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## **Second Consolidated Annual Progress Report on Activities Implemented under the Sierra Leone Multi-Donor Trust Fund**

**Report of the Administrative Agent of the Sierra Leone Multi-Donor Trust Fund  
for the Period 1 January to 31 December 2011**

**Multi-Partner Trust Fund Office**  
Bureau of Management  
United Nations Development Programme  
<http://mptf.undp.org>

31 May 2012

## PARTICIPATING ORGANIZATIONS



Food and Agriculture Organization of the United Nations (FAO)



International Labour Organization (ILO)



International Organization for Migration (IOM)



Joint United Nations Programme on HIV/AIDS (UNAIDS)



United Nations Development Programme (UNDP)



United Nations Environment Programme (UNEP)



United Nations Educational, Scientific and Cultural Organization (UNESCO)



United Nations Industrial Development Organization (UNIDO)



United Nations Office on Drugs and Crimes (UNODC)



United Nations Population Fund (UNFPA)



United Nations Children's Fund (UNICEF)



United Nations High Commissioner for Refugees (UNHCR)



United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)



United Nations Office for Project Services (UNOPS)



United Nations Office of the High Commissioner for Human Rights (OHCHR)



World Food Programme (WFP)



World Health Organization (WHO)

## CONTRIBUTING DONORS



Australia (AusAID)



Canada (DFAIT)



Expanded Delivering as One Funding Window for Achievement of the MDGs  
*(The Netherlands, Norway, Spain and the United Kingdom)*



Italy



United Kingdom (DFID)

## Abbreviations and Acronyms

*List of abbreviations and acronyms commonly used in the report:*

DEPAC	Development Partners' Committee
ERSG	Executive Representative of the Secretary General
FAO	Food and Agriculture Organization of the United Nations
GoSL	Government of Sierra Leone
ILO	International Labour Organization
IOM	International Organization for Migration
MEST	Ministry of Education, Science and Technology
MDTF/MPTF	Multi-Donor Trust Fund / Multi-Partner Trust Fund
MPTF Office	UNDP Multi-Partner Trust Fund Office
MoFED	Ministry of Finance and Economic Development
MoHS	Ministry of Health and Sanitation
MOU	Memorandum of Understanding
NAS	National AIDS Secretariat
PBF	United Nations Peacebuilding Fund
RC	Resident Coordinator
SAA	Standard Administrative Arrangement
SLBC	Sierra Leone Broadcasting Corporation
TOR	Terms of Reference
UN	United Nations
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNOPS	United Nations Office for Project Services
WFP	World Food Programme
WHO	World Health Organization

## **Definitions<sup>1</sup>**

### **Allocation**

Amount approved by the Development Partners Committee (DEPAC) for projects/programmes.

### **Approved Project/Programme**

A project/programme document, including budget, etc., that is approved by the DEPAC for fund allocation purposes.

### **Donor Commitment**

A contribution expected to be received or already deposited by a donor based on a signed Standard Administrative Arrangement (SAA), with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent of the Sierra Leone MDTF.

### **Donor Deposit**

Cash deposit received by the UNDP MPTF Office for the Sierra Leone MDTF.

### **Indirect support costs**

A general cost that cannot be directly related to any particular programme or activity of the Participating Organizations. Under UN MPTFs, these costs amount to 7 per cent as per the UNDG agreed MPTF cost recovery.

### **Net funded/transferred amount**

Amount transferred to a Participating Organization, less refunds, of unspent balances received from the Participating Organization.

### **Participating Organizations**

Organizations that have signed a Memorandum of Understanding with the UNDP MPTF Office.

### **Project Disbursement**

The amount paid to a vendor or entity for goods received, work completed, and/or services rendered (does not include un-liquidated obligations).

### **Project Expenditure**

Amount of project disbursement made plus un-liquidated obligations during the year.

### **Project Financial Closure**

A project/programme is considered financially closed when all financial obligations of an operationally completed project/ programme have been settled, and no further financial charges may be incurred.

### **Project Start Date**

Date of transfer of first instalment from the MPTF Office to the Participating Organization.

### **Project Operational Closure**

A project or programme is considered operationally closed when all activities for which a Participating Organization is responsible under the approved programmatic document have been completed.

### **Total Approved Budget**

Amount approved by the DEPAC for projects/programmes.

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<sup>1</sup> Common definitions used by the UNDP MPTF Office in annual progress reporting.

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# Executive Summary

## Introduction

The Sierra Leone Multi-Donor Trust Fund (Sierra Leone MDTF) was formally established on 15 October 2009 with the conclusion of the Sierra Leone MDTF Memorandum of Understanding (MOU) between Participating Organizations (POs) and the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent of the Sierra Leone MDTF and the Executive Representative of the Secretary General/UN Resident Coordinator. A month later, in November 2009, the Sierra Leone MDTF became operational with its first donor contribution from the Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals (MDGs).

The Sierra Leone MDTF was established with the overall aim of enhancing the coherence and efficiency of the UN's programmes and projects at the country level. At the same time, the fund was meant to create a joint funding window corresponding to and supporting the programmatic integration the United Nations Family<sup>2</sup> strives to accomplish under the Joint Vision for Sierra Leone.

### Sierra Leone MDTF Key Data

**\$23.6 million in donor deposits**

**\$19.2 million transferred to 12 POs**

**37 projects supporting 12 Joint Vision Programmes**

**Delivery rate: 82.1% (excl. allocations in Q4 2011)**

The Sierra Leone MDTF is consistent with the Paris Declaration on Aid Efficiency, including its goals on national ownership, alignment with national priorities, harmonization and coordination. Governed by the Sierra Leone MDTF Terms of References (ToR), it also responds to the Delivering as One Initiative and the Secretary General's efforts to improve the integration of UN political, developmental and humanitarian activities across the UN system through an increasingly integrated network of UN field offices.

The MPTF Office is the Administrative Agent (AA) of the Sierra Leone MDTF, and has concluded a Memorandum of Understanding (MOU) with 17 Participating Organizations and one non-UN Participating Organization (in this report, all are referred to as Participating Organizations (POs).

This Second Consolidated Annual Progress Report on Activities under the Sierra Leone MDTF reports on the implementation of projects and programmes approved for funding as of 31 December 2011, with a particular focus on activities implemented during the reporting period 1 January – 31 December 2011. In line with the MOU, the Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organizations to the MPTF

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<sup>2</sup> Joint Vision for Sierra Leone of the United Nations Family: <http://mptf.undp.org/document/download/2557>.



Office. It is neither an evaluation of the Sierra Leone MDTF nor the MPTF Office's assessment of the performance of the Participating Organizations. However, the report does provide the Development Partners' Committee (DEPAC) in Sierra Leone with a comprehensive overview of achievements and challenges associated with projects funded through the Sierra Leone MDTF, thereby enabling it to make strategic decisions and take corrective measures, where applicable.

## **Strategic Framework**

Through the Joint Vision, the UN family in Sierra Leone has agreed to support the overarching priority of strengthening peace in the country as well as four additional programmatic priorities that include the;

- Economic integration of rural areas
- Economic and social integration of youth
- Equitable access to health services
- Accessible and credible public service.

These priorities were chosen to maximize the UN family's contribution to the Government of Sierra Leone's Agenda for Change (Second Poverty Reduction Strategy, PRSP II, 2008-2012) within the UN's respective organizational mandates, specialization and expertise. Recognizing that the UN is a part of a wider international group of development partners, it selected these priorities with a view to building its joint programmes through the UN's comparative advantages in Sierra Leone. During the reporting period, the drafting of the *Transitional Joint Vision of the UN Family for Sierra Leone (2013-2014)*, began and is expected to be finalised in 2012.

## **Governance**

The Development Partners' Committee (DEPAC) constitutes the highest governing body of the Sierra Leone MPTF, and is co-chaired by the Minister of Finance, the World Bank Country Manager and the Executive Representative of the Secretary General/UN Resident Coordinator. All programmes and projects, regardless of whether they are partly or fully funded by the Sierra Leone MDTF, are approved by the DEPAC. They fall under the same monitoring, evaluation and reporting arrangements as those governed by the Joint Vision.

## **Project Approval Status**

During the 2011 reporting period, the DEPAC approved a gross total of \$9,300,225 in funding for 19 projects across 8 Joint Vision Programmes. During the year, a total of \$182,598 was returned as refunds from Participating Organizations. Taking this into account, a net total of \$9,117,627 was transferred. During the previous reporting period, allocations amounting to \$10,115,899 were approved and transferred. Consequently, by the end of 2011, a cumulative net total of \$19,233,526 had been approved in support of 37 projects across 12 Joint Vision Programmes and implemented by 14 Participating Organizations.

As of the end of 2011, the 12 Joint Vision Programmes supported through the Sierra Leone MDTF were (net amount transferred): Finance for Development Programme (\$400,420); National Agricultural Response Programme (\$1,503,711); HIV/AIDS and Malaria Programme (\$2,853,552); School Feeding Programme (\$928,200); Public Sector Reform Programme (\$400,420); Data Collection Assessments and Planning Programme (\$400,420); Support to Democratic Institutions Programme (\$1,036,569); Local Governance and Decentralisation Programme (\$647,500); Rural Community Empowerment Programme (\$1,564,278); Youth Development and Employment Programme (\$6,663,404); National Health Systems Programme (\$1,934,788); and Environmental Cooperation for Peacebuilding Programme (\$900,400).

### **Project Implementation Status**

The overall rate of implementation of the 37 projects, which in financial terms stands at 56.3 per cent of transferred amounts as of 31 December 2011 (which is similar to the delivery rate that was reported at the end of 2010; 56.4 per cent), is notable given that nearly a third of the approved funding (\$6 million to 13 projects within three Joint Vision Programmes) was transferred to Participating Organizations in December 2011, leaving little, if any, time for implementation before the end of the reporting period. By deducting these amounts from the equation, which provides a more accurate financial picture of the rate of implementation, the overall financial delivery rate for the Sierra Leone MDTF stands at 82.1 per cent. This percentage reflects the suitability of the projects chosen for funding under the Sierra Leone MPTF mechanism.

### **Implementation Achievements and Challenges**

As of the end of 2011, projects approved under the Sierra Leone MDTF funding mechanism supported twelve of the 21 Joint Vision Programmes and, by and large, made significant contributions to achieving the majority of their objectives. Below are some selected key achievements from the reporting period.

In the area of **Financing for Development**, the UNDP project on supporting aid policy implementation contributed to the modest improvement in aid coordination and aid effectiveness, as reflected in the report of the Joint Survey on Monitoring the Paris Declaration and Principles of Good International Engagement in Fragile States and Situations. The report of the joint survey on the Paris Declaration and Principles of Good International Engagement in Fragile States Principle has been consolidated into a country chapter for Sierra Leone, feeding into the end of year (2011) discussions in the Fourth High Level Forum on Aid Effectiveness in Busan, South Korea.

Regarding **HIV/AIDS & Malaria**, the combined efforts of UNAIDS, UNICEF, WFP and WHO have contributed to a halt and reversal of the spread of HIV and the incidence of Malaria in Sierra Leone. Universal coverage of long-lasting insecticide-treated mosquito nets (LLINs) was achieved in a joint WHO/UNICEF effort, through which over three million LLINs were distributed to every household in Sierra Leone, with a national target of one net for two people. WFP helped ensure that a total of 680 metric-tons of assorted food commodities benefited 3,900 individuals and 15,650 families.

For **School Feeding**, UNICEF and WFP's joint efforts provided 400,000 primary school children with on-site mid-day meals every school day, an increase of over 150,000 pupils from the previous year. In the area of **Environmental Cooperation for Peacebuilding**, UNEP continued to support the technical and managerial capacity of the Sierra Leone Environment Protection Agency. The projection that if climate change projections materialize Sierra Leone may lose between \$600 million and \$1.1 billion annually in crop revenue by the end of the century highlights the urgency for action on environmental issues. To this affect, UNEP and UNDP are working to improve and enhance the effectiveness and efficiency of disaster management and risk reduction, especially for droughts and floods.

## **Financial Performance**

During the current reporting period (1 January - 31 December 2011), contributions from five donors (Australia/AusAID, Canada/DFAIT, EFW, Italy and the United Kingdom/DFID) amounting to \$13,409,046 were deposited into the Sierra Leone MDTF Account. Including the \$10,218,080 contributed by EFW and Canada/DFAIT in 2010, the cumulative total contributed by donors to the SL MPTF now amounts to \$23,627,126. An additional \$25,529 was earned as Fund-level interest.

Of the total gross donor contributions to the Sierra Leone MDTF (\$23,627,126), a total of \$19,416,124 (82.2 per cent) had been transferred to Participating Organizations by 31 December 2011. The balance with the AA amounted to \$4,231,844.

By the end of the reporting period, a total of \$10,829,233 was reported on as expenditure by Participating Organizations, representing a financial implementation rate of 56.3 per cent of transferred amounts as of 31 December 2011. The balance with Participating Organizations at the end of the reporting period was \$8,404,293. The MPTF Office's Administrative Agent fee, charged at the standard rate of 1 per cent of donor contributions, deducted at the time of the deposit, amounted to \$134,090 in 2011, totalling \$236,271 as of the end of the reporting period.

## **Transparency and Accountability of the Sierra Leone MDTF**

The major vehicle for public transparency of operations under the Sierra Leone MDTF during the reporting period was the MPTF Office GATEWAY (<http://mptf.undp.org>), where a dedicated website for the Sierra Leone MDTF is maintained (<http://mptf.undp.org/factsheet/fund/SL100>). Launched in 2010, the MPTF Office GATEWAY continues to serve as a knowledge platform providing real-time data from the MPTF Office accounting system on financial information on donor contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. Each MDTF and JP administered by the MPTF Office has its own website on the GATEWAY with extensive narrative and financial information on the MDTF/JP including on its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and semi-annual updates on the results being achieved are also available. The MPTF Office GATEWAY is already being recognized as a 'standard setter' by peers and partners.

## **Introduction**

The Second Consolidated Annual Progress Report on Activities Implemented under the Sierra Leone Multi-Donor Trust Fund (Sierra Leone MDTF) is submitted to the Development Partners' Committee and Donors contributing to the Sierra Leone MDTF, through the Executive Representative of the Secretary General, in fulfilment of the reporting provisions of the Sierra Leone MDTF Terms of Reference (TOR), the Memorandum of Understanding (MOU) between the United Nations Development Programme (UNDP) and Participating Organizations, and the Standard Administrative Arrangement (SAA) between UNDP and Donors. The UNDP Multi-Partner Trust Fund Office (MPTF Office) serves as the Administrative Agent (AA) of the Sierra Leone MDTF.

The Annual Progress Report covers the period from 1 January to 31 December 2011. It provides information on progress made in the implementation of projects funded by the Sierra Leone MDTF, as well as on common challenges and lessons learned.

The Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organizations to the MPTF Office. It is neither an evaluation of the Sierra Leone MDTF nor the MPTF Office's assessment of the performance of the Participating Organizations – tasks that belong to an independent evaluation. However, the report does provide the DEPAAC with a comprehensive overview of achievements and challenges associated with projects funded through the Sierra Leone MDTF, thereby enabling it to make strategic decisions and take corrective measures, as appropriate.

## **Report structure**

The Report consists of five chapters. Chapter One provides an overview of the strategic framework of the Sierra Leone MDTF. An overview of the Sierra Leone MDTF's governance and fund management arrangements is reported in Chapter Two. Chapter Three gives an update on allocations and project approval and the implementation status, as well as highlights on programme implementation, with extensive details on each of the funded Joint Vision Programmes. Chapter Four provides an overview of the financial performance of the Sierra Leone MDTF. Chapter Five elaborates on efforts made to ensure Sierra Leone MDTF transparency and accountability. Brief concluding remarks and observations are made in Chapter Six.

# 1. Strategic Framework

The United Nations organizations, agencies and programmes working in Sierra Leone, in recognition of their joint responsibility for a fully integrated peacebuilding mission as called for by the UN Security Council, agreed in May 2009 to combine their efforts and resources behind a joint vision supporting the Government of Sierra Leone and its people. Through the *“Joint Vision for Sierra Leone of the United Nations Family”*, the UN Country Team defines the common priorities guiding its activities and outlines a set of underlying criteria and comparative advantages that, through a conflict-sensitive approach, will shape its programmes and projects.

The Joint Vision sets out a number of joint planning, implementation and coordination mechanisms with the aim of enhancing the impact of United Nations assistance, which is a part of an international effort, to consolidate peace and promote sustainable development in Sierra Leone.

The Joint Vision defines the UN’s contribution to implementing the Government of Sierra Leone’s *“Agenda for Change”* (Second Poverty Reduction Strategy, PRSP II, 2008-2012), to accomplishing the mandate given to the UN by the Security Council and to supporting the goals and work of the UN Peacebuilding Commission. Through the Joint Vision, the UN intends to put into practise the main principles of the Paris Declaration on Aid Effectiveness under the leadership of the Government.

*Drafting of the Transitional Joint Vision of the UN Family for Sierra Leone (2013-2014) will be finalized in 2012.*

In parallel to the Agenda for Change, the Joint Vision covers the initial period from 2009 to 2012. The total resources required for implementing the Joint Vision over these four years is estimated at \$349 million, of which \$204 million (59 per cent) would be required as new funding (funding gap). The Joint Vision document establishes the general framework for the UN’s cooperation with the Government of Sierra Leone. The benchmarks of the five priority areas, programme outlines and joint programme implementation and operational support mechanisms are described in the annexes to the document.

The overall aim of the Sierra Leone MDTF is therefore to enhance the coherence and efficiency of the UN’s programmes and projects at the country level, whilst creating a joint funding window that corresponds to and supports the programmatic integration the UN seeks to accomplish under the Joint Vision. The Sierra Leone MDTF is consistent with the Paris Declaration on Aid Efficiency, including its goals of national ownership, alignment with national priorities, harmonization and coordination. Governed by the Sierra Leone MDTF Terms of References, it also responds to the Delivering as One Initiative and the Secretary General’s efforts to improve the integration of UN political, developmental and humanitarian activities across the UN system through an increasingly integrated network of UN field offices.

Through the Joint Vision, the UN family in Sierra Leone has agreed to support the overarching priority of strengthening peace in the country as well as four additional programmatic priorities that include the; economic integration of rural areas, the economic and social integration of youth, an equitable access to health services and an accessible and credible public service. These priorities were chosen in order to maximize the UN family's contribution to the Government of Sierra Leone's Agenda for Change (Second Poverty Reduction Strategy, PRSP II, 2008-2012) within the UN's respective organizational mandates, specialization and expertise. Recognizing that the UN is a part of a wider international group of development partners, it selected these priorities with a view to building its joint programmes on the UN family's comparative advantages in Sierra Leone.

The objectives of the Sierra Leone MDTF include:

- Enhancing the UN's capability to partner with the Government and development partners to support national development plans and priorities, including the PRS
- Supporting the Joint Vision through obtaining greater programme cohesion, harmonization and effectiveness
- Providing for a coherent and streamlined platform for the mobilization of additional donor resources (from resident and non-resident donors), fund allocation and reporting of the programmatic priorities of the Joint Vision
- Undertaking funding and implementation with special attention to transparency and accountability, as well as to the prompt delivery and efficient utilization of resources

The Joint Vision of the United Nations for Sierra Leone consists of the following 21 Programmes, with Table 1.1 displaying the original Joint Vision programme estimates, the September 2011 revised estimates, the amount of secured funds and the revised estimated funding gaps. It also shows the funding that has been channelled through the Sierra Leone MDTF as of the end of 2011 (see table 1.1).

In September 2011, the Mid-Term Review (2009-2010) of the Sierra Leone Joint Vision was released<sup>3</sup>. Though recognising that the Joint Vision has raised the profile of the UN in Sierra Leone and thus helped agencies' bilateral fundraising, it notes that *"Although the MDTF is still recent, it has not attracted the expected level funding and its first year of implementation has revealed that there was little appetite in the donors' community for the SL-MDTF, and the large reluctance of partners to provide un-earmarked funding which would follow the spirit of Paris Declaration. As of June 2011, the shift has not started to operate, in fact, the only donor contributions in addition to the DaO funding have been strongly earmarked even beyond what is advised by the SL-MDTF terms of reference."*

The report, however, adds that *"The need for joint fundraising is still relevant given the funding gap at end of year 2010. A solid and targeted strategy remains to be agreed upon as previous efforts to promote the JV together with the MDTF have not met the UNCT's fundraising expectations. A new*

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<sup>3</sup> Sierra Leone Joint Vision Mid-Term Review, 2009-2010 is available on the MPTF Office GATEWAY: <http://mptf.undp.org/document/download/9019>

*strategy must consider that not all Joint Vision programmes are suitable for joint fundraising. Some programme fundraising can be better done at agency level, depending on the area, the programme design and the agencies fundraising capacity. Joint fundraising does not necessarily mean un-earmarked funding and the proposed funding modality can vary according to programme' structure and contents."*

<b>Joint Vision Programme</b>	<b>Participating Organizations</b>	<b>Original Joint Vision Programme Estimates</b> (2009-2012)	<b>Revised Joint Vision Programme Estimate*</b> (2009-2012)	<b>Secured Funds</b> (as of Dec 2010)	<b>Revised Estimated Funding Gap</b> (2009-2012)	<b>Net Funded through Sierra Leone MDTF</b> (as of 31 Dec 2011)
1. Democratic Elections and Political Dialogue	UNDP, UNIFEM, UNOPS	21,000,000	45,125,000	41,131,000	3,994,000	-
2. Access to Justice and Human Rights	UNDP, IOM, OHCHR, UNICEF	11,000,000	13,500,000	9,171,000	4,329,000	-
3. Finance for Development	UNDP	7,000,000	7,000,000	5,362,000	1,638,000	400,200
4. National Agricultural Response Programme	FAO, WFP	50,000,000	35,000,000	19,610,000	15,390,000	1,503,711
5. Rural Industrial Growth and Renewable Energy	UNIDO	7,000,000	7,000,000	2,100,000	4,900,000	-
6. HIV/Aids & Malaria	UNICEF, WFP, WHO, UNAIDS	14,000,000	14,000,000	7,798,000	6,202,000	2,853,552
7. Reproductive and Child Health and Nutrition Programme	UNICEF, WFP, WHO, UNFPA, FAO	68,000,000	68,000,000	22,500,000	45,500,000	-
8. School Feeding Programme	WFP	43,000,000	55,862,000	33,322,000	22,540,000	928,200
9. Child Protection	UNICEF	4,000,000	9,700,000	6,101,000	3,599,000	-
10. Reparation to War Victims	IOM, OHCHR	11,000,000	11,000,000	4,983,000	6,017,000	-
11. Public Sector Reform	UNDP, IOM, FAO, WHO	19,000,000	9,000,000	6,387,000	2,613,000	400,420
12. Data Collection, Assessments and Planning	UNFPA, FAO, IOM, UNAIDS, UNDP, UNICEF, WFP	8,000,000	8,000,000	4,973,000	3,027,000	400,420
13. Mitigating External Threats to Security	UNODC, UNOPS, UNDP	12,000,000	12,000,000	4,080,000	7,920,000	-
14. Security Sector Reforms	UNOPS, FAO, IOM, UNDP, UNODC	9,000,000	9,000,000	2,177,000	6,823,000	-
15. Support to Democratic Institutions	UNDP, UN Women	10,000,000	9,600,000	4,525,000	5,075,000	1,036,569
16. Local Government & Decentralization	UNDP, FAO, UNCDF, UNICEF, WHO	7,000,000	7,100,000	4,311,000	2,789,000	647,500
17. Promoting Gender Equality and Women's Rights	UN Women	7,000,000	7,000,000	2,697,000	4,303,000	-
18. Rural Community Empowerment	UNDAP, FAO, UNAIDS, UNFPA, UNHCR, UNIDO, UN Women	10,000,000	10,000,000	3,665,000	6,335,000	1,564,278
19. Youth Development & Employment	ILO, UNDP, UNAIDS, UNESCO, UNFPA, UNIDO, UN Women, WFP	13,000,000	20,265,000	5,914,000	14,351,000	6,663,404
20. National Health Systems	WHO, UNAIDS, UNFPA, UNICEF, WFP	9,000,000	18,183,000	13,778,000	4,405,000	1,934,788
21. Environmental Cooperation for Peacebuilding	FAO, UNEP, UNDP, WHO	5,000,000	5,000,000	1,819,000	3,181,000	900,400
<b>Total</b>		<b>345,000,000</b>	<b>381,335,000</b>	<b>206,404,000</b>	<b>174,931,000</b>	<b>19,233,526</b>

\* These revised figures were included in the Joint Vision Mid-Term Review that was released in September 2011.

## **2. Governance**

The governance arrangements of the Sierra Leone MDTF, as stated in the Sierra Leone MDTF Terms of Reference, build on the Government of Sierra Leone's aid coordination architecture, as described in the Government's National Aid Policy.

### **2.1. Development Partners' Committee (DEPAC)**

The Development Partners' Committee (DEPAC) is responsible for the overall strategic oversight of the implementation of the programmes funded through the Sierra Leone MDTF and for approving allocations to programmes and Participating Organizations within the context of the programmatic priorities of the Joint Vision. DEPAC meetings are co-chaired by the Minister of Finance and Economic Development (MoFED) and the ERSB and the World Bank Country Manager, based on recommendations and inputs of the Sector Working Groups (technical consultations among Participating Organizations, line ministries, national partners and development partners). The DEPAC makes decisions on the allocation of Sierra Leone MDTF resources in accordance with its Terms of Reference and Rules of Procedures, including allocation criteria.

The DEPAC is responsible for approving all allocations of resources to Participating Organizations and ensuring that these allocations are consistent with the programmatic priorities set forth in the Sierra Leone MDTF TOR and the Joint Vision, and are in line with national priorities as set forth in the Government of Sierra Leone's Agenda for Change. The DEPAC ensures alignment and synergies to programmes of other development partners and donors. The final decision regarding allocation of funds is made by consensus, allowing for dialogue between the Government, the UN and Development Partners on the optimal allocation of resources.

The DEPAC is also responsible for providing strategic orientation of the Sierra Leone MDTF on the basis of the Government's Agenda for Change and other national strategic plans, as well as promoting and advocating a balanced approach in the allocation of resources to the respective Joint Vision programmatic priorities. The DEPAC is also responsible for mobilizing resources for the Sierra Leone MDTF.

### **2.2. Sector Working Groups**

The 13 Sector Working Groups (Agriculture and Fisheries, Energy, Transport, Health, Education, Youth Employment, Gender Equality, Governance, Justice and Rule of Law, Security, Decentralization, Rural Development, and Environment) established within the Government's aid coordination architecture, technically review and provide the DEPAC with recommendations on the allocation of resources. All 21 Joint Vision programmes are "associated" with one of the 13 Sector Working Groups.



- For “strong earmarked” contributions (earmarking to specific programmes and Participating Organization), the applicable Sector Working Groups review and endorse the contribution and submit its recommendations to the DEPAC for final approval by DEPAC Co-Chairs.
- For “soft earmarked” contributions (earmarking only to specific programmes), the applicable Sector Working Groups review and allocate the contributions to a specific Participating Organization and submit its recommendations to the DEPAC for final approval by the Co-Chairs.
- For “un-earmarked” contributions, an expanded UNCT meeting with high-level MoFED representation will be convened, as and when such contributions become available. The expanded UNCT will review the priorities and needs of the 21 Joint Vision programmes, and assign the contribution to one or more of these, converting “un-earmarked contributions” into “soft earmarked contributions”. The appropriate Sector Working Group(s) will review and recommend the allocation of the contribution in accordance with the above.

### **2.3. Executive Representative of the Secretary General / UN Resident Coordinator**

Further to his capacity as the Co-Chair of the DEPAC, and the responsibilities contained therein, the Executive Representative of the Secretary General (ERSG) / UN Resident Coordinator (RC) in Sierra Leone, in consultation with the UNCT is responsible for: ensuring communication with Participating Organizations, the Government and development partners of the DEPAC-approved resource allocations; instructing the Administrative Agent to transfer the DEPAC-approved allocation of funds to Participating UN Organizations; and promoting synergies between the programmatic priorities of the Joint Vision to ensure coherence of UN programmatic initiatives.

### **2.4. Administrative Agent**

The United Nations Development Programme Multi-Partner Trust Fund Office (MPTF Office) is the Administrative Agent for the Sierra Leone MDTF. Its responsibilities as Administrative Agent include the receipt, administration and management of contributions from Donors; disbursement of funds to the Participating Organizations in accordance with instructions from the DEPAC, through the ERSG/RC; and consolidation of narrative and financial reports produced by each of the Participating Organizations, as well as the provision of these reports to the DEPAC and Donors. The MPTF Office performs the full range of Administrative Agent functions in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi-Donor Trust Funds and Joint Programmes, and One UN Funds”.

In line with the Memorandum of Understanding (MOU) concluded between Participating Organizations and the MPTF Office, a clear delineation, including distinct reporting lines and an accountability framework, has been established and will be maintained within UNDP between its functions as an Administrative Agent and its functions as a Participating Organization.

### 3. Project Approval and Implementation Updates

#### 3.1. Programme Allocation Overview and Status

During the reporting period, 1 January – 31 December 2011, the DEPAC approved net allocations amounting to a \$9,117,627 in support of eight Joint Vision programmes. By the end of the current reporting period, 31 December 2011, cumulative allocations amounting to a total of \$19,233,526 to 37 projects within twelve Joint Vision programmes (themes) were approved and funds transferred to eleven Participating Organizations.

Table 3.1, below, provides an overview of allocations made as of 31 December 2011 by Joint Vision Programme. A detailed overview of all projects approved within each Joint Vision Programme is included in Annex 1.

<b>Table 3.1</b> <b>Sierra Leone MDTF Allocations to Joint Vision Programmes</b> <b>1 January – 31 December 2011</b>			
<b>Joint Vision Programme</b>	<b>Participating Organizations</b>	<b>Transferred Amount (USD)</b>	<b>Percentage of Total Amount Allocated</b>
3. Finance for Development	UNDP	400,200	2.10%
4. National Agricultural Response Programme	FAO, WFP	1,503,711	7.80%
6. HIV/Aids & Malaria	UNICEF, WFP, WHO, UNAIDS	2,853,552	14.80%
8. School Feeding Programme	WFP	928,200	4.80%
11. Public Sector Reform	UNDP, IOM, FAO, WHO	400,420	2.10%
12. Data Collection, Assessments and Planning	UNFPA, FAO, IOM, UNAIDS, UNDP, UNICEF, WFP	400,420	2.10%
15. Support to Democratic Institutions	UNDP, UN Women	1,036,569	5.40%
16. Local Government & Decentralization	UNDP, FAO, UNCDF, UNICEF, WHO	647,500	3.40%
18. Rural Community Empowerment	UNDAP, FAO, UNAIDS, UNFPA, UNHCR, UNIDO, UN Women	1,564,278	8.10%
19. Youth Development & Employment	ILO, UNDP, UNAIDS, UNESCO, UNFPA, UNIDO, UN Women, WFP	6,663,404	34.60%
20. National Health Systems	WHO, UNAIDS, UNFPA, UNICEF, WFP	1,934,788	10.10%
21. Environmental Cooperation for Peacebuilding	FAO, UNEP, UNDP, WHO	900,400	4.70%
<b>Total</b>		<b>19,233,526</b>	

#### 3.2. Programme Implementation Status

Allocations to the twelve programmes were made in June and July 2010, as well as throughout 2011. The overall rate of implementation of the 37 approved projects, which in financial terms stands at 56.3 per cent of transferred amounts as of 31 December 2011, is notable given that that nearly a third of the approved funding (\$6 million to 13 projects within three Joint Vision Programmes) was transferred to Participating Organizations in December 2011, leaving little, if any, time for implementation before the end of the reporting period. By deducting these amounts from the equation, which provides a more accurate financial picture of the rate of implementation, the overall financial delivery rate for the Sierra Leone MDTF stands at 82.1 per cent.

Table 3.2, below, provides a quick overview of the programme implementation status of all Sierra Leone MDTF supported Joint Vision programmes, including overall financial implementation status.

Table 3.2 Programme Implementation Status as of 31 December 2011				
Joint Vision Programme	Participating Organizations	Transferred Amount (USD)	Programme Implementation Status	Financial Implementation Status
3. Finance for Development	UNDP	400,200	On-going	31.20%
4. National Agricultural Response Programme	FAO, WFP	1,503,711	On-going	24.50%
6. HIV/Aids & Malaria	UNICEF, WFP, WHO, UNAIDS	2,853,552	\$1 million funded in Dec 2011. 80% delivery rate on projects funded prior.	56.60%
8. School Feeding Programme	WFP	928,200	Funded projects operational. Projects funded in December 2011; no implementation as of end-2011.	0.00%
11. Public Sector Reform	UNDP, IOM, FAO, WHO	400,420	Funded projects operationally closed.	99.80%
12. Data Collection, Assessments and Planning	UNFPA, FAO, IOM, UNAIDS, UNDP, UNICEF, WFP	400,420	Funded projects operationally closed.	99.80%
15. Support to Democratic Institutions	UNDP, UN Women	1,036,569	Funded projects operationally closed.	98.40%
16. Local Government & Decentralization	UNDP, FAO, UNCDF, UNICEF, WHO	647,500	On-going	71.70%
18. Rural Community Empowerment	UNDAP, FAO, UNAIDS, UNFPA, UNHCR, UNIDO, UN Women	1,564,278	On-going	93.60%
19. Youth Development & Employment	ILO, UNDP, UNAIDS, UNESCO, UNFPA, UNIDO, UN Women, WFP	6,663,404	\$4 million funded in Dec 2011	34.90%
20. National Health Systems	WHO, UNAIDS, UNFPA, UNICEF, WFP	1,934,788	On-going	90.80%
21. Environmental Cooperation for Peacebuilding	FAO, UNEP, UNDP, WHO	900,400	Funded projects operationally closed.	99.30%
<b>Total</b>				<b>56.40%</b>

### 3.3. Implementation Achievements and Challenges

The sections below provide an overview of the main implementation achievements and challenges during the reporting period (1 January – 31 December 2011), as reported by the respective Participating Organizations. Note that only programmes with programmatic activities during 2011 are included in this section. Additional information on implementation, including full project annual reports, is available on the MPTF Office GATEWAY (<http://mptf.undp.org>).

#### 3.3.1 Joint Vision Programme 3: Finance for Development

Joint Vision Programme 3: Finance for Development			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNDP	Support to Aid Policy Implementation	400,420	31.2%
<b>Total</b>		<b>400,420</b>	<b>31.2%</b>

As of 31 December 2011, the DEPAC had allocated \$400,200 to Joint Vision Programme 3: Finance for Development, with one project implemented by UNDP. Overall, the Participating Organization reported a 31.2 per cent financial implementation rate by the end of the reporting period.

The Government's Aid Policy Implementation Plan provides the main strategic framework for the improvement of aid mobilization, delivery and monitoring. The Aid Policy highlights the need to enhance Government ownership and capacity, improve information flows, deliver on practical coordination at the sector and District level and ensure more rigorous mutual accountability. This project concentrates directly on supporting the Government in realizing its Aid Policy by meeting these needs. Key outputs include:

- Improved government of Sierra Leone (GoSL) capacity for aid coordination
- Increased coordination at sector and districts levels
- Quality and comprehensive aid data produced and its use improved
- Improved transparency and accountability in aid utilisation

## **Results**

### ***OUTPUT 1 – IMPROVED GOVERNMENT OF SIERRA LEONE (GOSL) CAPACITY FOR AID COORDINATION***

A draft asset management policy has been prepared in collaboration with the Internal Audit Unit in MOFED. This will be submitted at the next project steering committee for discussion.

DACO was only able to organize two-quarter DEPAC Meetings in 2011, both of which were held behind schedule. The first quarter DEPAC Meeting was not held in March as scheduled because of the World Bank/IMF Spring meetings, the 50th Independence Anniversary celebrations and the unavailability of the co-chairs. However DEPAC was held on 24 May 2011, with discussions focused on the macroeconomic situation, increasing food and fuel prices, and the transition to the 2012 elections. The second quarter DEPAC was held on 11 November 2011, with discussions centred on the road to Busan 2011.

Aid coordination is essentially about meetings and networking with other stakeholders. In this regard, DACO remains an active participant in various aid effectiveness initiatives such as the Collaborative African Budget Reform Initiative (CABRI), the International Aid Transparency Initiative (IATI) and the International Dialogue on Peace Building and State Building and other preparatory meetings leading to the Busan high level forum.

*Aid coordination is essentially about meetings and networking with other stakeholders.*

### *The Collaborative African Budget Reform Initiative*

The Collaborative African Budget Reform Initiative aims to help African countries reach a consensus and a common statement on aid transparency. In support of this goal, the Director of DACO attended a meeting held in South Africa in April 2011 to present evidence and contribute to the debate on how Aid on Budget improves transparency and betters planning for the Government. This forum helped ensure that the position of African Countries is consistent with other aid transparency agendas, like the International Aid Transparency Initiative (IATI), especially during the lead up to the high level forum in Busan later this year. In addition, DACO accompanied the Minister of Finance and Economic Development to the political debate on the merits and challenges of budget support backed by evidence. This meeting was organised by Oxfam in collaboration with the ODI and the EU in Brussels.

### *The International Aid Transparency Initiative (IATI)*

The International Aid Transparency Initiative is a new initiative that aims to make information about aid spending easier to access, use and understand. DACO has been participating in this process as a member of the steering committee. The Deputy Director attended the IATI Partner Country meeting and Steering Committee meeting on 8-9 February 2011, during which the Committee agreed on a new global standard for publishing aid information that will make aid information internationally comparable. The Deputy Director of DACO chaired this Partner Country meeting as well as the July 2011 IATI Partner Country Meeting and the October IATI Partner and Steering Committee meeting hosted in Paris on 4th October 2011.

*The report of the joint survey on the Paris Declaration and Principles of Good International Engagement in Fragile States Principle has been consolidated into a country chapter for Sierra Leone, feeding into discussions in the fourth High Level Forum on Aid Effectiveness in Busan, South Korea.*

### *International Dialogue on Peace Building and State Building*

DACO represents Sierra Leone in the Steering Committee of the International Dialogue on Peace Building and State Building. With Sierra Leone chairing the working Group on planning processes within the International Dialogue on Peace Building and State building, the Director of DACO participated in the Working Group Meetings on Aid Instrument and Capacity Development hosted by DR Congo in April 2011. This was followed by Sierra Leone hosting the Working Group Meetings on Planning Processes and Political Dialogue, which was successfully hosted by DACO from May 4-5 2011 with participants drawn from Burundi, Central African Republic, DR Congo, East Timor, Liberia, Sierra Leone, Sudan and Togo.

In addition, the Director of DACO participated in the Second Global Forum International Dialogue on Peace Building and State Building which was held in Monrovia, Liberia on 14-16 June 2011. These were part of a consultation process among fragile states in preparation for the High Level Forum on Aid Effectiveness in Busan at the end of 2011.

The valuable inputs of Sierra Leone to these processes led to the request of the African Development Bank for the Minister of Finance and Economic Development to share Sierra Leone's experience in peacebuilding and state building at the regional workshop on conflict affected countries held in Addis Ababa in September 2011. Sierra Leone is now consistently requested to Chair or serve as a panellist in planned sessions at the HLF4.

These meetings have contributed to a modest improvement in aid coordination and aid effectiveness, as reflected in the report of the Joint Survey on Monitoring the Paris Declaration and Principles of Good International Engagement in Fragile States and situations. Even though Sierra Leone received less aid than other countries in similar circumstances, improvements in aid coordination and aid effectiveness were still achieved.

*These meetings have contributed to a modest improvement in aid coordination and aid effectiveness, as reflected in the report of the Joint Survey on Monitoring the Paris Declaration and Principles of Good International Engagement in Fragile States and situations.*

#### **OUTPUT 2 – INCREASED COORDINATION AT SECTOR AND DISTRICTS LEVELS**

Sector Working Groups (SWGs) have been established for health, education, agriculture, roads and water and sanitation. Existing structures were used as sector working groups and new ones created where needed. To align the work of the sector working groups and DACO, several meetings were held with the sector working groups' focal points and a TOR agreed upon. DACO participates in sector working groups on occasion to receive updates. However, there is a challenge in getting the required updates from these sectors as sector meetings do not mostly follow the updates requirement from DACO as there are other issues pertinent that takes up most of the meetings.

A typical example is when the Agriculture sector group meets to discuss the National Food Security monitoring database or when the Health Sector group meets to consider the Health Compact. The operationalization of Energy Sector Working Group remains a challenge, however, discussions have started with the new Permanent Secretary in the Ministry of Energy and Water Resources to fast track the process. A maiden meeting of the newly established group was held in November.

At sector working group (SWG) meetings, progress and challenges are discussed and solutions proposed. Sector issues that require higher level (Ministerial) attention for resolution are also deliberated at SWG meetings. In March 2011, the process for establishing district working groups commenced when DACO and Chief Administrators of District and City councils met at the Ministry of Finance and Economic Development. The draft ToRs were extensively discussed and later finalised with inputs from the CAs and other council representatives.

After consultations with the Ministry of Local Government, it was agreed that the monitoring and evaluation (M&E) officers in the district councils would be the focal points for each district. As decided at the last steering committee meeting, DACO established pilot district working groups on aid coordination in the Bombali, Bo and Kenema Districts. Each focal point in the three pilot districts was provided with a laptop, training and monthly allowances to aid their work. In return, the focal points would use the agreed templates to collect data on project activities within their districts, to be uploaded in the DAD. In collaboration with GIZ, a working draft of the Division of Labour Framework (DoL) was developed and an analysis of donor sectoral involvement undertaken. However, discussions to get donors and government to start detailed deliberations on the DoL are currently stalled. DACO will propose further discourse on the DoL in the next DEPAC agenda.

#### *OUTPUT 3- QUALITY AND COMPREHENSIVE AID DATA PRODUCED AND ITS USE IMPROVED*

Given that partners did not validate the draft DAR for 2009/2010, the report was never published. To fill this gap and as part of preparation for the HLF4, DACO is developing a trend analysis on aid inflows to Sierra Leone for the period 2006 – 2010. The process is at an advanced stage with the tables completed, and the analysis will be concluded and presented at the next DEPAC meeting. In addition, during the district focal point trainings, DACO conducted training and sensitisation on the Development Assistance Database (DAD). District council employees are now proficient in accessing the DAD and checking for consistency of the data relating to their respective districts.

#### *OUTPUT 4- IMPROVED TRANSPARENCY AND ACCOUNTABILITY IN AID UTILISATION*

The mutual accountability framework is still in draft form. DACO needs feedback and further consultations with the development partners to agree on a framework and have it signed. Sierra Leone participated in both the joint 2011 Paris Declaration and the Fragile States Principle monitoring survey. DACO coordinated the survey and analysed, compiled and produced the results in the form of a country spread sheet. Consultations with various stakeholders on the preliminary results were conducted. Feedback from this consultation was incorporated into the country spread sheet and the draft country report was prepared and submitted to the OECD in May 2011. DACO has received feedback from the OECD for the country report, which has been finalised and validated in collaboration with the various donor headquarters. DACO has also received the report of the Fragile States survey, which has also been finalised by the consultants/OECD.

The report of the joint survey on the Paris Declaration and Principles of Good International Engagement in Fragile States Principle has been consolidated into a country chapter for Sierra Leone. This fed into discussions at the fourth High Level Forum on Aid Effectiveness in Busan, South Korea in November/December 2011, where Sierra Leone participated. At this meeting, the New Deal for Engagement in Fragile States, in which Sierra Leone has been a key participant, was endorsed. The results of the 2011 Paris Declaration and the Fragile States Principle monitoring survey have been published and launched by the OECD. In October 2011, the Deputy Director DACO participated in the launch of the Paris Declaration Survey results in Paris.

### **Challenges and Responses**

The provision of timely data in the DAD by some donors remains a challenge. Hence DACO sometimes had to release its limited number of staff to acquire data directly from some donors. To address these issues, DACO asked donors to identify focal points to update the DAD regularly. Once identified, several trainings on how to update the DAD and generate reports were conducted and a password was given to each of the focal points for easy access. It is envisaged that this will help provide timely data, especially in writing the DAR and for Government planning.

Data and reports from the sector working groups are mostly submitted late. Several meetings have been held and a deadline of summing reports agreed. It is hoped that in 2012, reports will be submitted on time.

### **Lessons Learned**

Cooperation from focal points associated with the various organisations has improved immensely, however DACO still finds it difficult to get data from a few development partners. A pre-agreed date should be set between Government and stakeholders long in advance, in order for DEPAC to be held on a timely basis.

#### **3.3.2 Joint Vision Programme 4: National Agriculture Response**

Joint Vision Programme 4: National Agriculture Response			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
FAO	Smallholder Commercial Scheme - Capacity Development of SCP Strategic Planning and Economic Analysis Team	1,503,711	24.5
Total		1,503,711	24.5

As of 31 December 2011, the DEPAC had allocated \$1,503,711 to Joint Vision Programme 4: National Agriculture Response, with a project entitled '*Smallholder Commercial Scheme - Capacity Development of SCP Strategic Planning and Economic Analysis Team*' implemented by FAO. Overall, FAO reported a 24.5 per cent financial implementation rate as of the end of the reporting period. FAO submitted an inception report on the programme which is available on the MPTF Office GATEWAY (<http://mptf.undp.org/factsheet/project/00078538>). Below is an overview of the project extracted from the project document.

### **Project Description**

Within the Smallholder Commercialization Programme Secretariat at national and district levels, the project focuses on developing capacity in strategic planning, economic analysis and monitoring and evaluation, in order to adequately guide programme implementation.



### **Development Goal and Key Outcomes**

The primary goal of this project is to improve the overall effectiveness and impact of the Smallholder Commercialisation Programme (SCP) strategic and economic planning through investment in the human and institutional capacity of the Ministry of Agriculture, Forestry and Food Security (MAFFS) at both national and district levels.

1. Outcome 1: Enhanced expertise of SCP Secretariat staff and district government officials to support the strategic planning and implementation across Components, including National and District Council levels.
2. Outcome 2: Improved capacity of the national SCP Secretariat staff and district government officials to continue development of strategic plans for the SCP.
3. Outcome 3: Improved Mobility and IT capacity at district and SCP national level.

### **Deliverables**

There were three main deliverables that included (1) providing technical support for the production of 13 District Strategic investment plans; (2) training and mentoring Government staff at the national and district levels in strategic planning and economic analysis; and (3) providing District SCP coordination units with physical assets, including vehicles, computers and internet/e-mail to increase their IT access and mobility.

#### **3.3.3 Joint Vision Programme 6: HIV/AIDS & Malaria**

Joint Vision Programme 6: HIV/AIDS & Malaria			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNICEF	Malaria Control, Long Lasting Insecticide-treated Nets (LLINs) Universal Coverage	431,442	100.00%
WFP	Nutritional Support to People living with HIV and TB	652,246	84.80%
WHO	Technical and operational support to malaria vector control interventions	1,191,664	52.80%
UNICEF	Elimination of Mother to Child Transmission of HIV	206,600	0%
UNAIDS	Strengthening Coordination of National Response to HIV/AIDS in Sierra Leone	221,600	0%
WHO	Strengthening quality of Prevention of Mother Child Transmission (PMTCT) Services	150,000	0%
Total		2,853,552	56.60%

As of 31 December 2011, the DEPAC had allocated a total of \$2,853,552 to Joint Vision Programme 6: HIV/Aids & Malaria, with projects implemented by UNAIDS, UNICEF, WFP and WHO. In 2011, allocations were made to four of the above projects amounting to \$928,200. Overall, Participating Organizations reported a 56.6 per cent financial implementation rate by the end of the reporting period.

The overall purpose of the “Joint Vision Programme 6: HIV/AIDS & Malaria’ is to halt and reverse the spread of HIV and the incidence of malaria in Sierra Leone. The Programme represents the responsiveness and harmonized integration of all UN agency HIV and Malaria activities in Sierra Leone. It contributes towards achieving national targets and the MDG for stopping and reversing the spread of HIV and incidence of Malaria by 2015. It also supports the attainment of the other MDGs for reducing poverty, hunger, and child and maternal mortality.

All projects are designed and implemented in support of the broader UN Joint Vision Development Goal “To improve the national health services and in particular, a national infectious disease control programme that will contribute to the control of the most dangerous infectious diseases for Sierra Leone: malaria and HIV/AIDS”.

With regard to the project deliverables agreed to by the agencies UNICEF, WFP and WHO, early indications prove that project implementation has been successful, particularly for the UN Joint Vision Development Goal; *To improve the national health services and in particular, a national infectious disease control programme that will contribute to the control of the most dangerous infectious diseases for Sierra Leone: malaria and HIV/AIDS.*

**i) Malaria Control, LLINs Universal Coverage – UNICEF**

***Project Objective***

Improved utilization of Long Lasting Insecticide treated Nets (LLINs) by all persons in Sierra Leone with great emphasis on reaching children under five and pregnant women; and ensure universal coverage. The project has two main components: Procuring and distributing 1.8 million treated nets and employing a social mobilization campaign on the correct utilization of insecticide treated bed nets.

The expected outcomes from this support to the Government of Sierra Leone through the Ministry of Health and Sanitation are:

- Outcome 1: Attain universal coverage by distributing, on average, three LLINs per household to all households in SL during the Child and Maternal Health Week (November 2010).
- Outcome 2: Increase community awareness on the usage of LLINs.

***Results***

The key output results of the LLIN Universal coverage campaign were reported in the previous report. The report of post campaign coverage survey done in June-July 2011 indicates that ‘six months after the universal access campaign, 87 per cent of households had at least one LLIN, and 67 per cent had more than one. Seventy-three per cent of children under five, and 77 per cent of pregnant women slept under an LLIN the night before the survey. These results represent a substantial improvement in LLIN coverage estimates compared to the Demographic Health Survey (DHS) conducted in 2008, which found that 36.6 per cent of households had at least one LLIN, and that 25.8 per cent of children under-five and 27.2 per cent of pregnant women slept under an LLIN the night before the survey.

### ***Lessons Learned***

The UNICEF Sierra Leone partnership with the Inter Religious Council of Sierra Leone and the on-going engagement of the Paramount Chiefs, civil society and community based organizations played a big role in the success of the malaria campaign. Traditional and religious leaders are key community mobilizers in Sierra Leone and have the ability to not only galvanize people, but also ensure compliance, which is critical for the adoption and maintenance of favourable health behaviours such as the utilization of bed nets.

*Universal coverage of LLINs has been achieved in a joint effort with UNICEF, through which over three million LLINs were distributed to every household in Sierra Leone, with a national target of one net for two people.*

### ***ii) Technical and operational support to malaria vector control interventions – WHO***

#### ***Project Objective***

To support the Ministry of Health and Sanitation to ensure the delivery of malaria vector control interventions particularly LLINs and indoor residual spraying (IRS) within the context of integrated vector management and strengthening of capacity for surveillance, monitoring and evaluation of malaria control interventions and their impact

- Outcome 1: Universal coverage of LLINs achieved (80 per cent of population at risk of malaria possess LLINs).
- Outcome 2: At least 80 per cent of the population in the targeted areas covered by IRS.
- Outcome 3: Capacity for surveillance, monitoring and evaluation of malaria control interventions built.

#### ***Results***

Universal coverage of LLINs has been achieved in a joint effort with UNICEF, through which over three million long lasting insecticide-treated mosquito nets (LLINs) were distributed to every household in Sierra Leone with a national target of one net for two people. WHO supported “Hang Up” poster campaign activities that were undertaken immediately after the distribution exercise, to demonstrate and promote net usage and to ensure that over time, the LLINs would be used properly and consistently. Eight-five per cent of the population in selected chiefdoms in the Western Urban area, Bombali, Kono and Bo districts benefited from Indoor Residual Spraying (IRS) that reached a total of 34,476 homes. The capacity for surveillance, monitoring and evaluation of malaria control interventions has been strengthened through a training for the National Malaria Control Programme M&E team, the revision of the M&E tools and the completion of global reports and supportive supervision through the recruitment of an M&E officer.

### ***Lessons Learned***

The total population of the four selected districts could not be covered because insufficient funds limited the quantities of insecticides procured. The number of chiefdoms was therefore reduced, but still remained significant for decision-making. Partners included local councils, civil society movement, traditional leaders, NGOs and Community-Based Organizations (CBOs). The active involvement of all partners contributed immensely to the success of operations in the field, for instance in promoting social mobilization and the provision of logistical support.

### ***iii) Nutritional Support to People living with HIV and TB – WFP***

#### ***Project Objective***

Improve nutrition and health of vulnerable PLHIV and TB patients and their families to ensure they are able to fulfil their potential as outlined in the national response to HIV/AIDS and the MDGs.

- Outcome 1: Improved survival of adults and children with HIV after 6 and 12 months of ART.
- Outcome 2: Improved success of TB treatment for targeted cases.

#### ***Results***

From the \$652,246 received through the Sierra Leone MDTF, the entire budget was utilized to purchase food. More specifically, a total of 680 Metric-tons (Mt) of assorted food commodities was purchased. Since this was the only funding available to support this project, the provision of family support was put on hold in order to expand and maintain treatment adherence for the individual beneficiaries identified. From the total 17,550 (3,900 individuals and 15,650 families) beneficiaries to be supported, WFP distributed assorted commodities to 1,594 persons.

*The project purchased a total of 680 metric-tons of assorted food commodities that benefited 3,900 individuals and 15,650 families.*

In addition to food distribution, WFP worked closely with partners (Food and Nutrition, NACP of MOHs and Network for HIV positives) to conduct a joint institutional-based assessment of TB health facilities and care and support Groups for nutritional food assistance.

WFP also developed and pre-tested nutritional M&E tools for alignment with National M&E tools. To support this endeavour, WFP conducted capacity building trainings of the National AIDS Control Programme on M&E. The trainings focused on food by prescription for effective food-assistance and HIV programming. In addition, WFP provided NACP with logistical equipment (7 motorbikes, 30 weighing scale and 7 computers and accessories) to effectively implement and monitor the nutrition programme. Key health staff was trained on strengthening food and nutrition interventions in response to HIV/AIDS at the national and district levels, and PLHIV care and support groups were educated on food rationing and beneficiary identification.

### **Lessons Learned**

Meaningful involvement of partners (NACP, Network for HIV Positives, communities) at the inception of project development and implementation created a basis for country-led ownership. The resource mobilization for nutritional support to PLHIV and TB patients was slowed by the lack of evidence-based information.

#### **3.3.4 Joint Vision Programme 8: School Feeding Programme**

Joint Vision Programme 8: School Feeding Programme			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNICEF	Basic education and School Feeding	193,200	0.0%
WFP	Food Assistance to Primary School Children Through a School Meal Programme in Sierra Leone	735,000	0.0%
Total		928,200	0.0%

As of 31 December 2011, the DEPAC had allocated \$928,200 to the Joint Vision Programme 8: School Feeding Programme, with two projects implemented by UNICEF and WFP. Both allocations were made in December 2011, leaving no time for project implementation, and as a result, for both projects, the Participating Organizations reported 0.0 per cent financial implementation rate by the end of the reporting period.

The following text is extracted from the project documents:

#### ***i) Basic Education and School Feeding - UNICEF***

##### ***Project Description***

Part of the project will train 36 supervisors and inspectors on cluster monitoring and approach for 380 schools in 3 districts of Bonthe, Kenema and Tonkolili. Support will be given to the teacher training colleges to help them monitor teachers that were recently trained and to support the 750 untrained and unqualified teachers that will complete 12 days of face-to-face tutorials in 5 colleges by December 2011.

##### ***Development Goal and Key Outcomes***

The basic education and school feeding programme will contribute to increased access to primary education for children as well as to increased completion rates of primary education. Envisaged outcomes of the programme include: (a) national policy frameworks that are supportive of the right of all children to quality primary education; (b) attitudes, values, behaviours and practises among communities that enable timely school enrolment and completion for all children; and (c) an education

system and school environment, at national and district levels, which enable quality primary education for all children.

### ***Deliverables***

- Capacity of Ministry of Education, Science and Technology, at the national and district levels, for strategic planning and monitoring of the education system is strengthened.
- Capacity of teachers and their trainers on child friendly school initiatives improved.

### ***ii) Food Assistance to Primary School Children through a School Meal Programme in Sierra Leone – WFP***

#### ***Project Description***

The project will promote and assist basic education in the most vulnerable chiefdoms of the 12 districts in Sierra Leone, as well as slums and informal settlements in the Western Area. WFP aims to integrate school feeding into a social safety net to be increasingly owned by the Government. A total of 400,000 primary school children will benefit with the provision of on-site mid-day meals every school day. This is 150,000 pupils more than the previous year. To address gender disparity, 1,500 girls in grades 4-6 will benefit from take-home rations. The incentives to girls will be piloted in two chiefdoms in the Moyamba District with very high gender disparity in schools.

*A total of 400,000 primary school children will benefit with the provision of on-site mid-day meals every school day.*

#### ***Development Goal and Key Outcomes***

Specific targets to measure progress against the objectives include:

- Increasing enrolment [target=6% annually]
- Increased retention [target=10% annually]
- Reducing gender disparity among primary school children [target=1:1].

In addition, by reducing short-term hunger in children who usually go without breakfast, the school meal will improve children's attention spans and their ability to learn.

### ***Deliverables***

- 400,000 primary school children fed a daily hot meal
- 9,622 metric tons of food commodities delivered to 1,482 schools
- Training and sensitization sessions held for 1,482 School Management Committees in WFP supported schools
- Capacity Assessment and Development Strategy formulated in conjunction with MEYS, District Councils, and other relevant stakeholders
- School Feeding enshrined in National Education and Social Protection policies
- School Feeding Baseline conducted

### 3.3.5 Joint Vision Programme 11: Public Sector Reform

Joint Vision Programme 11: Public Sector Reform			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNDP	Support to the Strategy and Policy Unit in the Office of the President	400,420	99.8%
Total		400,420	99.8%

As of 31 December 2011, the DEPAC had allocated \$400,420 to Joint Vision Programme 11: Public Sector Reform, with one project implemented by UNDP. UNDP reported a 99.8 per cent financial implementation rate by the end of the reporting period.

As part of the Government's efforts to rationalize functions and institutions in the civil service, the Strategy and Policy Unit (SPU) was set up to be the technical arm in the presidency. Its purpose is to support His Excellency in forming and implementing his vision for Sierra Leone – the Agenda for Change – and as such, it is a critical part of the State House machinery. In addition to serving as the president's technical experts and strategic advisors, the SPU's mandate is to ensure effective coordination and harmonization of policies across government, as well as monitoring and evaluating performance and outcomes. SPU works closely with Ministries, Departments and Agencies (MDAs) under the supervision of the Chief of Staff, to support MDAs in developing and implementing the President's vision.

In addition, the SPU undertakes specific tasks on behalf of the President to realize his vision. As a strategic policy advisor, the SPU's role is to serve as an "in-house think tank" for the President, initiating and coordinating policies and ensuring coherence between the President's vision and policies and effective action on the ground. In short, the SPU provides a combination of strategic vision, impartial analyses, advice and delivery monitoring.

#### ***Objectives and Scope of SPU's Mandate***

The overall objective of the SPU is to act as a think tank within the State House, which is charged with the responsibility of identifying and analysing barriers to development, and with supporting the implementation of strategies and plans to reduce poverty and promote growth. To fulfil its purpose, the SPU provides technical and advisory support to the President in developing and implementing his vision. This principally covers the following actions:

- Policy analysis and advice to HE, including; i) providing advice on cabinet papers; ii) supporting ministerial retreats to plan policy responses;
- Support and challenge MDAs to help them implement the Agenda for Change, including,
  - i) running Ministerial Performance Contracts and performance review processes;

- ii) identifying bottlenecks to implementation and trouble-shooting issues covering flagship projects;
  - iii) developing MDA capacity to plan and implement Government priorities; and
  - iv) liaising with COMU to follow up action on key Cabinet decisions;
- Development of long-term strategic plans based on researched evidence, including;
  - i) identifying future challenges and the applicability of the approaches that regional neighbours have taken to meeting them; and
  - ii) support to the preparatory process leading to the hosting of the Sierra Leone Conference on Transformation and Development, including coordinating the preparation of technical thematic papers and hosting of a technical workshop, the creation and management of a web-enabled data and information capability in support of the conference and the holding of the conference itself in January 2012.

During 2011, the SPU worked towards the attainment of the following key outputs. It provided the President high-quality and well-evidenced strategy and policy advice as well as policy analysis, and policies coordinated between MDAs. It gave implementation support to priority MDAs and monitored their performance so that remedial action could be taken as required. The SPU worked to support Presidential efforts to improve the business environment and attract high-quality investors.

### ***Results***

During 2011, the SPU registered significant results in providing policy advisory support to the President as defined in its work plan. In summary, the following key results were achieved:

- Four Doing Business Reforms, driven by the SPU's Stocktake process were approved by the World Bank.
- Led the completion of the National Feeder Roads Policy, launched by H.E.
- Roads Maintenance Fund established as a result of the Stocktake process led by SPU.
- Led the implementation of the No Delay, No Demurrage Strategy (ND2).
- Performance Contracts signed with H.E by 69 Permanent Secretaries and Directors in 7 pilot Ministries, 17 Commissions and State owned Enterprises, as well as 3 City and 3 District Councils.
- Supported the Petroleum Resources Unit to develop a work plan and monitoring framework in implementing the Petroleum Exploration and Production Act enacted in 2011.
- Participated in the successful negotiation of Private Partnership Agreement (PPA) and a Business Partnership Agreement (BPA) between the Ministry of Energy and Water Resources and Blue Flare Power for a nationwide electricity expansion of up to 120MW.

### ***SPU's Coordination and Facilitation Support***

During the year, due to its growing credibility, SPU was entrusted the role of facilitating a new project on Capacity Building and Leadership Development for Sierra Leone under a trust fund established by India-Brazil-South Africa-Brazil (IBSA Project) for which Sierra Leone was granted a \$1m for two years. SPU working closely with other agencies is spearheading one of the key components of this project that



focuses on the design and roll-out of results-based management in the public sector. Additionally, SPU also played a key secretariat role and channelled funds for the Sierra Leone Conference on Transformation, which started in late 2011 and will end with a national conference in early 2012.

### 3.3.6 Joint Vision Programme 12: Data Collection, Assessment and Planning

Joint Vision Programme 12: Data Collection, Assessment and Planning			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNFPA	Strengthening of Data Management Systems in Local Councils	400,420	99.8%
Total		400,420	99.8%

As of 31 December 2011, the DEPAC had allocated \$400,420 to Joint Vision Programme 12: Data Collection, Assessment and Planning, with one project implemented by UNFPA. UNFPA reported 99.8 per cent financial implementation rate by the end of the reporting period.

UNFPA did not submit a progress report for this project. The following text is extracted from the project document:

#### ***Project Description***

The project aims to strengthen the capacity of Statistics Sierra Leone (SSL) to coordinate the roll out of the National Strategy for the Development of statistics in Sierra Leone (NSDS) and support the conduct of studies, research and publications.

#### ***Development Goal***

To improve the availability, storage, accessibility and utilization of reliable data for effective planning, monitoring and evaluation at central and decentralized levels in Sierra Leone.

#### ***Key Outcomes***

- Strengthen Statistics Sierra Leone (SSL) to coordinate the implementation of the National Strategy for the Development of Statistics (NSDS);
- Support Ministries, Departments and Agencies (MDAs) in the establishment or strengthening of sector specific Management Information Systems;
- Strengthen Data Management Information Systems in Local Councils in support of the wider context of public sector reform in Sierra Leone;
- Support the conduct of studies, research and publications.

### **Deliverables**

- Strengthened capacity of Statistics Sierra Leone (SSL) at the central and decentralised levels for the management of an effective and efficient data collection system;
- Strengthened institutional capacity of the 19 local councils for development planning;
- Management Information Systems supported and strengthened in Local Councils and local council personnel trained in RBM;
- SSL supported to undertake research and publications at central and decentralised levels.

### **3.3.7 Joint Vision Programme 15: Support to Democratic Institutions**

Joint Vision Programme 15: Support to Democratic Institutions			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNDP	Dev't of an Independent National Public Broadcasting Service for Sierra Leone II	792,000	98.7%
UNDP	Support to Capacity Enhancement of the Independent Media Commission	244,569	97.3%
Total		1,036,569	98.4%

As of 31 December 2010, the DEPAC had allocated \$1,036,569 to Joint Vision Programme 15: Support to Democratic Institutions, with two projects implemented by UNDP. Overall, for both projects, UNDP reported 41.2 per cent financial implementation rate by the end of the reporting period.

UNDP did not submit 2011 progress reports for these projects. The following text is extracted from the project documents:

i) **Development of an Independent National Public Broadcasting Service for Sierra Leone II – UNDP**

#### **Project Description**

The objective of the project is to assist the Sierra Leone Broadcasting Corporation (SLBC) to firmly establish itself as a public service broadcaster in Sierra Leone that will contribute to peace building, democracy, human rights, reconciliation, development, and empowerment of the people.

#### **Development Goal and Key Outcomes**

Developmental Goal: Peace, security and democracy in the country strengthened and participation of the populace enhanced in development through the creation of a reliable national independent public broadcasting service:

- Outcome 1: The capacity of SLBC and its staff enhanced to broadcast unbiased, neutral and balanced programming that covers the breadth and length of Sierra Leonean society;
- Outcome 2: The SLBC is working to become self-sustainable through development of its commercial services department;
- Outcome 3: A national coverage plan created and near national radio coverage achieved to provide the people of Sierra Leone with access to SLBC programming.

#### ***Deliverables***

- The Board of Trustees trained to operate in an independent and responsible manner, and to provide effective oversight of SLBC management with clear policies and a full understanding of their role as a public service broadcaster;
- The management and staff of SLBC are trained to be basically competent in their respective jobs and have a clear understanding of a public service broadcaster;
- Initial operational support provided to SLBC to operate reliably, providing daily unbiased and independent news and current affairs programs, relevant information and development programs, and entertainment and sports programs on radio and TV;
- Detailed strategic plans developed for generating income and resources mobilized to realize the plans;
- Urgently required equipment procured for radio and TV broadcasting.

#### ***ii) Support to Capacity Enhancement of the Independent Media Commission – UNDP***

#### ***Project Description***

In spite of the remarkable work already done by the Independent Media Commission (IMC), the level of efficiency and professionalism of journalism throughout Sierra Leone must be raised. There is a need for sustained training to increase the IMC's effectiveness across districts and to contribute to peace through the facilitation of constructive local political dialogue in the media. As the 2012 elections draws near, the work of monitors must also be enhanced. The overall objective of the project is therefore to boost the capacity of the IMC, which is one of the statutory democratic institutions in the country working for the consolidation of peace.

#### ***Outputs and Key Activities***

- Special sensitization for government functionaries and civil society on the new SLBC;
- Establishment of a monitoring unit and training in reporting and use of specialized equipment;
- Establishment of satellite office in Makina;
- Training exercises for radio editorial and management personnel in Freetown and districts.

### 3.3.8 Joint Vision Programme 16: Local Governance & Decentralization<sup>4</sup>

Joint Vision Programme 16: Local Governance & Decentralization			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNICEF	Child Rights Awareness-Raising among Local Councils and Community Leaders	316,174	42.6%
UNDP	Strengthening Capacities of Traditional Leaders and Chiefdom Councils	331,326	99.4%
<b>Total</b>		<b>647,500</b>	<b>71.7%</b>

As of 31 December 2011, the DEPAC had allocated \$647,400 to Joint Vision Programme 16: Local Governance and Decentralization, with implementation by UNICEF and UNDP. Overall, the two organizations reported a financial delivery rate of 71.7 per cent on this programme by the end of the reporting period.

Building on initiatives already underway in the area of decentralisation, Joint Vision Programme 16 aims to assist districts and councils to formulate and implement development policies and plans that are based on natural resources and local business opportunities. In addition, the Programme will build the capacity of the Ministry of Internal Affairs and Local Government at the national level to effectively deliver its mandate on rural development and decentralised governance, in particular to roll out the Decentralisation Policy (2010).

The joint programme consists of two components, namely UNDP's *"Strengthening Capacities of Traditional Leaders and Chiefdom Councils"* and UNICEF's *"Child Rights Awareness-Raising among Local Councils and Community Leaders"*.

#### ***UNDP's Component: "Strengthening Capacities of Traditional Leaders and Chiefdom Councils"***

##### ***Objective***

The decentralisation process has enabled local people to participate in many aspects of their own local affairs and drive forward programmes and projects in their areas. However, while local councils in some areas are active and have made some progress in extending services, they are often constrained by poor organisation and a lack of trained personnel and technical expertise. All the inherited weaknesses of the

<sup>4</sup> **NOTE:** The UNCT has decided to 'retire' Joint Vision Programme 18 and move all its funded activities to Joint Vision Programme 16. Consequently, no new projects have been approved under Joint Vision 18, but the projects already underway at the time of the UNCT decision are to run their course, and report as per Sierra Leone MDTF reporting requirements, including financial reporting. This merging of the two Programmes will be dealt with in more detail in future Annual Reports; in this 2011 Annual Report, the Programmes are reported on separately.

old administrative system are slow to change and there are huge gaps in all areas of infrastructure that constrain progress. The link between the newly decentralised governance and the traditional government is yet to be fully forged. The traditional leaders play a vital role in society and governance at the chiefdom level. This leadership needs to be an integral part of local governance.

The programme supports the first capacity development that the Chiefdom Administration has had for decades. The programme will help each local council to formulate and implement development policies and plans that are based on natural resources and local business opportunities. It will in addition build the capacity of the Ministry of Local Government and Rural Development at the national level to effectively deliver its mandate on rural development and decentralised governance. This project will focus on strengthening the capacity of the traditional leaders and chiefdom councils to play an effective role in local governance and clarify the relative rights, roles and responsibilities, between the local councils and the chiefdom councils.

The component has two outcomes: i) the decentralization policy operational and the Local Government Act revised; and ii) the capacity of the Traditional Administration to undertake its functions enhanced.

## **Results**

### *Chiefdom and Traditional Administration Policy and related laws:*

The MLGRD reviewed laws related to chiefdom governance to bring about legal coherence. This gives statutory effect to the Chiefdom Governance and Tribal Administration Policy and compatibility with the decentralization policy and Local Government Act of 2004.

A legal consultant was recruited. The consultant facilitated four regional consultations and the report of the consultations has been prepared and presented to the Minister responsible for Local Government. The details of the report will be used to ensure that the new Chiefdom and Tribal Administration Act is in coherence with related laws.

The next step is to draft the Chiefdom and Tribal Administration Act and facilitate the process of Parliamentary review. Both processes will be supported with funds from this contribution. The funds were used to contribute to the costs of the development of the strategy for the policy development of decentralization and Chiefdom and Tribal Administration, as part of the programme formulation of the Local Governance and Local Economic Development Programme.

### *Capacity Development of the Ministry of Local Government and Rural Development*

a) Strategic Planning Capacity: Project funds were used to support three officers to attend the Commonwealth Local Government Forum Conference (Cardiff, UK) from the 15th to 18th March 2011. The conference focused and affirmed the role of local councils in the promotion of local economic development. This is a new policy for Sierra Leone and the conference provided the opportunity for key personnel to expand their horizon in the subject through the intensive programme of presentations and workshops. The conference was a very good opportunity for senior officers of the MLGRD to get a better

appreciation of how local government can play a role in economic development. The Conference provided the opportunity to crystallize the plans for the formation of the Local Council association (which was officially inaugurated in December 2011); to organize the Freetown Conference on basic service delivery by local councils and to finalize the plans for the introduction of Local Economic Development through the Local Government institutions.

b) IT System and Record Keeping: Through the use of private contractors the IT system in the MLGRD was rebuilt. This included staff training on ICT and installing anti-virus protection. This has helped to strengthen the network and data management system in the Ministry. An IT expert was hired for a period of six months, to give technical support to MLGRD. The consultant trained the staff of the Ministry in two phases- supervisory and clerical staff and senior management staff. This has enhanced the Ministry's capacity in computer skills and management. The MLGRD had long standing challenges in ensuring proper and effective records and data management system. Hence there was no proper documentation in the MLGRD which created difficulties for policy makers and researches particularly in the areas of local governance and decentralization. The MLGRD hired a specialist company to establish a modern and effective records management system. This included received training in record- keeping and management to all staff members.

c) Solid Waste Services: One of the most important basic services of local government is solid waste management. The cost and complexity of the service has been a major challenge to the local councils. The councils now receive a grant from central government to provide the service however, the delivery process under the current conditions is challenging. UNDP has supported the development of the solid waste services by two city councils (Bo City and Makeni City). Funds from this contribution were used to deliver a batch of skips to the two cities. With the skips, the city councils have a skip lorry and JCB digger; which is sufficient to deliver the basic part of the solid waste service. An evaluation of the project is now underway.

#### *Capacity Development of the Chiefdom and Traditional Administration*

In the first stage of a long-term programme to build the capacity of the chiefdom governance UNDP supported the training of Treasury Clerks and Central Chiefdom Finance Clerks from all the 149 chiefdoms. The objective of the training was to enhance the capacity of chiefdom administrative officers in financial management, tax revenue mobilization and administration. The training included the introduction to human rights issues and their roles and responsibilities vis-à-vis chiefdom governance and local councils. The training was carried out in two locations - the first location scheduled on Tuesday 23rd to Saturday 28th August 2011 was in Makeni in the north and included 73 chiefdom administrative functionaries in Kono, Kambia, Port Loko, Koinadugu, Tonkolili and Bombali districts. The second location scheduled from the 5th to the 9th of September 2011 was in Bo, southern province and included 88 chiefdom functionaries from Kailahun, Kenema, Bo, Bonthe, Moyamba and Pujehun.

The training was unique since it was the first of its kind. These officers had not received formal training in many decades. All participants agreed that the subject areas were relevant to their jobs but that the time for the training was short to be able to fully understand all the issues relating to chiefdom

administration and financial management. All the participants advocated for at least one or two weeks extensive training and that they should be provided with hand-outs. It was also advocated that the training be done at district level with smaller groups of participants.

The training showed that Over 60% of chieftdom treasury clerks and CCFCs are between 55-65 years old; many have even past /reached retirement age which is 60 years. This posing a considerable challenge to Government to ensure large-scale staffing changes by recruiting young and dynamic officers who can quickly respond to the modern methods of administration. The majority of the chieftdoms have limited capacity in administrative and financial management skills. This is compounded by lack of adequate logistics (mobility, stationery) to enhance their work.

Consequently, the second round of training to be carried out in 2012 will be organized in smaller groups with the training duration to be two weeks. A vehicle has been provided to the MLGRD to monitor the capacity development of the Chieftdom Administration and the Local Councils.

***UNICEF's Component: "Child Rights Awareness-Raising among Local Councils and Community Leaders"***  
***Objective***

This project aims to contribute to the advancement of good governance at national and local levels, and works to make a key contribution to peace building through improved respect for children's rights, in accordance with the UN's Joint Vision for Sierra Leone. Specific, expected outcomes include (1) strengthening the capacity of community leaders and Local Councils to promote and protect child rights in accordance with the Child Rights Act and (2) to plan services for the development of children and youth.

This project outlines UNICEF's contribution to the Programme on Local Governance and Decentralization, Programme 16 in the UN Joint Vision. Programme 16 aims to strengthen the capacity of Local Councils to formulate and implement development plans and effectively promote local development and good governance. The United Nations Joint Vision defines the contributions of the UN to the implementation of the President's Agenda for Change through twenty one programmes based on the common priorities and comparative advantages of the various agencies. The Joint Vision establishes the general operational framework guiding the cooperation.

***Results***

Two major outcomes were planned for the duration of the project. These are strengthened capacities of community leaders and Local Councils to promote and protect child rights in accordance with the Child Rights Act, and the planning of services and development targeting children and youth. The two outputs contributed to the achievement of the first outcome. First, three regional workshops, planned for January 2012, will disseminate information on the situation of women and children to community leaders and Local Councils in attendance. They will use indicators from the 2010 MICS report in order to create awareness of issues and encourage leaders to take action. The finalization of the MICS report took longer than anticipated and is only being launched this March. It is expected that these workshops will now take place in between May and June of 2012.

The second output is the provision of equipment to the Local Councils to facilitate their roles as outlined in the Child Rights Act. A lot of time was spent advocating for the establishment of Child Welfare Departments in the Local Councils, and the road map to accomplish this is now under development. The agreed items of equipment will be purchased using the UNICEF procurement procedures.

For the second outcome, the strengthened capacities of Local Councils to plan projects for youth, a joint training was held for Government counterparts and NGOs. This was achieved through a training for Local Councils on the implementation of HACT (Harmonised Approach to Cash Transfer). In line with the Paris principles, a common form, the FACE form is now being used by all UN Agencies to request funds and report on utilization during project implementation. About 16 councillors participated in this training.

UNICEF also facilitated sessions on Results Based Management (RBM) with the Local Councils in collaboration with other UN Agencies with funds received by UNFPA from additional donors. All Local Councils (19) participated in this training in August 2011. The application of the knowledge gained from this event has been evident in proposals received from the Councils in which attempts were made to use the appropriate language.

The trainings were done in collaboration with other UN Agencies, whose staff acted as facilitators for various topics in the agenda of both workshops. This collaboration ensured the delivery of quality training as facilitators were assigned topics based on their areas of expertise. Councillors now have the skills to implement HACT, and also manage their projects in order to be able to deliver and measure results for children. The successful implementation of projects will contribute to local governance.

### 3.3.9 Joint Vision Programme 18: Rural Community Development<sup>5</sup>

Joint Vision Programme 18: Rural Community Development			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
FAO	Rural Empowerment	554,400	88.7%
UNAIDS	Empowering PLHIV – Support Groups in Rural Settings	142,560	99.7%
UNDP	Rural Community Empowerment	396,000	98.6%

<sup>5</sup> **NOTE:** The UNCT has decided to 'retire' Joint Vision Programme 18 and move all its funded activities to Joint Vision Programme 16. Consequently, no new projects have been approved under Joint Vision 18, but the projects already underway at the time of the UNCT decision are to run their course, and report as per Sierra Leone MDTF reporting requirements, including financial reporting. This merging of the two Programmes will be dealt with in more detail in future Annual Reports; in this 2011 Annual Report, the Programmes are reported on separately.



UNFPA	Community Empowerment to Reduce Gender-Based Violence and Maternal Health Complication	154,518	100.0%
UNIDO	Solar Powered Business Information and Communication Platforms	158,400	100.4%
UN Women	Supporting Rural Women in Capacity Building through leadership skills training and community development	158,400	79.6%
<b>Total</b>		<b>1,564,278</b>	<b>93.6%</b>

As of 31 December 2011, the DEPAAC had allocated a total of \$1,564,278 to Joint Vision Programme 18: Rural Community Development, with six projects implemented by FAO, UNAIDS, UNDP, UNFPA, UNIDO and UN Women. Overall, for all six projects, Participating Organizations reported 93.6 per cent financial implementation rate by the end of the reporting period.

This Joint Vision Programme was designed to ensure the participation of rural men and women in community-based development programmes that affect their livelihoods, such as access to adult education, market opportunities, communication networks and financial services through community-level and district-level support centres and farmer schools. The programme will also assist communities to upgrade local markets and assist in the negotiations for better and more secure access to traditional land in rural and town areas. The programme will ensure that gender equity and women's empowerment issues are mainstreamed in decision-making and service delivery. UNDP will focus on the strategy and financing of the services, while the other UN agencies will concentrate on the delivery of the service. Six projects received funding from the MPTF under this programme, and all share the common goal of integrating rural areas into the national economy.

As of the deadline for reporting, only FAO and UNDP had submitted project reports. Once available, the reports of remaining Participating Organizations will be made available on the Sierra Leone MPTF website on the MPTF Office GATEWAY (<http://mptf.undp.org/factsheet/fund/SL100>). Additional information on the projects may also be found in the 2010 Annual Report on the Sierra Leone MDTF, also available on the MPTF Office GATEWAY. The below paragraphs refer to FAO and UNDP's components only.

i) **Rural Empowerment – FAO**

The FAO component of the overall programme aimed to strengthen local leadership and to encourage leaders to take a more active role in community-based actions – the essence of empowerment. The planned leadership forums were linked to community actions in collaboration with UNAIDS, UNDP, UNFPA, UNHCR, UNIDO and UN WOMEN. These actions were thus linked to the national activities of the SCP. Specifically, during the project period, local leaders received support to undertake community actions motivated by the leadership programme and related government actions. A measurable change in knowledge, attitude and practises were visible, and also expressed through related government and community supported activities with the following outcomes and objectives;

*“Leadership especially for those dwelling in rural areas do not have the required training and sensitization that will capacitate them to better understand their roles and responsibilities in their different communities and how they should work with these communities to build social cohesion which is very necessary for rural and national development, especially in the agricultural sector.”*

Abdul Kamara, Youth Leader Port  
Loko District, Nov. 2010

- Outcome 1: Paramount chief’s and local council leaders engaged in policy debates in a structured manner;
- Outcome 2: Implementation of community identified actions programme for rural development;
- Outcome 3: Improved sense of self-determination, dignity and positive future.

Thriving communities depend on good leadership. Participants from the UN Joint Vision 2010 Leadership Forums agreed that the forum had indeed enhanced their knowledge of global issues and best practises. Pre and post forum assessments showed that participants were now more aware of the global issues highlighted by the various UN presenters that could impact leadership and its communities. However, they emphasized that to maintain the health, sustainability, vibrancy and well-being of their communities current and emerging leaders must be cultivated. The following also resulted from the forums;

- Implementation of leadership forums separately for traditional leaders and district council leaders, women leaders, young men and young women in line with Outcome 1;
- Community based activities through local action planning and implementation by each forum participant, but related to their linkages to the SCP and other community projects, in line with Output 2;
- An improved sense of self determination was achieved by participants in addition to a strong sense of pride for Sierra Leone and a positive future outlook despite challenges, falling in line with Outcome 3. This Output was measured through a pre and post KAP test.

Youth groups were supported to undertake farming activities across the country. Moyamba was used as one activity site and Bombali as another, with proceeds from these activities banked for the next planting season. Port Loko, Kenema and Bo were also activity sites for community sensitization on community involvement in farming. This will have a multiplier effect across the entire country.

In addition to these results, the following recommendations were made:

*The Role of Women:* Participants agreed that women's role in agriculture is well accepted nationally. The aftermath of the war and increasing youth out-migration from rural communities has led to an increase in the feminization of the agriculture sector. However, the majority of women do not have ownership over land or other means of production. Therefore, women are not recognized as autonomous farmers and their participation is limited to production. They are denied ownership and decision-making opportunities, a lack of access that undermines women's entrepreneurship, competence and leadership.

National policy provisions are subtle regarding the inclusion of women in production and market processes. However, access to the necessary means of production such as land, credit, information and technology are very limited, even when efforts are made. There is therefore an urgent need to revisit the understanding of inclusive agricultural development, so that women's leadership is recognized and ensured.

*Rural Human Resources:* A key issue raised by participants is the need to expose community leaders to empowerment initiatives. Participants urged UN agencies to invest in rural human infrastructure, an essential resource for development. It was recognized that to meet current economic challenges and capitalize on new opportunities, communities must be equipped with broad-based knowledge and their leaders able to participate in local, provincial, national and international discussions.

*Emphasis on Youth Development* It was quite evident that young people (those who met the selection criteria) were more engaged and better suited to benefit and articulate the goals and objectives of the Joint Vision Training Forum. This highlighted the need to further engage Sierra Leone's youth in leadership and empowerment opportunities. Furthermore, it was noted that there ought to be an adequate and effective oversight mechanism ensuring that when young people are provided opportunities for empowerment, that the programme beneficiary is consistent with the target population.

*A Monitoring Culture:* A peer mentoring system and the introduction of a culture of monitoring, evaluation, self-assessment and accountability is needed. During the visioning exercise, though much was said about monitoring NGOs and other organizations, monitoring did not feature in the community project proposals that were developed.

*Team Building and Promotion of National Identity:* There was overwhelming evidence from the evaluation, that participants had a strong sense of pride for Sierra Leone. On the pre-evaluation questionnaire 34 of 35 respondents attested that they were proud to be Sierra Leoneans. In a related

question “I would rather live abroad than in Sierra Leone”, 21 of the 35 respondents on the pre-evaluation questionnaire either disagreed or strongly disagreed, while on the post-evaluation 26 of 35 disagreed or strongly disagreed , showing the slight but important evidence of growth in participants’ appreciation for their nationality.

Notwithstanding these positive outputs, there was a concern during the visioning activity that indicated a need for more team building, national unity, consensus and capacity building to assist the young people in actualizing their vision for Sierra Leone. This was evident during a disagreement over which particular region of Sierra Leone should be selected for their group project. It was apparent that some group members were concerned about regionalizing their intervention strategies, as opposed to building national identity. Members could have reached a more viable solution had they employed a better approach to decision-making, grounded in objectivity, inclusiveness and consensus building. Some groups were selected randomly to form additional groupings and to engage in farming activities and community sensitization as way of promoting team work and socio-economic development. They were financed by the project to procure agricultural inputs for farming, food and transportation for communication sensitization across the country.

#### *Future work-plan*

The visioning exercise revealed that there is currently very little understanding of the role of rural enterprise development in community development. Rural leaders and the local government authorities need to understand the economic benefits that could be derived by providing an enabling, rather than an exploitative environment, for the development and growth of rural enterprises in their communities. It is recommended that a rural leadership and enterprise forum be conducted as follow-up to initial forums to increase the understanding of enterprise development as a model for job creation, business development and community revitalization in rural Sierra Leone. This initiative will encourage local participation in shaping the future through civic engagement and the practical application of sustainable rural development strategies. It will also explore the potential for economic and sustainable growth through agriculture. The current status and trends in agriculture and rural life will be examined, explore constraints and opportunities and develop specific actions and recommendations. This would lead to a more sustainable, diverse, and economically viable future for Sierra Leone’s agricultural sector and rural communities. Moreover, capacity building for a needs assessment of food insecurity; trainings in district councils in data collection on local food insecurity; and trainings for district councils (targeting local chiefs and other relevant authorities) on early warning systems and on food security analysis are highly needed.

#### ***ii) Rural Community Empowerment – UNDP***

The project aims to increase and enhance access to information and connectivity in rural communities. In pursuant of the objective the project will increase the lines of communication and information into rural communities through the introduction of the schools education programmes via satellite TV. The main outcome of this project is to enable senior secondary schools to have access to global education programmes via satellite TV. The key output/deliverable is to achieve improved connectivity (internet and satellite TV) in rural communities facilitated by public private partnership.

### *Results*

UNDP partnered with Multichoice International (SL) Limited, UNIDO, MEST, MHWI, District Education Inspectorate Offices, Principals of Senior Secondary Schools and other private companies in the planning and implementation process of the school satellite TV education project in 2010.

In relation to the planned output, the following has been achieved by end-2011:

- Activity 1: The procurement of 32" HD Plasma TVs and DVD recorders: UNDP Sierra Leone's Project Implementation Support Unit (PISU) approved and awarded the procurement and supply of the thirty (30) DVD recorders/players and thirty (30) 32 inch HD Plasma TVs for the targeted selected schools countrywide in 2010.
- Activity 2: Supply, training and installation of bulk SPVC modules and accessories: The contracts for the supply and installation of the SPVC modules and accessories as well as the training for sixty (60) staff of the targeted Senior Secondary Schools countrywide were tendered by PSO Copenhagen in May 2011 to Phaesun Germany who later contracted counterpart in Sierra Leone -RCD Solar Company.
- Activity 3: Procurement of additional equipment ( blank DVD RWs): This activity is dependent on the successful delivery and installation of the SPVC modules and accessories. This activity was completed in 2011. There was also delay in the arrival of the TVs and DVD recorders/players, which finally reached Sierra Leone in December 2010. However, this delay did not adversely affect project implementation since clarifications with UNDP's global PSO were still on-going with regard to the design and specifications for the Invitation to Bid exercise to commence. The supply was placed under the safekeeping of UNDP in the case of the DVD recorders, and the supplier, Razpec, in the case of the TVs and solar equipment. The majority of the items were therefore in-country and are ready for installation works to commence in July 2011.

### *Future work plan*

The following activities are slated for the first quarter of 2012:

- Training of two teachers from each school, totalling sixty (60) teachers, on usage and maintenance of the satellite TV education programmes.
- The national launching of the school education programme via satellite in January 2012.

### **3.3.10 Joint Vision Programme 19: Youth Development and Employment**

Joint Vision Programme 19: Youth Development and Employment			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNDP	Youth Employment and Empowerment	1,519,896	38.2%
ILO	Quick Impact Employment Creation for Youth through Labour Based Public Works	2,957,013	46.9%

UNIDO	Strengthening the Agro-Industrial Growth Centres for Income Generation and Youth Employment	297,000	99.6%
UNAIDS	HIV in the Workplace Programmes integrated into Infrastructure projects	25,740	98.6%
UNFPA	Integrating Youth sexual Reproductive Health into Empowerment Programme	427,457	6.0%
UNIDO	Promoting Youth Employment through Enterprise Growth Centres	744,353	0.0%
FAO	Youth Development and Employment	333,353	0.0%
UNWOMEN	Female Youth Economic Empowerment Project	162,103	6.5%
UNAIDS	Improving access to employment for young People Living with HIV (PLHIV)	196,353	0.0%
<b>Total</b>		<b>6,663,268</b>	<b>34.9%</b>

As of 31 December 2011, the DEPAC had approved and funded \$6,663,268 to Joint Vision Programme 19: Youth Development and Employment, with nine projects implemented by FAO, ILO, UNAIDS, UNDP, UNFPA, UNIDO and UNWOMEN. Overall, for all nine projects, Participating Organizations reported a 34.9 per cent financial implementation rate by the end of the reporting period. Importantly, \$4,185,924 of this funding was transferred to Participating Organizations in December 2011. Taking this into consideration, the overall programme had a financial delivery rate of 93.8 per cent.

Through Joint Vision Programme 19, the UN seeks to foster an environment that links all skills training directly to labour market demands and initiate programmes for work with public works schemes that provide the transition from vocational training and post-secondary education to work through the following: Placements, internships and apprenticeships in the public and private sectors as well as in the UN and NGOs. The programme is in line with the UN Joint Vision's broader effort for the effective economic and social integration of youth.

Apart from the below UNDP component (i), most other components (ii – ix) of the projects completed the majority of their programmatic activities in 2010 and, as additional funding was only provided in November 2011, few activities were initiated during the reporting period. As a result, 2011 was mainly utilized for putting finishing touches on 2010 activities and making preparations for 2012. The components' objectives and deliverables are summarized below.

***i) Youth Employment and Empowerment – UNDP***

***Project Objective***

To foster an environment that generates further market-driven employment opportunities for youth through opportunity mapping, youth research, support to the establishment of a National Youth Commission and support to youth transitioning from school to the workforce.

In line with the UN's Joint Vision for Sierra Leone, the project is guided by the priority of contributing to the improved economic and social integration of youth. More specifically, as a component within Joint Vision Programme 19, 'Youth Development and Employment', the project helps achieve the following deliverables:

1. Regional offices of NAYCOM established;
2. Training programme of TECVOC Skills Development Programme extended to 1,530 students;
3. Report of District Based Opportunity Mapping in five districts, as a pilot;
4. Establishment of Career Advisory & Placement Service Centre at FBC campus, as a pilot;
5. Research report on youth employment approaches and initiatives.

One of the major lessons learned from the previous employment strategies in Sierra Leone is that these approaches have predominantly been supply-driven, focusing primarily on training and capacity building support for youth. However, without adequate economic growth and hence labour demand, most of these project beneficiaries have found themselves unemployed after training. This programme therefore works towards a strategic shift from supply-driven to demand-driven support for youth employment.

***Results***

Activities in 2011 built on results achieved in 2010 (see 2010 Annual Report on the Sierra Leone MPTF for further information). The 2011 focus was placed on finalizing some of the operational issues linked to the 2010 activities, including:

*Deliverable 1)* The NAYCOM office facility was completed and became operational in April 2011. The Commissioner and Deputy Commissioner were approved by Parliament a month later and the NAYCOM became operational in June. The Commission has been gradually growing in strength and is seen as the main reference point for youth and for information exchange on issues related to youth employment and youth empowerment.

*Deliverable 2)* Through UNDP support, the NAYCOM and Ministry of Education, finalised the operational set up of the Obasanjo TecVoc Centre. This facility, located on the outskirts of Freetown, will be a specialist centre for IT. This will be the first TECVOC dedicated to one skill area and thus, will be used as an example as one practical way forward to improve standards. It is anticipated that the centre will be officially opened before the elections of November 2012. The focus on TECVOC is based on the trend of growing demand for improved skills standards so that youth can compete in the international job

market for the employment in Sierra Leone's emerging industries, such as mining and commercial agriculture. Currently, many of these jobs are going to expatriates with the qualifications required by new industries; skills that cannot be found locally. Throughout 2011, the NAYCOM and UNDP have been central actors in the process to improve TecVoc training standards. This will continue in 2012.

*Deliverable 3)* A second round of the district-based Employment Opportunity survey was undertaken, increasing the total number of districts covered to 10 out of 13. With support from the district youth officers, Youth Councils were formed in 5 districts and their constituent chiefdoms. These councils provide a structured platform where youth can officially interface with local government councils.

*Deliverable 4)* The Career Advisory and Placement Service (CAPS) Centres at Njala University and the University of Sierra Leone were established in the first quarter of 2011 and made fully operational by June. Through these centres, students receive guidance to define their career path and how to compete for jobs. The centres also link students with employers.

In addition to the daily services the CAPS centres provided, they also undertook outreach activities through a series of professional seminars and job fairs. With UNDP support, CAPS centres facilitated the movement of a team of resource persons from the Universities of Sierra Leone and Njala, as well as from the West Africa Examination Council (WAEC), to many parts of the provinces. There they raised awareness and encouraged secondary schools pupils to be concerned with their career path and helped them decide whether to take one or both WAEC exams. More than fifteen thousand (15,000) students were reportedly reached and made aware of the importance of career choices as a way to developing their vision for tertiary education.

During the first Job Fair held in Freetown in October 2010, was attended by employers from various sectors, including the public sector, private sector, agricultural business, the military, police force, NGOs, telecommunication companies, the university and mining companies. Three hundred students participated in these sessions and benefitted from various inspirational and career guidance presentations. The students were also given the opportunity to have close interaction and ask direct questions to the various Executives and Human Resources Managers that represented the employers. The second Job Fair in September 2011 was attended by 500 students.

## ***ii) Quick Impact Employment Creation for Youth through Labour Based Public Works – ILO***

### ***Project Objective***

Planned outcomes of this project, which is executed in the Bombali District of the Northern Region of Sierra Leone, include i) enhanced local capacity to create productive employment opportunities for youth; ii) use of cost-effective labour-based methods for the execution of feeder roads rehabilitation and maintenance using private contractors; and iii) strengthening of the capacity of SLRA and the District Administrations' plan to manage and monitor feeder road rehabilitation and maintenance.

Among the project's key deliverables are:



- Up-scaling of five existing labour based contractors and 20 supervisors
- Training five new labour based contractors and 20 supervisors

**iii) Strengthening the Agro-Industrial Growth Centres for Income Generation and Youth Employment - UNIDO**

**Project Objective**

The project aims to provide skills training as well as entrepreneurial support to young people in agro-processing and help address the need for transformation of agricultural produce into value added products both for consumption and marketing, while at the same time up-scaling rural entrepreneurial and industrial growth.

This is being achieved through training in basic construction agro-business and agro-processing skills. An Agro-Industrial Growth Centre is based in Binkolo and is run in collaboration with the ILO and UNDP. All of these are linked to the UN Joint Vision Priority Area 3 of Youth Development and Employment, Rural Industrial Growth and Renewable Energy.

**iv) HIV in the Workplace Programmes integrated into Infrastructure projects – UNAIDS**

**Project Objective**

The purpose of the project was to develop and implement efficient and integrated HIV work force policies and programs to prevent the spread of HIV and maintain a young healthy workforce. This was achieved through the development of an HIV workplace programme Integrated into the QEIP Feeder Roads Project.

In line with the UN Joint Vision for Sierra Leone (Strategic UN Framework for Sierra Leone) the project is guided by the UN Joint Vision benchmarks of *Economic and Social Integration of Youth*.

More specifically, as a component within the Joint Vision Programme 19 on Youth Development and Employment, the project contributes towards UNAIDS Deliverable 19.1 ILO Code of Practise on HIV/AIDS in the world of work incorporated in national laws and workplace agreements, with the aim to ‘*support initiatives to upgrade the conditions of work for young people, develop & implement efficient integrated HIV work force policies and programs to prevent the spread of HIV and maintain a young healthy workforce*’.

In line with the Three Ones Principle, the Project worked within existing national frameworks on HIV, including: One Policy Framework, One Coordinating Mechanism and One Monitoring and Evaluation system, guided by the National Strategic Plan on HIV 2006-2010 objective of 15.1 Develop and implement workplace HIV/AIDS Policy in all Sectors.

The project supported the development of a tailored HIV workplace programme for the QEIP Feeder Roads Project and facilitated its delivery through the training of Labour Contractors to serve as peer

educators. The aim of this was to ensure that their capacities were strengthened with knowledge and implementation skills on HIV/AIDS.

The project deliverables include:

- Development of HIV workplace programme integrated into the QEIP Feeder Roads Project
- Training of 10 labour-based contractors as HIV Peer Educators

**v) Integrating Youth Sexual Reproductive Health into Empowerment Programme – UNFPA**

***Project Objective***

The project was aimed at increasing the access of young people to integrated STI/HIV and sexual and reproductive health information and services. The project targets young people (female and male).

The intended outcome of UNFPA's contribution to programme 19 is for improved access to and utilization of quality gender sensitive youth friendly reproductive health information and services. UNFPA has one deliverable associated with this area of work. The aforementioned funds target deliverables 19.6.3 "Young people have correct and accurate knowledge and information on Adolescent Sexual and Reproductive Health and STI prevention". Activities implemented to achieve the above results focused on information on STI/HIV and RH (pregnancy, delivery, family planning etc.) and clinical service provision through a static clinic and outreach approach.

**vi) Promoting Youth Employment through Enterprise Growth Centres – UNIDO**

***Project Description***

The project provides entrepreneurship and employment opportunities for 1,000 youths and women through training, building enterprise infrastructure and supporting business operations and marketing.

***Development Goal and Key Outcomes***

Provide entrepreneurship/employment opportunities for 1,000 youths (and women) by strengthening backward and forward linkages along the value chain of selected farm and/or non-farm products; thereby contributing to the development of a pro-youth local economy.

***Deliverables***

- Enterprise growth centres supported in carrying out standardised on-the-job training and apprenticeships in different skills areas (bricklaying, plumbing, mechanics, agro-business/agro-processing, electrical works, etc.) for 1,000 youths;
- Create agro-enterprises and related jobs that provide income and attract the resettlement and reintegration of youth in rural areas. This will include support to new and/or existing Micro, Small and Medium Enterprises (MSMEs) to prepare bankable business plans, kick off business operations and build their capacity as required.

**vii) Youth Development and Employment – FAO**

***Project Description***

The project focuses on the development of the agriculture component of youth employment and development interventions through training and support to pre-existing infrastructure within the Sierra Leone Agri-Business Initiative (SABI) Centre in Newton and the introduction of specific agro-business and agro-machinery trainings within the centre.

***Development Goal and Key Outcomes***

The primary goal of this programme is to improve the overall effectiveness of youth. It is also meant to ensure that a reasonable number of youths are engaged in livelihood activities through Agricultural Business Centres and Youth Employment centres.

- Outcome 1: Improved capacity (human and institutional) of the Newton SABI Centre through the establishment and implementation of a training programme for youth with emphasis in agro-business, agro-processing, occupational safety standards and repair of agricultural machinery based on selected agro-value commodity chains;
- Outcome 2: An equipped and functional resource centre-repository library with appropriate resource materials.

***Deliverables***

- A curriculum developed and used in training 100 youth in the areas of agro-business, agro-processing, occupational safety standards and repair of agricultural machinery for selected agro-value commodity chains;
- An equipped resource centre with materials, books and manuals; computers for the resource library at Newton SABI Centre.

**viii) Female Youth Economic Empowerment Project – UN WOMEN**

***Project Description***

UN Women will work with other UN agencies to achieve youth empowerment with a particular focus on female youth. It is often assumed that young women will automatically benefit from new infrastructure without their active involvement and participation. The project aims to encourage young women to actively participate in development initiatives that impact their lives and their communities. At the start of the project, research will be carried out to determine the level of awareness on young women's empowerment vis-à-vis their skills and employment status. Young women will then be equipped with knowledge of small scale business techniques, after which they will be provided with start-up kits to set up their own business or be placed into jobs.

***Development Goal***

The goal is to promote equal opportunities for young women as participants in development.

**Key Outcomes**

- To equip young women with knowledge and skills that will empower them;
- To ensure young women's participation in the development of their communities.

**Deliverables**

- Baseline research on young women's skills and employment status in the selected districts;
- Gender sensitization of 120 youths in the selected district;
- 75 young women trained in small scale business in the elected district;
- Provision of 75 start-up kits for young women involved in small scale business in selected districts.

ix) **Youth Economy Improving access to employment for young People Living with HIV – UNAIDS**

**Project Description**

To improve access to employment among young People living with HIV (PLHIV) by establishing market linkages and strengthening their capacity to engage in agro-business, construction and livelihood activities.

**Development Goal**

To accelerate the socio-economic integration and self-sufficiency of young people living with HIV by increasing their access to employment opportunities.

**Key Outcomes:**

The cornerstone to this project is greater and meaningful involvement of people living with HIV in their communities and in the labour market.

**Deliverables**

To have twenty-five young men and women living with HIV trained in agro-business and construction development.

**3.3.11 Joint Vision Programme 20: National Health Systems**

Joint Vision Programme 20: National Health Systems			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
WHO	Health System Strengthening	941,500	88.4%
UNICEF	Strengthen the Procurement and Supply Chain Management for Medical Supplies of the MOHS	440,668	100.0%

UNAIDS	HIV integrated into the HMIS	49,500	92.4%
UNFPA	Health System Strengthening	433,820	100.0%
WFP	Health System Strengthening	69,300	6.5%
<b>Total</b>		<b>1,934,788</b>	<b>90.8%</b>

As of 31 December 2011, the DEPAC had allocated \$1,934,788 to Joint Vision Programme 20: National Health Systems, with five agency-based projects implemented by UNAIDS, UNFPA, UNICEF, WHO and WFP. Overall, for all five projects, Participating Organizations reported a 90.8 per cent financial implementation rate by the end of the reporting period.

Joint Vision Programme 20 sets out to address challenges to the Sierra Leone Health System that affect its ability to provide quality health care at all levels, including:

- Fragmented and inefficient healthcare delivery to adequately fulfil its sector leadership mandate;
- Ineffective utilisation of existing skills and resources;
- Inadequate national capability to test and respond to emerging and re-emerging diseases and disasters;
- Lack of comprehensive health standards to guide the required minimum investment for quality health care delivery; amongst others.

The sector is privileged to have several non-state health providers and development partners whose efforts, however, in many cases due to poor coordination, experience duplication of health interventions and inefficiencies. The UN family in Sierra Leone set out to strengthen the health system in key areas.

***i) Health System Strengthening – WHO***

***Project Objective***

Developmental Goal: Enhancing access to quality health care services through strengthened sector coordination, the provision of a safe blood supply and improved human resource for health development.

***Key Outcomes***

- *Outcome 1:* Joint sector planning and performance reviews for enhanced access to quality care.
- *Outcome 2:* Improved blood supply for maternal and child health services.

The programme aims to strengthen the national health system and enable it to provide equitable and accessible health care across the country through the:

- Provision of better qualified health workers that ensure quality health service delivery by increasing the number of staff and upgrading their skills;
- A national reference laboratory that offers referral and quality control services to the regional laboratory network that meets international standards including a blood transfusion service network;
- A viable system that ensures the capture and utilization of reliable and quality data for the purposes of planning and monitoring health interventions at all levels.

### **Results**

- Two regional blood transfusion centres are now functional, whilst a third is due to become functional by mid-2012;
- Country compact for the health sector that was developed in 2010 was approved in April and signed by all health sector partners in 2012;
- Draft health workforce policy and strategic plan were developed in 2011 in tandem with the establishment of an HR information system (with EU support through WHO-AFRO);
- Laboratory services strategic plan was completed and draft laboratory services investment plan developed in 2011 to provide a framework for sector-wide investment from 2012. This support was provided through WHO co-funds;
- 2010 Sector Performance Report was jointly prepared, reviewed and endorsed in 2011 by partners through sector coordination mechanism. This support was provided through DFID/UNICEF funding to WHO Country Office.
- 2012-2013 Joint Programme of Work and Funding inclusive of 19 Local Council 2012 Health Plans were developed, reviewed and endorsed by sector partners using WHO Country Office funding;
- Joint UN Programme in health which includes UNICEF, UNFPA, and WHO regular meetings and communications helped to harmonise support to the MoHS. Collaboration amongst all key health development partners through monthly meetings enabled the exchange of information, harmonisation of actions;
- Tools for supportive supervision available and SOP for infection control and Kangaroo Mother Care.

### **ii) Strengthen the Procurement and Supply Chain Management for Medical Supplies of the MOHS – UNICEF**

#### **Project Objective**

The UNICEF priority was to support the Government in scaling-up maternal and child health interventions, particularly those that can be delivered at the community level. One of the key constraints is the timely availability of supplies and commodities at service delivery points. UNICEF will ensure that systems are strengthened and monitoring systems are in place to be certain that these commodities reach the target groups.

***Project Outcome***

Harmonised procurement and distribution system that ensures uninterrupted equitable access to medicines and medical supplies. Indicators: Public supply chain management system in line with acceptable international standards is operational at all levels by 2012.

***Results***

The situation analysis leading to the development of a strategic plan and budget for PSM restructuring process was completed. A decision was taken based on situation analysis to proceed with hiring an expert firm in PSM to lead the process.

A considerable quantity of drugs and other health commodities for FHC were procured and distributed effectively to around 1200 PHU and district hospitals, using other sources of funds. The total value was more than \$15 million in 2011.

The capacity of more than 2000 PHU staff was strengthened, through a two-day training in Logistic Management Information System, organised in each chiefdom and wards across the country.

***iii) HIV integrated into the HMIS – UNAIDS******Project Objective***

The purpose of the project was to develop the Sierra Leone National M&E Plan on HIV (2011-2015) to track the HIV/AIDS response towards the goals and objectives as stated in the National Strategic Plan on HIV (2011-2015).

The new HIV M&E Plan includes a robust Monitoring and Evaluation Framework that will guide the collection, collation analysis and dissemination of strategic information on the HIV/AIDS epidemic and the response to the epidemic, leading to enhanced informed decision-making at all levels. The development of the National M&E Plan on HIV is also integrally linked to the broader goals of strengthening national health systems through the advancement of the Health Management Information System (HMIS) and to scale up the collection, collation, analysis and reporting on the various programme activities implemented by the health sector.

In line with the UN Joint Vision for Sierra Leone, the project is guided by the following benchmarks:

- A viable system that ensures the capture and utilization of reliable and quality data for the purposes of planning and monitoring health interventions at all levels;
- A national infectious disease control programme that will help control two of the most dangerous infectious diseases for Sierra Leone, Malaria and HIV/AIDS.

It is also important to note that in line with UNAIDS mandate to support the Three Ones Principles, the project works within existing national frameworks on HIV. These include the One Policy Framework, One Coordinating Mechanism and One Monitoring and Evaluation system. The project is guided by The

National Strategic Plan on HIV 2006-2010 objective 2.1 to develop a National M&E Plan and Data Collection System. The project deliverables include:

- Development of the Sierra Leone National M&E Plan on HIV (2011-2015);
- HIV Integrated into the HMIS (Health Management Information System).

Against both the programme deliverables and the overall guiding objectives, the intended outcomes for the programme included Outcome 1: National Health Systems strengthened by the development of a National M&E Plan on HIV (2011-2015); and advancement of the Health Management Information System (HMIS).

### **Results**

Due to delays concerning the completion of new National Strategic Plan on HIV 2011-2015 and Operational Plan 2011-2012, the development of the National M&E Plan (which is guided by both documents) and its integration of indicators into the HMIS was behind schedule. The project was initiated in the fourth quarter of 2010 and completed at the end of the project cycle (March 2011). The final National M&E Work Plan 2011-2015 has been printed and disseminated at various meetings. The Plan was also highlighted in an official launch by H.E. the President at the fifth National AIDS Council meeting in August 2011.

Key process activities completed are as follows:

- Briefing and planning meetings/consultations (Completed/Q4 2010);
- Literature review (Completed/Q4 2010);
- Key Informant Interviews (Completed/Q4 2010);
- Site/field visits in 7 districts (Completed/January 2011);
- Technical review by Technical Working Group and other stakeholders (Completed/January - February 2011);
- Stakeholder consultative validation workshops/meetings (Conducted/February 2011);
- Drafting and finalization of the M&E Plan in line with new NSP 2011-2015 (Completed/March 2011);
- National M&E Work plan officially launched by H.E the President of Sierra Leone at the 5th National AIDS Council meeting (Completed/August 2011).

Against the intended project indicators;

- The Sierra Leone National M&E Plan on HIV (2011-2015) was completed and disseminated;
- HIV indicators (PMTCT, ART, HCT, and STI) were integrated into the HMIS.

The intended outcome of the project has been achieved.



**iv) Health System Strengthening – UNFPA**

***Project Objective***

The project outcomes include improved availability, accountability and transparency in the use of Reproductive and Child Health commodities. Outcomes also include the improved monitoring of the implementation of the free health care policy through the strengthened capacity of Civil Society organizations (Health for All Coalition) and Community Leaders. The deliverables of the project are:

- RHCS Commodity Security Strategic Plans reviewed by 2011;
- Logistic Management Information System (CHANNEL) integrated into the Procurement and supply chain management system in collaboration with UNICEF by 2012;.
- Increase Civil Society and Community participation to promote Social accountability and judicious use of drugs and logistics for the Free Health Care.

***Results***

To date following results have been achieved:

- CHANNEL has been adopted by the Ministry of Health and Sanitation as the nation's inventory and control management of health commodities;
- Logistics data (consumption, stock on hand, etc.) are being made available to CMS by the district medical stores;
- 3 haulage trucks, 4 pickups and 26 motorbikes were handed over to the Minister and are strengthening the distribution of health commodities;
- Case fatality at PCMH is reducing;
- The increased demand for health services is being addressed with the support of 26 retired midwives;
- The availability of a functional neonatal unit at PCMH is contributing to the reduction of neonatal mortality.

**v) Health System Strengthening – WFP**

***Project Objective***

The main purpose of the project is to enhance the ability of national health services at the district level to respond to, manage and supervise on-going nutrition interventions.

***Project Outputs***

The intended outcome of WFP's contribution to programme 20 is to strengthen monitoring and supervisory capacity of the district health management teams in Bo and Kambia districts. Goals include training district and national level nutritionists on the implementation of the supplementary feeding programme as well as providing two vehicles to the National Nutrition Programme for monitoring and supervision of nutrition activities in Kambia and Bo Districts, where acute malnutrition rates surpass the national level.

### 3.3.12. Joint Vision Programme 21: Environmental Cooperation for Peacebuilding

Joint Vision Programme 21: Environmental Cooperation for Peacebuilding			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNEP	Environmental Cooperation for Environment	495,000	98.8%
UNDP	Environmental Protection for Peacebuilding	405,400	99.9%
<b>Total</b>		<b>900,400</b>	<b>99.3%</b>

As of 31 December 2011, the DEPAC had allocated \$900,400 to Joint Vision Programme 21: Environmental Cooperation for Peacebuilding, with two agency-based projects implemented by UNEP and UNDP. Overall, for the two projects, Participating Organizations reported a 99.3 per cent financial implementation rate by the end of the reporting period.

Given the significant role that natural resources played in the 1991-2002 civil war and during the post-conflict reconstruction period, along with the vital importance of natural resources to Sierra Leone's economy, the good management of environment and natural resources is essential to continued peace consolidation and development. Linked to youth estrangement and rural alienation, many of the conditions for conflict that existed before 1992 continue today, aggravated by concerns about the unfair distribution of benefits, opaque processes and inefficient and unsustainable practises.

Significant opportunities exist, however, to harness natural resources and environment for peace consolidation through investing in alternative livelihoods, collaborative community-based natural resource management (CBNRM), and capacity building in the districts and in Freetown. The Programme is addressing these needs and focus on several main components: i) Capacity building for environmental governance; ii) Sustainable land and water resource management; and iii) Improved climate change adaptation planning and implementation.

#### ***Project Objective***

The Programme addressed the need to manage natural resources for peace and development as described above. It focused on several main components: 1. Capacity building for environmental governance; 2. Sustainable land and water resource management; and 3. Improved climate change adaptation planning and implementation.

#### ***UNEP Objectives***

- Improved technical and managerial capacity of EPA-SL;
- Improved land and water resource management in Sierra Leone;
- Improved planning in place to respond to climate change.

Fragmented systems of environmental and natural resource management in Sierra Leone are an impediment to sustainable development and peacebuilding and the country has a part to play in the global agenda concerning climate change. During the civil war, nearly the entire observing and forecasting infrastructure at the Meteorological Department was destroyed. Since the end of the conflict in 2002, the Meteorological Department has received little attention from the Government due to other development issues that have taken immediate priority in the post-conflict period. This has resulted in the shortage of specialist equipment and trained personnel, which means that the meteorological department is struggling to perform its mandated functions.

### ***UNDP Objectives***

- Sierra Leone's national institutional and human resource capacity to adapt and mitigate the effects of climate change improved;
- Digitization of climate data using climsoft database system;
- Capacity development of the Meteorological Department data collection and analysis.

As part of UNDP's contribution to Programme 21, support was provided to build the capacity of the Sierra Leone Meteorological Department to process observations for both real time weather forecasting and climate applications and the digitization of existing weather data into the climsoft software package.

UNDP's contribution also supported the formulation of a comprehensive national land policy document, including an implementation strategy and a reformed legal framework. The policy process entailed collaboration and consultations with representatives of all types of land users and stakeholders within and outside government, and was based on a common national vision of the desired forms of land tenure and a land management system rooted in transparent, accountable and participatory approaches.

### ***Results***

Continuing the work begun in 2010, in 2011, both UNEP and UNDP carried on delivering core activities under Programme 21 in the areas of natural resource management, support to EPA-SL in the conduct of EIAs, sustainable land management, land tenure policy reform, climate change adaptation and mitigation, and water management.

#### ***UNEP Objective 1 - improved technical and managerial capacity of EPA-SL***

The Environment Protection Agency (EPA-SL) is undergoing a period of intense institutional change and expansion. Whilst EPA-SL is a key actor in revolutionizing Sierra Leone's environmental movement, it still faces discouraging challenges in terms of managing Sierra Leone's resources effectively. An aim of the UN's joint programme is to help EPA-SL's environmental governance capacity develop beyond the capital, Freetown, and increase environmental awareness across the country. The following were achieved;

- UNEP supported the development of EIA licence fee regulations: attended Parliamentary hearings on EIA licence fee regulation, provided advice to EPA-SL on furthering the legislation;
- 22-24 February 2011 - In collaboration with WWF and EPA-SL, UNEP funded and helped to organize a 3 day training workshop on Strategic Environmental Assessment. This was held at the Shangri-La hotel in Freetown and attended by 90 participants from a range of backgrounds and locations. All the major government ministries were represented and participants came from across the country. Trainers for the workshop participated in two hour-long discussion programmes on SEA at SLBC. Prior to this event, UNEP facilitated and participated in a sensitization trip with the EPA-SL to visit Bo, Kenema and Kailahun in the far east of the country and to inform participants about the upcoming workshop and EPA-SL's work more generally;
- UNEP Participated in the initial and follow-up meetings of the Steering Group for the World Bank's Extractive Industry Technical Assistance Project (EITAP);
- UNEP supported the Review of the National Environmental Action Plan and set up a Scientific Advisory Group that commented on the review before completion of the final draft. The Group also held consultations on the State of the Environment Report (SOER);
- UNEP submitted draft guidelines for EIAs in mining, forestry and infrastructure to EPA-SL;
- UNEP supported the development of an awareness-raising programme for the 50th Anniversary celebrations in April, including a 500-person march through Freetown and extensive press coverage;
- UNEP supported environmental awareness-raising by distributing books and printing 40 gallery quality images of Sierra Leone.

*UNEP Objective 2 - Improved land and water resource management in Sierra Leone*

Sierra Leone's water resources are threatened by population growth, increased industrial and unsustainable mining activities in some parts of the country and deforestation. The latter also causes soil erosion, threatens inland valley swamps and wetlands and pollutes water sources. At the same time land degradation (slash and burn agriculture and deforestation) is a serious problem (4 per cent of the original forest cover remains and few areas are protected) and is linked to water availability. The overall aim is therefore to implement the principles of integrated land and water resource management (ILWRM) in the context of impending climate change impacts. Goals include:

- Continued engagement with the land reform process;
- Engagement with SLIEPA in determining water rights.

*UNDP/ UNEP Objective 3 - Improved planning in place to respond to climate change*

Sierra Leone is expected to lose between \$600 million and \$1.1 billion annually in crop revenues by the end of the century if climate change projections materialize. There is a need to improve and enhance

the effectiveness and efficiency of disaster management and risk reduction, most particularly in relation to natural hazards, like droughts and floods, which climate change will intensify. This objective focused on improving Sierra Leone's national, institutional and human resource capacity to adapt to and mitigate the effects of climate change. It also aimed to improve the capacity of the Meteorological Department for data collection and analysis.

Building on work completed in 2010, this included:

- The contract for the installation of six automatic weather stations and training of staff at the Sierra Leone Meteorological Department (SLMD) on the calibration and operations of the equipment was awarded to the UK Meteorological Office (UK Met);
- This was followed by a visit of a two-man team from the UK Meteorological Office to Sierra Leone to conduct a pre-installation visit and site inspection. Accompanied by staff of the UNDP and the SLMD, six sites were selected for the installation of automatic weather stations. The Lungi and the head office of the SLMD will be equipped with monitor displays where data from the other stations will be collected;
- Eight staff members of the SLMD were also selected to be trained by the UK Met Office on operational processes of the automatic weather stations and as technicians/forecasters for future radio broadcasts and developing real-time tailored weather forecasts for selected customers. The installation of weather stations commences in February 2012;
- A total of twenty-eight staff was recruited by the SLMD to enhance the operational capacity of the department. These new staff will be trained to take over operations of the department as technicians, operations and forecasters. New staff were sent to the different sections of the department and will be trained on the operations and repair of equipment, while others will be trained as meteorologists and technicians;
- The digitisation of hard copies of weather data has been completed. Data from the ten old weather stations were digitized with records dating as far back as 1870s. The digitized data will be sent to the UK Met for further analyses;
- Discussions with the government on the establishment of a climate change secretariat are on-going. There has been active participation of GoSL in regional and global climate change activities to incorporate best practises in the eventual Climate Change Secretariat. The mandate to handle climate changes issues has been given to the Environment Protection Agency and it is hoped that the secretariat will be established in 2012;
- Coordination and monitoring and evaluation of present GEF projects and other environment projects are on-going. Two climate change related projects were submitted to the GEF by UNDP;
- The project "Building the adaptive capacity of water supply services to climate change in Sierra Leone" which seeks to enhance the adaptive capacity of decision-makers in the public and private sectors and that are involved in water provision planning as it relates to climate change risks has been approved by the GEF and will commence in 2012.

*Sierra Leone is expected to lose between \$600 million and \$1.1 billion annually in crop revenues by the end of the century if climate change projections materialize.*

## 4. Financial Performance

This Financial Performance section includes key financial data on the Sierra Leone MDTF. Financial information is also available on the MPTF Office GATEWAY (<http://mptf.undp.org>). Due to rounding, totals in the tables may not add up. All amounts in the tables are in US\$.

### 4.1. Financial Overview

The below table provides a financial overview of the Sierra Leone MDTF as of 31 December 2011, highlighting the key figures as well as the balance available, both with the Administrative Agent (MPTF Office) and with Participating Organizations.

**Table 4.1.1 - Financial Overview**

	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL
<b>Sources of Funds</b>			
Gross Donor Contributions	10,218,080	13,409,046	<b>23,627,126</b>
Fund Earned Interest Income	25,529	25,775	<b>51,305</b>
Interest Income Received from Participating Orgs	-	23,385	<b>23,385</b>
Refunds by Administrative Agent (Interest/Others)	-	-	-
Other Revenue	-	-	-
<b>Total - Sources of Funds</b>	<b>10,243,609</b>	<b>13,458,207</b>	<b>23,701,816</b>
<b>Uses of Funds</b>			
Transfers to Participating Organizations	10,115,899	9,300,255	19,416,124
Refunds Received from Participating Organizations	-	(182,598)	(182,598)
<b>Net Funded Amount to Participating Organizations</b>	<b>10,115,899</b>	<b>9,117,627</b>	<b>19,233,526</b>
Administrative Agent Fees	102,181	134,090	236,271
Direct Costs (Steering Committee Secretariat etc.)	-	-	-
Bank Charges	-	175	175
Other Expenditures	-	-	-
<b>Total - Uses of Funds</b>	<b>10,218,080</b>	<b>9,251,892</b>	<b>19,469,972</b>
<b>Balance of Funds Available with Administrative Agent</b>	<b>25,529</b>	<b>4,206,314</b>	<b>4,231,844</b>
Net Funded Amount to Participating Organizations	10,115,899	8,117,627	19,233,525
Participating Organizations' Expenditure	5,700,753	5,128,480	10,829,233
<b>Balance of Funds with Participating Organizations</b>	<b>4,415,146</b>	<b>3,989,147</b>	<b>8,404,293</b>

## 4.2. Donor Contributions

Five donors contributed to the Sierra Leone MDTF in 2011, with Canada and the Expanded DaO Funding Window (EFW)<sup>6</sup> also having contributed in 2010. Cumulatively, as of 31 December 2011, donor contributions to the Sierra Leone MDTF amounted to \$23,627,126. As of the end of the reporting period, there were no outstanding commitments by donors to the Sierra Leone MDTF.

**Table 4.2.1 - Donor Contributions**

Donor	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL
Australia (AusAID)	-	1,518,900	1,518,900
Canada (DFAIT)	494,080	407,000	901,080
Expanded DaO Funding Window	9,724,000	9,586,000	19,310,000
Italy	-	683,750	686,750
United Kingdom (DFID)	-	1,213,396	1,213,396
<b>Total</b>	<b>10,218,080</b>	<b>13,409,046</b>	<b>23,627,126</b>

## 4.3. Interest Earned

**Fund-Earned Interest:** Fund earned interest (i.e. interest earned by the Sierra Leone MDTF Administrative Agent; the MPTF Office) amounted to \$23,385 in 2011. Cumulatively, as of 31 December 2011, \$51,305 was earned in Fund earned interest.

**Agency-Interest Earned by Participating Organizations:** All interest earned by the Participating Organizations is expected to be credited to the Sierra Leone MDTF Account unless the governing bodies of the said organization has approved decisions that govern the specific use of interest earned on donor contributions. The refunded interest will be used to augment the availability of funds for project funding. In 2011, \$23,385 in interest was reported by Participating Organizations under the Sierra Leone MDTF.

In total, Fund earned interest and Participating Organisation earned interest amount to \$74,690 as of 31 December 2012. This amount is an additional source of income for the Sierra Leone MDTF and increases the amount of funds available for project funding, as approved by the DEPAC.

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<sup>6</sup> The Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals (EFW) is a global funding facility established to support Delivering as One countries. Current donors to the EFW are the Netherlands, Norway, Spain and the United Kingdom.

**Table 4.3.1 - Received Interest at the Fund and Agency Levels**

	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL
Fund Earned Interest (Administrative Agent)	25,529	25,775	51,305
<b>Total - Fund Earned Interest</b>	<b>25,529</b>	<b>25,775</b>	<b>51,305</b>
Participating Organization (PO)			
UNDP	-	21,760	21,760
UNIDO	-	1,167	1,167
UNWOMEN	-	458	458
<b>Total – Interest Income Received from PO</b>	<b>-</b>	<b>23,385</b>	<b>23,385</b>
<b>Total Interest Earned</b>	<b>-</b>	<b>49,160</b>	<b>74,690</b>

#### 4.4. Transfer of Approved Funding to Participating Organizations

As of 31 December 2011, the Sierra Leone MDTF had funded approved projects/programmes for a net total of \$19,233,526. The distribution of approved funding by Participating Organizations and Joint Vision Programmes, is summarized in the below tables.

**Table 4.4.1 - Transfer of Net Funded Amount by Participating Organization**

Participating Organization	Net Funded Amount		
	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL
FAO	554,400	1,837,064	2,391,464
ILO	1,485,000	1,472,013	2,957,013
UNAIDS	217,800	417,953	635,753
UNDP	2,604,254	1,885,777	4,490,031
UNEP	495,000	-	495,000
UNFPA	639,540	776,675	1,416,215
UNICEF	1,101,395	486,689	1,588,084
UNIDO	455,400	744,353	1,199,753
UNWOMEN	158,400	162,103	320,503
WFP	721,546	735,000	1,456,546
WHO	1,683,164	600,000	2,283,164
<b>Total</b>	<b>10,115,899</b>	<b>9,117,627</b>	<b>19,233,526</b>



**Table 4.4.2 – Transfer of Net Funded Amount by JV Programme**

Joint Vision Programme	Net Funded Amount		
	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL
Data Collection, Assessments and Planning	-	400,420	400,420
Environmental Cooperation for Peacebuilding	950,400	(50,000)	900,400
Finance for Development	-	400,420	400,420
HIV/Aids & Malaria	1,925,352	928,200	2,853,552
Local Government & Decentralization	244,570	402,930	647,500
National Agricultural Response Programme	-	1,503,711	1,503,711
National Health Systems	1,963,368	(28,580)	1,934,788
Public Sector Reform	-	400,420	400,420
Rural Community Empowerment	1,568,160	(3,882)	1,564,278
School Feeding Programme	-	928,200	928,200
Support to Democratic Institutions	1,036,569	-	1,036,569
Youth Development & Employment	2,427,480	4,235,788	6,663,268
<b>Total</b>	<b>10,115,899</b>	<b>9,117,627</b>	<b>19,233,526</b>

#### 4.5. Expenditure

During the reporting period 1 January to 31 December 2011, a total of \$5,128,480 was reported by Participating Organizations as expenditure, bringing the total, cumulative expenditure to \$10,829,233. This is the equivalent of 56.3 per cent of the total approved funding of \$19,233,526 that was transferred to Participating Organizations as of 31 December 2011. All expenditure reported for the year 2011 was submitted by the Headquarters of the Participating Organizations through the MPTF Office's UNEX Financial Reporting Portal, and extracted and analysed by the MPTF Office. The below tables provide different cuts on this expenditure data. Additional tables on expenditure, including expenditure tables by Participating Organization with breakdowns by budget category are available on the MPTF Office GATEWAY (<http://mptf.undp.org>).

**Table 4.5.1 - Expenditure by Joint Vision Programme**

Joint Vision Programme	Net Funded Amount	Expenditure			Delivery Rate (%)
		Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL	
Data Collection, Assessments and Planning	400,420	-	399,496	399,496	99.8%
Environmental Cooperation for Peacebuilding	900,400	532,530	361,278	893,808	99.3%
Finance for Development	400,420	-	124,827	124,827	31.2%
HIV/Aids & Malaria	2,853,552	1,404,867	209,426	1,614,293	56.6%
Local Government & Decentralization	647,500	-	464,312	464,312	71.7%
National Agricultural Response Programme	1,503,711	-	367,989	367,989	24.5%
National Health Systems	1,934,788	1,095,432	661,156	1,756,588	90.8%
Public Sector Reform	400,420		399,611	399,611	99.8%
Rural Community Empowerment	1,564,278	825,954	637,956	1,463,910	93.6%
School Feeding Programme	928,200		0	0	0.0%
Support to Democratic Institutions	1,036,569	426,713	592,926	1,019,639	98.4%
Youth Development & Employment	6,663,268	1,415,256	909,502	2,324,758	34.9%
<b>Total</b>	<b>19,233,526</b>	<b>5,700,753</b>	<b>5,128,480</b>	<b>10,829,233</b>	<b>56.3%</b>

**Table 4.5.2 - Expenditure by Participating Organization**

Participating Organization	Net Funded Amount	Expenditure			Delivery Rate
		Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL	
FAO	2,391,464	264,518	595,006	859,524	35.9%
ILO	2,957,013	640,161	746,615	1,386,776	46.9%
UNAIDS	635,753	117,317	95,950	213,267	33.5%
UNDP	4,490,031	1,155,545	2,093,855	3,249,400	72.4%
UNEP	495,000	466,885	22,173	489,058	98.8%
UNFPA	1,416,215	634,180	379,258	1,013,438	71.6%
UNICEF	1,588,084	369,994	636,875	1,006,869	63.4%
UNIDO	1,199,753	305,013	149,923	454,936	37.9%
UNWOMEN	320,503	70,893	65,771	136,664	42.6%
WFP	1,456,546	458,855	99,058	557,914	38.3%
WHO	2,283,164	1,217,392	243,995	1,461,387	64.0%
<b>Total</b>	<b>19,233,526</b>	<b>5,700,753</b>	<b>5,128,480</b>	<b>10,829,233</b>	<b>56.3%</b>

**Table 4.5.3 - Expenditure by Budget Category**

Budget Category	Expenditure			Percentage of Total Programme Cost (%)
	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL	
Supplies, Commodities, Equipment	1,827,090	1,725,233	3,552,323	35.1
Personnel	1,192,332	1,378,540	2,570,872	25.4
Training of Counterparts	496,472	630,657	1,127,129	11.2
Contracts	1,530,103	646,770	2,176,873	21.5
Other Direct Costs	217,205	464,758	681,963	6.8
<b>Total Programme Costs</b>	<b>5,263,202</b>	<b>4,845,958</b>	<b>10,109,160</b>	<b>100.00</b>
Indirect Support Costs	437,551	282,521	720,073	7.1
<b>Total</b>	<b>5,700,753</b>	<b>5,128,480</b>	<b>10,829,233</b>	

#### 4.6. Balance of Funds

As per the Financial Overview (Table 4.1.1), as of 31 December 2011, a net amount of \$19,233,526 (or 81.4 per cent of gross donor contributions to the Sierra Leone MDTF) had been transferred to Participating Organizations. The balance with the Administrative Agent (MPTF Office) at the end of the reporting period was \$4,231,844 (which includes interest earned), or 17.9 per cent of donor deposits. The unutilized balances remaining with Participating Organizations as of 31 December 2011 was \$8,404,293 (or 43.3 per cent of transferred amount).

#### 4.7. Cost Recovery

The cost recovery for the Sierra Leone MDTF is guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Donors. Cost recovery, as of 31 December 2011, was as follows:

- (a) **The Administrative Agent fee:** One per cent charged at the time of donor deposits and is for the entire duration of the Sierra Leone MDTF. In the reporting period this amounted to \$134,090. Cumulative, as of 31 December 2011, a total of \$236,271 has been deducted in Administrative Agent fee.
- (b) **Indirect Costs of Participating Organizations:** As per the Sierra Leone TOR, Participating Organizations may charge 7 per cent indirect costs. As of the end of the reporting period indirect costs across all programmes and projects amounted to \$720,073, or 7.1 per cent of reported programme cost (\$10,109,160). It is expected that this percentage will come down as projects close.
- (c) **Direct Costs:** The DEPAC did not approve any Direct Cost allocations in 2011.

## 5. Transparency and Accountability of the Sierra Leone MDTF

The major vehicle for public transparency of operations under the Sierra Leone MDTF during the reporting period was the MPTF Office GATEWAY (<http://mptf.undp.org>) and its dedicated website to the Sierra Leone MDTF (<http://mptf.undp.org/factsheet/fund/SL100>).

Launched in 2010, the MPTF Office GATEWAY continues to serve as a knowledge platform providing real-time data from the MPTF Office accounting system (Atlas) on financial information on donor contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency.



Screenshot of <http://mptf.undp.org/factsheet/fund/SL100>

Each MDTF and JP administered by the MPTF Office has its own website on the GATEWAY with extensive narrative and financial information on the MPTF/JP including on its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and semi-annual updates on the results being achieved are also available.

The GATEWAY provides easy access to more than 9,000 reports and documents on MPTFs/JPs and individual programmes, with tools and tables displaying related financial data. By enabling users in the field with easy access to upload progress reports and related documents also facilitates knowledge sharing and management among UN agencies. The MPTF Office GATEWAY is already being recognized as a 'standard setter' by peers and partners.

## 6. Conclusion

This Second Consolidated Annual Progress Report on Activities under the Sierra Leone Multi-Donor Trust Fund reports on the implementation of projects approved for funding up to 31 December 2011, with a particular focus on programmatic activities during the reporting period 1 January – 31 December 2011. The Report is consolidated based on information and data contained in individual progress reports and financial statements submitted by Participating Organizations to the MPTF Office.

In line with its mandate, in its first year of operation, funds channelled through the Sierra Leone MDTF have contributed to providing resources to under and unfunded components of the Joint Vision Programme. Building on experiences gained during this first year, the UN Country Team in Sierra Leone – through channelling resources to focused, time-limited activities deemed critical to the peacebuilding process and within the framework of priorities developed in consultation with the Government of Sierra Leone and Development Partners – contributed to enhancing the capacity to sustain the peace process in Sierra Leone.

A large number of allocations (over \$6 million or one-third of total allocations) were made in November and December 2011, providing Participating Organizations little time to implement. This is reflected in the relatively low overall financial delivery rate (56.3 per cent). Deducting these amounts from the equation (i.e. allocations made in the fourth quarter of 2011), provides a more accurate financial picture of the rate of implementation. The overall financial delivery rate for the Sierra Leone MDTF stands at 82.1 per cent, reflecting the suitability of the projects funded under the Sierra Leone MDTF mechanism; a notable achievement in only the second year of operation of a trust fund like the Sierra Leone MDTF.

The MPTF Office, in its capacity as the Administrative Agent of the Sierra Leone MDTF, envisages that this Second Consolidated Annual Progress Report on Activities under the Sierra Leone MDTF will provide the DEPAAC the basis on which to better assess upcoming resource requirements and to advocate and mobilize additional funding in support of implementing the programmes set forth in the Joint Vision document.

Similarly, it is envisaged that the detailed description in the report of progress made under initiatives funded through the Sierra Leone MDTF will provide the Government of Sierra Leone, Donors, the UN Country Team and other stakeholders with a comprehensive overview of the activities undertaken and results achieved. The report will no doubt contribute to a better understanding of the Sierra Leone MDTF's role in fulfilling its objective of moving towards an enhanced state of coherency and efficiency for the UN's programmes and projects at the country level, whilst creating a joint funding window that corresponds to and supports the programmatic integration the UN seeks to accomplish under the Joint Vision.