



## LOCAL GOVERNANCE AND ECONOMIC DEVELOPMENT JOINT PROGRAMME FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT

### Programme Title & Number

- Programme Title: Local Governance and Economic Development Joint Programme
- Programme Number: JVP16
- MDTF Office Atlas Number: [00075876](#)

### Country, Locality(s), Thematic Area(s)<sup>2</sup>

Sierra Leone – Nationwide  
Local Governance and Economic Development

### Participating Organization(s)

- UNDP
- UNICEF

### Implementing Partners

- Ministry of Local Government and Rural Development (MLGRD)
- Kenema District Council
- Kenema City Council

### Programme/Project Cost

MDTF Fund Contribution:  
US\$ 647,500

#### Agency Contribution

N/A

#### Government Contribution

N/A

#### Other Contribution (donor)

N/A

**TOTAL:** US\$ 647,500

### Programme Duration (months)

Overall Duration  
12 months

Start Date<sup>3</sup>: 1 January 2011

Original end date:  
31 December 2011

Operational Closure Date:  
31 December 2011

Expected Financial Closure  
Date: 31 December 2011

### Programme Assessment/Mid-Term Evaluation

Evaluation Completed

Yes  No Date: \_\_\_\_\_

Evaluation Report - Attached

Yes  No

### Submitted By

- Name: Mohamed Abchir
- Title: Deputy Country Director, Programmes
- Participating Organization (Lead): UNDP
- Email address: [mohamed.abchir@undp.org](mailto:mohamed.abchir@undp.org)

## **FINAL PROGRAMME REPORT**

### I. PURPOSE

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

<sup>3</sup> The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

The decentralisation process has enabled Sierra Leoneans to participate in many aspects of local affairs and drive forward development programmes and projects in their areas. However, while Local Councils (LCs) are active and have made some progress in extending services, they are often constrained by poor organisation and inadequately trained personnel. The inherited weaknesses of the 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 structures and the traditional government is yet to be fully forged. Furthermore, traditional leaders continue to play a vital role in society and governance at the chiefdom level. This leadership needs to be seen as an integral part of local governance.

The Local Governance and Economic Development Joint Programme (LGED-JP), jointly implemented by the United Nations Development Programme (UNDP) Sierra Leone and the United Nations Capital Development Fund (UNCDF) aims to help each LC to formulate and implement development policies and plans that are based on natural resources and local business opportunities. In addition, it will build the capacity of the Ministry of Local Government and Rural Development (MLGRD) at the national level to effectively deliver on its rural development and decentralised governance mandate. The LGED-JP will also focus on strengthening the capacity of traditional leaders and chiefdom councils to play an effective role in local governance and will seek to clarify the rights, roles and responsibilities of the LCs as well as the chiefdom councils.

**Specific Objective:** The overall objective of the LGED-JP is to increase Local Economic Development (LED) activities including infrastructure development and service provision through the local districts and town councils.

**Expected Outcome:** Enhanced capacity of LCs to improve service delivery and development management.

**Expected Outputs:**

The three main outputs of LGED-JP are as follows:

1. Strategic leadership of the decentralisation process strengthened;
2. Local Governments performing key functions related to LED;
3. Local Government actively promoting pro-poor LED.

The funds received from the Canadian International Development Agency (CIDA) through the Sierra Leone Multi-Donor Trust Fund (MDTF) were used to support the achievement of Output 1.

## II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

### OUTPUT 1: Strategic leadership of the decentralisation process strengthened

#### *Chiefdom Governance and Capacity Development Support to MLGRD*

Upon request from the MLGRD, US\$ 169, 050 was disbursed for support to chiefdom governance and capacity building efforts following the signing of a Memorandum of Understanding between MLGRD and UNDP. The support was geared towards enhancing the review and harmonisation of laws related to chiefdom governance. This will give a statutory effect to the Chiefdom and Traditional Administration Policy. The paper was approved in November 2011 by the Cabinet. The new Policy ensures compatibility with the Local Government Act of 2004.

A legal consultant with relevant expertise in local government was hired by MLGRD to provide technical support to the review and harmonisation process. Based on the Consultant report, the Ministry carried out regional consultations on the harmonisation of existing chiefdom laws. A

report on the views of stakeholders in all the regions was also prepared by the consultant and submitted to MLGRD in December 2011. The report will inform the drafting of the Chiefdom Governance Bill.

#### *IT System and Records Management*

With support from the Programme, the Ministry hired Maxtor Enterprises for a period of six months from July to December 2011 to support in IT and records management. The regular maintenance of computers, installation of anti-virus protection systems and regular system updates were completed during this period. A total of 23 ministry staff were trained by the Consultant firm in record management and basics of the maintenance of IT equipment. These activities enhanced MLGRD's network and data management systems and increased the organisation of the corporate filing system.

MLGRD also engaged another Consultant firm, Future Com Firm to further support capacity development of Ministry staff in computer skills and management. The consultant trained two groups of staff: 8 supervisory and 15 clerical staff. The skills acquired through the training increased the abilities of Ministry staff to utilise and maintain office computers.

#### *Training of Chief Treasury Clerks and Central Chiefdom Finance Clerks*

In order to begin to build up the capacity of actors involved in chiefdom governance, the LGED-JP supported the training of Treasury Clerks and Central Chiefdom Finance Clerks in all 149 chiefdoms. The objective of the training was to enhance the capacity of chiefdom administrative officers (Chiefdom Treasury Clerks and Central Chiefdom Administrative Clerks) in financial management, tax revenue mobilisation and administration. The training covered topics including basic human rights issues and the roles and responsibilities of the Clerks vis-à-vis chiefdom governance and LCs. The training was organized in two sessions to cover the entire country. Each session lasted five days. The first session took place in August 2011 in Makeni and 73 chiefdom administrative functionaries from Kono, Kambia, Port Loko, Koinadugu, Tonkolili and Bombali districts participated. The second training was held in September 2011 in Bo and benefitted 88 chiefdom functionaries from Kailahun, Kenema, Bo, Bonthe, Moyamba and Pujehun.

The trainings were the first capacity development activities held at the chiefdom level in the post-war period. All participants agreed that the subject areas were relevant to their mandates, but requested that future trainings be lengthened to further understand and dialogue issues relating to chiefdom administration and financial management. All the participants advocated for at least one or two week intensive training sessions and requested for training materials to take home. It was also recommended that the training be carried out at the district level with smaller groups of participants.

### **III. EVALUATION & LESSONS LEARNED**

No evaluation of the Programme has been conducted to date. Two remaining activities are to be carried out by MLGRD. These include an orientation workshop and the drafting of the Chiefdom and Traditional Administration Bill by the legal draftsman. These two activities were meant to take place in 2011 but did not due to a delay in approving the chiefdom policy portion.

MLGRD faced serious capacity gaps in managing the Programme and as a result, UNDP and UNCDF supported MLGRD to ensure effective Programme implementation and monitoring. Some key lessons learned include:

- There is a need for more capacity building efforts directed at MLGRD, particularly in Programme management, Monitoring and Evaluation (M&E) and report writing, especially financial reporting.

- Over 60% of chiefdom administrative officers are aged between 55 and 65 years old. Many have reached the age of retirement which is 60 years. This poses a considerable challenge to Government in facilitating large-scale staffing changes through the recruitment of young and dynamic officers who can proactively support the implementation of modern methods of administration.
- A well-organised and comprehensive chiefdom-level training is needed that targets a smaller number of officers in each training session. A training package with tailored modules should be developed in order to facilitate these trainings.

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance (if any)</b>	<b>Source of Verification</b>	<b>Comments (if any)</b>
<b>Outcome 1</b> Enhanced capacity of MLGRD to improve service delivery and development management							
<b>Output 1.1</b> Strategic leadership of the decentralisation process strengthened	Indicator 1.1.1 1,000 copies of approved Chiefdom and Traditional Administration Policy in place and consultant report prepared	Various laws governing Chiefdom Administration in place	<ul style="list-style-type: none"> <li>- Preparation of Chiefdom and Traditional Administration Policy</li> <li>- Hire legal consultant to support MLGRD organise nationwide consultations on harmonisation of laws relating to chiefdom governance and preparation of report</li> <li>- Preparation of Chiefdom and Traditional Administration Draft Bill</li> <li>- Conduct of parliamentary orientation workshop</li> </ul>	<ul style="list-style-type: none"> <li>- Chiefdom and Traditional Administration Policy prepared and approved by Cabinet</li> <li>- Regional consultations on harmonisation of laws held and report prepared</li> </ul>	<ul style="list-style-type: none"> <li>- Bill on Chiefdom and Traditional Administration not yet drafted due to delay in approving the chiefdom policy portion</li> <li>-Parliamentary Orientation workshop to be held after the Bill has been drafted</li> </ul>	<ul style="list-style-type: none"> <li>- Approved MLGRD Policy</li> <li>- Consultant report</li> </ul>	

	Indicator 1.1.2 - 10 MLGRD staff trained in records management and records system fully functional	1 MLGRD staff trained in records management	-Ensure proper record management system in MLGRD - Build capacity of 10 staff in records management	- Proper filing system including other record in place - 10 staff trained in records management		- New filing systems and records at MLGRD	The records management system has not yet been fully computerised to enhance efficiency
	Indicator 1.1.3 - MLGRD key staff fully trained in computer skills and management	- 3 MLGRD staff trained in computer skills and management	Enhance skills of 12 supervisory staff and 20 clerical staff in computer management	8 supervisory and 15 clerical staff benefitted from one month training in computer skills and management	4 supervisory and 5 clerical staff did not benefit from the training as a result of staff being on leave or on mission in the provinces	- Improved MLGRD staff capacity	
	Indicator 1.1.4 - 149 Chiefdom Clerks and 12 Central Chiefdom Administration Clerks trained	- 149 Chiefdom Clerks and 12 Central Chiefdom Administration Clerks in place without basic training	Capacity development of 149 Chiefdom Clerks and 12 Central Chiefdom Finance Clerks in Financial Management and Chiefdom	149 Chiefdom Clerks and Central Chiefdom Administration Clerks trained in Makeni and Bo in Financial Management and Chiefdom Administration		- Improved MLGRD staff capacity	There is need for regular training of this nature including the 149 Paramount Chiefs

	- Quarterly chiefdom financial and administrat ive reports prepared and submitted to District Officers		Administration				
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