produce and other agricultural products

Activity 2.3.1: Conduct market mapping to know where local produce may find buyers and build local capacity for regular market price monitoring for different agricultural products and ongoing identification of marketing opportunities, in both close and far proximity.

Activity 2.3.2: Support FBOs to organize annual market workshops among community farmers, private/public partners and traders from other areas to facilitate the building of market linkages, and support FBOs in negotiating agreements with partners that maximize potential benefits to the community.

Activity 2.3.3: Provide transport equipment (tricycle or motor bikes) for the movement of quality produce from the community farm gates to the marketplace and advise community members on how to best organize the transport system and develop a fee structures and/or other financing mechanisms so that funds are generated to keep the equipment in good working order and replace it when necessary.

Activity 2.3.4: Provide cold storage facilities (solar-powered freezers and portable cooler boxes) to allow farm produce to be aggregated, stored, and supplied to market in quality condition, and advise FBOs on financing mechanisms so that funds are generated to keep the equipment in good working order and replace it when necessary.

Activity 2.3.5: Develop an Agricultural Business Centres at the district/local level, including in Soa District, working through MAF. **(IFAD program)**

Activity 2.3.6: Support market access through feeder road rehabilitation and information access through a district agricultural office, working through MAF. **(IFAD program)**

Activity 2.3.7: Support rehabilitation of the district road connecting the capital of Koidu to Gbangadu, that is near to the target community by the Sierra Leone Roads Authority. **(World Bank program)**

3.2. Programme rationale

Government financial resources available to communities in Sierra Leone for SDG programs are constrained due a high-level of debt service by the national government and a large informal economy that does not form a tax base at the local level. As a result, most development initiatives rely on donor funding. While these projects exist in Kono District, they are insufficient in scope or resources to have the type of impact possible by this Human Security programme which, among other things, builds local capacity for developing and administering a revenue generation program.

The programme outlined here is not being considered for funding by any other source. It will bring together two UN agencies, UNDP and FAO, that complement each other, as UNDP is more focused on policy, advocacy, governance, and engaging CSOs, whilst FAO is strong on community-based projects for food security, livelihood and economic resilience.

UN agencies have been active in Kono for many years, including during and after the civil conflict that ended in the early 2000s, during the Ebola Virus Disease outbreak of 2014-2015, and presently with activities to sustain peace and promote community development. This programme will build on the community insights and partnerships developed and expand on best practices and approaches from past

work. The activities aimed specifically at reducing conflict in the community and strengthening social cohesion will allow for success in other areas, by using tried and tested mechanisms to promote peace. The programme will build on existing structures by strengthening them to enable platforms for all stakeholders to sit together and address issues that affect them.

The programme will have catalytic impact on community development by targeting results through the perspective of gender and seeking to address vulnerabilities of women, girls and other groups. This will include initiatives aimed specifically at giving voice to women, person with disabilities, and youths, all of which will enhance their overall security and sense of empowerment.

The following discussion outlines past interventions by the two PUNOs which form the basis for the proposed program, as well as initiatives of government and other partners that relate to or complement this program.

UNDP in 2009-2012 worked with local councils to strengthen capacities for domestic revenue generation that will ensure conduct of district development interventions. To this end, UNDP supported the local council and equipped them with a cadastre system for localised revenue collection and management. Capacity building was also provided for staff to enable effective use of the system. This resulted in the council generating funds that supported local farmers for reclamation of mined out land for agriculture and poultry development. The frequent turnover of council staff, coupled with weak accountability mechanisms, resulted in the breakdown and non-usage of the cadastre system, which is why this project will not only revive the system, but importantly establish more sustainable approaches for continuity and accountability by engaging a range of stakeholders.

Other interventions during the 2009-2012 period included youth capacity building in technical and vocational skills such as mechanical, secretarial, hospitality and land survey, to create a pool of technical staff that could service the private mining companies. Job creation schemes were also supported for youth in the extractive sector. Given the huge agricultural potential of the district, UNDP supported the rollout and popularisation of *Local Content* policy to encourage entrepreneurship and increased local goods production.

Lessons from this experience are improved relationships between companies and communities through the youth apprenticeship scheme and this human security programme will build on this experience by creating more opportunities for youths for skills development and establishing the apprenticeship programme as a permanent initiative under local leadership to further improve interaction between companies and communities.

Another UNDP programme addressed political tensions. Negative and divisive propaganda during the 2018 election period resulted in conflicts between opposing party supporters that led to some community members fleeing their homes out of fear. As part of Government's effort at community healing and cohesion, UNDP supported five civil society organisations to engage aggrieved parties, along with traditional and religious leaders, to mediate peace and conduct healing ceremonies to unite the communities. Further the District Youth Council was supported to hold high level dialogue sessions that brought together youths from all factions to chart the way forward for peaceful youth engagement in development of the district. District youth were also engaged in monitoring of the 'code of conduct' agreed to by the political parties, both before and during the election.

Even with these activities to promote healing and cohesion, what was not managed well was setting up redress mechanisms and platforms to amicably settle grievances among all stakeholders. To address this

gap under the Human Security program, UNDP will use partners like Fambul Tok, (already engaged in another UNDP project), to conduct related activities under Output 1.3.

In the area of agriculture, FAO in 2016 supported the Yormatah Youth Farmers Association by establishing a poultry house and two stocked fishponds. This intervention helped to increase incomes of vulnerable youths and women across the community, who then established FBOs for crop and animal production, which FAO helped with production input materials and marketing tools. Lessons from this experience are that farmers living in the hard to reach areas are often neglected owing to extremely bad road conditions, but once reached and supported with the necessary inputs, they will contribute immensely to agricultural production and productivity in the region. This human security programme will build on this experience by implementing similar programs for other vulnerable farmers, providing them with the requisite agricultural inputs and latest techniques, and by arranging for them to learn from the experience of the Yormatah Youth Farmers Association.

The approach and activities to be implemented under this Human Security programme are expected to be well received by the community owing to previous SDG education activities. The Yormatah Youth Farmers Association received UNDP funding in 2018 to popularize the SDGs locally by promoting consciousness of citizens roles and responsibilities focused on sustainable development. UN Volunteers trained school pupils on the SDGs, and various community and district level stakeholders also joined, including those from the District Council, Environment Protection Agency, MAF, Civil Societies and Media.

Participatory and inclusive approaches were used to raise community SDG awareness by, for example, using the local language term *Cheofeneh* that means a transfer of legacy from generation to generation, and other symbols and connotations for effective understanding. The approach fostered community cohesion and locally owned community development that leaves no one is left behind. Overall, the intervention was successful but lacked some additional steps that would have increased the impact, such as incomplete identification of livelihoods group per chiefdom, not having signed communiques among MDAs, traditional authorities, CSOs and mining companies, and not linking results to the SDGs. This Human Security programme will build on this experience and seek to complete the missing elements.

In addition to the above PUNO activities in the community, the following table outlines outgoing and planned activities by UN and non-UN development partners that will contribute to realizing the overall objective and outcomes of this Human Security program:

Other Interventions that Relate to the Proposed Program

Intervention Name/ Implementing Partner	Project focus	Complementarity Areas and /or Gaps to be Addressed
People’s Planning Process in Kono District (UNDP)	District stakeholders and community representatives collectively identify needs of the community and prioritize most urgent for action. Final community plans are then incorporated into district development plans.	Output 3.1 activities on stakeholder decision-making platforms and grievance redress mechanisms (using Fambul Tok approach) will support this People’s Planning Process.

Reducing vulnerability of cross-border women traders in Kono District (UNDP)	Informal and vulnerable women traders are provided with capacities to grow their business, livelihood support, access to markets and decision-making structures	This complements the provision of businesses skills to youth and women entrepreneurs.
Enabling sustainable livelihoods for improved natural resource governance and economic diversification in Kono District (FAO)	Poultry and aquaculture enterprises are established to increase the livelihoods of youth and women farmers in Kono district; feed is produced for poultry and fish; there is large scale production of maize crop, a key ingredient in feed.	The poultry and fish feed produced by this program will provide needed inputs for the planned poultry and fish enterprises.
Green Jobs for Rural Youth Employment (FAO)	Rural Youth enhance their access to new employment and entrepreneurship opportunities in the green economy	Opportunities identified through this program will benefit the apprenticeship program to be established.
Emergency Centre for Transboundary Animal Diseases (FAO)	Vaccination of animals against zoonotic disease, training of community animal health workers, sensitization of farmers on foot and mouth diseases	This program will benefit the agricultural activities and enterprises to be established.
GIZ (German Development Agency)	Support farmers on Inland valley swamp development, seed and input distribution	These programs contribute towards building agricultural livelihoods and diversifying the economy
World Vision NGO	Support Women in Pig farming, Rice production, seed and cash	
Oxfam NGO	Support farmers on crop and livestock production.	
Welt Hunger Hilfe NGO	Supports important cornerstones along the value chain, such as planting, harvesting, processing and marketing, for small-scale farmers growing coffee and cocoa	The project will provide lessons on how to establish important value chain components in the community for agricultural products
Network Movement for Justice and Development NGO	Support the community through environmental Justice and human rights project; Reducing injustice and building empowered societies; Public Interest lawyering; Economic Social Justice and Promoting Sustainable Co-existence .	These initiatives work in tandem with the community peace, justice and inclusion activities.
Social Enterprise Development (SEND) NGO	Strengthens women's participation in politics and governance by supporting them on knowledge and advocacy skills.	This complements the activity of women as peace ambassadors and the activity to mentor women to be meaningfully engaged in community decision making.

Sierra Leone Medium-Term National Development Plan

The Government of Sierra Leone Medium-Term Development Plan (2019-2023) offers a New Direction for improving people's lives through education, inclusive growth, and building a resilient economy. Policy Cluster One of eight is on 'Human Capital Development', very much in keeping with the spirit of the Human Security Program. Under Policy Cluster 4, 'Governance and Accountability for Results', there is Focus Area 4.8 on 'Strengthening Decentralization, Local Governance, and Rural Development'. Further, the Government has prioritized the diversification and development of the agriculture sector in its COVID-19 recovery plan, including to expand youth livelihoods, increase food security and decrease import of agriculture products.

During a nation-wide campaign by the Ministry of Planning and Economic Development to popularize the national development plan and decentralize implementation, Kono district hosted a stakeholder meeting and presented five priority areas for district development that included agriculture.¹⁰ In addition, district's development programmes are expected to be consistent with the national development framework that emphasizes the principle of 'leave no-one-behind'.

UN Sustainable Development Cooperation Framework

The Sierra Leone UN Sustainable Development Cooperation Framework (2019-2023) is the document that guides the UN's work during the period of the Human Security program. It is organized around four Outcome Areas outlined below. Outcome Areas One and Four are especially linked to the activities proposed for UNDP and FAO implementation under this programme.

Outcome Area 1: Sustainable Agriculture, Food and Nutrition Security

Sustainable agriculture, food, and nutrition, and strengthening resilience and capacities to prevent the adverse effects of climate change.

Outcome Area 2: Transformational Governance

Transformative governance and institution-building, as well as promoting an enabling environment to sustain peace and stability in the country.

Outcome Area 3: Access to Basic Services

Access of the population to basic services, including quality education, health care, energy and WASH services.

Outcome Area 4: Protection and Empowerment of the Most Vulnerable

Empowerment and social protection of women and other vulnerable members of society to be able to seize social and economic opportunities.

3.3. Programme development

UNDP and FAO came together to develop a concept note, recognizing the intersecting challenges of food security, nutrition and economic empowerment that exist in a large number of communities across Sierra Leone. It was easy to envision opportunities to address these challenges in a synergistic way by capitalizing on the comparative advantage of both agencies.

¹⁰ Kono District Presents Development Priorities to Government news article . Available on: <https://snradio.net/kono-district-presents-development-priorities-to-government/>.

UNDP has a comparative advantage as integrator—connecting development activities and forging synergy; is a thought leader on policy reforms, institution-building, and development planning. It is the closest partner to Government and civil society promoting democracy and peace in the country. UNDP often works closely with other UN Agencies to design and implement joint and complementary activities to maximize efficiency and comparative advantage. They have knowledge of the district context based on their exposure and engagement with work in Kono District.

FAO has wealth of experience in providing alternative agricultural livelihoods and economic empowerment of vulnerable people. FAO will provide technical expertise, particularly for sustainable agricultural livelihoods, climate smart agriculture, farm management, and Agri-food systems. This project will benefit from FAO's previous projects related to sustainable livelihood and natural resource management that targeted youths and women farmers across chiefdoms in Kono district. FAO has a good working relationship with the MAF for interventions of this type, including where farming groups are being supported to do poultry and fish farming/aquaculture.

The two partners began a process of analysis working collaboratively with local champions, government, NGOs, international donors and civil society organizations to identify, map and prioritize human security threats in the three chiefdoms, and to develop a programme that responds precisely and comprehensively to the specific local needs outlined above. It was decided to have UNDP serve as Lead Agency due to their experience with managing multi-faceted programs of this nature.

The PUNOs and the RCO reviewed the Human Security Guidelines 9th Edition document and further direction from the Human Security Fund Secretariat. They considered several geographic areas within Sierra Leone for this program, looking at community vulnerabilities, strength of local community partners, and success of current and past agency programs in these communities. Based on results of the analysis and consultations with the MLGRD, an area within the district of Kono was selected as the candidate community for the program.

After collecting community data and doing further analysis, the PUNOs outlined potential people-centered programs and mapped key institutions and groups based on experience working in the district, existing relationships, input from government counterparts, and knowledge of community context. These identified institutions have capacity, instructional memory and knowledge and are well-placed to partner with the UN, since they already have worked with UN agencies and know the systems and processes. While interventions will not be limited to only these groups as partners, they will form the core group. The PUNOs reached out to Government and other partners working in Kono District to learn more about their programs, the anticipated outcomes, and how these might fit within the envisioned programme to address the range of community challenges and opportunities.

The varied stakeholder input was used to refine initial programme ideas into a comprehensive program, with elements that will not only benefit the target community but have potential to be replicated in other communities of Sierra Leone that face similar challenges.

3.4. Implementing through the human security approach

The multifaceted nature of the programmes is in keeping with the human security people-centered approach and fosters a community that is more resilience to internal and external shocks, whether political, economic, or natural. The programme is designed in a way that one arm ensures transformational community governance through empowerment, knowledge, capacity and diverse input

to decision making, whilst the other enables sustainable agriculture, food security, livelihood and economic diversity and resilience. Together, these initiatives support the community's cohesiveness, livelihood, and dignity.

The programme will be people-centred focusing on both individual and community rights, diving deep into understanding of how communities and social groups experience different types of threats and vulnerabilities. A comprehensive approach will be used to address the root causes of threats both within and across chiefdom borders and advance a multisectoral/multi-stakeholder response and refrain from a silo- or supply-driven response. Developing mechanisms for peace and stability in a region that has long been subjected to conflict and upheaval will form the foundational element for economic empowerment. Through mechanism such as the Grievance Redress Committees and the Multi-Stakeholder Platforms, and by working with existing bodies that understand the context and issues on the ground, programme impact will be maximized.

Community governance will be strengthened by elevated inclusion of women, youth, persons with disabilities, and other underrepresented groups, in community planning and decision making. Social cohesion and peace will be further strengthened by application of the youth peace model ambassadors, an initiative that is embedded in the communities and comprise of In and out of School youths. The in-school Peace Model Ambassadors target schools, whilst the participating out-of-school Youth target the wider community. They embark on peace building initiatives in the communities and help organize community volunteer activities, while also being part of the Chiefdom Development Committee. By greatly expanding the number of persons with skills to address grievances and conflict issues, this activity will have positive impact through all aspects of community social and economic life.

Through support for registration and the provision of seed funds, microcredit, and loan schemes to youth-led cooperatives, the programme will enhance bottom-up community empowerment and bring concrete, sustainable benefits. Enhancing the economic role of youth will be mutually supportive of the other initiatives designed to increase the role of youth in community decision making.

The climate-smart agriculture approach will not only protect the environment, but also reclaim land considered unusable for agriculture due to previous mining activities. It will promote responsible management of land, crops, livestock, aquaculture and 'capture fisheries' to balance near-term food security and livelihoods needs with long-term priorities for climate change adaptation and mitigation.

By comprehensively enabling both top-down protection measures, such as the district code-of-conduct monitoring groups, and bottom-up empowerment measures, such as youth-led cooperatives, the programme will advance the people-centred, comprehensive, prevention-oriented features of the human security approach.

3.5. Beneficiaries

The selection of beneficiaries in the targeted community is based on a right-based approach, gender equality and leave no-one behind principles. The programme interventions will reinforce gender equality to address the persisting discrimination and minimal participation of women in local development processes and access to livelihood opportunities. Based on its people-centred approach, opportunity will be provided for participatory processes and inclusion of marginalized and vulnerable population including women, ethnic minorities and persons with disabilities (PWD) into local planning and decision-making processes relating to peace and wellbeing of their communities. Women-led peace platforms will be

empowered to take centre stage in addressing community issues and small business holders will be empowered to voice their views on community development issues.

This following shows the direct and indirect beneficiaries. Direct beneficiaries link to program activities and indirect beneficiary figures reflect the entire population of each district, with data is sourced from the Sierra Leone National Population and Housing Census, 2015, the most recently available. All community residents are expected to benefit from the diversified economy, strengthened security, improved water and sanitation, and enhanced agriculture and nutrition.

Outcome Area 1:

Output 1:

Three Youth-led co-operatives (20 members each, split evenly by gender)
15 youth-led businesses (5 businesses from each Chiefdom)
15 women business (5 businesses from each Chiefdom)

Output 2:

All Political Party Youths (5 members)
All Political Party Women (6 members, all female)
Peace Mother and Women Peace Ambassadors (120 -- 40 per Chiefdom, all female)
Peace Model Ambassadors (150 -- 50 youth per chiefdom, split evenly by gender)
Motorbike Riders Group (15 members -- 5 from each Chiefdom)
Market Women's Association (numbers TBD)
District Youth Council members for South-South exchange (2 persons)
Chiefdom Youth Council members for South-South exchange (4 persons)

Output 3:

Mentees for Decision-Making Platforms (150 persons, 25 PWD & 25 young women from each Chiefdom)
District Security Committee (40 members)
Chiefdom Security Committee (60 members -- 20 from each Chiefdom)
Members of the Grievance Redress Committees (60 in total --20 from each Chiefdom)
Survivors benefiting from Legal Aid Services 11 persons (2 male, 6 female, 3 PWDs)

Output 4:

NGO Trainers trained for WASH service provision and maintenance to then train others in the community (15 NGO representatives)
Artisans/entrepreneurs trained to produce and market household water products and spare parts (268 persons, split evenly by gender)

Outcome Area 2:

Farmer-Based Organizations (two FBOs in each Chiefdom with 30 members each, for a total of 180 members, evenly split by gender). Each FBO member is assumed to support an average household size of six, so this equates to 1,080 total beneficiaries. This beneficiary number applies to all Outputs under Outcome Area 2.

Indirect Beneficiaries:

The following shows the total population of each Chiefdom who will benefit from the improved security environment, the diversified economy, the WASH improvements, the increased availability of agricultural products, the improved road system, and other improvements generated by the programme.

Chiefdom	Female	Male	Total by Chiefdom
Kamara	9,194	10,218	19,412
Gbense	12, 204	12, 147	24,351
Soa	20,201	19,048	39,249
Grand Total			83,012

The project will promote gender equity in project teams, being conscience of working against gender stereotypes. All activities will be developed and conducted in line with the UNDP Gender Equality Strategy including allocating at least 15% of budget to women’s initiatives. Women and PWDs will be encouraged to participate in all stages of project implementation, with affirmative measures taken, as needed, such as bringing project activities close to areas safe for women and PWDs and supporting childcare and access ramps when requested to facilitate participation of particular attendees.

4. Advancing the human security approach

4.1. Action plan for mainstreaming human security

The following activities will be undertaken to integrate and mainstream the human security approach in Sierra Leone.

Activity	Entity	Timeframe (2-year program)							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Presentation of the Human Security approach to the UNCT.	UNDP and FAO	x							
Human Security Approach Guidebook developed, including lessons and best practices, to guide implementation in other parts of the country.	UNDP and FAO in collaboration with local implementing partners							x	x
Presentation to UNCT of lessons learned and best practices from the Kono District project.	UNDP and FAO								x
District-level workshops held to guide replication of the human security approach in other parts of the country, in collaboration with District Councils, District Youth Councils and other local partners (depending on available funding).	Ministry of Local Government and Rural Development								TBD

4.2. Best practices and lessons learned

The project implementation will ensure effective monitoring and documentation of processes and procedures impacting on the achievement of planned results in the various chiefdoms. The documentation of project information either through routine monitoring or commissioning evaluations and project reviews, will be critical to capture key lessons, issues, challenges, best practices, among others, to guide recommendations for future programming. Back-to-office reports or event monitoring and evaluation reports reflecting key observations and recommendations will be prepared and shared through emails to partners, and through virtual meetings to incorporate the participation of wider stakeholders including the UNDP Global Governance practice area.

Towards the end of the programme, a project review session will be organised to provide beneficiaries and partners the opportunity to have first-hand information on the progress and achievements and the practices that made achievement of project results possible.

In the final year of the project, the lessons and best practices captured throughout will be generalized and compiled to guide implementation of the Human Security approach in other parts of Sierra Leone. This coupled with the findings from the above-mentioned project review session will be used to prepare a Human Security Approach Guidebook for implementing the approach in other communities. The Guidebook will not only discuss implementation approaches, but also necessary financial resources and coordination mechanisms for project success. The development of this Guidebook will be led by the UN team, but in close collaboration with community stakeholders and the MLGRD.

5. Management structure and partnership strategy

5.1. Management structure

To optimise achievement of results, a Programme Steering Committee (PSC) will be established to engage major stakeholders, set overall strategic direction, and address challenges that may adversely affect achievement of programme results (see Annex 2 for the Terms of Reference). During start-up, the PSC will muster and promote the participation of beneficiaries and partner organisations. It will thereafter convene bi-annually for meetings in the district headquarter town of Koidu. The PSC is expected to include representatives of the two UN implementing agencies, the MLGRD, MAF, and Ministry of Gender and Children's Affairs, as well as participants from Kono District Council and District Youth Council. Most of the ministries have district-level staff, and these would be the persons likely to serve on the PSC as they are most familiar with the communities and the local groups who will implement activities.

At the local level, coordination groups will be formed in each of the three chiefdoms to guide activity implementation. These Chiefdom Coordination Groups (CCG) will be comprised of community organizations, NGOs, and other entities with specific roles in the programme. Members may also include, as relevant, representatives of the Zonal Youth Councils and Chiefdom Youth Councils. The local coordination groups will meet regularly at the start of the programme and then as needed, but at least quarterly. Meetings will be convened by the PUNOs. CCGs will deal with issues relating to implementation of specific programme activities and be guided by plans presented in the approved work plan, monitoring framework, and budget documents. (See Annex 3 for the Terms of Reference).

UNDP will have a part-time programme coordinator who will oversee all UNDP activities, including recruitment and work of several consultants who will implement the activities. These consultants will be

recruited to bring specialized expertise, such as on cadastre systems or redress mechanisms, or in some cases, in-depth knowledge of the recipient community.

The UNDP programme coordinator will also organize periodic meetings of the UNDP and FAO staff working on the program. The programme coordinator will track the anticipated progress of activities and monitor if the expected linkages are being realized. He/she will also be responsible for compiling programme and budget reports for the Human Security MPTF secretariat.

FAO will recruit a full-time project manager to implement its range of activities, most of which are implemented directly by FAO and involve physical presence in the community due to the nature of agriculture programs to be undertaken with the FBOs. This position will oversee all day-to-day implementation as well as manage monitoring and reporting activities for FAO.

Although implementation, monitoring, and reporting will be done by both agencies, tools, approaches and mechanisms will be identified by UNDP prior to and during the course of the programme and shared so that each agency supports the other.

5.2. Participation of beneficiaries and governments

Section 3.3 explained how different partners and beneficiaries were included in programme development. The following expands more on how they are to be engaged during the program.

The community ‘champions’ selected for specific activities shall be identified in close collaboration with the Chiefdom Councils, civil society organizations, religious leaders, and others. A key criterion for selection will be that they possess the necessary organizational and leadership skills to keep activities on track and that they embrace a participatory approach to planning, decision making, and execution of activities. These champions will be guided on how to engage relevant stakeholders through participatory forums and inclusive decision-making mechanisms. The CCG in each chiefdom will be tasked with making sure these engagements are taking place on a regular basis throughout the duration of an activity, and to support their continuation beyond the programme implementation period, for example for cooperative agricultural activities.

Local champions already identified as likely include the Yormatah Youth Farmers Association, Social Enterprise Development NGO, the Network Movement for Justice and Development (NMJD), and the Yormatah Youth Association. Social Enterprise Development has a programme on *Gender Model Family*-showing equity in how day-to-day domestic work is ascribed to a man/woman boy/girl at home. They also train women leaders on power analyses and moving advocacy from chiefdom to district to national levels; host a *Women on the Move* radio discussion every week, and support Village Savings and Loan Associations.

NMJD has worked with both FAO and UNDP on various interventions to promote the SDGs in Sierra Leone. It has a programme on Women in Agriculture and Fisheries that engages rural women to manage complex households by pursuing multiple livelihood strategies, (e.g., agricultural growing activities, tending and trading of animals, and managing poultry). They also organize women in smaller groups to develop fishponds for commercial purposes and train women and youths in swamp development, vegetable farming and maize production.

In 2018, NMJD successfully implemented a programme title “Promoting Sustainable Development through Popularization of SDGs at Community Levels” using an inclusive community-based approach. The

visible success stories from this programme demonstrate what is possible for sustainability of this human security program.

In addition to forming partnerships in the community, PUNOs are well-positioned to link Human Security program activities with those of other international and national actors, as they participate in sector coordination groups that meet regularly to exchange information on partner programs in areas such as governance and agriculture.

6. Risk management and sustainability

6.1. Risk management

Description of risks and negative externalities	Impact	Probability	Proposed mitigation measures	Responsible organization(s)
Political will may be demonstrated, yet decisions fail to be implemented at administrative levels.	Failure to implement change may be due to a variety of reasons including lack of capacity. Hence the possibility to slow down programme implementation	Medium	Implementation of key decisions will be monitored and recommendations for remedial action will be made. This may include needs assessments or increased technical support in cases of lack of administrative capacity	FAO & UNDP
Ineffective coordination of different programme stakeholders, including UN agencies, NGOs, government counterparts, local authorities and communities, resulting in a fragmented program.	Components of programme being completed late or partially, resulting in sub-optimum programme delivery.	Medium	Regular, documented and mandatory coordination forums will be established at central, regional, chiefdom and community levels where stakeholders meet to discuss challenges, bottlenecks and lessons learned to adjust coordination mechanisms for enhanced performance.	UNDP
Unpredictable weather as a result of climatic changes disrupt agricultural activities	beginning/end of rainy season has become increasingly erratic during recent years	Medium	Effective engagement with existing early warning systems and continuous monitoring of available meteorological data	FAO & MAF

Political will may be demonstrated, yet decisions fail to be implemented at administrative levels.	– failure to implement change may be due to a variety of reasons including lack of capacity. Hence the possibility to slow down programme implementation	Medium	Implementation of key decisions will be monitored and recommendations for remedial action will be made. This may include needs assessments or increased technical support in cases of lack of administrative capacity	FAO & UNDP
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Note: Impact and probability should be indicated as high, medium or low.

6.2. Scale-up, replication and sustainability

The MLGRD is a committed government partner for this program. Given the Ministry’s mandate in the country, they would be the government entity to guide replication of the human security approach developed for Kono district to other parts of the country, in collaboration with District Councils, District Youth Councils and other local partners. The Guidebook to be developed from this programme (discussed above in Section 4.2), coupled with materials from the MPTF Secretariat on the Human Security approach, can form the basis for bringing the programme to other districts through workshops, among others, once COVID-19 movement and gathering restrictions are lifted. Those champions and leaders who were instrumental to the implementation in Kono district, will be engaged as presenters and facilitators for the district-level workshops.

This would begin at the end of the two-year programme and a goal would be to hold workshops in each of the country’s 16 districts during a one-year period, assuming government or donor funds can be secured to support different district programs. Development partners working in Sierra Leone, including the UK Foreign, Commonwealth and Development Office (formerly DFID), and the EU, are increasing looking to implement programs at the district and local level to support development in line with the SDGs and the model developed through this programme would likely be of interest to them.

7. Dissemination, public information and communications

This JP will emphasize visibility of not only the participating UN organisations, but also the local NGOs and their leading role in collective programme interventions to fostering human security in the community.

Accordingly, the JP will utilize various communication tools disseminate and publicise programme objectives, achievements, best practices and lessons learned. The JP will ensure effective use of existing multi-stakeholder fora such as the District and Chiefdom Security Committees and the Kono district Development Coordination Forum to convey the objectives and results of the various components of the programme, issues, results within the district itself. Communication tools will be suited to the education and literacy level of the local population.

Further, large banners will be printed with inscriptions on the focus of human security events and the logos of UN organisations and partners publicly displayed. The reports of such public events will portray

photos or videos of beneficiaries or people in action towards promoting human security agenda. Press releases will be issued to the public through the mainstream media and social media such as agency specific Facebook, Twitter and WhatsApp, (very popular in the country), following the conduct of a relevant programme events and milestones. At least one professionally made short video on the programme and the human security approach will be produced during the course of the program.

Human interest or success stories will be prepared to be integral part of programme quarterly reports to donors and shared through the multi-stakeholder fora. They may also be tailored for dissemination to national media organizations.

Quarterly newsletters will be prepared and printed for dissemination to partners and the public and shared with the Human Security Unit. On at least a quarterly basis, a radio discussion programme involving local partners and beneficiaries will be dedicated to discussing of the achievements made in the various component of the programme. More importantly, the JP will connect with and ensure regular feed into the Human Security Unit and the UN Trust Fund for Human Security social media accounts.

8. Evaluation

The UNCT will conduct programme evaluations of the Human Security programme as follows. These costs appear under Activity 1.3.6 in the Budget Spreadsheet.

Evaluation title	Type	Time	Budget in US\$
Mid-term evaluation	Internal	12th month	\$12,000
Final evaluation	External	24th month	\$28,000

Annex 1 – Information Sources for Community Background Discussion

Human Development Report 2019 ([Link](#))

Sierra Leone Integrated Household Survey (SLIHS) Report 2018 ([Link](#))

Sierra Leone Multidimensional Poverty Index 2019 ([Link](#))

World Bank Development Indicators website ([Link](#))

2020 Sierra Leone Emergency Food Security Monitoring System; World Food Programme, Ministry of Agriculture, Forestry and Food Security, and Food and Agriculture Organization, June 2020. ([Link](#))

Sierra Leone National Population and Housing Census, 2015. ([Link](#))

Sierra Leone Medium-Term National Development Plan, ([Link](#))

Annex 2 - Programme Steering Committee

Terms of Reference

Background

This joint programme (JP) uses the Human Security Approach to address development challenges and vulnerabilities in three chiefdom areas of Kono District of Sierra Leone. It will accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership of the goals in the local community. Through a people-centred, context-specific framework, this programme will advance the livelihood and dignity of people in the community, particularly those who are most vulnerable.

The target area is three chiefdoms in the Kono District of Sierra Leone, (Kamara, Gbense, and Soa) that face multiple interconnected development challenges. Over the years, these chiefdoms experienced civil conflict, unsustainable mining practices, and destructive forestry activities that have negatively impacted the survival, livelihood and dignity of the residents. Although Kono district has a productive mineral sector, it is one of the poorest districts in the country.

Intersecting challenges include a non-diversified economy and inadequate governance systems for community decision making. Kono District is considered a conflict hot spot due to the regionalized party politics, especially during periods surrounding elections. Low agricultural productivity stems partly from the high demand placed on land for mining rather than farming, but also from lack of productive inputs to the sector. A high proportion of farming households are engaged in sustenance farming, rather than cash crop farming, and a poor road network presents challenges for access to markets.

Given this array of challenges, two UN agencies came together to implement this JP -- UNDP as a leader on policy reforms, democratic institutions, and development planning, and FAO with expertise on sustainable agricultural livelihoods, climate smart agriculture, farm management, and agri-food systems. Both have years of experience working in Kono District and have good working relationships with local partners.

This JP includes a number of activities built around two Outcome Areas whose results are planned to address the above challenges in a cohesive and reinforcing way:

Outcome 1: The community enjoys economic, political and community security, with expanded social cohesion, all of which promote and sustain peace.

Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming that also improves the nutrition status of all community residents

Functions

The Programme Steering Committee (PSC) will be responsible for providing strategic direction to the Human Security programme. In order to ensure the ultimate accountability of each partner in delivery of the Programme, the Board's decisions will be made in accordance to standards that ensure the best value for money, fairness, integrity and transparency.

The Committee shall:

- Provide strategic and policy guidance to the project implementation.
- Monitor overall work plan implementation progress.
- Ensure that constituent activities are aligned with overall objectives of the project.
- Review and approve the communications plan and Outreach activities, including activities designed to replicate the Human Security approach in Sierra Leone.

Composition

The Steering Committee will be Co-chaired by the UN Resident Coordinator or his representative and a designated official from Government. The membership of the Committee be as follows:

UN Resident Coordinator or his representative
 UN Development Programme (UNDP) Resident Representative
 Food and Agriculture Organization (FAO) Country Representative
 Ministry of Local Government and Rural Development
 Ministry of Agriculture and Forestry
 Ministry of Gender and Children's Affairs
 Office of National Security
 Chairman of the Council of Paramount Chiefs, Kono District
 Kono District Council
 Kono District Youth Council

Responsibilities of the Co-Chairs

- Set the agenda for each meeting.
- Ensures that agendas and supporting materials are delivered to members in advance of meetings.
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.
- Clarifies and summarizes what is happening throughout each meeting.
- Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings to two hours or less.
- Encourages broad participation from members in discussion by calling on different people.
- Ends each meeting with a summary of decisions and assignments.
- Follows up with consistently absent members to determine if they wish to discontinue membership.
- Finds replacements for members who discontinue participation.

Responsibilities of PSC Members

Individual Board members have the following responsibilities:

- Understand the goals, objectives, and desired outcomes of the HS programme.
- Understand and represent the interests of the constituent PSC partners/stakeholders.
- Interrogate results presented of progress made by interventions to ensure consistency with Programme Documents.
- Take a genuine interest in the outcomes and overall success of the HS programme.
- Act on opportunities to communicate positively about the HS programme.
- Check that the HS programme is making responsible programmatic and financial decisions.

- Ensure risks are being monitored and controlled.
- Actively participate in meetings through attendance, discussion, and review of minutes, progress reports, papers and other PSC documents.
- Support open discussion and debate and encourage fellow PSC members to voice their insights

Frequency and Conduct of Meetings

The PSC shall meet bi-annually throughout the duration of the Joint Programme. An additional meeting may be decided upon the discretion of members to facilitate progress / implementation of the Programme. Members of the steering committee will be expected to communicate via e-mail and telephone on urgent project-related matters.

Quorum and Decision-making

The PSC will seek to take decisions by means of consensus. The quorum for the Steering Committee shall be two-thirds of its membership.

Agenda, Minutes, and Decision Papers

A package will be sent to members three to seven business days in advance of a PB meeting. This package will include the following:

- Agenda for upcoming meeting in PSC Meeting Agenda Template.
- Minutes of previous meeting in meeting minutes template.
- A progress report for the Portfolio programme.
- Any other documents/information to be considered at the meeting.

Monitoring, reporting, and evaluation

The PSC will be responsible to review and approve the following reports before their submission to the Human Security Trust Fund Secretariat.

- **Mid-term evaluation report**
To be submitted halfway through the implementation of Joint Programme
- **Final evaluation report**
To be completed at the end of the Joint Programme implementation.

Secretariat & Venue for PB Meetings

The UN Lead Agency (UNDP) shall serve at the Secretariat for the PSC. The Government designate being the Co-chair of the PSC will host the first meeting and thereafter, the board will agree on subsequent meeting venue.

Amendment

A decision by the PSC to amend these terms of reference requires a two-thirds majority of all the members at a meeting constituted as described above.

Annex 3 - Chiefdom Coordination Group

Terms of Reference

Background

This joint programme (JP) uses the Human Security Approach to address development challenges and vulnerabilities in three chiefdom areas of Kono District of Sierra Leone. It will accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership of the goals in the local community. Through a people-centred, context-specific framework, this programme will advance the livelihood and dignity of people in the community, particularly those who are most vulnerable.

The target area is three chiefdoms in the Kono District of Sierra Leone, (Kamara, Gbense, and Soa) that face multiple interconnected development challenges. Over the years, these chiefdoms experienced civil conflict, unsustainable mining practices, and destructive forestry activities that have negatively impacted the survival, livelihood and dignity of the residents. Although Kono district has a productive mineral sector, it is one of the poorest districts in the country.

Intersecting challenges include a non-diversified economy and inadequate governance systems for community decision making. Kono District is considered a conflict hot spot due to the regionalized party politics, especially during periods surrounding elections. Low agricultural productivity stems partly from the high demand placed on land for mining rather than farming, but also from lack of productive inputs to the sector. A high proportion of farming households are engaged in sustenance farming, rather than cash crop farming, and a poor road network presents challenges for access to markets.

Given this array of challenges, two UN agencies came together to implement this JP -- UNDP as a leader on policy reforms, democratic institutions, and development planning, and FAO with expertise on sustainable agricultural livelihoods, climate smart agriculture, farm management, and agri-food systems. Both have years of experience working in Kono District and have good working relationships with local partners.

This JP includes a number of activities built around two Outcome Areas whose results are planned to address the above challenges in a cohesive and reinforcing way:

Outcome 1: The community enjoys economic, political and community security, with expanded social cohesion, all of which promote and sustain peace.

Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming that also improves the nutrition status of all community residents.

Composition

The CCG shall be composed of community organizations, NGOs, other entities with specific roles in the programme. Members may also include, as relevant for the Chiefdom activities, representatives of the Zonal Youth Councils and Chiefdom Youth Councils.

The CCG is a less formal body than the overall Programme Steering Committee (PSC), as it operates at the Chiefdom level and relates more to coordination and mutual support among local entities who will implement programme activities.

CCG members will be selected during the start-up phase of the program jointly by the UN implementing agencies, the relevant ministries and local/district leaders. The local chairperson of the CCG will also be designated at that time. The CCG is expected to have between 10 and 15 members.

Functions

The Chiefdom Coordination Group (CCG) will serve as the platform to manage overall activities and results for activities implemented in a particular Chiefdom, guided by plans presented in the approved work plan and budget documents.

The CCG will work closely with the PUNOs to guide the initiation of program activities, ensuring that each group leading/implementing an activity has a clear understanding of their roles and responsibilities, and that they assemble the necessary human and other resources necessary for success.

Thereafter, the CCG will regularly review implementation status against the approved work plan to ensure that activities are implemented in a timely manner and with the required level of quality. The CCG will be charged to highlight key results, identify challenges and seek local solutions when possible. Issues or challenges that cannot be resolved locally will be brought to the attention of the PSC via the district representatives who serve on this body, the Chairman of the Council of Paramount Chiefs, Kono District Council, and Kono District Youth Council, or alternatively by the PUNOs.

The CCG will also be responsible to document community engagement processes, lessons learned, and best practices, to inform the Guidebook on the Human Security approach to be prepared toward the end of the programme.

Frequency of meetings

The CCG will meet regularly at the start of the programme to guide the initiation of program activities, then afterwards as needed, but at least quarterly during the two-year programme period. Meetings will be convened by the Lead Agency (UNDP) in collaboration with local leaders.