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Updated Consolidated Report on Projects Implemented under the Sierra Leone Multi-Donor Trust Fund

Report of the Administrative Agent of the Sierra Leone Multi-Donor Trust Fund

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

September 2015

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 Capital Development Fund (UNCDF)



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)

CONTRIBUTORS



Australia



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)

Acronyms and Abbreviations

ARV	Antiretroviral
CCTT	Child Centred Teaching Techniques
CFVA	Comprehensive Food Security Vulnerability Assessment
CSO	Civil Society Organization
CSW	Commercial Sex Worker
DAD	Development Assistance Database
DACO	Development Assistance Coordination Office
DAIP	District Agricultural Investment Plan
DEPAC	Development Partners' Committee
DHMT	District Health Management Teams
DWG	District Working Group
EID	Early Infant Diagnosis
EOC	Ebola Outreach Committee
ERSG	Executive Representative of the Secretary General
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization of the United Nations
GAFFSP	Global Agriculture Food Security Programme
GBV	Gender-based Violence
GoSL	Government of Sierra Leone
IDU	Injecting Drug User
IMNCI	Integrated Management of New-born and Childhood Illnesses
IOM	International Organization for Migration
IRS	Indoor Residual Spraying
JP	Joint Programme
KAP	Knowledge, Attitude and Practices
LC	Local Council
LLIN	Long-Lasting Insecticide-treated Net
MAFFS	Ministry of Agriculture, Forestry and Food Security
MCTC	Mother-to-Child Transmission
MDA	Ministries Departments and Agencies
MDG	Millennium Development Goal
MDF/MPTF	Multi-Donor Trust Fund /Multi-Partner Trust Fund
MPTF Office	Multi-Partner Trust Fund Office

MEST	Ministry of Education, Science and Technology
M&E	Monitoring and Evaluation
MIS	Management Information System
MoFED	Ministry of Finance and Economic Development
MoHS	Ministry of Health and Sanitation
MoU	Memorandum of Understanding
MPTF Office	UNDP Multi-Partner Trust Fund Office
MSM	Men who have Sex with Men
NACP	National Aids Control Programme
NGO	Non-Governmental Organization
NMCP	National Malaria Control Programme
PBF	United Nations Peacebuilding Fund
PEMSD	Planning Evaluation Monitoring and Statistics Division
PHU	Peripheral Health Unit
PLHIV	People living with HIV
PMTCT	Prevention of Mother-to-Child Transmission
PO	Participating Organization
PRSP II	Poverty Reduction Strategy (second)
PRSP III	Poverty Reduction Strategy (third)
PTT	Performance Tracking Table
RDT	Rapid Diagnosis Test
RML	Ramsey Medical Laboratories
SGBV	Sexual and Gender-Based Violence
SCP	Smallholder Commercialization Programme
SFCU	School Feeding Coordination Unit
SLBC	Sierra Leone Broadcasting Corporation
SL-MDTF	Sierra Leone Multi-Donor Trust Fund
SPU	Strategy and Policy Unit
SRHR	Sexual Reproductive Health and Rights
SWG	Sector Working Group
TB	Tuberculosis
TBA	Traditional Birth Attendant
TOCU	Transnational Organized Crime Unit
TOR	Terms of Reference
TJV	Transitional Joint Vision
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team

UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNODC	United Nations Office on Drugs and Crimes
UNOPS	United Nations Office for Project Services
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organization

Definitions

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.

Contributor commitment

A contribution expected to be received or already deposited by a contributor 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 Multi-Donor Trust Fund (MDTF).

Contributor deposit

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

Delivery rate

A financial indicator of the percentage of funds that have been utilized by comparing the expenditures reported by a Participating Organization (PO) against the 'net funded amount'.

Indirect support costs

A general cost that cannot be directly related to any particular programme or activity of the Participating Organization under MDTFs; these costs amount to 7 per cent as per the UNDG agreed MDTF cost recovery.

Net funded/transferred amount

Amount transferred to a Participating Organization, less any refunds transferred back by a Participating Organization.

Participating Organizations

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

Project Expenditure

The sum of expenses reported by all Participating Organization irrespective of which basis of accounting each Participating Organization follows.

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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Executive Summary

The United Nations organizations, agencies and programmes working in Sierra Leone combined their efforts and resources in 2009 behind a joint vision “*Joint Vision for Sierra Leone of the United Nations Family*”, with the overall aim to support the overarching priority of peacebuilding in the country and promote sustainable development. This was achieved through assistance to economic integration of rural areas, the economic and social integration of the youth, equitable access to health services and an accessible and credible public service. The priority areas selected were in line with the priorities identified in the Government of Sierra Leone’s (GoSL) Second Poverty Reduction Strategy and reflected the United Nation’s respective organizational mandates, comparative advantages and expertise. For 2013-2014, the Transitional Joint Vision (TJV) was adopted.

The Sierra Leone Multi-Donor Trust Fund (SL-MDTF) was established to create a joint funding window to rapidly support key national priorities and enhanced the coherence and efficiency of the United Nations’ programmes and projects at the country level. Four donors and the Expanded Delivering as One Funding Window contributed a cumulative total of \$30,824,827. As of 1 September 2015, net transfers of \$30,450,669 had been made to 16 programmes and the reported expenditure was \$28,907,279.

The support from the SL-MDTF to the Joint Vision Programme and TJV in Sierra Leone contributed to important results for the country and its people. By working with the Government and other national and international stakeholders, the United Nations with SL-MDTF support, contributed to peacebuilding by promoting rule of law, human rights and particularly the rights of marginalized groups, women and children. Support was provided to core democratic institutions for policy development, institutional capacity building and improved standards, systems and procedures. An independent public broadcaster was established, reaching nearly 60 per cent of the available radio audience in Sierra Leone, an outreach unattainable by any other medium. To combat international drug trafficking threatening peace and stability, support was provided to the capacity building of Sierra Leone’s national security agencies in highly specialized policing areas, such as airport and border security, crime investigation and related fields. This greatly enhanced the fight against organized crime and drugs, and several successes in intelligence, operations and investigation were accomplished.

Good governance is a fundamental pre-condition for peace consolidation and lays the ground for economic development and future prosperity. The United Nations with SL-MDTF assistance supported the Government’s efforts to enhance accessible and credible public services through programmes in public sector reform processes and in improving public accountability. The capacity building of non-state actors, the media and youth contributed to the progress towards peace consolidation in Sierra Leone. Evidence-based decision making was also improved through the availability, storage, accessibility and utilization of reliable data for effective planning, monitoring and evaluation (M&E) at the central and decentralized levels in the country.

The United Nations, with support from the SL-MDTF, contributed to the strengthening of the national health systems by improving human resource development and management, planning and budgeting, procurement and supply chain management, and information systems. In order to ensure that the priority health interventions were implemented, the United Nations family pulled its resources together. To reduce maternal and child mortality rates, and other Health Millennium Development Goals (MDGs), health interventions through Reproductive and Child Health and Nutrition Programmes were prioritized and helped national authorities to fight HIV/AIDS, malaria and other major communicable diseases. An innovative HIV/Aids testing method allowed HIV-positive infants receive early treatment. Universal coverage of long-lasting insecticide-treated nets (LLINs) was achieved with 2,780,000 LLINs distributed to every household in Sierra Leone, thereby contributing significantly to the reduction of children dying from malaria.

The GoSL and the United Nations jointly decided to establish the Sierra Leone Multi-Partner Trust Fund (SL-MPTF) 2013–2014, to support the “Transitional Joint Vision of the UN Family for Sierra Leone”. The SL-MPTF built on the experiences and lessons learned of programmes under the first fund. The Fund was extended through 2015 and the last project was finalized by 30 June 2015.

Introduction

The Sierra Leone Multi-Donor Trust Fund (SL-MDTF) was established on 15 October 2009. A Memorandum of Understanding (MoU) was concluded between 18 Participating Organizations (POs) and the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent of the SL-MDTF. Four donors – Australia/AusAID, Canada/ Foreign Affairs and International Trade Canada (DFAIT), Italy and the United Kingdom/ Department for International Development (DFID) – and donors through the Expanded Delivering as One Funding Window (The Netherlands, Norway, Spain and the United Kingdom) contributed a cumulative amount of \$30,824,827.

Purpose of the Report

The Consolidated Report on programmes implemented under the SL-MDTF is submitted to the Development Partners' Committee (DEPAC) and contributors to the SL-MDTF, through the Executive Representative of the Secretary General (ERSG), as per the agreed reporting provisions in the SL-MDTF Terms of Reference (ToR), the MoU between the UNDP and POs, and the Standard Administrative Arrangement (SAA) between UNDP and contributors. The narrative section of the report is a final report, covering the period October 2009 to June 2015, in support of the Joint Vision, with a particular focus on activities implemented and results obtained during the period 1 January 2012– 30 June 2015. It provides information on overall results achieved by project implementation funded by the SL-MDTF, as well as on common challenges and lessons learned. The financial performance section of the report includes key financial data on the SL-MDTF as of 31 December 2014. The report is consolidated based on information and data contained in the individual reports and financial statements submitted by POs to the MPTF Office. The report is neither an evaluation of the SL-MDTF nor the MPTF Office's assessment of the performance of the POs. Rather, its purpose is to provide the DEPAC and development partners in Sierra Leone with a comprehensive overview of achievements and challenges associated with projects and programmes funded through the SL-MDTF and provide information on lessons learned.

The interests accrued by the fund allowed to fund a new project in 2015: Support to Persons with Disabilities, one of the most vulnerable groups hit by the EVD crisis (under TJV Cluster 4: Social Protection).

Report Structure

The report consists of six chapters. Chapter One provides an overview of the strategic framework of the SL-MDTF. The SL-MDTF's governance and fund management arrangements is described in Chapter Two. Chapter Three reports on allocations and main achievements in programme implementation, with details on each of the funded Joint Vision and TJV Programmes. Chapter Four provides an overview of the financial performance of the SL-MDTF. Chapter Five elaborates on efforts made to ensure transparency and accountability of the Fund, and concluding remarks and observations are made in Chapter Six.

1. Strategic Framework

The Joint Vision – 2009-2012

In 2009, 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 United Nations Security Council, agreed to combine their efforts and resources behind a joint vision supporting the Government of Sierra Leone and its people to consolidate peace and promote sustainable development in Sierra Leone. Through the *“Joint Vision for Sierra Leone of the United Nations Family” (2009–2012)*, the United Nations Country Team defined the common priorities guiding its activities and outlines a set of underlying criteria and comparative advantages that, through a conflict-sensitive approach, shaped its programmes and projects.

The Joint Vision defined the United Nations’ contribution to the Government of Sierra Leone’s implementation of the *“Agenda for Change” (Second Poverty Reduction Strategy, PRSP II, 2008–2012)*. Under the Joint Vision, the United Nations maximized its contribution to the achievements of national priorities within the United Nations’ respective organizational mandates, specialization, expertise and comparative advantages. The Joint Vision document established the general framework for the United Nations’ cooperation with the GoSL and set out a number of joint planning, implementation and coordination mechanisms with the aim of enhancing the impact of United Nations assistance. Through the Joint Vision, the United Nations put into practise the main principles of the Paris Declaration on Aid Effectiveness, including its goals of national ownership, alignment with national priorities, harmonization and coordination.

The Transitional Joint Vision – 2013-2014

The Transitional Joint Vision, covering 2013 and 2014, represented the country’s transition from being in a post-conflict situation under a UN Security Council mandate, to that of a routine, long-term developmental trajectory. Also during this period, the UN needed to manage the end of UNIPSIL’s mandate and presence in Sierra Leone, changing to the Resident Coordinator System configuration. The Transitional Joint Vision therefore lays the foundations for a full-fledged UNDAF at the beginning of 2015.

The Transitional Joint Vision has been implemented through an interim two-year programme cycle allowing the necessary space in view of the uncertainties associated with the presidential and parliamentary elections. The UN system has continued to align with MDAs sectorial strategies, effectively forming a bridge to the UNDAF.

Programme Priorities

Through the Joint Vision and the Transitional Joint Vision, the United Nations in Sierra Leone supported the Governments priorities in:

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

Objective of the Sierra Leone Multi-Donor Trust Fund

The overall aim of the SL-MDTF was to create a joint funding window that supported key national priorities and enhanced the coherence and efficiency of the United Nations' programmes and projects at the country level. Governed by the SL-MDTF ToR, it responded to the Delivering as One Initiative and the Secretary-General's efforts to improve the integration of United Nations political, developmental and humanitarian activities across the United Nations system. This improvement would be achieved through strategic programmes according to comparative advantages, the creation of synergies, enhanced government leadership, and coordination among United Nations agencies funds and programmes and other development partners. It provided for a coherent and streamlined platform for the mobilization of additional donor resources (from resident and non-resident donors), and provided mechanisms for transparent and accountable fund allocation, utilization and reporting of the programmatic priorities of the Joint Vision.

2. Governance

The governance arrangements of the SL-MDTF, as stated in its ToR, built on the GoSL's aid coordination architecture, as described in the Government's National Aid Policy.

2.1. Development Partners' Committee (DEPAC)

DEPAC, in accordance with its ToR and Rules of Procedures, was responsible for the overall strategic orientation and oversight of the implementation of all the programmes partly or fully funded through the SL-MDTF and for making decisions on all allocations to programmes and POs within the context of the national programme priorities expressed in the Joint Vision. DEPAC meetings were co-chaired by the Minister of Finance and Economic Development (MoFED), the Executive Representative of the Secretary General, and the World Bank Country Manager, and considered recommendations and inputs of the Sector Working Groups (e.g. technical consultations among POs, line ministries, national partners and development partners).

The DEPAC was responsible for ensuring balanced allocations to the respective programmes and to ensure alignment and synergies to programmes of other development partners and donors. The final decisions regarding allocation of funds were made by consensus, allowing for dialogue between the Government, the United Nations and development partners on the optimal allocation of resources. The DEPAC was also responsible for mobilizing resources for the SL-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 reviewed and provided the DEPAC with recommendations on the allocation of resources for its final approval. For non-earmarked contributions, in addition to the review and recommendation by the Sector Working Group(s) on the allocation of the contributions, expanded United Nations Country Team (UNCT) meetings with high-level MoFED representation were convened for review of priorities and needs of the 21 Joint Vision programmes, when such contributions became available. All 21 Joint Vision programmes were linked with one of the 13 Sector Working Groups.

2.3. Executive Representative of the Secretary General/United Nations 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)/United Nations Resident Coordinator (RC) in Sierra Leone, in consultation with the UNCT, was responsible for: promoting synergies between the programmatic priorities of the Joint Vision to ensure coherence of United Nations programmatic initiatives, ensuring communication with POs, the Government and development partners of the DEPAC-approved resource allocations and instructing the Administrative Agent to transfer the DEPAC-approved allocation of funds to United Nations POs.

2.4. Administrative Agent

As the Administrative Agent for the SL-MDTF, the Multi-Partner Trust Fund Office (MPTF Office) performed 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". The responsibilities included: the receipt, administration and management of contributions from donors; disbursement of funds to the POs in accordance with instructions from the DEPAC, through the

ERSG/Resident Coordinator; and consolidation of narrative and financial reports produced by each of the POs, as well as the provision of these reports to the DEPAC and Donors through the Resident Coordinator.

In line with the MoU concluded between POs and the MPTF Office, a clear delineation, including distinct reporting lines and an accountability framework, was established and maintained within UNDP between its functions as an Administrative Agent and its functions as a PO.

2.5 Joint Steering Committee

On 1st January 2013 the UN in Sierra Leone moved from the Joint Vision to the Transitional Joint Vision. Both Integrated Strategic Frameworks (ISFs) included the provision for a common country fund. At this time, a revised Joint Steering Committee was established and was made up of the following:

- a. One representative of the Ministry of Finance / JSC chairperson
- b. One representative of the ESG/RC (Head RCO)
- c. One resident donor (rotating)
- d. Two UN agencies taken from those not inside the selected TJV cluster,

In 2013, the Joint Steering Committee decided to fund the following projects under the TJV Cluster 4 Protection, Gender and Human Rights:

Project	Agencies	Titles	Net Funded Amount
TJV Cluster 4 Protection, Gender and Human Rights	UNDP & OHCHR	Support to the Human Rights Commission	470,800
	UNICEF	Reducing Teenage Pregnancies: Empowerment and Livelihoods for Highly Vulnerable Adolescent Girls	1,032,015
	IOM	Enhancing Social Protection and Rehabilitation of War Victims through Reparations	2,589,185
TOTAL			4,092,000

The MPTF was extended for six months (until 30 June 2015) by the UN's HQ at the request of three recipient agencies due to minor disbursement delays at agencies' level.

The Steering Committee met on 22 December 2014 to decide on the allocation of the remaining amount of \$292,489 that was available due to interest that had accrued during the lifetime of the Joint Vision / Transitional Joint Vision Multi-Partner Trust Fund (MPTF). Three project concept notes had been shared with the Steering Committee in advance of the meeting.

It was agreed by the Steering Committee that two key aspects would determine the successful application. Firstly the project (s) needed to be such that its completion within six months was viewed as very likely, and, secondly the project (s) should target an area of work for which alternative funding channels were viewed as weak.

With the above key criterion in place it was agreed to fund the UNDP project proposal “Support to Persons with Disabilities during the EVD crisis” (under TJV Cluster 4: Social Protection). This project targeted a particularly vulnerable group for which the Government is extremely concerned and contributed to an area that was underfunded.

3. Project Approval and Implementation Updates

3.1. Programme Allocation Overview and Status

As of 1 September 2015, the net funded amount is \$30,450,669, in support of 14 Joint Vision Programmes and 1 TJV Cluster. POs reported an expenditure of \$28,907,279

Table 3.1 provides an overview of net transferred amounts made by the SL-MDTF.

Table 3-1 Sierra Leone MDTF Net Funded amount to Joint Vision Programmes, 1 January 2010 – 1 September 2015

Table 3-1 Sierra Leone MDTF Net Funded amount to Joint Vision Programmes, 1 January 2010 – 1 September 2015		
Joint Vision Programme / TJV Cluster	Participating Organizations	Net Funded Amount (US\$)
3. Finance for Development	UNDP	277,610
3.National Agricultural Response	FAO	1,503,711
6. HIV/Aids & Malaria	UNICEF, WFP, WHO, UNAIDS	3,188,262
8. School Feeding Programme	WFP, UNICEF	1,258,289
11. Public Sector reform	UNDP	824,093
12. Data Collection, Assessment and Planning	UNFPA	399,944
13. Mitigating External Threats	UNOPS, IOM	338,456
15. Support to Democratic Institutions	UNDP	1,019,639

16. Local Government & Decentralization	UNICEF, UNDP, FAO, UN-WOMEN, UNAIDS, UNCDF, UNFPA, UNIDO, WHO	5,102,838
17. Gender Equality and Women's Rights	UNAIDS, UNICEF, UNFPA, UNDP, UN WOMEN	331,194
18. Rural Community Empowerment	FAO, UNAIDS, UNFPA, UNIDO, UN WOMEN, UNDP	1,558,885
19. Youth Development & Employment	ILO, UNDP, UNAIDS, UNFPA, UNIDO, FAO, UN-WOMEN	7,428,828
20. National Health Systems	UNAIDS, UNFPA, UNICEF, WFP, WHO	1,934,714
21. Environmental Cooperation for Peace building	UNEP, UNDP	899,750
TJV Cluster 4 Protection, Gender and Human rights	IOM, UNDP, UNICEF	4,092,000
TJV Cluster 4 Social Protection	UNDP	292,456
Total		\$30,450,669

3.2. Achievements, Challenges and Lessons Learned

The sections below provide an overview of the main implementation achievements and challenges from October 2009 to 31 December 2014, as reported by the respective POs. Additional information on implementation, including full project reports, are available on the MPTF Office GATEWAY (<http://mptf.undp.org>). Only two projects had activities ongoing in 2014: Joint Vision Programme 4: National Agriculture Response, with a project entitled “Smallholder Commercial Scheme – Capacity Development of Smallholder Commercialization Programme (SCP) Strategic Planning and Economic Analysis Team; and TJV Cluster 4 Protection, Gender and Human rights. All other projects are operationally completed. Financial information can be found under Section 4.

3.2.1 Joint Vision Programme 3: Finance for Development

Joint Vision Programme 3: Finance for Development		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNDP	Support to Aid Policy Implementation	277,610
Total		277,610

Programme Objectives

With aid constituting nearly 18 per cent of Sierra Leone’s gross national product, its efficient and effective use is of key importance to peace consolidation and development in the country. The purpose of the Joint Vision Programme 3 was to facilitate multi-donor support to the implementation of Sierra Leone’s Aid Policy. The Government of Sierra Leone and development partners provided funding for the implementation of activities aimed at increasing the overall effectiveness of aid in Sierra Leone. The objectives were to improve the Government’s capacity for aid coordination and professionalism of work, and improve mutual accountability by strengthening the monitoring of commitments.

Main Achievements

The Joint Vision Programme, with support from SL-MDTF, contributed to enhanced the GoSL’s capacity for aid coordination by helping to establish nationally owned coordination mechanisms at national, sector and district levels. The Development Assistance Coordination office (DACO) of the Ministry of Finance and Economic Development was supported and its capacities strengthened by the United Nations Development Programme (UNDP) to carry out its coordination functions. The strategic coordination of

development partners for enhanced harmonization and alignment was carried out through the DEPAC, which regularly met and focused on issues of higher importance. DACO arranged Election Steering Committee meetings, bringing together the key national institutions to discuss paramount issues pertaining to the elections. DACO and other national institutions were further supported by the project to attend numerous international engagements as part of the implementation of the New Deal for Engagement in Fragile States.

To facilitate the process of developing the Second Poverty Reduction Strategy – the Agenda for Prosperity, the project assisted the establishment of a full-time Secretariat. The Secretariat supported the technical committees on the preparation of the Agenda for Prosperity. The committees incorporated inputs from Ministries, Departments and Agencies (MDAs), development partners and civil society groups in country into an evidence-based analysis. The drafting of the Agenda for Prosperity document will be performed by the pillar leads, assisted by the Agenda for Prosperity Secretariat.

The coordination at the sector level was strengthened through the establishment of five Sector Working Groups (SWGs) for health, education, agriculture, roads, and water and sanitation, which collated and reported on activities and project undertaken at the sector level. District coordination was enhanced through the establishment of District Working Groups (DWGs) in all the districts. DWG Rollout meetings were organized by DACO to train the DWGs on their aid coordination and reporting functions. A series of field exercises were carried out by representatives from DACO to monitor the progress of the DWGs, provide support on the new monthly reporting template and introduce the concept of the New Deal for Engagement in Fragile States.

The Joint Vision Programme with support of SL-MDTF contributed towards improved monitoring and accountability for commitments. UNDP supported the Government to conduct a Fragility Assessment, which informed the Agenda for Prosperity (PRSP-III) and tested the New Deal Fragility Assessment tool.

The production and use of quality aid data was improved through capacity building of development partners in the use of the new version of the Development Assistance Database (DAD) and concerted efforts in analysis of aid effectiveness flows. An E-Brief (aid coordination report) was prepared and printed to facilitate constructive dialogue between the GoSL and development partners (DEPAC). It covered issues from the DEPAC meetings and the work of the Sector Working Groups and the DWGs. Moreover, it provided an overview of aid inflows in Sierra Leone and the way forward for localizing the New Deal for Engagement in Fragile States. The Aid Report (Development Assistance Report) was produced using the updated data from the DAD, providing information on aid inflows to Sierra Leone for the period 2007–2011 and progress in localizing the implementation of the Paris Declaration.

Challenges and Lessons Learned

The provision of timely development assistance data by some donors was a challenge. Focal points were identified and trained to update the DAD, which improved timeliness in the submission of data.

3.2.2 Joint Vision Programme 4: National Agriculture Response

Joint Vision Programme 4: National Agriculture Response		
Participating Organizations	Project	Net Transferred Amount (US\$)
FAO	Capacity Development of SCP Strategic Planning and Economic Analysis Team	1,503,711
Total		1,503,711

Programme Objectives

The purpose of this programme was to improve the overall effectiveness and impact of the Smallholder Commercialization 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 the national and district levels. The objective was to strengthen the national MAFFS and the local council's staff capacity to effectively support strategic planning and implementation of SCP at the district level. The project, which was carried over into Cluster 2: Agriculture and Food Security of the Transitional Joint Vision 2013–2014, was extended twice and finalized on June 2015.

Main Achievements

National and district planning capacities and systems were strengthened with the support of the programme. Relevant national and district level stakeholders have received training in strategic planning, economic analysis and related areas that are pertinent for their functions and responsibilities. Systems and procedures for the preparation of Strategic Integrated Agricultural Investment Plans were developed and introduced at the national and district levels. Planning facilities and communication capacity at national and district levels have been improved and adequate ICT facilities for strategic planning of the SCP at national and district level are functional. In collaboration with the FAO Technical Cooperation Programme for Statistics, technical assistance was provided for the design of the Management Information System (MIS) for the MAFFS. The architecture for the MIS, including a specific MIS for the SCP, was designed following a highly participatory process with involvement of key stakeholders. The MIS facilitates access to the necessary information for revitalizing agricultural and natural resources growth, enhancing food security, promoting rural development and monitoring the implementation of Sierra Leone's National Sustainable Agriculture Development Plan. In addition, the MIS is used to collect and process and digitize

data on all six SCP components to compare impacts created by each component in the agriculture sector. The MAFFS is now in charge to further develop and implement the MIS.

All districts developed District Agricultural Investment Plans (DAIPs) for 2013 and 2014 using on-the-job training undertaken by the project and a standard template that was developed by the project. The investment plans are reviewed annually and subsequently incorporated into the respective District Development Plans for the coming year. Medium Term District Agricultural Development Plans (DADPs) were prepared for two pilot districts (Bombali and Bo) with the use of strategic planning tools and a participatory methodology. These DADPs were completed, printed and disseminated with the interventions clearly aligned with SCP work plans for 2015 and beyond. Also, the activities outlined in the District Agricultural Development Plans were incorporated into the District Development Plans of the respective District Councils.

The project has strengthened the district councils of the 2 pilot districts in the participatory process that was used in developing and integrating the district agriculture development plans and the district development plans. Moreover, the participatory strategic planning approach adopted by the project in the 2 pilot districts has promoted and strengthened the district agriculture sector coordination of experts and stakeholders from the district council, district agriculture offices, government departments and agencies, NGOs, private sector operators, traditional leaders, farmers, women's groups, etc. These sector actors in the 2 pilot districts are now more integrated and coordinated than before the project. The approach was also able to consolidate the support of the district council chairperson and that of the chairperson of the agriculture committee for the implementation of the district agriculture vision.

The project has also strengthened the national planning directorate of MAFFS (PEMSD) with a functional national Strategic Planning Team with skills and practical experience in participatory planning. Given the backstopping role of national planners to districts, the national strategic planning team has provided for the effective transfer of knowledge to other districts that were not in the pilot project. This team's functionality is further strengthened by the project's provision of mobile training equipment like laptops, video projectors and printing facilities.

Thus, the project has resulted to the establishment and capacitation of a cadre of trainers in the form of a national SPEAT at MAFFS headquarters and district SPEATs in the two pilot districts, a manual of step-by-step guidelines on 'How to' undertake participatory strategic planning, agricultural development plans to guide public and private investment in agriculture in the two pilot district, and enhanced the ICT and mobility capacity of MAFFS at national level.

An unintended achievement of the project has been the support that was provided to the United Nations Mission on Ebola Emergency Response (UNMEER) and national Ebola response efforts. In this regard, the project contributed with human resources in the form of a Field Crisis Manager for the Koinadugu district. Logistical support in the form of a project vehicle was provided to the World Health Organization

field personnel in the district on efforts towards combating the epidemic. This support to national efforts in combating the Ebola outbreak was provided over a period of nearly 6 months during which Koinadugu district was officially declared Ebola free. This was very appreciated by UNMEER and the government of Sierra Leone.

Challenges and Lessons Learned

The main challenges experienced in the implementation of the project came from the withdrawal of the International Economist/Chief Technical Advisor in January, 2013 and the outbreak of the EVD in May 2014. No substantial project activities took place between his departure and the recruitment of the new project team. Equally, with the EVD outbreak, project implementation was greatly constrained for reasons mentioned in earlier segments of this report. The two challenges lead to the two no cost extensions of project completion dates.

Another challenge that had serious human resource implication was the anticipated recruitment of the district economists by the SCP-GAFSP. These economists were to provide vital inputs into the strategic planning exercise at the district level but were not put in place to date.

Although the project has significantly improved the capacity of national and district staff related to planning, further improvement is required especially at district level with the recruitment and deployment of district economists as identified at the start of the project. Furthermore, the identified requirements for ICT equipment and network strategy at district level including interconnectivity with national level agencies remains. Therefore, although the creation and capacitation of a national and 2 district SPEATs will enhance a roll out of the knowledge and experience of the two pilot districts into the other districts, efforts should be made to replicate the formation and capacitation of these teams in all remaining districts. Furthermore, in order to complete building and sustain the capacity for agricultural strategic planning at national and district level, a system of annual refresher courses and seminars could be established for the cadre.

Given that the post Ebola recovery efforts of government are focused on health, sanitation and social safety nets, there is the risk that funding for the 'normal' agricultural and food security programmes is being crowded out by funding for short term recovery and health related programmes. By implication, strategic planning activities may be relegated to secondary priority status. Development partners should therefore consider investing to build upon and sustain the achievements of this project. In so doing, interventions of development partners in the sector at district level will be directly and rapidly derived from district agriculture development plans which will also include details of available district resources

and their respective competitive advantage, binding constraints to the sector and opportunities that could be exploited by potential investors.

A key lesson learnt is that it is very important to involve local stakeholders in the planning of district agricultural interventions. The district stakeholder consultations in the two pilot districts were able to obtain and integrate opinions of all the relevant stakeholders in agricultural development in the two districts. These facilitated conceptualization of their vision for agricultural development in these two districts. Together with the national policies, very SMART objectives and intervention areas were mapped out. Furthermore, the stakeholder consultations provided a forum for getting feedback from beneficiaries of existing interventions like the access to finance programme, tractor subsidy programme and the Agriculture Business Centre programme. Stakeholders provided their views on the success and the limitations with existing models of these and other past interventions. Since planning is the hub of the SCP interventions, the planning process initiated by the project is ensuring that all outputs and activities for district agricultural investment are aligned with the aspirations of the stakeholders and the components of the SCP.

The Ministry of Agriculture should also explore the possibility to incorporate strategic planning into pipeline programmes and projects – including but not limited to – EDF 11; World Bank Agribusiness programme; ICADep and even the GAFSP. In other words, every project should have a strategic planning component particularly in terms of training of human resources so that they have the capacity to conceptualize, formulate, monitor and evaluate projects and programmes. This could be initiated by making sure that every project has an M&E component as well as an attendant budget. It could further be ensured that most of the M&E activity is conducted by PEMSD staff.

3.2.3 Joint Vision Programme 6: HIV/AIDS & Malaria

Joint Vision Programme 6: HIV/AIDS & Malaria		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNAIDS	Response to HIV	339,100

UNICEF	Elimination of HIV	206,310
WFP	Nutritional Support to People living with HIV and TB	652,246
WHO	Prevention of Mother-to-child Transmission (PMCT)	250,000
UNICEF	Malaria Care	117,500
UNICEF	Malaria Control, Long-Lasting Insecticide-treated Nets (LLINs) Universal Coverage	431,442
WHO	Technical and Operational Support to Malaria Vector Control Interventions	1,191,664
Total		3,188,262

Programme Objectives

The overall objective of Joint Vision Programme 6: HIV/AIDS & Malaria was to halt and reverse the spread of HIV and the incidence of malaria in Sierra Leone. It also supported the attainment of the other MDGs for reducing poverty, hunger, and child and maternal mortality. The seven projects were designed and implemented in support of the broader United Nations 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”.

Main Achievements

In terms of the HIV/AIDS prevention, treatment and nutritional support, drawing on the vast expertise of the POs, the Joint Vision Programme with support from SL-MDTF, contributed to the strengthening of the national HIV Response planning mechanisms and service delivery capacity.

Strategic information needed for an effective national HIV prevention programme was facilitated through the first comprehensive mapping of key populations at particular risk of HIV/AIDS infections namely, injecting drug users (IDUs), men who have sex with men (MSMs) and commercial sex workers (CSWs). The report investigated the sources of risk and vulnerability and analysed the drivers of the epidemic. This

information helped the commodity quantification, design and implementation of appropriate activities. The exercise was conducted under the leadership and authority of the National HIV/AIDS Secretariat with UNAIDS providing technical backstopping. The coordination of the National Response to HIV & AIDS in Sierra Leone was further strengthened through the establishment of five HIV/Aids coordinating bodies, which produced and disseminated action plans aligned to the national strategic plan, with technical assistance from the UNAIDS Country Office.

To guide national efforts in Prevention of Mother-to-Child Transmission (PMTCT), WHO supported the revision of national PMTCT & Pediatric HIV Care guidelines, in line with the new WHO 2010 recommendations. The revised guidelines were validated in a workshop, organized by the National AIDS Control programme (NACP), where consensus was obtained to move from option 'A' approach to PMTCT to option 'B' and 'B+'.¹ This will enable the country to progress towards the elimination of Mother-to-Child Transmission (MTCT) by 2015. To enhance nationwide implementation of the guidelines, manuals were updated in line with the revised guidelines, and a core team of trainers were trained to cascade the training in all districts nationwide.

The access to the PMTCT services by HIV-infected pregnant women in Sierra Leone have been hampered by high stigma, limited outreach services and poor coordination of activities. To improve on the quality and access to the services, the SL-MDTF fund was used to support the integration of HIV testing for pregnant women into the biannual week-long Mother and Child Health Campaign (MCHW). Through collaboration with a HIV-positive support group, women who tested positive during the campaign were followed up to ensure that they received PMTCT services at nearby health facilities. The first campaign in 2012, in which PMTCT was integrated, resulted in the testing of 43,034 pregnant women nationwide. The campaign contributed to an increase in the national uptake of antiretrovirals (ARVs) by HIV-positive pregnant women from 74 per cent in 2011 to 84 per cent by the end of 2012. This has far exceeded the target set in the rolling work plan. The elimination of MTCT is now a national priority in Sierra Leone.

The treatment, care and support to children living with HIV and their families were improved through assistance provided by UNICEF in the area of HIV testing. Prior to mid-2011, the rapid HIV testing technology was used to test children for HIV, which does not confirm the HIV status until at the age of eighteen months, hence delaying early treatment. UNICEF collaborated with its partners, including the National AIDS Control Programme and the Central Public Health Reference Laboratory, to pilot the Early Infant Diagnosis (EID) programme using the polymerase chain reaction (PCR) technology. This technology tests and confirms the HIV status of children as early as six weeks of age. The EID was piloted in five health facilities. A review was conducted with support from SL-MDTF, providing important guidance on the scale-up of the programme. Part of the SL-MDTF assistance funded an institutional contract with

¹ Under WHO's 2010 PMTCT ARV guidance, countries had the option to choose between two prophylaxis regimens for pregnant women living with HIV: Option A and Option B

the Ramsey Medical Laboratories (RML) to facilitate the scaling up of EID. In collaboration with the national AIDS Control Programme and the District Health Management Teams (DHMT), RML scaled up EID in 19 hospitals nationwide. In each of the hospitals, nine health workers were trained and provided EID services, while a total of 425 community leaders around the 19 facilities mobilized women and children to access the services. Each hospital is now equipped with updated EID registers, plans and other tools in which data on EID are entered and later inspected at monthly supervisory visits. The maintenance of the registers and tools improved the data management at the facilities, and regular monthly meetings of technical staff improved coordination and information sharing. The scale-up of EID made the identification of infants and early initiation of antiretroviral treatment feasible and resulted in;

- a reduction in the turn-around time from more than 48 days to less than 30 days;
- a reduction in the samples that are rejected for testing from 40 per cent to less than 2 per cent;
- an average duration of time before children are initiated on treatment upon receipt of results reduced from over seven months to about seven days;
- a total of 350 children less than 100 weeks old were tested for HIV through the EID programme. With the introduction of EID, there was an increase in infants receiving treatment for HIV from 29 to 480.

The close collaboration of United Nations agencies allowed for a holistic approach to HIV service delivery. Nutritional support to people living with HIV (PLHIV) and tuberculosis (TB) was provided which aimed at contributing to improved survival of adults and children with HIV after six and 12 months of ART, and improving success of TB treatment. Under the Joint Vision Programme with SL-MDTF support and assistance from WFP, a total of 680 metric tonnes (Mt) of assorted food commodities was purchased. The food was shipped to designated delivery points such as Antiretroviral Treatment Centres and PMCT facilities. From the total of 17,550 beneficiaries supported (3,900 individuals and 15,650 families), WFP distributed assorted commodities to 1,594 persons with financial support from the SL-MDTF, and other resources were mobilized to fill the gap. Nutritional M&E tools for alignment with National M&E tools were further developed and tested, which will improve the monitoring of nutritional status interventions. Key health staff of the National AIDS Control Programme was further trained on strengthening food and nutrition interventions in response to HIV/AIDS, and PLHIV care and support groups were educated on food rationing and beneficiary identification.

In terms of malaria prevention and case management, universal coverage of LLINs was achieved under the Joint Vision Programme, with a national target of one net for two people. Every household in the country received 2,780,000 LLINs as a result of this joint effort between WHO and UNICEF. After the distribution exercise, WHO supported a “Hang Up” poster campaign activities demonstrating and promoting proper net usage. The programme supported the Ministry of Health and Sanitation efforts to ensure the delivery of malaria vector control interventions, particularly of LLINs and indoor residual spraying (IRS). Eighty-five

per cent of the population in selected chiefdoms benefited from Indoor Residual Spraying (IRS), which reached a total of 34,476 homes. The capacity for surveillance, M&E of malaria control interventions was further strengthened through training of the National Malaria Control Programme M&E team, the revision of the M&E tools and support to supervision.

All 13 District Health Management Teams were supported by UNICEF to undertake communication and social mobilization activities, including the broadcast of radio jingles, radio discussions, advocacy meetings with community members and the revitalisation of district social mobilization committees. Civil society organizations (CSOs) were mobilized to work with chiefs and elders in each of the 149 chiefdoms across the country to develop LLIN use by-laws. These activities have increased coverage, access and utilization of the nets in most communities in the country, thereby contributing significantly to the reduction of children dying from malaria.

The post-campaign coverage survey carried out in 2011 indicated 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 compared to the 2008 Demographic Health Survey (DHS) findings, in which only 36.6 per cent of households had at least one LLIN, and only 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.

Universal coverage of Long-Lasting Insecticide-treated Net (LLINs) has been achieved in a joint UNICEF and WHO effort, through the distribution of more than 2,780,000 LLINs to households in Sierra Leone, with a national target of one net for two people.

The district capacity to deliver integrated management of newborn and childhood illnesses (IMNCI), including malaria detection and case management, was strengthened through the Joint Programme support. Following a bottleneck analysis, health facility staff in four districts were trained in IMNCI including Rapid Diagnosis Tests (RDT) for malaria and the handling of referral cases. This increased the coverage of Peripheral Health Units (PHUs) with staff trained in IMNCI to 100 per cent in December 2012 in the four districts selected. The training was coordinated by the Child Health/EPI Programme of the Ministry of Health and Sanitation (MoHS) in close collaboration with the National Malaria Control Programme (NMCP) and the four district Health Management Teams (DHMTs). Since the hospitals and clinics in the selected training sites were regional hospitals, they were equipped to accommodate the clinical sessions in terms of logistics and a sufficient number of patients. Prior to the training, 300 health facilities were provided with updated IMNCI guidelines, including the use of RDTs for malaria diagnosis and job aides for the implementation of IMNCI. The review and update of the guidelines was carried out

by a team comprising of MoHS, WHO and UNICEF. To enhance the quality of service delivery, IMNCI and other health supplies were distributed from the central medical stores to the four district medical stores and the peripheral health units (PHUs) in all four districts.

Challenges and Lessons Learned

The National Strategic Plan on HIV 2011–2015 does not sufficiently cover PMTCT to meet the elimination agenda. A bottleneck analysis on conducted PMTCT identified the following main obstacles: low male involvement in PMTCT, high stigma, inadequate national capacity to deliver PMTCT services and a vertical nature of the HIV/AIDS prevention programmes. To address the lack of strategic direction, the programme supported the development of a National Strategic Plan for the Elimination of Mother-to-Child Transmission in Sierra Leone, based on the identified bottlenecks. The plan was validated and now awaits dissemination and implementation by all partners.

Traditional and religious leaders are key community mobilizers in Sierra Leone and have the ability to mobilize people and ensure compliance, which is critical for the adoption and sustaining healthy behaviours such as the utilization of bed nets. The partnership with religious leaders, the paramount chiefs, civil society and CBOs played a major role in the success of the malaria campaign.

3.2.4 Joint Vision Programme 8: School Feeding Programme

Joint Vision Programme 8: School Feeding Programme		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNICEF	Basic Education and School Feeding	523,289
WFP	Food Assistance to Primary School Children through a School Meal Programme in Sierra Leone	735,000

Total	1,258,289
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Programme Objectives

The overall objective of the “Joint Vision Programme 6: School Feeding Programme” was to contribute to increased access to child friendly quality primary education for children and completion rates of primary education.

Main Achievements School Feeding is highlighted in the second PRSP of Sierra Leone as one of the interventions that can be used to ensure retention and completion in schools located in the most vulnerable settlements. The Joint Vision Programme 6: School Feeding Programme contributed to increased access to and completion rates of quality primary education. The project promoted and assisted basic education through school feeding in the most vulnerable chiefdoms of the 12 districts in Sierra Leone, as well as slums and informal settlements in the Western Area. The targeting of settlements was based on the Comprehensive Food Security Vulnerability Assessment (CFSVA) and a sub-district/chiefdom vulnerability profiling conducted with Ministry of Education Science and Technology (MEST) in consultation with stakeholders within the districts. Implementation was carried out through three big International NGOs (Plan International, World Vision and Brac). Food and non-food items (5,420 Mt) were distributed to targeted girls and boys in vulnerable communities, with the MDTF Grant funding a total of 772.58 Mt. A total of 246,728 primary school children received on-site mid-day meals, which led to increased enrolment by 18 per cent in assisted schools. The project succeeded in increasing the attendance rate to 90 per cent in the schools supported. The gender ratio for girls was further improved. A strong incentive to send girls to school was provided through the take-home-ration project which is a direct transfer to households of girls in classes 4–6. By reducing short-term hunger in children, the school meal is also expected to have improved children’s attention spans and their ability to learn.

A total of 246,728 primary school children received on-site mid-day meals every school day. As a result, enrolment rates were increased by 18 per cent for boys and girls in targeted schools and 90 per cent attendance rate were accomplished. 750 teachers completed distance education programmes and 30,000 children benefitted from Child-centered Teaching Techniques.

The capacities of MEST School Feeding Coordination Unit (SFCU) and partner staff in the implementation of school feeding were built to supervise the implementation, with WFP offering technical support. Local involvement was further ensured through the Food Management Committees formed and trained.

Teacher quality is a key school-level factor influencing learning processes, families' experiences with the school, and student performances. The Joint Vision Programme 6 contributed to enhanced access to quality education through the creation of improved learning spaces and a more child-friendly environment. This included 30,000 primary school pupils benefitting from the skills and knowledge of 750 trained teachers in Child-Centred Teaching Techniques (CCTT) through a distance education approach. The SL-MDTF supported the 750 teachers to sit for Teachers' Certificate Lower Primary teachers' final certificate examinations conducted by the National Council for Technical, Vocational and other Academic Awards (NCTVA). The teachers are awaiting the results. Child-Friendly School National Standards were rolled out in 40 schools in two districts, creating opportunities for promoting strong partnerships between the school and community. Sports, recreation items², stationery, filing cabinets³ and solar lights⁴ were procured and distributed to the 40 schools.

Community awareness raising was carried out among the community members across gender, tradition and religion on the importance and value of education. As a result, community involvement and parent participation in the education of their children increased. The local authorities and other community stakeholders were applying the community action plans that had been developed with support from the project to accelerate children's enrolment and retention, and local involvement in school management and monitoring. More community action plans were undertaken by the local authorities to complement those funded by the SL-MDTF. The SL-MDTF further supported the celebration of the first International Day of the Girl Child, with 4,500 girls across the country informed of their rights.

The punctuality and regularity of teachers was enhanced through the use of cluster monitoring. With support from the SL-MTDF, 72 cluster monitors and Deputy Directors of Education from six districts were trained, benefitting 740 schools. Monitoring and analysis of data was also performed by an external partner, Milton Margai College of Education. The monitoring reports showed that the planning and preparation of lessons by teachers before classes was adequate, that record keeping improved, and that absenteeism had reduced.

Challenges and Lessons Learned

Challenges encountered included, *inter alia*, poor infrastructure and capacity gaps. The poor road networks and difficult terrains of the communities slowed down and sometimes reduced access of

² These include 80 footballs and 40 sets of football nets; 80 volleyballs and 40 volleyball nets; 200 handballs; 400 skipping ropes; 200 Ludo games; and 80 scrabble sets.

³ These include 200 duplicating papers; 200 pocket files; and 40 filing cabinets.

⁴ These include 845 solar lights, which are expected to support about 2,000 upper primary school children in the 40 schools.

implementing partners to reach vulnerable children. The Government had limited capacity to effectively prioritize and plan programmes to enhance the learning situation of children in schools. Approaches to capacity building needed to shift from training and technical assistance to being embedded in strong institutional systems and community-based structures.

Despite the challenges, the Government has recognized that school feeding offers key multi-sectoral benefits of education health and nutrition, and serves as a safety net in mitigating the effects of shocks during crisis. The Government intends to have a national school feeding programme, and WFP is presently supporting the formulation of a stand-alone National School feeding policy. There are still quality issues that could compromise the gains of the school feeding intervention such as the proliferation of community teachers in rural areas, data inefficiencies at the school level, poor infrastructure and poverty.

Involving communities in project planning and implementation is key because it builds their capacities and helps them take ownership of their children’s development, which enhances sustainability of interventions.

3.2.5 Joint Vision Programme 11: Public Sector Reform

Joint Vision Programme 11: Public Sector Reform		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNDP	Support to the Strategy and Policy Unit in the Office of the President	824,093
Total		824,093

Programme Objectives

The purpose of the Joint Vision 11 Public Sector Reform Programme was to support the Government’s Civil Service Reform Programme, which strived to establish a leaner, performance-oriented, modern and efficient civil service. In addition the SL-MDTF, UNDP, the European Union and DFID also provided funding support through a basket mechanism managed by UNDP. Assistance was directed to the Strategy and Policy Unit (SPU), the technical arm of the presidency, to better carry out its functions of strategic visioning, impartial analyses, advice and delivery monitoring.

Main Achievements

The support given by UNDP through the SL-MDTF contributed to strengthening the capacity of the SPU to provide high quality, evidence-based policy analysis and advisory support to H.E The President. Over 30 Presidential briefs and Cabinet papers were prepared by the SPU, covering an array of policy and strategy issues; these ranged from project proposals from MDAs on sectoral matters to contentious issues relating to donor-supported projects (e.g. the Proposal for Lifting the Timber Ban and the Tractor and Purchase Scheme for farmers). A range of policy options were further developed by SPU, such as providing a grant award for research and innovation in the academic sector, and developing corporate governance, as well as for advancing a proposal for the provision of emergency power supply.

The SPU provided coordination and implementation support to MDAs, helping them implement the Agenda for Change. This included running Ministerial Performance Contracts and performance review processes, identifying bottlenecks to implementation and trouble-shooting issues in the area of road construction and power supply. Nineteen district and city councils, 21 ministries and 17 departments and all tertiary institutions were placed under performance contracts. Over 20 Presidential Stock-takes were organized to review performance against the agreed targets. MDA M&E was also strengthened through delivery on quarterly reviews of MDA Performance Tracking Tables (PTTs) and the preparation of annual review reports. A draft policy framework for Performance Management was developed, which will, once finalized and implemented, enable the government to determine how effectively the Ministries and Departments are meeting their aims and objectives, and which policies and processes are working. It will facilitate the tracking of progress, identify the scope for improvement, and raise understanding of issues involved. Other support from SPU to the MDAs was provided for the establishment of the Health and Teachers Service Commission and for the implementation of flagship projects. The SPU liaised with the Cabinet Oversight and Monitoring Unit (COMU) to follow up on key Cabinet decisions to ensure they were acted on and supported to develop long-term strategic plans. It worked closely with MOFED to develop the PRS-III, now at an advanced stage of completion; in particular, leadership was provided in the development of the chapter on Human Development.

Having fulfilled 12 out of 20 performance indicators used by the Millennium Challenge Corporation (MCC) to assess developing countries in the areas of good governance, economic freedom and investment in their citizens, Sierra Leone is eligible for the Millennium Compact Programme. The MCC strategy was finalized, aiming at stimulating growth and reducing poverty, and a coordinator was hired with support from the Joint Vision Programme.

A concept note on “Improving Coordination at the Center of Government 2013–2017” was developed by the SPU which details its vision, strategy and budget. The GoSL is funding the SPU from its own budget since the end of the support under the SL-MDTF in December 2012. This has represented the culmination

of a process that entailed a gradual ‘take-over’ based on a cost-shared formula developed at the design stage of the original SPU support through a multi-donor effort involving the EU, DFID and UNDP.

Challenges and Lessons Learned

One of the greatest challenges for the SPU was that its role increasingly shifted over time towards implementation support and away from strategic advice and analysis. This was due to capacity gaps in the MDAs and created tension and claims of ‘mandate creep’. At the same time, SPU worked on policy formulation, research and evidence-based benchmarking. To clarify its role, the SPU developed a concept note on how it intends to re-position itself within the State House system, whether to remain a policy and strategy think tank, or to combine these two tasks.

As stressed by the SPU, effective implementation of the Agenda for Prosperity (A4P) will require greater synergy across the Government, based on a rigorous performance management structure that emanates from the President’s Office to ensure that all stakeholders are held accountable for implementation of priority projects and programmes. To this end, the functions of SPU will need to be recalibrated to meet the demands of the A4P and an evolving central government that is moving towards RBM as the main tool for driving transformation.

3.2.6 Joint Vision Programme 12: Data Collection, Assessment and Planning

Joint Vision Programme 12: Data Collection, Assessment and Planning		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNFPA	Strengthening of Data Management Systems in local councils	399,944
Total		399,944

Programme Objectives

The availability of quality socio-economic and demographic statistics in Sierra Leone had been hampered by a combination of low economic and human development with a fragile situation resulting from a decade of civil war. The lack of data systems, especially at district and local levels, had led to inadequate dissemination, analysis and usage of data from research, surveys and surveillance in policy processes, planning and budgeting at all levels. The Joint Vision Programme 12 aimed to improve the availability,

storage, accessibility and utilization of reliable data for effective planning, M&E at the central and decentralized levels in Sierra Leone, and to facilitate the linking of local council system with MDAs and national repository of statistics.

Main Achievements

The project contributed to improved capacity of Statistics Sierra Leone (SSL) to manage the data collection system at the central and decentralized levels. It equipped Statistical Units in 19 local councils with institutional capacities and skills for data collection and management, which facilitated planning. As a result, as assessed by the project, the respective councils are overall able to function as autonomous data collection, management and utilization entities. This was achieved through training provided to 19 local councils on RBM and Programme Development Planning on how to generate, process and maintain data. M&E and Development Planning Officers of the local councils, district M&E officers of the Ministries of Agriculture and Food Security and Health in the respective districts and regions, and devolved Sector Heads of Ministries of Education, Agriculture and Health were trained. All participants took entry and exit exams to assess levels of understanding, which allowed facilitators to identify areas of difficulty and improve the training.

As per the United Nations reform principles, the project capitalized on the comparative advantages and technical expertise of the different United Nations agencies and MDAs to achieve the target deliverables. Each United Nations agency liaised with its respective counterpart government agency for specific joint deliverables, and UNFPA provided overall coordination and management. The Government assigned key resource people to facilitate the training, which strengthened linkages between central and decentralized level. In so doing, the project activities were tailored to the needs of the beneficiaries. As a result, the M&E and development planning officers of the local councils can now better assist their respective councils to design development plans using RBM tools. It helped to strengthen sector-specific data systems and provided an opportunity to raise awareness among various data producers at the central and local levels of what is available and how best to share data resources.

Much needed information technology equipment and software were procured and distributed.⁵ The equipment allowed the councils to use modern methods of data collection, analysis and management. Following the training conducted and equipment procured, the projected assessed that the Councils and MDAs are better equipped to undertake small-scale research to inform their programme planning,

⁵ This included GPS machines, external hard drives (500 GB), scanners, KVA electricity generating sets, photocopiers, digital cameras with SD cards, statistical packages: SPSS software, comb binding machines plus accessories, giant stapling machines plus staples, desktop computers, MS Office application software (multiple user), antivirus software for 30 computers (multiple user), IT Tool Kits, UPS backups, printers, Airtel internet modems (1,000 units fitted), blank CDs-(RW/DVD_RW) and Flash drives.

implementation, and M&E. The general interest in data issues increased and generated a demand for training in statistical packages.

Challenges and Lessons Learned

Joint implementation of the programme improved delivery and enabled the Programme Group to deliver as one, with considerable savings in time, financial and other resources. The training created better development partnerships between the United Nations agencies, the MDAs and local councils, which could not have been easily achieved without this project. During training sessions, the need emerged for local councils to collaborate further with Statistics Sierra Leone with regard to data systems and operations.

3.2.7 Joint Vision Programme 13: Mitigating Threats to Security

Joint Vision Programme 13: Mitigating Threats to Security		
Participating Organizations	Project	Net Transferred Amount (US\$)
IOM	Mitigating External Threats	100,000
UNOPS	Mitigating External Threats	238,456
Total		338,456

Programme Objectives

Providing safety and security is one of the most important functions for governance institutions in post-conflict countries. Despite the progress made in the last ten years, the security forces in Sierra Leone remain a potential source of instability. The overall objective of the Joint Vision Programme 13 was to reduce drug trafficking and counter associated organized crime in Sierra Leone and in the West African region by providing technical assistance to strengthen both national capacities and cross-border cooperation. The purpose of the Programme was to: enhance early warnings systems and community security; improve the operational and human resource capacity of the Sierra Leone Police (SLP) to provide impartial and professional services to lives and property; strengthen the Anti-Crime Task Force to deal with potential threats of terrorism and financial corruption; and provide technical and operational support to the illicit drug interdiction force.

Main Achievements

The Programme contributed to mitigating external threats to national security by strengthening the overall border management capacities in Sierra Leone. The Programme assisted the GoSL to increase the border management capacity of its Department of Immigration, thereby establishing a basis for a migration management system and procedures in line with international requirements, standards and best practices. The Transnational Organized Crime Unit (TOCU), within the Crime Services Department (CSD) of the Sierra Leone Police, was further supported and greatly enhanced the fight against organized crime and drugs by its multi-agencies approach and its principle of intelligence-led policing. The TOCU received financial and technical inputs from the SL-MDTF, the British High Commission, the U.S. Embassy and UNODC. Several successes in intelligence, operations, training and investigation were accomplished with financial and technical input from bilateral organizations and partner agencies. The project supported implementing partners by providing equipment,⁶ workshops and training. This included, *inter alia*, participation in teleconferences with INTERPOL IPSG (Secretary General of Interpol) and other Transnational Crime Units in the sub-region, training on Airport Security, Counter Narcotics Training, and Principles of Joint Border Management.

With the financial support from the SL-MDTF, the TOCU agency conducted several field operations to fight against transnational organized criminal activities, as follows:

- the eradication of three cannabis farms in the Waterloo Rural District (748 kg), Kambia District (973 kg) and Hastings Village (755.2 kg), leading to prosecution of owners/cultivators in court;
- the rescue of seven Indian nationals who were victims of alleged Human Trafficking, culminating in the perpetrator paying their salaries and fares to India on the advice of the Law Officer's Department;
- a raid and search exercise in the Central Business District of Freetown where 15.27 g cocaine and 0.10 g of heroine were discovered, 22 suspects were arrested and 12 charged after screening;
- an exercise of stop and search at Sumbuya Village, Kambia District, leading to the seizure of 101.5 kg of Cannabis sativa and eventual prosecution of the suspects;
- Operation 'Safe Waters' to combat sea related offences is ongoing in collaboration with the Sierra Leone Police Marine Department.

Specifically, in 2012, a total of 2,927.25 kg of Cannabis sativa with small quantities of cocaine and heroin were seized by the Unit. Fifty-three cases (which included unlawful possession of drugs, human trafficking,

⁶ This included three computers; printers and UPS 650VA, 100,000 Customs Declaration forms, three billboards with warning messages, and 13 off-road motorbikes

and obtaining money by false pretences and kidnapping) were investigated by the Unit, out of which 17 cases have been brought to court; one case is pending legal advice; 18 cases are still under investigation; and 17 cases have been closed, resolved or referred.

All the planned project outputs were fully achieved within the project time frame. IOM and UNOPS were able to achieve the desired results by establishing successful partnerships with key organizations, the implementation partner and service providers. Fortnightly TOCU Management Board meetings were held, leading to effective inter-agency collaboration at strategic and operational levels. A strong partnership with the Financial Intelligence Unit (FIU) was established, leading to closer co-operation with commercial banks, particularly in the areas of money laundering, financial crimes and other transnational organized fraud investigations. Close collaboration with the Law Office was achieved, which led to the completion of legal papers and the issuance of a High Court Order to freeze foreign accounts at a local commercial bank in respect of suspected money laundering offences.

Challenges and Lessons Learned

There is currently no comprehensive database to present a comprehensive overview of the national organized crime situation. The operational priority areas of the TOCU are handled by other Police formations, and data are entered without specific attention to important details such as the weight of the seized drugs. The inaccessibility to databases of other relevant national institutions further poses a challenge.

The absence of a government budget line to support the work of the TOCU is a risk to its sustainability. The Unit now relies solely on donor funds and Sierra Leone Police (SLP) assistance. The shortage of resources in the justice system also limits its ability to fight organized crime. Organized criminals have the financial means to influence and bribe front-line officers and investigators. The lack of funds for foreign trips has also limited transnational investigations and led to non-conclusion of otherwise sensitive investigations. There is also insufficient legislation to fight terrorism, piracy and human smuggling.

3.2.8 Joint Vision Programme 15: Support to Democratic Institutions

Joint Vision Programme 15: Support to Democratic Institutions		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNDP	Dev't of an Independent National Public Broadcasting Service for Sierra Leone II	781,758

UNDP	Support to Capacity Enhancement of the Independent Media Commission	237,881
Total		1,019,639

Programme Objectives

The objective was to contribute to peace building, democracy, human rights, reconciliation, development, and empowerment of the people by assisting the Sierra Leone Broadcasting Corporation (SLBC) to firmly establish itself as a public service broadcaster and strengthen the capacity of the Independent Media Commission. The SL-MDTF supported the merger of the former United Nations radio and the Sierra Leone Broadcasting Station (SLBS) into a new entity, the SLBC. The programme aimed at enhancing the capacity of SLBC and its staff to broadcast unbiased and balanced programming, renders the SLBC self-sustainable through development of its commercial services department and increased access of the people to SLBC programmes.

Main Achievements

The Programme, with the support of the SL-MDTF, enhanced access to information for the people of Sierra Leone, including the most marginalized rural poor. Radio is by far the most important medium for news and public information in Sierra Leone. A survey carried out in March 2010 by Fondation Hirondelle found that radio is listened to by 82 per cent of the population, compared to 26 per cent for television, 9 per cent for newspapers and just 3 per cent for the internet. An independent public broadcaster was established (SLBC), reaching nearly 60 per cent of the available radio audience in Sierra Leone, an outreach unattainable by any other medium. As a result, the poor and illiterate had a much better opportunity of accessing information that they needed to participate in the democratic process. The SLBC was officially launched on 15 May 2010 as the second independent public broadcaster in Africa in the presence of the Secretary-General of the United Nations, Ban Ki-Moon, and the President of Sierra Leone, Ernest Bai Koroma.

The capacity of SLBC and its staff was built in order to broadcast unbiased, neutral and balanced programming that covers the length and breadth of society. Key management structures for the independent public broadcaster were put in place and organizational policies developed. The Board of Trustees was established and trained on how to operate independently and how to provide effective oversight of SLBC management. The Director-General (DG) and Deputy Director General (DDG) were appointed, assumed responsibility for the overall management of the SLBC, and led the remaining recruitment of 167 staff. Support was provided to the SLBC to operate reliably, providing daily, unbiased

and independent news and current affairs programmes, relevant information and development programmes, and entertainment and sports programmes on radio and TV. Human resources and financial management policies, as well as other key institutional policies were developed and the audit of SLBC assets and liabilities was supported.

Technical assessments of physical assets were conducted and broadcast equipment procured and installed, and staff trained on its use. Assets⁷ from the former United Nations Radio were transferred to the SLBC building and transmitter site at Leicester Peak, and essential broadcast equipment⁸ was procured and installed at the SLBC New England location and regional stations around the country. Furthermore, SLBC staff members were trained in the use of the equipment. In order to ensure effective daily SLBC operations and broadcasting, salary support was provided to approximately 160 temporary SLBC staff during a transition period.

Efforts went towards ensuring the necessary pre-requisite for the SLBC to become self-sustainable through the development of its commercial services department. The project provided the SLBC with technical assistance and capacity-building support in marketing and sales, leasing, corporate branding, programme sponsorship and investment in order to enhance the Commission's resource mobilization capacity. Detailed strategic plans for income and resource generation for the SLBC Commercial Department were developed, including a draft five-year Business Plan with a financial management plan and resource mobilization strategy. The SLBC Commercial Department established modalities for the implementation of plans, and steps were taken to proactively track and capture revenue from all SLBC transactions.

A national coverage plan was created to achieve almost total national radio coverage in consideration of recommendations from a technical assessment of assets for SLBC facilities in Freetown. In addition, eight regional stations were set up. The SLBC's relationship with its audiences in the regions was strengthened through networks and listening clubs, and regular audience research was carried out to address the tastes, interests and needs of audiences in the regions.

The project assessed that it made significant progress towards the achievement of its outcomes. In terms of investment on return, this represented a cost of approximately 15 cents per listener based on a \$500,000 investment.

Challenges and Lesson Learned

⁷ This included studio equipment, computers and other IT equipment, furniture and air conditioners.

⁸ This included IP network distribution, studio and spare equipment, computer, television distribution and electronic news-gathering equipment.

The Government delayed the passage of the SLBC Act until the beginning of 2010 in order to develop a new law that would reflect international standards of public service broadcasting. This delayed the institutional development activities and limited the time window for the United Nations to support the transition of the merger. Three major assessments were carried out over the project period. Through these evaluations, the following challenges and lessons learned were documented:

Managing public perception: Gaining and maintaining public confidence in a politically polarized country like Sierra Leone has been one of SLBC’s greatest challenges. Weak implementation of the Corporate Business Strategy posed a serious challenge to the sustainability of the Corporation. It increased its dependence on donors and government for its day-to-day operations, and if continued, it may compromise its independence. Continued capacity building of SLBC is needed on editorial independence, quality programmes, and the capacity for prudent and accountable financial management.

Creating performance appraisal systems: In order to ensure improved staff and organizational performance, there is a need for performance appraisal systems, where managers and staff are assessed based on pre-determined results.

3.2.9 Joint Vision Programme 16: Local Governance & Decentralization⁹

Joint Vision Programme 16: Local Governance & Decentralization		
Participating Organizations	Project	Net Transferred Amount (US\$)
FAO	Planning for Agriculture & Food Security	588,000
UN WOMEN	Gender	110,250
UNAIDS	AIDS Committee	173,500
UNDP/ UNDCF	Local Governance and Economic Development Joint Programme	1,620,495

⁹ Note: UNCT decided in October 2010 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.

UNDP/ UNICEF	Local Government and Decentralization	633,513
UNFPA	Gender-based Violence	512,535
UNICEF	Protection and response to Child Rights	253,635
UNIDO	Solar Power - LED	836,410
WHO	Health Care	374,500
Total		5,102,838

Programme Objectives

The Local Government and Decentralization Programme aimed at supporting the implementation of development policies and plans that integrate urban as well as rural areas into the national economy, with priority benchmarks on food security, gender equality, regional partnership forum on AIDS, local governance and decentralization, local economy development, sexual and reproductive health and rights (SRHRs), child rights protection and response, solar-powered local enterprise development (LED) and health care. The objective of the programme was to strengthen the Government's capacity to deliver on its policies, governance mandate and development drive at national and local levels through a common United Nations approach based on the needs identified by the ongoing public sector reform and decentralization processes, and in concert with other key international partners.

Main Achievements

The Joint Vision Programme supported the Government's efforts in ensuring accessible gender responsive and credible public services, the integration of rural areas into the national economy and equitable and affordable access to health and justice.

District Councils, through their Agriculture Sector Committee Structure, were supported by FAO to improve the District Development Planning within the agriculture sector (crops, livestock, forestry, fisheries, non-timber forest products, extension) starting with the development and operationalization of the Early Warning System (EWS) on Food and Nutrition Security. An inter-ministerial Multi-Disciplinary Working Group (MDWG) on the EWS for Food and Nutrition Security was established to strengthen inter-sectoral collaboration. The district-level capacity to implement the EWS, geared towards addressing food insecurity and hunger, was assessed and the findings validated by national stakeholders. The development of the components of the system such as modules for data collection, indicators and methodology, were developed and finalized in a participatory manner. To strengthen the sustainability of results, the manual

for EWS on Food and Nutrition Security to be used in district-level training was finalized, and a strategy for implementation of the EWS activities in 2013 prepared.

The Solar-Powered Development Platform Project (UNIDO) equipped rural areas with access to basic documentation and communication services through the provision of Solar-powered LED platforms, and integrated them into the local governance system (district, ward and chiefdom). Each platform provided access to: audio-visual equipment, market and other technical information; business transaction/support services; and non-formal education and entertainment services. This represented a significant shift from orthodox to renewable energy supply systems. Each community communication hub in the 12 project sites was installed as autonomous green energy units/business models.

The Local Governance and Economic Development Joint Programme (LGED-JP) by UNDP-UNCDF contributed to strengthening the capacity of local government to enhance pro-poor LED, which has the potential of leading to improved service delivery capacity through participatory local governance and economic development planning, budgeting and investments. LED Investment Plans were piloted in four districts, with pro-poor LED projects implemented, and jobs and business opportunities provided to the youth, women, private sector operators and the communities. The Joint Vision Programme further provided technical support to the Ministry of Local Government and Rural Development (MLGRD) to design the implementation strategy of the Decentralization Policy. As a result of the technical support to MLGRD for the data management and IT system, an embryonic computerized basic data management system is now operational in the Ministry, and the filing system approach is now being mainstreamed. The Joint Vision Programme further provided technical support to the MLGRD to design the implementation strategy of the Decentralization Policy.

In line with Government's aim to enhance access to quality health care services through strengthened district-level sector coordination, technical support for the development and monitoring implementation of local council health plans was provided by WHO. The district-level coordination mechanisms as prescribed in the country compact were further established. District Health Management Teams (DHMTs) were supported to collect facility service coverage data, analyse data, and conduct biannual performance reviews with national support from MoHS Department of Planning and Information and WHO. In these reviews, issues affecting service delivery, progress towards set targets and recommendations were described. The performance reports in turn were utilized to develop a comprehensive sector 2013 Annual Operational Plan, used by all relevant stakeholders. The Plan has served as the reference for the presidential PTT, which is the contract between the President and the Minister for Health and Sanitation, and also for quarterly progress review.

The HIV response initiative, with support from UNAIDS, contributed to national decentralization by establishing District AIDS Committees and Chiefdom AIDS Committees. In addition, the network of HIV-Positives was decentralized, ensuring that there were regional offices and support groups in all districts. Through the project, there was increased media engagement, and radio stations transmitted live discussion on stigma and discrimination countrywide, reaching approximately 10,000 people. Information, Education and Communication (IEC) materials were also produced for nationwide display. Aligning to a global awareness campaign, candle procession and rallies were organized in memory of all those who died as a result of AIDS.

The UNFPA supported the establishment of TBAs and transformed them into Community Wellness Advocacy Groups, or CAGs through training in new roles in raising awareness among community members on institutional delivery, the promotion of SRHR and the prevention of GBV. Through community outreach programmes of promoting women's empowerment and rights, including SRHR and the elimination of GBV, approximately 24,120 referrals were made to health facilities for various reproductive health-related services in addition to informing rural populations on GBV. One hundred traditional and religious leaders were also trained and informed on the GBV and sexual and reproductive health issues, which facilitated the implementation of by-laws on the prevention of GBV and banning home deliveries.

Similarly, the Local Governance and Decentralization Joint Programme implemented by UNDP and UNICEF strengthened the capacity of local councils through increased knowledge on the rights of children and put these councils in a position to be able to undertake activities that promote the survival, development and protection of children. As a result, these councils now have increased capacity for the protection of and response to child rights, and are more aware of their roles and responsibilities in regard to the Child Rights Act. The capacity of local councils to plan and safeguard children's rights was strengthened through the establishment and equipping of social services departments in 18 local councils to implement functions devolved from Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) to protect children from all forms of violence, abuse, neglect and discrimination. The development of monitoring plans for children's homes in 11 districts enabled the local councils to regulate residential care and ensure that children are cared for in line with the minimum standards of care. To date, councils in collaboration with MSWGCA and NGO partners have assessed 63 children's homes nationwide, licensed forty one homes, reunified 345 children and closed six homes that did not meet the minimum standards of care. The project also strengthened community-based structures for child protection, including 120 Child Welfare Committees (CWCs) in 120 chiefdoms, for monitoring and reporting on child protection issues, as well as for conducting mediation, raising awareness and following up on children in difficult circumstances. At the village level, 129 focal persons identified and trained in basic child protection now report on cases of child abuse through a SMS-based programme to a central database in Freetown, which is managed by an international NGO in partnership with UNICEF. Awareness on child protection issues was further raised in 12 districts through partnerships with local FM radio stations.

Challenges and Lessons Learned

A number of lessons were learned during project implementation. Coordinating and managing the expanded, decentralized multi-sector response involves diverse and complex administrative, technical and financial processes and sufficient funding to meet local priorities. Hence, project design should be realistic in scope and constraints documented, which requires dialogue to improve processes for the timeliness and sustainability of results.

Inadequate communication was observed throughout implementation, which affected the quality and efficiency of work. While the quality of communication is almost invariably a key factor influencing the effective delivery of any intervention, it is especially relevant to projects whose thematic/technical focus requires efficient coordination and healthy reporting and information-sharing systems.

The importance of involving MDAs, LCs, NGOs and CBOs in the project design and formulation matching the development needs of a country was underscored in project implementation. The implementing partners' interaction with United Nations agencies translated into collective responsibility for results and policy decisions from all parties. Beneficiaries reacted positively towards any development effort or technology if it addresses their needs. For example, the appropriateness of solar PV systems to address the suppressed electrical energy needs of semi-urban and rural population greatly contributed towards project success.

At local level, the pilot phase of the LGED-JP has revealed the capacity of local councils to adapt to the growing needs of the communities by reviewing and adjusting their planning and budgeting systems to engage with private sector in a bid to promote economic development and contribute to deliver the Government Agenda for Change. However, the LED approach introduced through the LGED-JP has remained a topic for exploration by both the GoSL and local councils. While the engagement of Local Council with the private sector to unlock economic and social potentials for growth has produced tangible impacts, both the GoSL and local councils have expressed a strong wish for further support to upscale the LED methodology countrywide. However, the LED approach is challenged by insufficient capacity of the local private sector to compete and seize opportunities provided by economic development projects of the local councils. As a result, very few contracts were awarded to SME operating with the target local councils.

3.2.10 Joint Vision Programme 17: Gender Equality and Women's Empowerment

Joint Vision Programme 17: Gender Equality and Women's Empowerment		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNAIDS	Gender Equality and Women's Empowerment	48,150
UNFPA	Gender Equality and Women's Empowerment	47,849
UNICEF	Gender Equality and Women's Empowerment	53,500
UNDP	Gender Equality and Women's Empowerment	93,620
UN WOMEN	Gender Equality and Women's Empowerment	88,076
Total		331,194

Programme Objectives

The Programme focused on economic empowerment, political participation of women and ending gender-based violence (GBV) through legal assistance and institutional strengthening.

Main Achievements

The capacity of the Judiciary to process cases of sexual and gender-based violence (SGBV) was strengthened with assistance from the Programme. UNDP contributed to strengthening the Saturday Courts through support to prosecution, provision of defence counsel and witness support. With assistance from the SL-MDTF, a Witness Support Fund was established and rendered operational, and 60 witnesses were supported to attend court sittings, which, as noted by the Judiciary, has resulted in a decline in court adjournments. A total number of 75 SGBV convictions were obtained, and 85 SGBV referral mechanisms were established. Following the results achieved, the Judiciary decided to expand to Bo, and plans are in place to expand to Kenema. The communities were further trained and supported to take a lead on eliminating violence, and 13 communities implemented by-laws that target the prevention of violence against women and girls.

UNFPA worked with partners for an integrated approach to both prevention of SGBV and legal support to the survivors. Thirty-five Community Wellness Advocacy Groups (CAGs) were established and trained in three new Districts with the target beneficiaries of 350 TBAs in the rural communities. The issues of sexual reproductive health and rights (SRHR), women's empowerment and SGBV formed a core area of the training. Support provided by UNDP through Micro-Capital Grants helped build the capacity of ten CSOs to provide assistance to SGBV victims, including medical attention, psycho-social support, shelter as well as legal assistance and awareness raising.

The economic empowerment of adolescent girls and women living with HIV/AIDS was increased, which consequently improved their self-reliance, a condition required for gender equality and women's empowerment. This also reduces the risk of adolescent girls engaging in transactional sex. With UNICEF and UNAIDS playing a lead role, 431 girls gained skills in tailoring, hairdressing and poultry management. Older adolescents, especially those who are married or who have children, were provided with micro-finance, training and counselling. This helped them engage in activities that rendered them self-reliant and improved their productivity; 100 women living with HIV were supported by UNAIDS through the Voice of Women Support Group members and were trained in banking transactions, marketing of products, and the identification of viable businesses according to the local environment.

The Joint Programme supported the political participation of women, which included the development of a draft 30 per cent quota bill and increased public debate and awareness around the bill and gender equality issues. Moreover, 124 Parliamentarians and executive members of the eight political parties and 600 community members had the opportunity to gain in-depth information about the bill through a validation exercise. Political delay and lack of support, however, stalled the enacting process. In addition, 600 hundred youths from all districts in the country were trained on the importance of non-violence elections as a strategy to increase women's participation in elections and promote peaceful elections. Also, 300 women and youths were trained as election observers and were deployed in various regions during the 2012 elections.

Challenges and Lessons Learned

The challenge of ensuring that witnesses attend court has been identified as a major stumbling block for the rule of law. The Witness Support Funds of the Judiciary was successful in reducing the number of cases delayed and adjourned. This initiative is innovative and, once further tested, may be suitable for more widespread roll-out. It is, however, imperative that the Judiciary themselves develop a plan to ensure that funds for this activity are included in their own core budget and that the Judiciary put mechanisms in place accordingly to ensure that funds are used properly.

The collaboration with CSOs under the programme could be expanded to include monitoring of the performance of the justice sector institutions, particularly outside of Freetown. CSOs based in the field can be used to collect case statistics, conduct court user satisfaction surveys and focus groups, interview

and report on justice staff capacity levels, as well as perform random case sampling in order to identify and monitor trends.

The biggest challenge faced during implementation was the strong cultural norms and practices. In districts in Sierra Leone with patriarchal customs and traditions, women do not have a voice and are subservient to men in matters of governance, access to resources, ownership of property and access to justice. By the end of the Programme there was general acceptance of the social and economic empowerment of girls and their new roles in the community. Advocacy efforts were however, unsuccessful in eliminating political resistance and popular scepticism towards the 30 per cent agenda. Social, cultural and economic barriers for women’s political participation impacted women’s opportunity to effectively compete and campaign in the general election.

3.2.11 Joint Vision Programme 18: Rural Community Development

Joint Vision Programme 18: Rural Community Development		
Participating Organizations	Project	Net Transferred Amount (US\$)
FAO	Rural Empowerment	554,400
UNAIDS	Empowering PLHIV – Support Groups in Rural Settings	142,560
UNDP	Rural Community Empowerment	390,607
UNFPA	Community Empowerment to Reduce Gender-Based Violence and Maternal Health Complication	154,518
UNIDO	Solar-powered Business Information and Communication Platforms	158,400
UN WOMEN	Supporting Rural Women in Capacity Building through Leadership Skills Training and Community Development	158,400
Total		1,558,885

Programme Objectives

This Joint Vision Programme was designed to enhance 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- and district-level support centres and farmer schools. The programme aimed at supporting the mainstreaming of gender equity and women's empowerment issues in decision-making and service delivery.

Main Achievements

The programme contributed to the achievement of outcomes set out in the Sierra Leone Education Development Plan (2007 – 2015) by targeting 30 senior secondary schools to have access to global education programmes via satellite TV. Necessary equipment was purchased,¹⁰ distributed, and staff trained. The improved connectivity (internet and satellite TV) in rural communities was facilitated by public private partnerships with Multichoice International (SL) Limited as part of the company's Community Social Initiatives Programme. The MEST approved the satellite TV channels from an educational point of view and selected the beneficiary senior secondary schools, who were responsible for the care and maintenance of the system. The solar-powered system has no operating costs. The only envisaged cost will be the replacement of a new battery once every three years. The programme helped stimulate the private sector to become more engaged and aware of renewable energy alternatives. This intervention was carried out in addition to the installment of satellite TV in 150 Agriculture Business Centres (ABCs) implemented by the Food and Agriculture Organization of the United Nations (FAO).

The programme, with support from UNIDO, contributed to economic and social opportunities through a solar-powered Business Information and Communication (BIC) platform to reduce the isolation felt by the rural population and provide greater access to information and communication as well as other productive uses of the renewable energy. The solar power installations were used to power computers and all-in-one printer/copier/scanners, freezers for food preservation, and to charge solar lanterns for domestic use at homes, and mobile phones. The selected locations for the intervention were the respective five UNIDO-supported Growth Centre facilities.

The programme made targeted efforts to strengthen local leadership and to encourage leaders to take a more active role in community-based actions. Leadership forums were formed with support from FAO, which were linked to community actions in collaboration with the other United Nations agencies and to the national activities of the SCP. The programme supported local leaders to undertake community actions motivated by the leadership programme and related government actions. A measurable change in knowledge, attitude and practices was visible, with paramount chiefs and local council leaders engaged in

¹⁰ This included thirty 32" HD Plasma Televisions and DVDs.

policy debates in a structured manner. Further, community identified actions programme were implemented for rural development and sense of self-determination, dignity and a positive future was improved, as measured by the pre- and post Knowledge, Attitude and Practices (KAP) test. Support was further provided by UN Women to 100 rural women leaders from across the country to attend leadership skills training to increase and improve rural women’s community involvement and capacity to participate in local government fora. Furthermore, District Women’s Town Hall meetings were organized to discuss women’s political, economical and social rights.

Youth groups were supported to undertake farming activities across the country with different activity sites such as Moyamba and Bombali; proceeds from these activities have been banked for the next planting season. Community awareness raising on community involvement in farming took place in activity sites of Port Loko, Kenema and Bo, which is expected to have a multiplier effect on the entire country. In addition, the construction of 20 water wells was supported by the programme for Kenema District.

Training was carried out on the prevention and community response to GBV and maternal health was promoted for about 500 TBAs with support from UNFPA. These TBAs were organized in advocacy groups for GBV prevention and referral of pregnant women to health facilities. The chiefdom community advocacy groups were supported with outreach and advocacy materials and community door-to-door sensitization was carried out by the trained and established advocacy groups. Over 100 traditional and religious leaders were informed about GBV and the implications for maternal health. These leaders are expected to educate their constituencies on GBV and maternal mortality-related issues. The communities were further supported in the area of HIV/AIDS prevention and care through the establishment of PLHIV Support Groups who were trained in administrative, financial and operational management and provided with direct seed funds for income generating activities, assisted by UNAIDS.

3.2.12 Joint Vision Programme 19: Youth Development and Employment

Joint Vision Programme 19: Youth Development and Employment		
Participating Organizations	Project	Net transferred Amount (US\$)
UNDP	Youth Employment and Empowerment	1,429,814
ILO	Quick Impact Employment Creation for Youth through Labour-Based Public Works	3,357,013

UNIDO	Strengthening the Agro-Industrial Growth Centres for Income Generation and Youth Employment	297,000
UNAIDS	HIV in the Workplace Programmes integrated into infrastructure projects	25,740
UNFPA	Integrating Youth Sexual Reproductive Health into Empowerment Programme	553,099
UNIDO	Promoting Youth Employment through Enterprise Growth Centres	744,353
FAO	Youth Development and Employment	603,353
UN WOMEN	Female Youth Economic Empowerment Project	162,103
UNAIDS	Improving Access to Employment for Young People Living with HIV (PLHIV)	256,353
Total		7,428,828

Programme Objectives

The objective of the Youth Development and Employment Programme was to support the efforts of the GoSL to integrate the youth into the national economy by creating short-, medium- and long-term employment opportunities for them as well as providing them with the necessary skills and healthy environment to be gainfully employed. It also encouraged the youth to adopt healthy sex habits and generally maintain a healthy life. The programme fostered an environment that links skills training to labour market demands.

Main Achievements

Effort under the programme was directed towards fostering an environment that generates market-driven employment opportunities for youth. With support from the Joint Vision Programme, the National Youth Commission (NAYCOM) worked towards increasing the productive capacity of youth for enhanced participation in development and governance at the national, district and community levels. Through UNDP support, NAYCOM and the Ministry of Education, finalized the operational set-up of a TecVoc Specialization Centre for IT in order to meet the growing demand for improved skills standards and to enhance youth's competitiveness in the job market for employment in Sierra Leone's emerging industries. The programme supported youth transitioning from school to the workforce through technical and

vocational skills development. About 1,530 trainees received certificates and were beginning to generate incomes, while still in training, through the services and goods they produced in the areas of catering, hair dressing, tailoring and carpentry. District-based Employment Opportunity Surveys were undertaken for ten Districts and results were used by youth employment sector actors in employment promotion. To allow for structured engagement of youth with local government councils, Youth Councils were formed in nine districts and their constituent chiefdoms. Two Career Advisory and Placement Service (CAPS) were established in 2011 and made fully operational. Through these centres, students received career guidance and networked with employers. The CAPS centres undertook outreach activities through a series of professional seminars and job fairs. More than 15,000 students were reached and made aware of the importance of career choices as a way to develop their vision for tertiary education. Two Job Fairs were arranged and attended by 800 students and employers from various sectors.

Through the Quick Impact Employment Creation Programme (QIECP), implemented by local private contractors trained by ILO, local capacity was enhanced to create productive employment opportunities for youth and the use of cost-effective labour-based methods for the construction of feeder roads rehabilitation and maintenance; 123,761 person days of employment were created directly through project activities. Contractors were trained on labour-based methods (LBM) and drainage structures and were equipped to execute labour-based road works; 50 km quality feeder road have been constructed to date, which will enhance access in selected communities. The capacities of the Sierra Leone Road Agency (SLRA) and the District Administrations were improved to plan, manage and monitor feeder road rehabilitation and maintenance. Engineers from SLRA and District and City Council engineers were trained to construct and maintain roads using LBM. LBM involves the productive use of labour supported by compatible light equipment for infrastructure construction, rehabilitation and maintenance of infrastructure works. Its advantages include the conservation of foreign exchange, the development of cheaper infrastructure, the ability to use unskilled labour effectively while achieving the desired quality standards and specifications, and the promotion of popular participation of the rural dwellers in development, among others. The roads constructed were selected by Sierra Leone Roads Authority in collaboration with the Bombali District Council, but some of the roads were selected because they improved access for suppliers to the UNIDO-supported Growth Centre in Binkolo. In Moyamba District, the road constructed was aimed at providing access to the site proposed by UNIDO for a mini hydro-electric project; there was initially no access to the site. In essence, ILO and UNIDO collaborated very closely in the road projects. The sites were also utilized by UNAIDS for training on HIV/AIDS in the work place.

The Programme provided skills training and entrepreneurial support to young people in agro-business and agro-processing, and helped address the need for the transformation of agricultural produce into value-added products both for consumption and marketing. An Agro-Industrial Growth Centre is run in

collaboration with the ILO and UNDP. The services of the Sierra Leone Agri-Business Initiative (SABI) Centre in Newton were improved through the establishment and implementation of a training programme for youth with emphasis on agro-business, agro-processing, occupational safety standards and repair of agricultural machinery based on selected agro-value commodity chains. With support from FAO, a curriculum was developed and used in training of the 100 youth in these areas. The 100 youths have returned to their respective Agri-Business Centres and are now offering effective services in processing, repairs and maintenance of agri-machinery, etc.

Youth employment was promoted through Enterprise Growth Centres. Five of these Centres were established and functioned with assistance from UNIDO, including construction skills training and business support; 380 youth and women gained basic construction skills and other demand-led entrepreneurial skills (in masonry, carpentry, steel bending, electrification, plumbing and painting and/or commercial operations of their business). In addition, ILO and UNDP partnered to identify a pool of 23 trainers from 14 MDAs, including eight Business Development Service Centres and the Sierra Leone Labour Congress who, under a Training of Trainers programme, were trained to be the nucleus of trainers in the Start and Improve Your Business (SIYB) approach to entrepreneurship training. Trainers were then used in the training of 102 youth drawn from all the 14 districts of Sierra Leone. In the process, NAYCOM benefitted from the capacity building, and it is expected that it will develop into the central coordinating organization for entrepreneurship training in the country.

The Programme further encouraged young women to actively participate in development initiatives that impact their lives and their communities, and support was directed towards equipping young women with knowledge and skills to empower them and increase their participation. A baseline assessment, supported by UN WOMEN, was conducted on women's access to financial services to generate data to develop empowerment schemes focusing on young women's income generation; 150 young women were provided with knowledge of small-scale business techniques. Furthermore, a CSO created an interactive forum for these rural women and bank service providers, serving as a platform to access sources of business finance in two districts.

The Youth Sexual and Reproductive Health and HIV Prevention Programme supported the development of efficient and integrated HIV workforce policies and programmes 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 Quick Impact Employment Creation (QIECP) Programme with ten labour contractors serving as peer educators. The project also supported the socio-economic integration and self-sufficiency of some young PL HIV by increasing their access to employment opportunities such as agro-business and construction development metal works, carpentry and local food processing. The knowledge on reproductive health and sexually transmitted infection (STI) prevention was enhanced for 340 young males

and females through a series of training courses and a clinical service provision through a static clinic and outreach approach, which was facilitated by key national partners.

The problem of reliable data on the size of the labour force, the formal and informal economies and other aspects of the labour market was also addressed under Programme 19 through the provision of funding for the first Labour Force Survey since 1998, to which the GoSL also contributed. Through ILO, technical assistance in the designing of tools to be used in the Labour Force Survey was provided, and Statistics Sierra Leone is ready to conduct the survey. ILO/ International Programme on the Elimination of Child Labour (IPEC) also worked with Statistics Sierra Leone to conduct the Child Labour Survey and assist the Government to ratify Conventions 138 and 182 on the Minimum Age and Worst Forms of Child Labour.

Challenges and Lesson Learned

Future programmes on decent employment strategies in Sierra Leone should draw on lessons learned and consider existing economic opportunities, help beneficiaries to organize themselves, and address the relevant policy environment in order to make an observable impact in the numbers of gainfully employed in Sierra Leone.

Once completed, the Labour Force Survey will provide information on the employment patterns, labour absorption potential of sectors, the sectoral distribution of employment, the evolution of real wages, the rural and urban active population, and the participation of women and youth in the labour force. It will also identify skills gap and facilitate the setting up of a Labour Market Information Systems to inform policy decisions.

3.2.13 Joint Vision Programme 20: National Health Systems

Joint Vision Programme 20: National Health Systems		
Participating Organizations	Project	Net Transferred Amount (US\$)
WHO	Health System Strengthening	941,500
UNICEF	Strengthen the Procurement and Supply Chain Management for Medical Supplies of the MOHS	440,594
UNAIDS	HIV Integrated into the HMIS	49,500
UNFPA	Health System Strengthening	433,820
WFP	Health System Strengthening	69,300
Total		1,934,714

Programme Objectives

Joint Vision Programme 20 set out to address challenges to the Sierra Leone Health System that affect its ability to provide quality health care at all levels including, *inter alia*; a fragmented and inefficient healthcare delivery; an ineffective utilization of existing skills and resources; an inadequate national capability to test and respond to emerging and re-emerging diseases and disasters; and a lack of comprehensive health standards to guide the required minimum investment for quality health care delivery.

Main Achievements

The Programme was critical in supporting the government's transition from a humanitarian to developmental phase through health systems development in several key areas. The Joint Vision 20 contributed to strengthening of the health system through support towards: (i) improving sector planning, coordination and monitoring of health interventions including nutrition services; (ii) improving human resource management system (iii) developing a harmonized procurement and distribution system for medicines and medical supplies; and (iv) establishing a national reference laboratory that meets international standards.

In terms of strengthening the health system, a country compact for the health sector was developed with WHO's support and was approved by all health sector partners in December 2011. The Compact guides all health partners in enhancing alignment and harmonization with the National Health Sector Strategic Plan 2010-2015. The national capacity for district-based planning and monitoring was improved through various initiatives under the Programme, including Annual Sector Performance Report prepared and endorsed by partners through sector coordination mechanism and yearly Review Summits, conducted with WHO support (DFID/UNICEF funds). Service availability and readiness assessments (SARA) and Health Information System data quality assessments were conducted (GFTAM/WHO/DFID/UNICEF funds) and showed the degree to which facilities were prepared to provide expected quality services. The third SARA has been initiated with funding from COIA/WHO/MDTF. An automated district health information system (DHIS) is now functional and will allow for better planning monitoring of the impact of the health system reform as well as improve the transparency and accountability of health expenditures.

The ability of national health services at the district level to respond to, manage and supervise on-going nutrition interventions were improved with assistance from WFP. District nutritionists provided supportive supervision to Peripheral Health Units (PHU) workers who implemented the supplementary feeding programme through WFP support. Summaries of individual monthly reports from the PHUs implementing the programme were fed into HMIS and the national nutrition database.

Assistance from UNAIDS was earmarked for the development of the Sierra Leone National M&E Plan on HIV (2011–2015), which was completed and disseminated. The plan includes a M&E Framework that will guide the collection and use of strategic information on the HIV/AIDS epidemic at all level and the response to the epidemic. HIV indicators for PMCT, antiretroviral therapy, sexually transmitted infections, and HIV counselling and testing were integrated into the HMIS.

With the introduction of the Free Health Care Initiative (FHCI), human resources management was identified as a key barrier to attainment of universal health coverage. In order to address this, an evidence-based human resource policy and strategic plan were developed in 2011, and an automated Human Resources information system is under development (European Union/WHO). Legal and policy documents and eight curricula for development of a Sierra Leonean post-graduate college were developed, funded by the SL-MDTF. Furthermore, the Government almost doubled the health workforce and increased remuneration for front-line workers, which significantly contributed to improvement of quality health service delivery and health emergency response.

Two regional blood transfusion centres are now functional, while a third awaits rehabilitation by the Government. The Blood Transfusion Services Strategic Plan was further revised to guide medium-term interventions. A national reference laboratory that meets international standards was established, offering referral and quality control services to the regional laboratory network. However, the linkage with other

referral laboratories remains weak, diagnostic laboratories are in a deplorable state, and provision of safe blood products in the right quantities and place remain a major challenge. To address medium- to long-term challenges, MoHS developed and launched laboratory services policy (CDC/WHO) and Strategic and Investment Plans in tandem with the refurbishment, equipping and inauguration of a Central Public Health Reference Laboratory (United Nations Joint Programme). In the area of neonatal care, UNFPA renovated and equipped the neonatal unit at PCMH, providing a conducive environment for the reduction of neonatal mortality.

One of the key constraints identified to scaling-up maternal and child health interventions has been the timely availability of supplies and commodities at service delivery points. Under the Joint Programme, efforts therefore were directed towards reinforcing forecasting and procurement systems at central and peripheral level. With support under the Joint Programme, an adapted inventory and control management software (CHANNEL) was established and its implementation supported. This is expected to improve logistics/distribution of essential medicines and equipment in order to ensure their availability at all levels. The programme contributed to the strengthening of the district supply chain through the provision of appropriate transportation equipment and through assistance towards enhancing optimal and secure storage conditions in health facilities including PHUs, district hospitals, central- and district medical stores. The programme worked with CSOs to enhance accountability by the community for supplies provided. A considerable quantity of drugs and other health commodities for Free Health Care (FHC) were procured and distributed effectively to around 1,200 PHUs and district hospitals, using other sources of funds. The total value was over \$15 million in 2011. Haulage trucks, pickups and motorbikes were handed over to the Minister and are strengthening the distribution of health commodities.

The capacity of more than 2,000 PHU and DHMT staff was strengthened through training in Logistic MIS (LMIS), organized in each chiefdom and wards across the country. LMIS tools were developed including: inventory control cards, stock cards, report, request and issue vouchers (RRIV), reporting forms for returns and claims, gate passes, and daily health commodities dispensing registers. A complete set of LMIS tools were available in 90 per cent in all health facilities. As a result of the introduced LMIS, the supply chain for essential medicines accountability for distribution of drugs at central and district level improved. The system is better able to detect discrepancies and misappropriation at any level and the incidence of drug leakages has reduced significantly.

Official statistics on maternal and child mortality in Sierra Leone (post-Free Health Care) are not yet available; however, reports from hospitals and Peripheral Health Unit (PHUs) indicate a significant increase in the access to and utilization of health services by children under five years of age and pregnant women and increased availability of quality medicines and equipment in health facilities. The percentage of facilities with no stock-outs of Free Health Care (FHC) tracer drugs increased from 0 to 82 per cent, as per the MoHS Facility Improvement Report.

Challenges and Lessons Learned

The programme facilitated greater United Nations harmonization towards a common goal, drawing from the comparative advantages of each agency. Working through sector coordination structures enabled timely implementation. Partnership inclusiveness in sector coordination including CSO networks has greatly improved community awareness, ownership and vigilance.

3.2.14 Joint Vision Programme 21: Environmental Cooperation for Peacebuilding

Joint Vision Programme 21: Environmental Cooperation for Peacebuilding		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNEP	Environmental Cooperation for Environment	495,000
UNDP	Environmental Protection for Peacebuilding	404,750
Total		899,7501

Programme Objectives

Given the significant role that natural resources played in the 1991–2002 civil war and during the post-conflict reconstruction period, as well as the importance to the economy, good management of environment and natural resources is essential to continued peace consolidation and development. The Programme aimed at addressing key needs through the following key components: (i) capacity building for environmental governance; (ii) sustainable land and water resource management; and (iii) improved climate change adaptation planning and implementation.

Main Achievements

In the area of natural resource management, UNEP and UNDP strengthened the capacity of the Environment Protection Agency (EPA-SL) in the carrying out of Environmental Impact Assessments (EIAs), sustainable land management, land tenure policy reform, and climate change adaptation and mitigation, as per international standards.

The United Nations Joint Programme helped the EPA-SLs improve its technical and managerial capacity. Environmental Impact Assessment (EIA) licence fee regulations were developed, and Parliamentary hearings on EIA licence fee regulation were attended. Capacities were built on strategic environmental assessment (SEA) for 90 participants from all the major government ministries. UNEP supported the Review of the National Environmental Action Plan and set up a Scientific Advisory Group, which provided inputs before its finalization. UNEP submitted draft guidelines for EIAs in mining, forestry and infrastructure to EPA-SL. Environmental awareness was raised by UNEP through the distribution of books and prints of 40 gallery quality images of Sierra Leone and a through a 500-person march through Freetown with extensive press coverage. UNDP supported the formulation of a comprehensive national land policy document, including an implementation strategy and a reformed legal framework, following a participatory approach that entailed collaboration and consultations with representatives of all types of land users and stakeholders within and outside the Government.

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. The Programme, with SL-MDTF support, contributed to improved national, institutional and human resource capacity to adapt to and mitigate the effects of climate change such as droughts and floods. This was achieved through the strengthening of the Meteorological Department for data collection and analysis and the digitization of climate data. During the civil war, nearly the entire observing and forecasting infrastructure at the Sierra Leone Meteorological Department (SLMD) was destroyed and since then had received little attention. As part of capacity-building support, UNDP facilitated a World Meteorological Organization (WMO) mission to Sierra Leone in 2010 to undertake a detailed capacity assessment with regard to staff capability, available equipment and user needs for climate and weather services. The mission found that vital instruments were not available at most of the stations and the SLMD staff was primarily focused on administrative as opposed to technical aspects, having only three qualified meteorologists on board. An office performing tasks such as the provision of weather information, early warning and the interpretation of climate data requires technical staff who are capable of forecasting and interpreting data, and knowledgeable on the required software. Following the assessment, the Government recruited 28 new staff members by the end of 2010 to enhance the operational capacity of the department, which was the first recruitment of staff at the SLMD since 1994.

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.

The UK Meteorological Office (UK Met) was awarded a contract for the establishment of six automatic weather stations and training of staff at the Sierra Leone Meteorological Department (SLMD) on the calibration and operations of the equipment. With support from the Joint Vision Programme and SL-MDTF, meteorology reception systems and forecaster workstations have been installed in six automatic weather stations established. The automatic weather stations will generate tailored weather and climate services for supporting the achievement of national development goals and timely, reliable and accurate forecast warning services of hazardous weather. In addition, these stations will increase resilience to the effects of climate change through a flexible system used in all the equipment that will strengthen linkages between the SLMD and other key Government actors and other stakeholders.

Staff members of the SLMD were trained by the UK Met Office on the 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. Equipment maintenance and communications capacity is in place at SLMD, through training of the Department's personnel on routine maintenance. Ministry of Agriculture staff engaged in agricultural meteorology were further trained on how to digitize paper records, and the CLIMSOF database was installed on site. The digitization of hard copies of weather data was completed using the CLIMSOF database system, which is the WMO-recommended and internationally accepted standard software system, specifically used to record meteorological data. The digitized data from the ten old weather stations had records dating as far back as the 1870s. The digitized data will be sent to the UK Met for further analyses to provide information to SLMD to facilitate forecasting weather trends.

Challenges and Lessons Learned

A challenge was the limited numbers of suppliers and expertise in meteorology in Sierra Leone, which resulted in lengthy delays in the procurement process of automatic weather stations and the WMO-recommended software needed for the project. There is need to develop closer and improved cooperation between the SLMD and other government departments and agencies and improve the coordination of all weather and climate development-funded initiatives in order to maximize the benefits. Given the limited expertise in the country, there is a need to take advantage of meteorological expertise from around the world to support development activities. The SLMD Forecast Office needs to be further strengthened for the provision of reliable and sustainable aeronautical meteorological services that meet International Civil Aviation Organization requirements.

3.2.15 Transitional Joint Vision Cluster 4: Protection, Gender and Human rights.

Transitional Joint Vision Cluster 4: Protection, Gender and Human Rights		
Participating Organizations	Project	Net Transferred Amount (US\$)
IOM	TJV Cluster 4: Protection, Gender and Human Rights	2,589,185
UNDP	TJV Cluster 4: Protection, Gender and Human Rights	470,800
UNICEF	TJV Cluster 4: Protection, Gender and Human Rights	1,032,015
Total		4,092,000

Programme Objectives

The programme had three components implemented by three Agencies:

- 1) Reducing teenage pregnancies through empowerment and livelihoods for highly vulnerable adolescent girls. (UNICEF)
- 2) Enhancing social protection and rehabilitation of war victims through reparations (IOM)
- 3) Support to the Human Rights Commission of Sierra Leone (UNDP)

The objective of the first component was to empower adolescent girls by building their social, health and economic skills and assets through community engagement, life skills based education, financial literacy, livelihoods training and health related services.

The second component had three objectives:

- To support the enhancement of basic social protection and productive safety nets through provision of reparations to highly vulnerable war victims in accordance with Sierra Leone Truth and Reconciliation Commission (TRC) recommendations.

- To increase the institutional capacity to protect and promote human rights through supporting the implementation of the remaining TRC recommendations.
- To strengthen institutional capacity for gender equality through provision of reparations to women victims of war – amputees and severely war-wounded women.

The third component objective was to allow for a smooth drawdown of UNIPSIL's support to the Commission through a coordinated intervention from UNDP and Office of the High Commissioner for Human Rights (OHCHR) reinforcing the Commission's capacity and ensuring its sustainability.

Main Achievements

Component 1 (UNICEF)

UNICEF implemented an integrated approach towards empowering adolescent girls in Sierra Leone, by addressing the socio-economic concerns of adolescent girls to reduce their vulnerabilities to teenage pregnancies. The program primarily targeted highly-vulnerable adolescent girls between the ages of 14 and 19, especially those who are out of school in the districts with the highest teenage pregnancy rates (Kambia, Moyamba, Pujehun and Port Loko). Overall the project reached 6,749 adolescent and was implemented through a network of 210 communities reaching girls.

The outcome for this project is the reduction of teenage pregnancy: This will be measured through the baseline and end-line evaluation. Prior to the implementation of the MPTF proposal, UNICEF established partnerships with Child Fund, Save the Children, Council of Churches of Sierra Leone (CCSL), Restless Development, and BRAC to implement five pilot projects in the districts of Bombali, Kenema, Kailahun, Pujehun, Koinadugu, Kono, and Port Loko with the aim to reduce the prevalence of teenage pregnancy in the country. A 2013 qualitative evaluation showed that teenage mothers who had participated in BRAC's micro-finance project appreciated the opportunity to improve their lives. Being able to have a livelihood and earning an income 'empowered' them to the extent that they earned respect from their family and the community by becoming financially self-sufficient and independent. Some indicated that with the income they earned, they will be able to pay for their school fees and continue their education. The workshops at the clubs helped them to gain more confidence and they believe the program contributed to reducing teenage pregnancies. A key lesson learned was that the qualitative evaluation was insufficiently robust to provide an evidence base for sustained scale-up.

This programme results not only contributed towards the achievement of TJV goals, but also the national Poverty Reduction Strategy Papers, called Agenda for Prosperity, which includes reduction of teenage pregnancy as a flagship programme. It also contributed towards the Ebola Recovery Strategy and the

National Strategy for Reduction of Teenage Pregnancy which was launched by the President of Sierra Leone in 2013.

Component 2 (IOM)

1. To support the enhancement of basic social protection and productive safety nets through provision of reparations to highly vulnerable war victims in accordance with TRC recommendations: 1,298 amputees and severely war wounded have received lump sum rehabilitation grants in lieu of TRC recommended long term benefits such as pensions and free medical care. These beneficiaries were also provided with basic financial management training to enhance their capacity in managing these grants for livelihood sustainability. During the reporting period, the project reached out to all targeted beneficiaries and provided continued follow-up and counseling of the beneficiaries to ensure that the programme's target of having sustainable livelihood support for these beneficiaries is achieved.

2. To increase the institutional capacity to protect and promote human rights through supporting the implementation of the remaining TRC recommendations: the programme provided long term reparations (pensions, medical support) to amputees and severely war wounded victims who have lost more than 50% of earning capacity. The programme also provided rehabilitation grants to 1,298 amputees and severely war wounded victims, which represented a further step in meeting all TRC recommendations.

3. To strengthen institutional capacity for gender equality through provision of reparations to women victims of war – amputees and severely war-wounded women: The Reparation programme made conscious efforts through its implementation to ensure that gender equality was maintained in the treatment of all eligible beneficiaries. The Reparations Programme established special committees to specifically address issues faced by female war victims during the screening, case review and validation process. Female representatives from Women's organization and war victims association are members of these committees to ensure that female war victims are not discriminated in any stage of the reparation process.

Component 3 (UNDP)

The outcome of this component was to increase capacity to protect and promote human rights. The achievement of this outcome under the project has been threefold: Firstly the capacity of the Commission itself to fulfil its mandate has been strengthened through internal capacity building, technical support from UNDP and operational support to ensure smooth functioning and wide reach of the Commission; secondly the support to the Commission has increased the capacity of other government institutions to protect and promote human rights through advisory support provided by the Commission and more systematically through human rights education and training; and thirdly the project has allowed the Commission to strengthen partnerships with civil society and to build working relationships with civil society groups but also provide training in certain areas for example the Universal Periodic Review, human

rights and the Constitutional Review Process and business and human rights. It is also notable that support provided to the Commission through this project allowed the HRCSL to independently monitor the human rights situation during the Ebola outbreak, to raise public awareness, to hold government and state actors to account and to help maintain peace and stability during the crisis.

The two applicable outcome indicators under Cluster 4 were % of UPR and TRC recommendations implemented/pending; and number of cases/complaints concluded by the HRCSL in execution of its quasi-judicial capacity. Given the timing of the project – in the run up to the second UPR of Sierra Leone – and the fact that the TRC recommendations are strongly reflected in the first cycle UPR recommendations accepted by Sierra Leone, the Commission focussed strongly on the implementation of the UPR recommendations. At the time of reporting, the Government of Sierra Leone (GoSL) had implemented or partially implemented over 50% of the recommendations. The HRCSL has harnessed the UPR process in order to raise key human rights issues that should be raised during Sierra Leone’s second review in early 2016. During the project period the Commission was supported to set up and operate a digital case management system. Since January 2014 the Commission have received 189 complaints, have dealt directly with 28 cases and have referred 140 cases.

The project also indirectly contributed to the achievement of other indicators through the implementation of UPR recommendations and engagement of government on Sexual and Gender Based Violence (SGBV) and access to justice by victims.

Challenges and Lessons Learned

Component 1 (UNICEF)

Due to EVD crisis, some activities from the original proposal were all not fully implemented but were modified and aligned to the EVD prevention and response activities.

Lessons learned from the previous project from 2012 to 2013 has shown that despite qualitative demonstration of results, it was challenging to measure impact of teenage pregnancy reduction projects due to the lack of overlapping interventions and limited duration of project. Therefore, the impact evaluation of the current programme is following a robust system and the baseline survey is ongoing. The purpose of the evaluation is to provide evidence on the effectiveness of the interventions, to inform national scale up of teenage pregnancy reduction interventions.

Community ownership and involvement of decentralized Government offices is critical for involvement, and sustainability. Staff from MSWGCA including the Minister and the National Secretariat for Reduction

of Teenage Pregnancy were involved in the design of the project. Consultative meetings were also conducted in the target districts that included staff from district councils, traditional leaders and youth.

Community interventions should ensure upstream linkages to build child protection systems and to contribute towards achieving national priorities. This lessons learned was taken into consideration during the development of the project design.

Evaluation of the previous project has shown that empowering adolescent girls and supporting them, guarantees support and wellbeing to their families and reduces their vulnerabilities. Through the microcredit support, young girls have the opportunity to improve their entrepreneurship skills and become self-reliant through income generation. They become agents of change in their families and communities. This best practice is central to the current BRAC project, and the evaluation intends to quantify the impact on teenage pregnancy amongst the targeted adolescent girls compared to a control group.

Component 2 (IOM)

There were no delays in the implementation of the planned project activities. The SLRP data base was very useful in the identification and review of the caseload for benefit delivery.

Component 3 (UNDP)

There were considerable delays in the implementation of the project due to the fact that the HRCSL was the recipient of several concomitant grants during the project period while at the same time lacking financial and administrative capacity. As mentioned above, the responsibilities of the Commission have been growing in recent years but this did not necessarily coincide with increased capacity to expend funds. At the same time, the fact that three Commissioners out of five are required to sign off on every activity inevitably delays implementation. UNDP has been working closely with the Commission to address these issues, including through embedding a project officer at the institution part time. The EVD outbreak posed significant challenges for the implementation of several activities, especially due to the restrictions on movement and public gatherings. This caused delays and was one of the reasons for the request to extend the project period until end June 2015.

3.2.16 Transitional Joint Vision Cluster 4: Social Protection.

Transitional Joint Vision Cluster 4: Social Protection		
Participating Organizations	Project	Net Transferred Amount (US\$)
UNDP	Support to Persons with Disabilities, one of the most vulnerable groups hit by the EVD crisis	292,456
Total		292,456

Programme Objectives

The main objectives of the project are to prevent the spread of EVD amongst people with disabilities and sexworkers; and to counter the secondary negative impacts of the crisis on food security and livelihoods of people with disabilities and on the education of children living in communities of people with disability.

Main Achievements

The Ebola Outreach Committees (EOCs) set up in all of the target communities are fully active and engaged in ensuring that their community members work together to prevent outbreaks of Ebola in their communities. So far no cases have been recorded. The EOCs have also linked up with the District Ebola Response Centres in their respective districts to ensure that people with disabilities are not only benefitting from the response but also contributing and that the specific needs of people with disabilities – that make up a high percentage of the Sierra Leonean population – are considered.

Solidarity kits have reached 1,000 households across Kabala, Kailahun and Makeni and 180 children and their families across Kono, Freetown and Bo. These kits have helped to bridge the gap while the livelihoods initiatives are in the initial stages. Feedback from beneficiaries is extremely positive and demonstrates that the support has been key in helping people to get back on their feet in the early recovery stage. Livelihoods initiatives have been successfully set up in each community in Kabala, Kailahun and Makeni and for ten small business groups in Kono and Freetown (five in each district). The extra lessons received by children are extremely well received and have instilled confidence in the children to start re-attending formal school.

There have been no recorded cases of EVD amongst sex-workers in Western Area Freetown (the geographical target area).

Challenges and Lessons Learned

The main challenge was the limited timeframe of this pilot project but the team is looking at ways to mobilize more resources to continue with similar activities. The short timeframe also meant that there was more focus on urban based communities than on people with disabilities living in very remote areas (although some of these have been reached). With more time and resources, these groups will be prioritized in future phases of the project.

Some best practices recorded have been the engagement with local communities and stakeholders, especially when it comes to livelihoods initiatives. The donations of land and market space by local leaders has shown their commitment to the project. They will also help to monitor the project on the ground and make sure that affairs are properly managed. The initiatives are all demand-driven and based in resources that are available on the ground and the needs of the local population. For the community based initiatives, the profits raised will contribute to revolving funds that will be managed by community banks already established. In order to mitigate risks of mismanagement, project monitoring committees (comprising Paramount/section chief, MSWGCA, Local Council and two representatives from EOC) have been formed.

4. Financial Performance

This chapter presents financial data and analysis of the Sierra Leone Multi-Donor Trust Fund funds using the pass-through funding modality as of 31 December 2014. Financial information is also available on the MPTF Office GATEWAY, at the following address: <http://mptf.undp.org/factsheet/fund/SL100>.

4.1. Sources and Uses of Funds

The below table provides a financial overview of the Sierra Leone MDTF as of 31 December 2014 highlighting the key figures as well as the balance available, both with the Administrative Agent (MPTF Office) and with Participating Organizations.

Table 4-1 Financial Overview

	Annual 2013	Annual 2014	Cumulative
Sources of Funds			
Gross Contributions	-	-	30,824,827
Fund Earned Interest and Investment Income	7,152	538	72,543
Interest Income received from Participating Organizations	4,200	1,496	44,620
Refunds by Administrative Agent to Contributors	-	(122,810)	(122,810)
Fund balance transferred to another MDTF	-	-	-
Other Revenues	-	-	-
Total: Sources of Funds	11,352	(120,775)	30,819,180
Use of Funds			
Transfers to Participating Organizations	4,092,000	-	30,793,873
Refunds received from Participating Organizations	(47,964)	(400,217)	(635,657)
Net Funded Amount to Participating Organizations	4,044,036	(400,217)	30,158,216
Administrative Agent Fees	-	-	308,248
Direct Costs: (Steering Committee, Secretariat...etc.)	-	-	-
Bank Charges	154	9	547
Other Expenditures	-	-	-
Total: Uses of Funds	4,044,190	(400,208)	30,467,011
Change in Fund cash balance with Administrative Agent	(4,032,838)	279,433	352,168
Opening Fund balance (1 January)	4,105,573	72,735	-
Closing Fund balance (31 December)	72,735	352,168	352,168
Net Funded Amount to Participating Organizations	4,044,036	(400,217)	30,158,216
Participating Organizations' Expenditure	4,602,584	962,398	28,866,861
Balance of Funds with Participating Organizations			1,291,354

4.2. Contributions

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December 2014.

Table 4-2 Contributions

Contributors	Prior Years as of 31-Dec-2013	Current Year Jan-Dec-2014	Total
Australia	1,518,900	-	1,518,900
Canada	901,080	-	901,080
DFID	1,701,097	-	1,701,097
Expanded DaO Funding Window	26,020,000	-	26,020,000
Italy	683,750	-	683,750
Grand Total	30,824,827	-	30,824,827

4.3. Interest Earned

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent ('Fund earned interest'), and 2) on the balance of funds held by the Participating Organizations ('Agency earned interest') where their Financial Regulations and Rules allow return of interest to the AA. As of 31 December 2014, Fund earned interest amounts to US\$ 72,543 and interest received from Participating Organizations amounts to US\$ 44,620, bringing the cumulative interest received to US\$ 117,163. Details are provided in the table below.

Table 4-3 Sources of interest and investment income, as of 31 December 2014 (in US Dollars)

Interest Earned	Prior Years as of 31-Dec-2013	Current Year Jan-Dec-2014	Total
Administrative Agent			
Fund Earned Interest and Investment Income	72,005	538	72,543
Total: Fund Earned Interest	72,005	538	72,543
Participating Organization			
UNDP	36,657		36,657
UNIDO	6,008	1,496	7,505
UNWOMEN	458		458
Total: Agency earned interest	43,124	1,496	44,620
Grand Total	115,128	2,035	117,163

4.4. Net Funded Amount to Participating Organizations

Allocations to Participating Organizations are approved by the Steering Committee and disbursed by the Administrative Agent. As of 31 December 2014, the AA has transferred US\$ 30,793,873 to 14 Participating Organizations (see list below).

Table 4-4 Transfer, Refund, Net Funded Amount by Participating Organisation, as of 31 December 2014 (in US Dollars)

Participating Organization	Prior Years as of 31-Dec-2013			Current Year Jan-Dec-2014			Total		
	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded
FAO	3,249,464		3,249,464				3,249,464		3,249,464
ILO	3,357,013		3,357,013				3,357,013		3,357,013
IOM	2,689,185		2,689,185				2,689,185		2,689,185
UNAIDS	1,034,903		1,034,903				1,034,903		1,034,903
UNCDF	1,055,340		1,055,340				1,055,340		1,055,340
UNDP	6,266,192	(77,850)	6,188,342		(380,927)	(380,927)	6,266,192	(458,777)	5,807,415
UNEP	495,000		495,000				495,000		495,000
UNFPA	2,142,489	(38,908)	2,103,581		(1,816)	(1,816)	2,142,489	(40,724)	2,101,765
UNICEF	3,496,629	(118,682)	3,377,947		(17,474)	(17,474)	3,496,629	(136,156)	3,360,473
UNIDO	2,036,163		2,036,163				2,036,163		2,036,163
UNOPS	238,456		238,456				238,456		238,456
UNWOMEN	518,829		518,829				518,829		518,829
WFP	1,456,546		1,456,546				1,456,546		1,456,546
WHO	2,757,664		2,757,664				2,757,664		2,757,664
Grand Total	30,793,873	(235,440)	30,558,433		(400,217)	(400,217)	30,793,873	(635,657)	30,158,216

4.5. Expenditure

All final expenditures reported for the year 2014 were submitted by the Headquarters of the Participating Organizations. These were consolidated by the MPTF Office.

4.5.1 Expenditure reported by Participating Organization

As shown in table below, the cumulative net funded amount is US\$ 30,158,216 and cumulative expenditures reported by the Participating Organizations amount to US\$ 28,866,861. This equates to an overall Fund expenditure delivery rate of 96 percent.

Table 4-5.1 Transfer: Net funded amount, reported expenditure and financial delivery by Participating Organisation, as of 31 December 2014 (in US Dollars)

Participating Organization	Approved Amount	Net Funded Amount	Expenditure			Delivery Rate %
			Prior Years as of 31-Dec-2013	Current Year Jan-Dec-2014	Cumulative	
FAO	3,249,464	3,249,464	2,776,564	191,639	2,968,203	91.34
ILO	3,357,013	3,357,013	3,223,445	(2,982)	3,220,463	95.93
IOM	2,689,185	2,689,185	2,403,919	285,009	2,688,928	99.99
UNAIDS	1,034,903	1,034,903	1,025,916	(109,858)	916,058	88.52
UNCDF	1,055,340	1,055,340	1,054,285		1,054,285	99.90
UNDP	6,216,192	5,807,415	5,252,901	263,452	5,516,352	94.99
UNEP	495,000	495,000	475,140		475,140	95.99
UNFPA	2,142,489	2,101,765	2,101,765		2,101,765	100.00
UNICEF	3,389,629	3,360,473	2,749,918	326,755	3,076,673	91.55
UNIDO	2,036,163	2,036,163	2,063,759	454	2,064,213	101.38
UNOPS	238,456	238,456	159,162		159,162	66.75
UNWOMEN	518,829	518,829	412,554	(559)	411,995	79.41
WFP	1,456,546	1,456,546	1,448,058	8,488	1,456,546	100.00
WHO	2,757,664	2,757,664	2,757,078		2,757,078	99.98
Grand Total	30,636,873	30,158,216	27,904,463	962,398	28,866,861	95.72

4.5.2 Expenditure by Project

The table below displays the net funded amounts, expenditures reported and the financial delivery rates by Participating Organization and project

Table 4-5.2 Transfer: Net funded amount, reported expenditure and financial delivery by Participating Organisation and project, as of 31 December 2014 (in US Dollars)

Sector / Project No. and Project Title		Participating Organization	Total Approved Amount	Net Funded Amount	Total Expenditure	Delivery Rate %
Data Collection Assess & Plann						
00078901	Prog 12 UNFPA: Data Management	UNFPA	400,420	399,944	399,944	100.00
Data Collection Assess & Plann: Total			400,420	399,944	399,944	100.00

Environmental Coop & Peace Bui						
00075592	Prog 21 UNEP: Environmental Co	UNEP	495,000	495,000	475,140	95.99
00075593	Prog 21 UNDP: Environmental Pr	UNDP	405,400	404,750	404,750	100.00
Environmental Coop & Peace Bui: Total			900,400	899,750	879,890	97.79

Finance for Development						
00078212	Prog 3 UNDP: Finance for Dev't	UNDP	400,420	277,610	262,503	94.56
Finance for Development: Total			400,420	277,610	262,503	94.56

Gender Equality & Women's Rights						
00081459	Prog 17 Consolidating Peace	UNAIDS	48,150	48,150	27,998	58.15
00081459	Prog 17 Consolidating Peace	UNDP	100,580	93,620		0
00081459	Prog 17 Consolidating Peace	UNFPA	48,150	47,849	47,849	100.00
00081459	Prog 17 Consolidating Peace	UNICEF	53,500	53,500	53,500	100.00
00081459	Prog 17 Consolidating Peace	UNWOMEN	88,076	88,076	53,556	60.81
Gender Equality & Women's Righ: Total			338,456	331,194	182,902	55.23

HIV/Aids & Malaria						
00075571	Prog 6 UNICEF: Malaria Control	UNICEF	431,442	431,442	431,442	100.00
00075573	Prog 6 WHO: Malaria Vector Ctr	WHO	1,191,664	1,191,664	1,191,664	100.00
00075575	Prog 6 WFP: Nutritional Suppor	WFP	652,246	652,246	652,246	100.00
00080506	Prog 6 UNICEF: Elimination HIV	UNICEF	206,600	206,310	206,310	100.00
00080507	Prog 6: UNAIDS Response to HIV	UNAIDS	339,100	339,100	310,047	91.43
00080538	Prog 6: WHO PMTCT Services	WHO	250,000	250,000	249,742	99.90
00084002	Prog 6 UNICEF Malaria Care	UNICEF	117,500	117,500	117,500	100.00
HIV/Aids & Malaria: Total			3,188,552	3,188,262	3,158,952	99.08

Local Government & Decentralization						
00075876	Prog 16 UNDP/UNICEF: L.Gov&Dec	UNDP	331,326	331,326	329,958	99.59
00075876	Prog 16 UNDP/UNICEF: L.Gov&Dec	UNICEF	316,174	302,187	302,187	100.00
00081463	Prog 16 WHO: Health Care	WHO	374,500	374,500	374,174	99.91
00081464	Prog 16 UNDP-UNCDF Loc.Council	UNCDF	1,055,340	1,055,340	1,054,285	99.90
00081464	Prog 16 UNDP-UNCDF Loc.Council	UNDP	667,080	565,155	565,155	100.00
00081465	Prog 16 FAO: Food Security	FAO	588,000	588,000	587,651	99.94
00081466	Prog 16 UNIDO: Solar-Power LED	UNIDO	836,410	836,410	826,621	98.83
00081467	Prog 16 UN WOMEN: Gender	UNWOMEN	110,250	110,250	110,250	100.00
00081468	Prog 16 UNFPA: GBV	UNFPA	514,050	512,535	512,535	100.00

00081469	Prog 16 UNAIDS: AIDS Committee	UNAIDS	173,500	173,500	127,261	73.35
00081470	Prog 16 UNICEF: Child Rights	UNICEF	263,130	253,635	253,635	100.00
Local Government & Decentraliz: Total			5,229,760	5,102,838	5,043,712	98.84

Mitigating External Threats						
00081458	Prog 13 UNOPS/IOM: Security	IOM	100,000	100,000	100,000	100.00
00081458	Prog 13 UNOPS/IOM: Security	UNOPS	238,456	238,456	159,162	66.75
Mitigating External Threats: Total			338,456	338,456	259,162	76.57

National Agriculture Response						
00078538	Prog 4 FAO: Smallholder Comme	FAO	1,503,711	1,503,711	1,375,384	91.47
National Agriculture Response: Total			1,503,711	1,503,711	1,375,384	91.47

National Health Systems						
00075587	Prog 20 WFP: Health Systems St	WFP	69,300	69,300	69,300	100.00
00075588	Prog 20 WHO: Health Systems St	WHO	941,500	941,500	941,499	100.00
00075589	Prog 20 UNFPA: Health Systems	UNFPA	455,400	433,820	433,820	100.00
00075590	Prog 20 UNAIDS: HIV Integrated	UNAIDS	49,500	49,500	47,925	96.82
00075591	Prog 20 UNICEF: National Healt	UNICEF	440,668	440,594	440,594	100.00
National Health Systems: Total			1,956,368	1,934,714	1,933,138	99.92

Public Sector Reform						
00078213	Prog 11 UNDP: Public SectorRef	UNDP	888,121	824,093	819,953	99.50
Public Sector Reform: Total			888,121	824,093	819,953	99.50

Rural Community Empowerment						
00075576	Prog 18 UNDP: Rural Community	UNDP	396,000	390,607	390,607	100.00
00075577	Prog 18 UNAIDS: Empowering PLH	UNAIDS	142,560	142,560	142,504	99.96
00075578	Prog 18 FAO: Rural Empowerment	FAO	554,400	554,400	553,706	99.87
00075579	Prog 18 UNIDO: Solar Powered B	UNIDO	158,400	158,400	158,848	100.28
00075580	Prog 18 UNFPA: Gender-based Vi	UNFPA	158,400	154,518	154,518	100.00
00075581	Prog 18 UNIFEM: Support Rural	UNWOMEN	158,400	158,400	126,059	79.58
Rural Community Empowerment: Total			1,568,160	1,558,885	1,526,242	97.91

School Feeding						
00080508	Prog 8: WFP Food Assistance	WFP	735,000	735,000	735,000	100.00
00080509	Prog 8: UNICEF Basic Education	UNICEF	528,600	523,289	523,289	100.00

School Feeding: Total			1,263,600	1,258,289	1,258,289	100.00
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Support to Democratic Institut						
00075574	Prog 15 UNDP: Devt of Ind.Nati	UNDP	792,000	781,758	781,758	100.00
00075875	Prog 15 UNDP: Supp to Dem Inst	UNDP	244,569	237,881	237,881	100.00
Support to Democratic Institut: Total			1,036,569	1,019,639	1,019,639	100.00

TJV CLU4 Protection Gender HR						
00086861	TJV Cluster 4 Protection Gende	IOM	2,589,185	2,589,185	2,588,928	99.99
00086861	TJV Cluster 4 Protection Gende	UNDP	470,800	470,800	291,093	61.83
00086861	TJV Cluster 4 Protection Gende	UNICEF	1,032,015	1,032,015	748,215	72.50
TJV CLU4 Protection Gender HR: Total			4,092,000	4,092,000	3,628,236	88.67

Youth Development & Employment						
00075582	Prog 19 ILO: Quick Impact Empl	ILO	3,357,013	3,357,013	3,220,463	95.93
00075583	Prog 19 UNAIDS: HIV Workplace	UNAIDS	25,740	25,740	25,728	99.95
00075584	Prog 19 UNFPA: Integrated Yout	UNFPA	566,069	553,099	553,099	100.00
00075585	Prog 19 UNIDO: Agro-industrial	UNIDO	297,000	297,000	295,895	99.63
00075586	Prog 19 UNDP: Youth Employment	UNDP	1,519,896	1,429,814	1,432,694	100.20
00080510	Prog 19: UNIDO Youth Employmt	UNIDO	744,353	744,353	782,849	105.17
00080511	Prog 19: FAO Youth Employment	FAO	603,353	603,353	451,462	74.83
00080512	Prog 19: UNWOMEN Empowerment	UNWOMEN	162,103	162,103	122,130	75.34
00080513	Prog 19: UNAIDS Access to Empl	UNAIDS	256,353	256,353	234,595	91.51
Youth Development & Employment: Total			7,531,880	7,428,828	7,118,915	95.83

Grand Total			30,636,873	30,158,216	28,866,861	95.72
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4.5.3 Expenditure reported by Category

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the agreed categories for inter-agency harmonized reporting. In 2006 the UN Development Group (UNDG) established six categories against which UN entities must report inter-agency project expenditures. Effective 1 January 2012, the UN Chief Executive Board (CEB) modified these categories as a result of IPSAS adoption to comprise eight categories. All expenditure incurred prior to 1 January 2012 have been reported in the old categories; post 1 January 2012 all expenditure are reported in the new eight categories. The old and new categories are noted to the right.

The table below reflects expenditure reported in the UNDG expense categories. Where the Fund has been operational pre and post 1 January 2012, the expenditures are reported using both categories. Where a Fund became operational post 1 January 2012, only the new categories are used.

**2012 CEB
Expense Categories**

1. Staff and personnel costs
2. Supplies, commodities and materials
3. Equipment, vehicles, furniture and depreciation
4. Contractual services
5. Travel
6. Transfers and grants
7. General operating expenses
8. Indirect costs

**2006 UNDG
Expense Categories**

1. Supplies, commodities, equipment & transport
2. Personnel
3. Training counterparts
4. Contracts
5. Other direct costs
6. Indirect costs

Table 4-5.3 Expenditure by UNDG budget category as of 31 December 2014 (in US Dollars)

Category	Expenditure			Percentage of Total Programme Cost
	Prior Years as of 31-Dec-2013	Current Year Jan-Dec-2014	Total	
Supplies, Commodities, Equipment and Transport (Old)	3,552,323	-	3,552,323	13.13
Personnel (Old)	2,570,872	-	2,570,872	9.50
Training of Counterparts (Old)	1,127,129	-	1,127,129	4.17
Contracts (Old)	2,176,873	-	2,176,873	8.05
Other direct costs (Old)	681,963	-	681,963	2.52
Staff & Personnel Cost (New)	2,173,794	361,306	2,535,101	9.37
Suppl, Comm, Materials (New)	941,440	35,002	976,443	3.61
Equip, Veh, Furn, Depn (New)	2,713,877	149,586	2,863,463	10.58
Contractual Services (New)	3,391,114	(39,895)	3,351,219	12.39
Travel (New)	922,756	112,089	1,034,844	3.82
Transfers and Grants (New)	3,408,523	84,286	3,492,809	12.91
General Operating (New)	2,512,140	180,661	2,692,802	9.95
Programme Costs Total	26,172,804	883,036	27,055,840	100.00

¹¹ Indirect Support Costs Total	1,731,659	79,362	1,811,021	6.69
Total	27,904,463	962,398	28,866,861	

4.6. Cost Recovery

Cost recovery policies for the Fund are 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 Contributors, based on rates approved by UNDG. The policies in place, as of 31 December 2013, were as follows:

- **The Administrative Agent (AA) fee:** 1% is charged at the time of contributor deposit and covers services provided on that contribution for the entire duration of the Fund. In the reporting period US\$ 0 was deducted in AA-fees. Cumulatively, as of 31 December 2014, US\$ 308,248 has been charged in AA-fees.
- **Indirect Costs of Participating Organizations:** Participating Organizations may charge 7% indirect costs. In the current reporting period US\$ 79,362 was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amount to US\$ 1,811,021 as of 31 December 2014.

¹¹ **Indirect Support Costs** charged by Participating Organization, based on their financial regulations, can be deducted upfront or at a later stage during implementation. The percentage may therefore appear to exceed the 7% agreed-upon for on-going projects. Once projects are financially closed, this number is not to exceed 7%.

5. Accountability and Transparency

The major vehicle for public transparency of operations under the Sierra Leone Multi-Donor Trust Fund during the reporting period was the MPTF Office GATEWAY (<http://mptf.undp.org/>), with its dedicated website for the Sierra Leone Multi-Donor Trust Fund:

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

The MPTF Office continued to provide information on its GATEWAY, a knowledge platform providing real-time data, with a maximum two-hour delay, on financial information from the MPTF Office accounting system on donor contributions, programme budgets and transfers to United Nations POs. All narrative reports are published on the MPTF Office GATEWAY, which provides easy access to relevant reports and documents, with tools and tables displaying financial and programme data. By providing easy access to the growing number of progress reports and related documents uploaded by users in the field, it facilitates knowledge sharing and management among United Nations organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY has been recognized as a standard setter by peers and partners.

6. Conclusion

The support from the SL-MDTF to the Joint Vision Programme in Sierra Leone contributed to important results for the country and its people. By working with the Government and other national and international stakeholders, the United Nations, with SL-MDTF support, contributed to peacebuilding by promoting the rule of law, human rights and particularly the rights of marginalized groups, women and children. Support was directed to core democratic institutions for policy development, institutional capacity building and improved standards, systems and procedures. An independent public broadcaster was established, reaching nearly 60 per cent of the available radio audience in Sierra Leone, an outreach unattainable by any other medium. To combat international drug trafficking threatening peace and stability, support was provided to the capacity building of Sierra Leone's national security agencies in highly specialized policing areas, such as airport and border security, crime investigation and related fields. This greatly enhanced the fight against organized crime and drugs, and several successes in intelligence, operations, and investigation were accomplished.

Good governance is a fundamental pre-condition for peace consolidation and lays the ground for economic development and future prosperity. The United Nations, with assistance from the SL-MDTF, supported the Government's efforts to enhance accessible and credible public services through programmes in public sector reform processes and in improving public accountability. The capacity building of non-state actors, the media and youth contributed to the progress towards peace consolidation in Sierra Leone. The Programme further

improved evidence-based decision making through the availability, storage, accessibility and utilization of reliable data for effective planning, and M&E at the central and decentralized levels in Sierra Leone.

The United Nations, with support from the SL-MDTF, contributed to the strengthening of the national health systems by improving human resource development and management, planning and budgeting, procurement and supply chain management and information systems. In order to ensure that the priority health interventions were implemented, the United Nations family pulled its resources together. To reduce maternal and child mortality rates, and other Health MDGs, health interventions through Reproductive and Child Health and Nutrition Programmes were prioritized and helped national authorities to fight HIV/AIDS, malaria and other major communicable diseases. An innovative HIV/Aids testing method allowed HIV-positive infants receive early treatment. Universal coverage of LLINs was achieved with 2,780,000 LLINs distributed to every household in Sierra Leone, thereby contributing significantly to the reduction of children dying of malaria.

The sustainability of the outcomes generated by the project will depend on the ability of the Government to maintain the approaches and systems established by the project. The high turnover of staff in some Ministries, resulting from low salaries and a lack of a human resources development plans, negatively affects the sustainability of the capacities built by the programmes. Approaches to capacity building need to move from training and technical assistance towards being embedded in strong institutional systems and community-based structures. Effective implementation of the Agenda for Prosperity (A4P) will require greater synergy across the Government, based on a rigorous performance management structure that emanates from the President's Office to ensure that all stakeholders are held accountable for implementation of priority projects and programmes.

Other challenges encountered included poor infrastructure and strong cultural norms and practices. The poor road networks and difficult terrains of the communities slowed down and sometimes reduced access of implementing partners to reach the most marginalized populations. In the districts with patriarchal customs and traditions, women do not have a voice and are subservient to men in matters of governance, access to resources, ownership of property and access to justice. The strong cultural norms and practices therefore posed a challenge in the United Nations' gender responsive development interventions.

The Government of Sierra Leone and the United Nations jointly decided to establish the SL-MPTF 2013–2014, to support the “Transitional Joint Vision of the United Nations Family for Sierra Leone”. The SL-MPTF built on the experiences and lessons learned of programmes under the first Fund and funded projects under TJV Cluster 4. The SL-MPTF finalized in June 2015.