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## **Adapting to climate change induced coastal risks management in Sierra Leone**



### **Inception Workshop Report**

**19<sup>th</sup> July 2018**

**Project Information:**

**Project Title:** Adapting to climate change induced coastal risks management in Sierra Leone

**Implementing Partners:** UNDP (DIM)

**Project Duration:** April 2018-March 2022

## **ACRONYMS & ABBREVIATIONS**

CSOs	Civil Society Organizations
EPA SL	Environmental Protection Agency
GEF	Global Environment Facilities
GoSL	Government of Sierra Leone
ICZM	Integrated Coastal Zone Management
IMBO	Institute of Marine Biology and Oceanography
LDCF	Least Developed Countries Fund
MFMR	Ministry of Fisheries and Marine Resources
MLHE	Ministry of Lands Housing and Environment
NAPA	National Adaptation Programme of Action
NTB	National Tourist Board
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change

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## **1. INTRODUCTION**

### **1.1. Background**

The coastal zone of Sierra Leone is highly vulnerable to the increased frequency and severity of coastal erosion, flooding and storm surges which severely impact social wellbeing (health), livelihood security (and water resources) and major economic sectors such as fishing, tourism, water resources and agriculture. Coastal communities are already experiencing considerable repercussions of these impacts, notably on their livelihoods with reduced fishing productivity, ecosystem degradation and low farming outputs. The limited accessibility of climate-related data limits the ability of decision-makers to make informed planning and policy decisions for the coast (in particular marine and sea parameters databases such as wave height, wave period, wind speed and direction), and to take any clear strategic actions to remedy these negative effects. This inadequate lack of knowledge is contributing towards undermining social and economic development, particularly under a changing climate.

Through this proposal, the Government of Sierra Leone (GoSL) sought funding from the Least Developed Countries Fund (LDCF) to implement a Full-Size Project (FSP) along the coastal zone, in six different pilot sites (Conakry Dee, Lakka, Hamilton, Tombo, Shenge and Turtle Island). The objective of this project, implemented by UNDP in collaboration with the Environmental Protection Agency (EPA SL), the Ministry of Fisheries and Marine Resources (MFMR) and the Institute of Marine Biology and Oceanography (USL-IMBO and the National Tourist Board (NTB) is designed to *"Strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods"*. The project focuses on five of the national priorities presented in Sierra Leone's National Adaptation Programme of Action (NAPA) submitted to the United Nations Framework Convention on Climate Change (UNFCCC), namely priorities interventions n° 2, 4, 14, 16 and 17.

Barriers need to be overcome in order to achieve the project objective. These include: (i) the limited accessibility and use of data and information relevant to understanding coastal related climate risks, (ii) inadequate institutional and policy capacities for Integrated Coastal Zone Management (ICZM), (iii) limited awareness programmes on coastal related climate risk and human activities along the coast; (iv) Inadequate resources and financial constraints and (v) the need to introduce climate resilient livelihood options and approaches to address the climate risk facing coastal communities. The project's approach to be adopted will deliver three complimentary outcomes to address these barriers in a coherent and holistic manner. It shall also contribute to the improvement of Sierra Leone's ability to systematically manage coastal risks in the face of a changing climate.

### **1.2. Project goal, objective and expected outcome**

The project goal is to increase the resilience of Sierra Leone's vulnerable coastal communities and associate economic sectors (including fisheries, agriculture, tourism,

transport, and water) to the negative impacts of climate change. At a national level, the project will strengthen the GoSL current attempts to deal with coastal adaptation in order to reduce the vulnerability of coastal communities to climate related risk.

The objective of the project is to “Strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods”. To attain the objective the project presents three Components with respective Outcomes shown below:

- Component 1: Generating sound scientific knowledge and access to information;
- Component 2: Climate information internalized into coastal development policy and plans;
- Component 3: Awareness and alternative, innovative activities to support adaptation in the coastal zone.

Through these components, the project will work towards the removal of those policies and any informational barriers that are preventing Sierra Leone, as a nation, to systematically manage coastal risks. This will contribute to the vulnerability reduction of both coastal communities and ecosystems and strengthen institutional capacity and adaptation planning. The project component will be achieved through the following outcomes.

- Outcome 1: Enhance the availability of high quality climate risk information that is critical for development decision-making in the coastal zone.
- Outcome 2: Develop appropriate protection measures, policy/legal tools and integrated coordination mechanisms to improve /support policy design and implementation in dealing with current and long-term coastal challenges.
- Outcome 3: Public awareness enhanced and climate resilient alternatives to sand mining promoted for better adhesion of policy makers and communities on adaptation

### **1.3. Project Budget**

The indicative GEF grant budget amount totals 9.5 million USD and UNDP Grant total amount of 190,00 USD distributed over the three Components to support the implementation of the proposed outputs is shown on the Table 1 below.

**Table 1. Five-year project budget**

Summary of Funds	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Total
GEF	3,104,207	2,772,161	1,905,967	1,334,999	857,666	9,975,000
UNDP (Grant + Core Resources )	100,400	22,400	22,400	22,400	22,400	190,000
<b>Total</b>	<b>3,204,607</b>	<b>2,794,561</b>	<b>1,928,367</b>	<b>1,357,399</b>	<b>880,066</b>	<b>10,165,000</b>

## 2. PROJECT GOVERNANCE AND MANAGEMENT

The project will be implemented by UNDP under its Direct Implementation Modality (DIM) according to the DIM authorization for the UNDP CO in Sierra Leone. The project will be executed by UNDP in close collaboration with EPA-SL, USL-IMBO, GEO DEPT, MFMR and the NTB as responsible parties, as well as the NGO's in selected pilot communities responsible for the local level pilot interventions of the project. Letters of Agreement (LoA) will be established with the relevant responsible parties, and a Memorandum of Understanding (MoU) and Terms of Reference (TOR) indicating the role of each executing agency will be developed during project implementation. Project activities will primarily be implemented at a national level with a demonstration component at sub-national level. UNDP will establish a Project Board (PB) comprising national and sub-national representatives to guide and oversee the project.

**The Project Board/Project Steering Committee** is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.

The project assurance role will be provided by the UNDP Country Office and the UNDP-GEF team in the region and HQ. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

## 2.1. Project Management:

1. The day- to- day management of the project shall be entrusted to the Project Management Unit (PMU) which will be accountable to the UNDP CO and Project Board for the performance of the project. The project team will be based in Freetown and will be manned by a fulltime staff comprising a Project Manager, Monitoring and Evaluation (M&E) Officer, Finance / Administrative Assistant, Technical Steering Committee, Local Committees financed from the LDCF grant and a Technical Advisor.
2. National Project Director (NPD)/Cluster Lead: A UNDP staff member will be assigned as NPD and will have the responsibility to administer the project on a day-to-day basis on behalf of UNDP. The National Project Director's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Director will liaise and work closely with all partner institutions to link the project with complementary national programs and initiatives. The National Project Director is accountable for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The NPD will ensure coordination among actors/other projects during the implementation of the project.
3. Project Manager: The day-to-day administration and implementation of the project will be carried out by the National Project Manager. The PM will be recruited by UNDP CO using appropriate rules and regulations and ensuring international standards on recruitment processes. The PM will be based in Freetown to ensure smooth implementation. The PM is accountable to the National Project Director for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds.
4. Monitoring and Evaluation (M&E) Officer: The M&E Officer will be recruited by UNDP and will report to the Project Manager and UNDP programme analyst. S/he will support the PM and the project task teams to prepare the relevant M&E systems required to monitor and assess quality of progress, to identify, collect, analyze, document and disseminate lessons learned through an annual project meeting, and support the preparation of project evidence for sharing through the UNDP Adaptation Learning Mechanism (ALM). The M&E Officer will liaise with the PM to prepare data collection protocols to enable the task teams to consistently collect data on project progress from project sites and its processing by the PM for national reporting purposes.
5. Finance / Administrative Assistant: The project support role provides project administration, management, financial and technical support to the Project Coordinator as required by the needs of the project or individual activities. He/she will work closely with the UNDP CO on financial management issues relevant to project implementation. In order to ensure the Assistant has sufficient capacity to conduct financial management tasks, he/she will be trained by the UNDP CO.
6. Technical Steering Committee: A Technical Steering Committee (TSC) will be formed to support the Project Coordinating Unit. They will meet monthly with the PM to



provide technical advice. They will equally support the PM with the management of the project for the institutions/agencies they represent. The TSC will be composed of focal points from each of the six target districts: Conakry, Dee, Lakka & Hamilton, Tombo, Shenge and Turtle Island and will be appointed at the project initiation phase.

7. Local Committees: Focal points from EPA-SL District branches in Conakry, Dee, Lakka & Hamilton, Tombo, Shenge and Turtle Island will be responsible for facilitating coastal adaptation actions on the ground. They will work with the local NGOs/CSOs and local Authorities in project implementation. These EPA-SL District focal points are required to regularly communicate with the Project Manager and provide any relevant information to the Monitoring and Evaluation (M&E) Officer and the Project Manager.

8. International and National Experts: The project will hire both International and national short-term experts in providing technical support to the different activities of the project outputs during the implementation process. Hiring of technical services of the experts will be through a competitive selection process of UNDP and in accordance with GoSL.

9. Chief Technical Adviser (CTA): ToR will be developed for the recruitment of International CTA to provide technical guidance for components 1 & 2. The operation of all the components will be led by Component Leads.

### **3. INCEPTION WORKSHOP SUMMARY**

The Inception workshop was held at Golden Tulip Essential Kimbina Hotel, Freetown on 19<sup>th</sup> July 2018. The aim of the workshop was to communicate and inform key Government agencies/ institutions, the private sector and civil societies on the project document and implementation processes. The workshop started on time and attracted over 60 participants. The chairperson Mr Johnson from IMBO admonished participants on the importance of the coastal zones to Sierra Leone and the impact the project will create to the already eroded coastal areas. This was done immediately after the Cluster Lead for Inclusive Growth and Sustainable Environment Madam Tanzila Sankoh called the attention of participants.

#### **3.1. Workshop objective**

The objective of the inception workshop was to introduce the full project document to all relevant stakeholders.

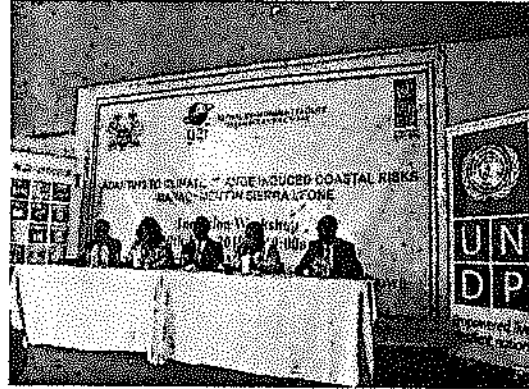
Specifically, to:

- a. Stimulate government willingness to supporting the project implementation;
- b. Provide an opportunity for all stakeholders to understand their roles, functions, and responsibilities of the project including reporting and communication lines, and conflict resolution mechanisms.
- c. Communicate the project log-frame to the participants;
- d. provide a detailed overview of UNDP-GEF reporting, monitoring and evaluation (M&E) requirements, with emphasis on the Project Implementation Reviews (PIRs) and related documentation, as well as mid-

term and final evaluations, related budgetary planning, budget reviews, and mandatory budget rephrasing.

### 3.2. Opening statements:

Statements were made by two Female Honourable Ministers; Mrs Emma Kowa from the Ministry of Fisheries and Marine Resources who gave an overview of her Ministry and the government priority agenda on actions on environmental protection especially in developing policies for environmental compliance. According to her, the Ministry is working closely with other agencies on Disaster Risk Reduction (DRR) management in monitoring the sea and its resources. She pledged her support in ensuring project deliverables. Mrs



Memunatu Pratt from the Ministry of Tourism and Cultural Affairs also spoke on the importance to combat climate change impacts in Sierra Leone especially the coastal zones as it is one of the tourist attractions points. She continued that her ministry is prepared to support the UNFCCC and IPPC frameworks. She further spoke on the need to review the environmental protection master plan to boost tourism attraction. Furthermore, the Country Director, Mr Samuel Doe commended the statements made by the two Ministers on their commitments to ensuring project delivery as Sierra Leone is ranked as the last three poverty country in the world. In his opening remark, the Executive person of EPA who officially opened the workshop emphasized the need to fight climate change and its impacts as Africa will lost about 7% in GDP if adaptive measures are not taken.

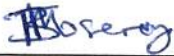
Presentations were made on project overview, outcomes, outputs, activities, log-frame, governance structure, project budget and GEF guidelines on reporting requirements. Finally, the project risk and mitigations measures were reviewed to discuss any changes that participants might need to include or remove. Discussions were encouraged through questions and answers to provide further clarity on project implementation. The project was accepted by all the stakeholders present in the workshop. The following were concerns raised during the discussion.

1. Metrological Department be included in the Technical Committee meeting as they have the mandate in providing climatic weather data and forecasting.
2. Hydrology Department within the Ministry of Water and Mineral Resources should be considered as collaborating partner.
3. CSOs are also key in playing advocacy role especially in disseminating messages on EWS.
4. Procurement of meteorological equipment should be channelled through Metrology Department as they have the capacity and skill.
5. Clarity on the role of MLHE and the local councils on sand mining licenses needed to be provided.

The workshop was closed with the following action points:

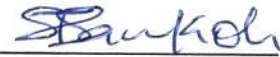
1. Preparation of Annual Work Plan
2. Development of LoAs and ToRs
3. Formation of Technical and project Board committees
4. Review of the annual budget in-line with the second half of the year

Prepared by:



Project Manager-UNDPSL

Reviewed by:



Ag. Cluster Lead-UNDP SL

#### 4. Annexes:

##### 4.1. Inception workshop agenda



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### INCEPTION WORKSHOP AGENDA

*Adapting to climate change induced coastal risks management in Sierra Leone  
Golden Tulip, Kimbima, Thursday 19<sup>th</sup> July 2018*

#### OVERALL OBJECTIVES

- Communicate the project document to key stakeholders
- Facilitate/consolidate stakeholder engagement and potential partnerships for successful implementation
- Provide an overview of UNDP-GEF reporting and M&E requirements

Time	Activity	Facilitator/Speaker
9:30 – 10:00	Arrival of participants and registration	UNDP
	Official Opening: <ul style="list-style-type: none"> <li>• Prayers</li> <li>• Introduction of chairperson</li> </ul>	Facilitator
10:00 – 10:15	<ul style="list-style-type: none"> <li>• Chairman’s opening statement</li> </ul> <p><b>Statements</b></p> <ul style="list-style-type: none"> <li>i. Hon. Minister, Ministry of Fisheries and Marine Resources (MFMR)</li> <li>ii. Hon. Ministry, Ministry of Tourism and Culture (MTCA)</li> </ul> <p><b>Key Note Address</b> UNDP Country Director - Programmes</p>	Chair person

	<b>Official Opening Statement</b> Executive Chair, Environment Protection Agency (EPA)	
11:00- 11:30	<b>Group Photo/Tea/Coffee Break</b>	All
11:30 – 12:00	Background and Overview of the Project: Goal, Objectives and Outcomes – Log frame presentation	Project Manager-UNDP
	Management Arrangement	
11:30 – 12:00	<b>Tea/Coffee Break</b>	All
12:00 - 12:30	UNDP-GEF Reporting, Monitoring and Evaluation and Risk Management	Regional Team
12:30 - 12:45	Presentation of Work plan	Project Manager-UNDP
12:45-13:00	General Discussion and closing of workshop	Chair person
13:00 - 14:00	<b>LUNCH BREAK and Departure</b>	All

## 4.2. Project management structure

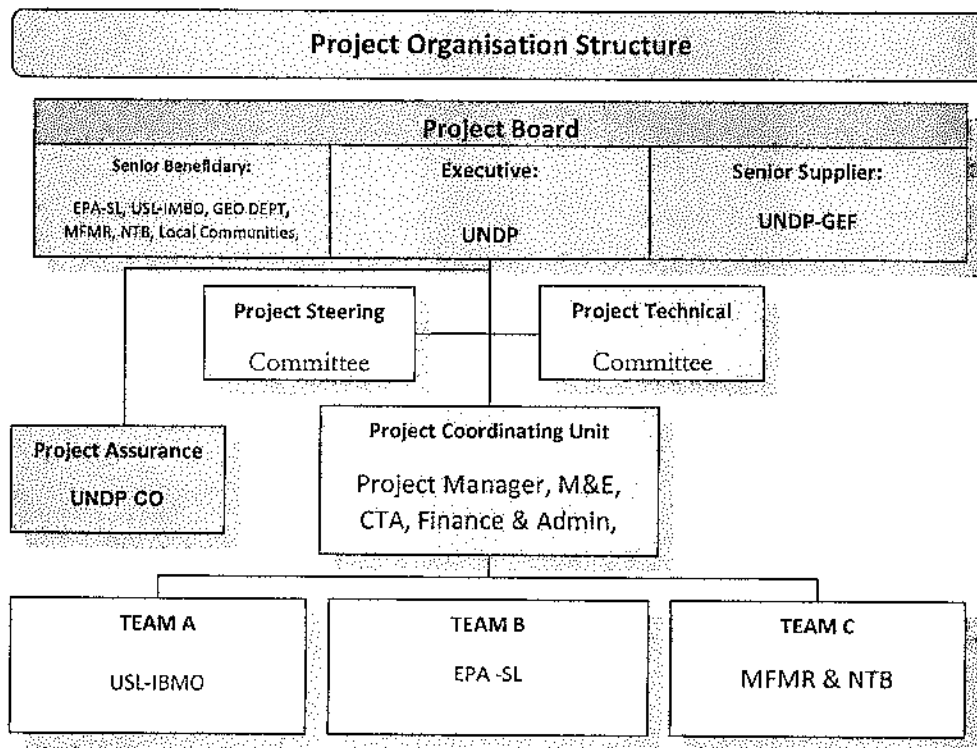
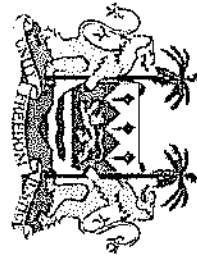
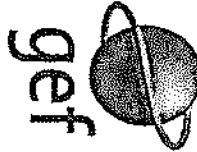


Figure 1: Project Organizational structure

### 4.3. Participants List



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ATTENDANCE LIST FOR INCEPTION WORKSHOP  
Adapting to climate change induced coastal risks management in Sierra Leone


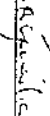
Golden Tulip, Kimbima, Off Bintumani Road, Aberdeen.  
Thursday 9<sup>th</sup> July 2018

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23	Tangila Soudi	UNDP	PTA Technical	07661456	Information System	
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27	Breuer Kana	UNDP	Director	07661416	Information System	
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ATTENDANCE LIST FOR INCEPTION WORKSHOP

Adapting to climate change induced coastal risks management in Sierra Leone  
 Golden Tulip, Kindama, CH Buntumbi Road, Aberdeen,  
 Thursday 19<sup>th</sup> July 2018

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