



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

**Report of the Administrative Agent of the Sierra Leone Multi-Donor Trust Fund  
for the Period 1 January to 31 December 2010**

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

31 May 2011

## PARTICIPATING ORGANIZATIONS



**Food and Agriculture Organization of the United Nations (FAO)**



**International Labour Organization (ILO)**



**International Organization for Migration (IOM)**



**Joint United Nations Programme on HIV/AIDS (UNAIDS)**



**United Nations Development Programme (UNDP)**



**United Nations Environment Programme (UNEP)**



**United Nations Educational, Scientific and Cultural Organization (UNESCO)**



**United Nations Industrial Development Organization (UNIDO)**



**United Nations Office on Drugs and Crimes (UNODC)**



**United Nations Population Fund (UNFPA)**



**United Nations Children's Fund (UNICEF)**



**United Nations High Commissioner for Refugees (UNHCR)**



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



**United Nations Office for Project Services (UNOPS)**



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



**World Food Programme (WFP)**



**World Health Organization (WHO)**

## CONTRIBUTING DONORS



**Canada**



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

## Abbreviations and Acronyms

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

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

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

### **Approved Project**

A project that has been approved by the DEPAC.

### **Allocation**

Amount approved by the DEPAC for a project/programme.

### **Approved Project/Programme**

An Annual Work Plan, a project/programme document, etc., that is approved by the DEPAC.

### **Balance of Funds**

Balance of funds with the Administrative Agent refers to the cumulative, undisbursed amount in the Sierra Leone MDTF Account and includes donor contributions, returned funds and interest. Balance of funds with Participating Organizations refers to amounts with the Organizations that have not been reported as expended.

### **Direct Costs**

Costs that can be directly attributed to the programme activities.

### **Donor Commitment**

A Donor contribution as per signed Standard Administrative Arrangement (SAA) with the UNDP Multi-Donor Trust Fund Office (MDTF Office), as the Administrative Agent of the Sierra Leone MDTF.

### **Donor Deposit**

Cash deposit received by the MDTF Office for the Sierra Leone MDTF Account.

### **Financial Implementation Rate**

Expenditure against net transferred amount.

### **Indirect Cost**

A general cost that cannot be directly related to any particular programme or activity.

### **Participating Organizations**

Organizations that have signed a Memorandum of Understanding with the MDTF Office and are thereby eligible to receive transfer of funds under the Sierra Leone MDTF.

### **Project Expenditure**

Amount of project disbursement plus un-liquidated obligations related to payments due for the year.

### **Project Financial Closure**

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

### **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.

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

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## **Executive Summary**

### **Introduction**

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

The Sierra Leone MDTF was established with the overall aim to move towards an enhanced state of coherence and efficiency for the UN's programmes and projects at the country level, whilst creating a joint funding window that corresponds to and supports the programmatic integration that the UN is seeking to accomplish under the Joint Vision for Sierra Leone of the United Nations Family.

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

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

This First Consolidated Annual Progress Report on Activities under the Sierra Leone reports on the implementation of projects and programmes approved for funding as of 31 December 2010. In line with the MOU, the Progress Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organizations to the MDTF Office. It is neither an evaluation of the Sierra Leone MDTF nor the MDTF Office's assessment of the performance of the Participating Organizations. However, the report does provide the Development Partners' Committee (DEPAC) in Sierra Leone with a comprehensive overview of achievements and challenges associated with projects funded through the Sierra Leone MDTF, enabling it to make strategic decisions and take corrective measures, where applicable.

### **Strategic Framework**

Through the Joint Vision, the UN family in Sierra Leone has agreed to combine its efforts behind one overall priority of furthering the consolidation of peace in the country and four programmatic priorities:

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

The overall priority and four programmatic priorities were chosen in order to maximize the UN family's contribution to the Government of Sierra Leone's Agenda for Change (Second Poverty Reduction Strategy, PRSP II, 2008-2012) within the UN's respective organizational mandates, specialization and expertise. Recognizing that the UN is a part of a wider international group of development partners, it selected these priorities in view of building its joint programmes on the comparative advantages that the UN family possesses in Sierra Leone.

## **Governance**

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

## **Project Approval Status**

The DEPAC approved the first Sierra Leone MDTF round of allocations in June 2010. \$9,626,760 was then allocated to 23 projects across six Joint Vision Programmes implemented by 11 Participating Organizations. An additional \$489,139 was allocated in July 2010 to a Joint Programme with two Participating Organizations.

As of the end of the current reporting period, 31 December 2010, total allocations amounted to a total of \$10,115,899 to 24 projects (incl. one Joint Programme) across seven Joint Vision Programmes implemented by 11 Participating Organizations.

The seven Joint Vision Programmes supported through the Sierra Leone MDTF are: HIV/AIDS & Malaria, Support to Democratic Institutions, Local Government & Decentralization, Rural Community Empowerment, Youth Development & Employment, National Health Systems and Environmental Cooperation for Peacebuilding.

## **Project Implementation Status**

Of the 24 projects, 23 were operational during the reporting period, with one project (the UNICEF/UNDP Joint Programme under Joint Vision Programme 16: Local Governance & Decentralization) delayed and expected to start in January 2011. All 24 projects were, as of the end of December 2010, expected to end programmatic activities by 31 March 2011.

The overall rate of implementation of the 24 projects, which in financial terms stands at 56.4 per cent of transferred amounts as of 31 December 2010, is notable given that that all allocations were made in June/July 2010 leaving only 6 months or less for project implementation. It reflects the appropriateness of the projects funded under the Sierra Leone MDTF mechanism.

## **Implementation Achievements and Challenges**

Projects approved in 2010 under the Sierra Leone MDTF funding mechanism in support of seven of the 21 Joint Vision Programmes, made significant contributions and, by and large, achieved the majority of their objectives by the end of the reporting period.

In the area of *HIV/AIDS & Malaria*, UNICEF, WHO and WFP implemented activities with the overall purpose of halting and reversing the spread of the epidemic of HIV and the incidence of Malaria in Sierra Leone. In the area of *Support to Democratic Institutions*, UNDP implemented two projects in support of capacity enhancement of the Independent Media Commission, and the development of an Independent Public Broadcasting Service for Sierra Leone.

In the area of *Local Governance and Decentralization*, the Sierra Leone MDTF supported initiatives implemented by UNICEF and UNDP on child rights awareness-raising among local and community leaders and strengthening capacities of traditional leaders and chiefdoms councils. Project implementation, however, was delayed, but was expected to be initiated by January 2011. In the area of



**Rural Community Development**, six Participating Organizations (FAO, UNAIDS, UNDP, UNFPA, UNIDO and UN Women) received funding allocations in support of project activities aimed at ensuring participation of rural men and women in community-based development programmes that affect their livelihoods, such as access to adult education, market opportunities, communication networks and financial services through community-level and district-level support centres and farmer schools.

In the area of **Youth Development and Employment**, UNDP, ILO, UNIDO, UNAIDS and UNFPA all received 2010-allocations through the Sierra Leone MDTF. Through their interventions, the Participating Organizations seek to foster an environment that links all skills training directly to labour market demands and initiate programmes for work with public works schemes that provide the transition from vocational training and post-secondary education to work through placements, internships, and apprenticeships in the public and private sectors as well as in the UN and NGOs.

In the area of **National Health Systems**, WHO, UNICEF, UNAIDS, UNFPA and WFP have set out to address the challenges of the Sierra Leone Health System that affect its ability to provide the desired quality health care at all levels, including: fragmented and inefficient healthcare delivery to adequately fulfil its sector leadership mandate; ineffective utilisation of existing skills and resources; inadequate national capability to test and respond to emerging and re-emerging diseases and disasters; and lack of comprehensive health standards to guide the required minimum investment for quality health care delivery.

Lastly, in the area of **Environmental Cooperation for Peacebuilding**, UNEP's interventions aim to improve technical and managerial capacity of SLEPA, improve land and water resource management in Sierra Leone and improve planning in place to respond to climate change; whereas UNDP's component will support the formulation of a comprehensive national land policy document, including an implementation strategy and a reformed legal framework.

### **Financial Performance**

During the current reporting period (as of 31 December 2010), contributions from two donors (EFW and Canada) amounting to \$10,218,080 were deposited into the Sierra Leone MDTF Account. An additional \$25,529 was earned as Fund-level interest.

Of the total gross donor contributions to the Sierra Leone MDTF, \$10,115,899 (99 per cent) had been transferred to Participating Organizations by 31 December 2010. The balance with the AA represented the interest-earned amount.

During the reporting period, a total of \$5,700,753 was reported on as expenditure by Participating Organizations, representing a financial implementation rate of 56.4 per cent of transferred amounts as of 31 December 2010.

The MDTF Office's Administrative Agent fee, charged at the standard rate of 1 per cent of donor deposits, amounted to \$102,181 as of the end of the reporting period.

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

The major vehicle for public transparency of operations under the Sierra Leone MDTF during the reporting period was the MDTF Office GATEWAY.

In 2010, the MDTF Office officially launched the MDTF Office GATEWAY (<http://mdtf.undp.org>). It is a knowledge platform providing real-time data from the MDTF Office accounting system, with a maximum of two-hour delay, on financial information on donor contributions, programme budgets and

transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. Each MDTF and JP administered by the MDTF Office has its own website on the GATEWAY with extensive narrative and financial information on the MDTF/JP including on its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and quarterly/semi-annual updates on the results being achieved are also available. In addition, each programme has a Factsheet with specific facts, figures and updates on that programme.

The GATEWAY provides easy access to more than 5,000 reports and documents on MDTFs/JPs and individual programmes, with tools and tables displaying related financial data. By enabling users in the field with easy access to upload progress reports and related documents also facilitates knowledge sharing and management among UN agencies. The MDTF Office GATEWAY is already being recognized as a ‘standard setter’ by peers and partners.

### **Conclusion**

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

Given that allocations were approved and transferred only in June/July 2010, Participating Organizations’ project implementation was restricted to the two last quarters or less of 2010. Nevertheless, the overall financial delivery rate is 56.4 per cent – a notable achievement in the first year of operation of an MDTF. The relatively high rate of implementation, with one-third of projects reporting an implementation rate that exceeds 75 per cent reflects the appropriateness of the projects funded under the Sierra Leone MDTF mechanism.

The MDTF Office, in its capacity as the Administrative Agent of the Sierra Leone MDTF, envisages that this First Consolidated Annual Progress Report on Activities under the Sierra Leone MDTF will provide the DEPAC the basis on which to better assess resource requirements and to advocate and mobilize additional funding in support of the continued peacebuilding and development process in Sierra Leone. Lessons learned during the reporting period have allowed Participating Organizations to take appropriate measures within existing projects as well as in project extensions, and ensure that improved project implementation and management arrangements are in place for new projects and extensions.

## **Introduction**

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

The Annual Progress Report covers the period from 1 January to 31 December 2010. It provides information on progress made in the implementation of projects funded by the Sierra Leone MDTF, as well as on common challenges and lessons learned.

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

### **Report structure**

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

## 1. Strategic Framework

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

The Joint Vision sets out a number of joint planning, implementation and coordination mechanisms with the aim of enhancing the impact of the United Nations’ assistance as part of the international communities’ efforts of consolidating peace and promoting sustainable development in Sierra Leone.

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

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

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

Through the Joint Vision, the UN family in Sierra Leone has agreed to combine its efforts behind one overall priority of furthering the consolidation of peace in the country and four programmatic priorities: the economic integration of rural areas, the economic and social integration of the youth, an equitable access to health services and an accessible and credible public service. The overall priority and four programmatic priorities were chosen in order to maximize the UN family’s contribution to the Government of Sierra Leone’s Agenda for Change (Second Poverty Reduction Strategy, PRSP II, 2008-2012) within the UN’s respective organizational mandates, specialization and expertise. Recognizing that the UN is a part of a wider international group of development partners, it selected these priorities in view of building its joint programmes on the comparative advantages that the UN family possesses in Sierra Leone.

The objectives of the Sierra Leone MDTF include:

- Enhancing the UN’s capability to partner with the Government and development partners to support national development plans and priorities, including the PRS;

- Supporting the Joint Vision through obtaining greater programme cohesion, harmonization and effectiveness;
- Providing for a coherent and streamlined platform for the mobilization of additional donor resources (from resident and non-resident donors), fund allocation and reporting of the programmatic priorities of the Joint Vision;
- Funding and implementation are undertaken with special attention to transparency and accountability as well as to prompt delivery and efficient utilization of resources.

The Joint Vision of the United Nations for Sierra Leone consists of the following 21 Programmes, with the table showing amount of secured funds, estimated funding gap and programme totals. It also shows how much of the secured funds has been channelled through the Sierra Leone MDTF.

Table 1.1 21 Joint Vision Programmes (2009 – 2012)					
Programmes	Participating Organizations	Secured Funds (as of 15 Dec 2010)	Estimated Funding Gap (2009-2012)	Programme Totals (2009-2012)	Funded through Sierra Leone MDTF (as of 31 Dec 2010)
1. Democratic Elections and Political Dialogue	UNDP, UNIFEM, UNOPS	33,901,943	2,098,057	36,000,000	-
2. Access to Justice and Human Rights	UNDP, IOM, OHCHR, UNICEF	10,271,156	728,844	11,000,000	-
3. Finance for Development	UNDP	7,864,228	(864,228)	7,000,000	-
4. National Agricultural Response Programme	FAO, WFP	19,610,000	30,390,000	50,000,000	-
5. Rural Industrial Growth and Renewable Energy	UNIDO	2,100,000	4,900,000	7,000,000	-
6. HIV/Aids & Malaria	UNICEF, WFP, WHO, UNAIDS	7,797,905	6,202,095	14,000,000	1,925,352
7. Reproductive and Child Health and Nutrition Programme	UNICEF, WFP, WHO, UNFPA, FAO	23,098,268	44,901,732	68,000,000	-
8. School Feeding Programme	WFP	35,434,125	7,565,875	43,000,000	-
9. Child Protection	UNICEF	6,000,000	(2,000,000)	4,000,000	-
10. Reparation to War Victims	IOM, OHCHR	4,982,999	6,017,001	11,000,000	-
11. Public Sector Reform	UNDP, IOM, FAO, WHO	8,100,518	10,899,482	19,000,000	-
12. Data Collection,	UNFPA, FAO, IOM,	4,973,388	3,026,612	8,000,000	-

Assessments and Planning	UNAIDS, UNDP, UNICEF, WFP				
13. Mitigating External Threats to Security	UNODC, UNOPS, UNDP	4,080,170	7,919,830	12,000,000	-
14. Security Sector Reforms	UNOPS, FAO, IOM, UNDP, UNODC	2,176,620	6,823,380	9,000,000	-
15. Support to Democratic Institutions	UNDP, UN Women	4,576,137	5,423,863	10,000,000	1,036,569
16. Local Government & Decentralization	UNDP, FAO, UNCDF, UNICEF, WHO	4,433,781	2,566,219	7,000,000	244,570
17. Promoting Gender Equality and Women's Rights	UN Women	2,696,622	4,303,378	7,000,000	-
18. Rural Community Empowerment	UNDAP, FAO, UNAIDS, UNFPA, UNHCR, UNIDO, UN Women	3,665,283	6,334,717	10,000,000	1,568,160
19. Youth Development & Employment	ILO, UNDP, UNAIDS, UNESCO, UNFPA, UNIDO, UN Women, WFP	7,797,857	5,202,143	13,000,000	2,427,480
20. National Health Systems	WHO, UNAIDS, UNFPA, UNICEF, WFP	13,777,665	(4,777,665)	9,000,000	1,963,368
21. Environmental Cooperation for Peacebuilding	FAO, UNEP, UNDP, WHO	1,818,898	3,181,102	5,000,000	950,400
<b>Total</b>		<b>209,157,563</b>	<b>150,842,437</b>	<b>360,000,000</b>	<b>10,115,899</b>

## **2. Governance**

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

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

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

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

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

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

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

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

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

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

### **2.4. Administrative Agent**

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

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



### 3. Project Approval and Implementation Updates

#### 3.1. Programme Allocation Overview and Status

The DEPAC approved the first Sierra Leone MDTF allocations in June 2010. \$9,626,760 was allocated to 22 projects across 6 programme areas (themes) and funds were transferred to 11 Participating Organizations. An additional \$489,139 was allocated in July 2010 to 2 projects and 2 Participating Organizations.

As of the end of the current reporting period, 31 December 2010, allocations amounting to a total of \$10,115,899 to 24 projects within 7 programmes (themes) were approved and funds transferred to 11 Participating Organizations.

Table 3.1, below, provides an overview of these allocations. A detailed overview of all project approved within each Joint Vision Programme is included in Annex 1.

<b>Table 3.1</b> <b>Sierra Leone MDTF Allocations to Joint Vision Programmes</b> <b>1 January – 31 December 2010</b>			
<b>Transfer Dates</b>	<b>Joint Vision Programme</b>	<b>Participating Organizations</b>	<b>Transferred Amount (USD)</b>
24 Jun 2010	6. HIV/Aids & Malaria	UNICEF, WFP, WHO	1,925,352
24 Jun 2010, 22 Jul 2010	15. Support to Democratic Institutions	UNDP	1,036,569
24 Jun 2010, 22 Jul 2010	16. Local Government & Decentralization	UNICEF, UNDP	244,570
24 Jun 2010	18. Rural Community Empowerment	FAO, UNAIDS, UNFPA, UNIDO, UNWOMEN, UNDP	1,568,160
24 Jun 2010	19. Youth Development & Employment	UNEP, UNDP	2,427,480
24 Jun 2010	20. National Health Systems	UNAIDS, UNFPA, UNICEF, WFP, WHO	1,963,368
24 Jun 2010	21. Environmental Cooperation for Peacebuilding	UNEP, UNDP, WHO, FAO	950,400
<b>Total</b>			<b>10,115,899</b>

### 3.2. Programme Implementation Status

Allocations to the seven programmes were made in June and July 2010, leaving less than 6 months of the year to implement activities. Despite this late start-up, across all programmes, Participating Organizations financial rate of implementation is 56.4 per cent.

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

Table 3.2 Programme Implementation Status as of 31 December 2010				
Joint Vision Programme	Participating Organizations	Transferred Amount (USD)	Programme Implementation Status	Financial Implementation Status
6. HIV/Aids & Malaria	UNICEF, WFP, WHO	1,925,352	Operational. Funded projects expected to end by 31 March 2011	73.0%
15. Support to Democratic Institutions	UNDP	1,036,569	Operational. Funded projects expected to end by 31 March 2011	41.2%
16. Local Government & Decentralization	UNICEF, UNDP	244,570	Funds transferred in June 2010, but activities projected to start in Jan 2011, and to end by 31 March 2011	0.0%
18. Rural Community Empowerment	FAO, UNAIDS, UNFPA, UNIDO, UNWOMEN, UNDP	1,568,160	Operational. Funded projects expected to end by 31 March 2011	52.7%
19. Youth Development & Employment	UNEP, UNDP	2,427,480	Operational. Funded projects expected to end by 31 March 2011	58.3%
20. National Health Systems	UNAIDS, UNFPA, UNICEF, WFP, WHO	1,963,368	Operational. Funded projects expected to end by 31 March 2011	55.8%
21. Environmental Cooperation for Peacebuilding	UNEP, UNDP, WHO, FAO	950,400	Operational. Funded projects expected to end by 31 March 2011	56.0%
<b>Total</b>				<b>56.4%</b>

### 3.4 Implementation Achievements and Challenges

The sections below provide an overview of the main implementation achievements and challenges during the reporting period (1 January – 31 December 2010), as reported by the respective Participating Organizations.

For programmes with multiple projects, the overview is divided into Project Objective; Financial and Human Resources; Implementation and Monitoring; and Results. Additional information, including future work plans, is available in individual programme reports posted on the MDTF Office GATEWAY (<http://mdtf.undp.org>).

#### 3.4.1. Joint Vision Programme 6: HIV/AIDS & Malaria

Table 3.4.1 Joint Vision Programme 6: HIV/AIDS & Malaria			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNICEF	Malaria Control, Long Lasting Insecticide-treated Nets (LLINs) Universal Coverage	431,442	84.8%
WFP	Nutritional Support to People living with HIV and TB	652,246	69.7%
WHO	Technical and operational support to malaria vector control interventions	841,664	69.5%
<b>Total</b>		<b>1,925,352</b>	<b>73.0%</b>

As of 31 December 2010, the DEPAC had allocated \$1,925,352 to Joint Vision Programme 6: HIV/Aids & Malaria, with projects implemented by UNICEF, WHO and WFP. Overall, Participating Organizations reported a 73 per cent financial implementation rate as of the end of the reporting period.

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

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

With regard to the project deliverables agreed by the agencies UNICEF, WHO and WFP, the early indications prove the projects to be successful in implementation, with particular reference to the UN Joint

Vision Development Goal; *To improve the national health services and in particular, a national infectious disease control programme that will contribute to the control of the most dangerous infectious diseases for Sierra Leone: malaria and HIV/AIDS.*

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

*Project Objective:*

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

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

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

*Financial and Human Resources:*

The project received a total of \$431,442 through the Sierra Leone MDTF. The allocation was primarily used to support the national campaign to distribute 3.2 million insecticide bed nets to an estimated 1 million households. The allocation from the Sierra Leone MDTF complemented the broader campaign cost which is estimated at \$21,390,000.

The funds received from Sierra Leone MDTF were allocated to support logistic and social mobilization activities, more specifically logistical support consisted of supporting port clearance and transport of 2,780,000 LLINs procured by UNICEF to 12 districts, excluding Kono and Kailahun district where the transport and distribution was supported by International Federation of the Red Cross (IFRC). The funds also supported the implementation of social mobilization activities during the malaria campaign in order to promote uptake of LLINs and promote use and community ownership for malaria prevention.

The project was implemented through partnership with the Ministry of Health and Sanitation, WHO and the District Health Management Teams and many other partners at national and district levels. The funds were not used to directly hire either national or international staff, but supported paying for per-diems and transport of implementers.

*Implementation and Monitoring:*

The project was managed under the overall coordinating responsibility of UNICEF in collaboration with the Ministry of Health and Sanitation and the District Health Management Teams. It was thought strategic to implement the project as part of an integrated campaign rolled out during the Maternal and Child Health Week (MCHW) campaign during the period of November and December 2010.

The MCHW received Government commitment from all levels, with the President of Sierra Leone Dr Ernest Koroma a key supporter of the launch of the insecticide bed-net campaign. Due to the high profile and visibility for LLINs distribution, health partners and other stakeholders were fully involved in the distribution campaign.

Project Implementation focused on two interrelated strategies, including procurement and supply of bed-nets complemented by social mobilization activities to increase uptake of bed-nets. Social mobilization activities included:

- Communication activities in Tonkolili and Koinadugu districts, including radio jingles, radio panel discussions on the MCHW, LLIN distribution and use; advocacy meetings with community stakeholders at district and chiefdom levels and street to street and house to house announcements.
- Integration of MCHW, Long Lasting Insecticide-treated Nets (LLINs) use and malaria prevention messages in “*Atunda and Ayenda*” radio drama show which addresses a range of social issues.
- Civil society organizations conducted district level orientation of the members of Farmers Associations, Traders and Market Women Associations and Bike and Motorcar Drivers Associations. A total of 660 people were oriented on the MCHW, LLIN use and malaria prevention.
- 60 Community Theatre/Social Drama performances were conducted in Western Area and Port Loko districts using a popular folk media form to inform, allay fears, clarify doubts and encourage adoption of favourable behaviours such as daily LLIN use for malaria prevention.
- 149 Paramount Chiefs were oriented on MCHW, LLIN use and malaria prevention.
- Campaign jingles in Krio, its translation in Temne, Limba, Mende and Fula were aired on 30 radio stations throughout the country on 6 slots per day for 14 days.
- Press Orientation on MCHW campaign and strategy for 30 media houses in Freetown.
- Officers of Health Education Division of the MoHS provided supervision of social mobilization planning and implementation.
- Production and broadcast of TV spot on LLIN use and malaria prevention on Sign Africa video billboards in Freetown.
- 610 Community Motivators were oriented on the MCHW campaign, malaria prevention and LLIN use and provided with a small incentive to visit houses in their catchment areas to inform and counsel households on the campaign and facilitate behaviour change on LLIN use.
- Popular local musician Felicia Turay (Lady Felicia) and popular comedian “Sara the Great” were contracted to develop songs and conduct 8 music performances in Port Loko, Bo, Moyamba, Kono, Kenema, and the entire Western Area.
- A social mobilization self-assessment tool was also developed and finalized by District Social Mobilisation Coordinators and stakeholders to conduct rapid in-campaign assessments and take corrective measures, if needed.

The monitoring of LLIN distribution during MCHW was integrated into the overall campaign monitoring system, which was carried out by the distributors of the LLINs using daily tally sheets to collect data and by independent monitors using rapid survey technique. The impact of this project will be assessed as part of the Joint Vision programme 6 at least one calendar year after the end of the project.

*Results:*

The Maternal and Child Health Week (MCHW) distribution campaign was comprehensive and logistically challenging and required a high level of commitment from all partners. The distribution campaign itself extended far beyond the period of the MCHW, and includes a number of initiatives which will ensure that community members know how to properly use the bed-nets. UNICEF and partners will continue following up on communities to make sure that people continue to use bed-nets long after the initial distribution.

The key output results of UNICEF’s campaign included:

- Distribution in collaboration with WHO of over three million long-lasting insecticide-treated mosquito nets (LLINs) to every household in Sierra Leone. The national target of one net for two people (up to a maximum of 3 nets per household based on an average household size of six people) was achieved.
- Organisation of district and national micro-planning activities

- Organisation of trainings for warehouse staff, national supervisors, team supervisors, vaccinators/distributors, independent monitors and hang-up campaign volunteers
- Mobilization of implementation resources
- Launching of a ‘Health Fair Day’ at national, district and chiefdom levels
- Organisation of social mobilization activities to spread messages about malaria and disease prevention
- Implementation and delivery of MCHW service package (LLINs distribution, OPV immunization, Vitamin A supplements, and de-worming tablets)

According to monitoring reports, as a result of strategic social mobilization and communication activities and closer monitoring of funds allocated to districts for implementation, parents’ awareness of the campaign nationwide was very high at 88%. Bombali district reported the highest awareness levels with 100% while Western Area (rural) was the lowest at 70%. Campaign awareness was low in Kono, Bo, Moyamba and Western Area (Rural and Urban) districts. Independent monitoring reports also found that 84% of people surveyed nationwide had the correct knowledge on how to hang the LLINs. While it was highest in Bombali district at 100%, it was lowest in Western Area (rural) at 66.7%.

*Lessons Learned:*

The UNICEF Sierra Leone partnership with the Inter Religious Council of Sierra Leone and the on-going engagement of the Paramount Chiefs, civil society and community based organisations played a big role in the success of the campaign.

Traditional and religious leaders are key influencers in communities in Sierra Leone and have the ability to not only mobilise people but also ensure compliance, which is key for the adoption and maintenance of favourable health behaviours such as the utilisation of bed-nets.

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

*Project Objective:*

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

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

*Financial and Human Resources:*

The malaria vector control interventions within the context of the Integrated Vector Management Policy and Plan received \$841,664 through the Sierra Leone MDTF. Primarily, the funds were used for procurement of supplies and equipment for indoor residual spraying (IRS) and the recruitment of an international M& E officer to build the monitoring and evaluation capacity of the National Malaria control programme. WEFKO from South Africa was contracted to do procurement of equipment and supplies, (including insecticide, spray equipment, PPE and transport vehicles purchased in line with WHO procurement procedures)

The project was implemented with support from five national professional officers each with a designated responsibility including a) malaria and HIV/AIDS (ATM); b) protection of the human environment

(PHE); c) finance; d) procurement; and e) storage. Also in support of the project were five international staff including a) an M&E officer; b) a WHO regional vector control officer; c) an IRS (indoor residual spraying) consultant; d) an administrative officer; and e) a procurement officer.

*Implementation and Monitoring:*

The project was managed under the overall coordinating responsibility of WHO in collaboration with the Ministry of Health and Sanitation (National malaria control and Environmental Health programs). Project implementation focused on two interrelated strategies; procurement and supply of spray equipment, insecticides and PPE (Personal Protection Equipment), complemented by activities to strengthen partners capacity for surveillance, monitoring and evaluation of malaria control interventions. Insecticide Residual Spraying was carried out throughout selected chiefdoms in the Western Urban area, Bombali, Kono and Bo districts, reaching 34,476 homes.

Throughout the project's implementation monitoring visits were conducted by WHO teams including the WHO Representative visits to project sites. Regular monitoring was also conducted by programme managers from the Ministry of Health 'Malaria control, environmental health and neglected tropical diseases'. The monitoring and evaluation methodologies adopted and rolled out were designed to strengthen partners' capacity for malaria surveillance.

*Results:*

Universal coverage of LLINs has been achieved in a joint effort with UNICEF through which over three million long lasting insecticide-treated mosquito nets (LLINs) were distributed to every household in Sierra Leone with a national target of one net for two people. WHO supported "Hang Up" poster campaign activities which were undertaken immediately after the distribution exercise, to demonstrate and promote net usage and to ensure that over time the LLINs would be used properly and consistently.

85 per cent of the population in selected chiefdoms in the Western Urban area, Bombali, Kono and Bo districts benefited from Indoor Residual Spraying (IRS) reaching a total of 34,476 homes.

The capacity for surveillance, monitoring and evaluation of malaria control interventions has been strengthened through training of National Malaria Control Programme M&E team, the revision of the M&E tools and the completion of Global reports and supportive supervision through the support of the M&E officer recruited.

*Lessons Learned:*

The total population of the four selected districts could not be covered because of limited quantities of insecticides procured due to under budgeting. Number of chiefdoms was therefore reduced but still remains significant for decision making.

Partners included local councils, civil society movement, traditional leaders, NGOs and CBOs. The active involvement of all partners contributed immensely to the success of the operations in the field e.g. in promoting social mobilization and provision of logistical support.

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

*Project Objective:*

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

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

*Financial and Human Resources:*

The project received \$652,246 from the Sierra Leone MDTF during the reporting period. The funds were primarily spent on procurement and shipping of food commodities for the provision of nutritional support to PLHIV and TB patients including their families for a period of 4 months (July to October 2010). There is no committed fund for 2011 and beyond, leaving an estimated resource gap of \$1,760,297 million to complete the project.

The project was implemented with support from four national staff referred to as the project implementation team, including one national programme officer and three senior programme assistants, including one nutritionist in charge of HIV/AIDS and gender.

*Implementation and Monitoring:*

The project was managed under the overall coordinating responsibility of WFP in collaboration with the Ministry of Health & Sanitation, MOHS (Food and Nutrition Unit and National AIDS Control Programme). WFP was responsible for the procurement and shipping of food commodities to the designated final delivery points including centres of Anti-retro viral treatment (ART), Directly Observed Treatment (DOTS) and Prevention of Mother-to-Child (PMTCT) and to WFP warehouse storage facilities. Food was procured locally and internationally. WFP worked closely with care and support groups and TB Peripheral Health Units (PHUs) who were responsible for the identification of the beneficiaries and final distribution of the food to the beneficiaries. WFP also provided technical assistance to government and trained partners in the implementation of the nutrition programme.

The Network of HIV Positives in Sierra Leone (NETHIPS) was fully involved in the delivery process of the food to the beneficiaries through designated care and support institutions. A tripartite agreement was signed between WFP, MOHS and NETHIPS.

Throughout the project's implementation quarterly supervision and monitoring visits were conducted jointly with WFP, MOHS and NETHIPS and in addition, both MOHS and NETHIPS conducted joint monthly monitoring visits as well as individual monitoring. Both partners were reporting jointly on the programme achievements. WFP in partnership with AFRICARE worked closely with the partners in order to complement our effort for the provision of livelihood.

*Results:*

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

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

In line with this WFP developed and pre-tested nutritional M&E tools for alignment with National M&E tools. To support this alignment WFP conducted capacity building training of the National AIDS Control Programme on M&E. The trainings focused on food by prescription for effective food-assistance and HIV programming. In addition, WFP provided to NACP logistical equipment (7 motor –bikes, 30 weighing scale and 7 computers and accessories) to effectively implement and monitoring the nutritional supported programme. Key health staff were trained on strengthening Food and Nutrition Interventions in response



to HIV/AIDS at national and district level, and PLHIV care and support groups were trained on food rationing and beneficiary identification

*Lessons Learned:*

Meaningful involvement of partners (NACP, Network for HIV Positives, communities) in the inception of the project development and implementation has created the basis for country –led ownership. Furthermore, the resource mobilization for nutritional support to PLHIV and TB patients has been very slow due to the absences of evidence-based studies.

**3.4.2. Joint Vision Programme 15: Support to Democratic Institutions**

Table 3.4.2 Joint Vision Programme 15: Support to Democratic Institutions			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNDP	Development of an Independent National Public Broadcasting Service for Sierra Leone II	792,000	40.8%
UNDP	Support to Capacity Enhancement of the Independent Media Commission	244,569	42.2%
<b>Total</b>		<b>1,036,569</b>	<b>41.2%</b>

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

Democratic gains made in Sierra Leone through the acclaimed 2007 presidential and parliamentary elections as well as the 2008 local council elections will not in itself assure the entrenchment of democratic values in the country. Other democratic institutions in the country will continue to require the assistance of the international community so as to complement the achievements secured through 'electoral democracy'. In particular, the Independent Media Commission (IMC) will continue to play a leading role in arbitrating between the media and the Government and the public at large. Through its work, it will also set standards for journalism in the country which though admirable still requires considerable professional enhancement.

Combating anti-corruption – a major risk identified in the Government's Agenda for Change – necessitates stronger support for the Anti-Corruption Commission (ACC) through, amongst other things, the construction of dedicated facilities for the Commission, further training for its staff and the provision of equipment. Overall governance standards in the country can be boosted with support to the AU-sponsored African Peer Review Mechanism. The commitment to strengthen democratic institutions has been reconfirmed in the Joint Communiqué agreed by the political parties after the March 2009 incidents. An important element of this programme is designed to support the implementation of the Joint Communiqué. It will focus on the strengthening of key democratic institutions such as the Anti-Corruption Commission, Independent Media Commission, Public Broadcasting Corporation and the

Parliament. It will also support the Constitutional Review Process and the African Peer Review mechanism.

Two projects, both implemented by UNDP, were supported through the Sierra Leone MDTF:

i) *Dev't of an Independent Nat'l Public Broadcasting Service for Sierra Leone II – UNDP*

*Project Objective:*

The objective of the project is to assist the Sierra Leone Broadcasting Corporation (SLBC) to firmly establish itself as a public service broadcaster in Sierra Leone that will contribute to peacebuilding, democracy, human rights, reconciliation, development, and empowerment of the people. Information is power, and unbiased, balanced, and independent information from all sectors of society, from all ethnic groups and all political parties must be provided to the entire population. The power of the media to enable citizens to participate in national and regional debates is also of critical importance to “owning” democracy.

*Financial and Human Resources:*

Besides the \$792,000 provided through the Sierra Leone MDTF, the project also received funding from UN Peacebuilding Fund (PBF) in the amount of \$850,000. With support from the project in 2010, a national Finance Consultant was recruited for 3 months under the project, and a national IT Consultant was recruited for 8 months. In addition, an international Institutional Development Consultant and Human Resource Consultant were brought on board for 3 months in 2010, and an international Technical/Engineering Consultant was also recruited for 1 month.

*Implementation and Monitoring:*

The project is directly implemented by UNDP Sierra Leone in consultation with the SLBC, UNIPSIL and other project partners. UNIPSIL has the overall technical responsibility for the project, providing guidance to the SLBC on specific issues relating to the operations of an independent national broadcaster through the Media Management Advisor. UNDP is primarily responsible for procurement, financial management and oversight. As a Direct Implementation Modality (DIM) project, all procurement of goods and services for this project is conducted by UNDP in accordance with its policies and procedures. The project supports the institutional development of SLBC in key areas such as finance, human resources and procurement. As SLBC builds capacity and a track record in project management over the course of 2011, a capacity assessment will be conducted at the end of 2011 to determine the fund disbursement modality for 2012. It is expected that an increased project and fund management capacity of SLBC will allow for quarterly advances of project funds to be managed directly by SLBC in 2012.

UNDP's Programme Officer/UNIPSIL Media Management Advisor meets with the SLBC on a weekly basis to coordinate and support the management of project activities. The SLBC is responsible for producing quarterly progress reports for the project.

*Results:*

Under Outcome 1 of the project (the capacity of SLBC and its staff enhanced to broadcast unbiased, neutral and balanced programming that covers the breadth and length of Sierra Leonean society), the UN has supported the transition process and promoted the creation of the independent public broadcaster through the provision of funds from the Sierra Leone MDTF, and separately through the Peacebuilding Fund (PBF). These funds have assisted the transition process through the provision of critically needed technical assistance, the renovation of one floor of SLBC to prepare for the transfer of the UN Radio equipment, the provision of critical equipment, the payment of severance for terminated staff, and support to the initial operations of SLBC including salary support to temporary SLBC staff during the transition period.

More specifically, the project made following results towards the achievement of this outcome:

- *Establishment of independent public broadcaster:* SLBC was officially launched on May 15<sup>th</sup> 2010 as the second independent public broadcaster in Africa in the presence of the UN Secretary General, Ban Ki-Moon, and the President of Sierra Leone, Ernest Bai Koroma. The Secretary General acknowledged the contribution that the UN Radio has made since 2000 to the peacebuilding process in Sierra Leone as the only radio station that reached the length and breadth of Sierra Leone and that provided independent, neutral and unbiased information. The President emphasized that the SLBC is a people`s radio station and provides a means through which all Sierra Leoneans can participate in the national dialogue and development process. The President also stressed that SLBC is not a government broadcaster and will have no place for political influence. He encouraged the SLBC Board Chairperson to provide necessary policy guidance to ensure the continued independence and neutrality of the institution.
- *Transfer of UN Radio assets to SLBC:* Following the completion of the renovation of the first floor of the SLBC building, assets of the former UN Radio were transferred to the SLBC building and transmitter site at Leicester Peak. These assets included studio equipment, computers and other IT equipment, furniture, and air conditioners, and will assist the smooth operations of the independent broadcaster.
- *Development of key organizational policies:* The project provided technical assistance in the development key institutional policies such as human resource and financial policies through the recruitment of an international Human Resource consultant and a national financial consultant. The draft Human Resource (HR) policy and Finance policy have been developed for board approval. The HR consultant also supported SLBC in developing job descriptions of the core staff to be recruited as well as in providing support to the recruitment of core staff. The project has also supported the audit of SLBC assets and liabilities and the development of draft 5-year business plan to mobilize resources for self-sustainability.
- *Recruitment of the Director-General and Deputy Director-General:* The formal Director-General (DG) and Deputy Director General (DDG) have been appointed to take up the assignments on 1 October 2010. The interviews took place in early August 2010 with the participation of representatives from the UN as observers. The DG has been appointed by the President on recommendation by the SLBC Board of Trustees, and has also been approved by the Parliament. The DDG has been appointed by the Board. The recruitment of the DG and DDG is a tremendous step forward in the institutional development of the newly established public broadcaster as the DG will lead the rest of the recruitment process.
- *Salary payment support provided:* The project provided salary support to around 160 temporary SLBC staff for six months between July and December 2010 to ensure effective daily SLBC operations and broadcasting on radio and television.
- *Procurement of broadcast equipment:* A list of items to be procured have been prepared including equipment for the IP network distribution, studio and spares, computer equipment, television distribution, and electronic news gathering equipment. As the equipment cannot be locally sourced and must be imported, the procurement process is being managed by UNDP`s Global Procurement Unit in Copenhagen. The delivery of equipment is scheduled for April/May 2011.

Under Outcome 2 (the SLBC is working to become self-sustainable through development of its commercial services department), the project provides technical assistance and capacity building support in contracts, marketing and sales, leasing, corporate branding, programme sponsorship and investment in order to enhance the resource mobilization capacity of SLBC. The project plans to assist the development of detailed strategic plans for income and resource generation in 2011.

Under Outcome 3, (a national coverage plan created and near national radio coverage achieved to provide the people of Sierra Leone with access to SLBC programming), in the area of technical assessment of SLBC's physical assets, a Technical Consultant conducted a field visit to eight SLBC locations nationwide (Kabala, Makeni, Magburaka, Kono, Bo, Pujehun, Kenema, Kailahun) to survey the conditions of the SLBC regional stations and the former UN Radio transmitters. Based on the visit, a report was prepared with recommendations for national radio programming distribution, the national coverage plan and equipment and infrastructural needs at the SLBC facilities in Freetown and in 8 district locations.

Initially, the passage of the SLBC Act was planned by the end of 2008, while the UN Radio planned to close in September 2009, providing for a transition period of 9 months. However, the passage of the bill was delayed in order to develop a new law that would reflect international standards of public service broadcasting and promote principles of independent and responsible journalism in support of the development and promotion of democracy and socio-economic development. After constant lobbying by civil society and journalists as well as discussions between the government and the UN, the bill was finally passed and signed at the beginning of 2010, meaning that the transition has to be managed during a period of 3 months as opposed to the 9 months that was originally envisaged. This has given tremendous pressure to the UN to deliver quickly to manage the transition.

Additionally, the continuation of the delay experienced in the establishment of the Board of Trustees, triggered by the delay in the passage of the law and the approval process by Parliament, meant most of the institutional development activities did not take place by the end of the first half of 2010. This included the recruitment of the SLBC senior management and staff and the development of key policy documents, as the Act establishing the SLBC states that the Board of Trustees is the body that implements the recruitment of senior management and staff. The Board of Trustees finally became operational in mid-June 2010 following the appointment of 6 out of 8 board members. Once the temporary staffing arrangement between April and June ended, the Board of Trustees developed a framework of employing a scaled down number of 160 of the temporary staff for an additional period to support the continuing broadcasting of SLBC while the recruitment of the formal staff kicked off in 2010, but will be fully underway in 2011. As mentioned above, the formal DG and DDG assumed assignment from 1 October 2010, also assuming responsibility for the overall management of the SLBC as well as the recruitment of the rest of the staff. Since then, various meetings have taken place to agree on the organogram and a clear timeline for recruitment. No additional staff was recruited by the end of 2010, and therefore the recruitment of SLBC core staff will be one of the most crucial activities for 2011 to ensure the efficient and effective functioning of SLBC.

Today, radio is by far the most important medium for news and public information in Sierra Leone. A survey carried out in March 2010 for the Swiss media development agency, Fondation Hironnelle, found that radio is listened to by 82 per cent of Sierra Leoneans, up 5 per cent on their 2008 findings. This compares to 26 per cent for television, 9 per cent for newspapers and just 3 per cent for the internet. 86 per cent of men and 78 per cent of women are listeners, an increase in both figures since 2008. Significantly, well over half the radio audience did not go to school and 25 per cent of those surveyed said they did not have enough money even to feed themselves. As previous experience shows, the poor and illiterate are often denied the information they need to participate fully in the democratic process and are more likely to be swayed by the arguments of party stalwarts. Crucially, for the purposes of this

application, UN Radio attracted 32 per cent of the audience alongside SLBC's 27 per cent. The combined figure for SLBC after the merger constitutes nearly 60% of the available audience, a reach unattainable by any other medium. In terms of investment on return, this represents a cost of approximately 15 cents per listener based on a \$500,000 investment.

In 2011, the objective will be to build on the outputs achieved by concentrating on creating themed 'programme zones' aimed at specific target groups, namely women, children and young people. This will be funded by the UN PBF. These zones will be supported by funded initiatives in the key areas of governance and human rights, health, sports, culture, religion and education. In addition, SLBC's relationship with its audiences in the regions will be strengthened by building networks and listening clubs around UN and SLBC presence in those towns where regional outposts of the two organizations exist side by side. Regular audience research will be carried out in order to better address the tastes, interests and needs of audiences in the regions.

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

*Project Objective:*

The overall objective of the project is to further enhance the capacity of the Independent Media Commission (IMC) as one of the statutory democratic institutions in the country that is working towards consolidating peace. The project intends to contribute to the strengthened capacity of the IMC to proactively ensure the media industry's adherence to its standard for free and pluralistic media and to conduct reviews of cases of media abuse.

*Financial and Human Resources:*

In 2009, the UN Peacebuilding Fund (PBF) Emergency Window allocated and disbursed \$141,768 for support to the IMC. With these funds, UNDP supported the IMC to conduct training exercises in Freetown as well as districts for media journalists, reporters, and managers in ethics and legal norms. UNDP also supported the establishment of the first regional office in the southern district of Bo to increase the monitoring capacity of the IMC in regions. In 2010, UNDP received \$244,569 through the Sierra Leone MDTF to continue to implement project activities. One international staff (programme officer) has been engaged this far under the project.

*Implementation and Monitoring:*

The project is directly implemented by UNDP Sierra Leone in consultation with the IMC and other project partners, and UNDP is primarily responsible for procurement, financial management and oversight. Work performed by the IMC includes:

- Preparation and implementation of activities such as training, workshops, studies and seminars, monitoring and public education;
- Payment for salary of four IMC personnel in the Makeni regional office for one year;
- Procurement and payment for consultancy services;
- Procurement of goods and other services below \$2,500.

UNDP's Programme Officer meets with the IMC on a weekly basis to coordinate, review and support the management of project activities.

*Results:*

The project supported the IMC to conduct a sensitization campaign on the roles of the newly established independent public broadcaster, SLBC, in order to increase public understanding of the role of SLBC. The project also assisted the IMC in the establishment of a second satellite office in the northern district of Makeni in November 2010. With regards to overall project results, the project made progress towards

the achievement of outputs as follows:

Under Output 1 (Government and civil society sensitized on the new SLBC), the project achieved the following:

- *Sensitization on the new SLBC:* Following the violence in Freetown in March 2009 between the two major political parties, in part caused by their radio stations, the IMC suspended both party radio stations. All political parties then signed a Joint Communiqué brokered by the UN condemning partisan broadcasting and supporting the establishment of an independent national broadcaster. The Government of Sierra Leone has recognized and embraced the concept that an independent broadcast service better serves the objectives of peace building, good governance and progress than one which is controlled by partisan groups. Against this backdrop, the SLBC was created by law in January 2010, replacing the Sierra Leone Broadcasting Service (SLBS) and UN Radio, as the second independent public broadcaster in Africa. SLBC will serve to empower an information hungry public as it is a broadcast institution which is truly independent and owned by the public and managed using public funds.
- On 1 April 2010, broadcasts of SLBC started combining existing programming from SLBS and UN Radio into a single channel aired on UN Radio and SLBS frequencies. The IMC, with its mandate to promote a free and pluralistic media, carried out a public information campaign on the roles of the newly created public broadcaster. Also in April, two seminars, sponsored by IMC with UNDP's support, successfully provided space for questions and clarifications about SLBC including the role of SLBC in nation building, depoliticizing the new SLBC, the role and structure of the Board of Trustees, anticipated programmes, financial sustainability, and the SLBC Act. Through the seminars, government officials such as the Parliamentarians and Ministers, civil society, local government, media, academics, and the public were sensitized on the role of the new SLBC.

Under Output 2 (IMC monitoring unit and satellite office established), the following achievements were reported:

- *Establishment of 2<sup>nd</sup> regional office:* The IMC is faced with a need to meet the increasing demand in monitoring local radio stations, particularly given the current situation whereby misinformation by local media are contributing factors to an increase in political tension and violence in some parts of the country where IMC's presence has not reached. This project in 2010 supported the IMC in establishing its second regional office in the Northern regional headquarter town of Makeni (the first regional IMC office was established with support from UNDP in 2009). The establishment of these regional offices is expected to facilitate constructive local media dialogue, ease tensions between political parties, and build the capacity of IMC to ensure that the local media adhere to the Media Code of Practice to ensure a neutral, tolerant and free media.
- *Establishment of Monitoring Unit:* Media monitoring ahead of the 2012 elections is one of the most important challenges that the IMC will need to take on in 2011 and beyond. This is a complex issue that requires strategic planning, sustained effort and a consistent approach to media monitoring, both quantitative and qualitative, across the country. In order to respond to this tremendous challenge, the project has supported the establishment and initial capacity building of the IMC's Monitoring Unit. A Director of the Monitoring, Research and Evaluation Unit has been recruited to assume duties in January 2011 for the duration of 1 year. The Director will be responsible for training the staff of the Unit as well as the monitors active across the country, identifying the strengths and weaknesses of the media through constant monitoring of media

institutions, measuring various media content, creating a comprehensive database of information gathered through the monitoring process, and establishing standard formats of archiving and filing for easy inputting and retrieval of information.

Under Output 3 (Training exercises for radio editorial and management personnel in Freetown and districts conducted), the project plans to support IMC training for radio editors and managers on media code of conduct in Freetown and three regions. These training workshops are scheduled to be conducted in 2011.

Overall, there have been no major delays and the project is on course to achieve its objectives. The activities in this project were arrived at as a follow-up to the PBF funded project implemented by UNDP in 2009 and also as a result of close consultations between the IMC, UNDP and UNIPSIL as well as other stakeholders such as SLBC, relevant ministries and civil society organizations. UNDP collaborates closely with the Democratic Institutions Unit of UNIPSIL in implementing the project.

The project focuses on addressing cross-cutting issues such as gender and ensuring that the needs of the marginalized and disenfranchised segments of the population, such as women, youth, the elderly and children, especially in the rural areas, are addressed. In an effort to increase IMC's capacity to meet the needs of the rural population, the project assisted in the establishment of the second regional IMC office in the northern district of Makeni following the establishment of the first regional office in the southern district of Bo. The presence of IMC in the regions will increase the capacity of the IMC to ensure that broadcasting by local radio stations follows the media code of ethics and provides neutral, informative, educational and entertaining programming that involves interaction and participation by all segments of the population.

### 3.4.3. Joint Vision Programme 16: Local Governance & Decentralization

Table 3.4.3 Joint Vision Programme 16: Local Governance & Decentralization			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNICEF	Child Rights Awareness-Raising among Local Councils and Community Leaders	122,285	0.0%
UNDP	Strengthening Capacities of Traditional Leaders and Chiefdom Councils	122,285	0.0%
<b>Total</b>		<b>244,570</b>	<b>0.0%</b>

As of 31 December 2010, the DEPAC had allocated \$244,570 to Joint Vision Programme 16: Local Governance and Decentralization, with a joint programme implemented by UNICEF and UNDP. Neither of the Participating Organizations had reported financial expenditure on this programme as of the end of the reporting period.

*Project Objective:*

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

The joint programme consists of two components, namely UNDP's "***Strengthening Capacities of Traditional Leaders and Chiefdom Councils***" and UNICEF's "***Child Rights Awareness-Raising among Local Councils and Community Leaders***". Both UNDP and UNICEF activities were re-scheduled to start on 1 January 2011 and will be reported on in future annual reports.

*Financial and Human Resources:*

UNDP received \$122,285 and UNICEF received \$122,285 through the Sierra Leone MDTF in 2010. Both amounts were re-phased to 2011, and the entire amount is expected to be used by 30 June 2011. 24 NGO programme staff in all districts are involved in executing the programme.

*Implementation and Monitoring:*

UNICEF will work with the Decentralization Secretariat to arrange meetings and workshops with the Local Councils to disseminate information on the situation of children with traditional leaders and encourage them to take action to address the issues. The District Focal NGOs for Child Rights will work with the Ministry of Social Welfare and the Child Protection network to identify communities in which sensitizations will be held. A timetable for these meetings will be developed and its implementation monitored by the Focal NGO with support from the UNICEF field Offices and the MSWGCA at Regional level.

*Results:*

No UNICEF project activities took place in 2010. However, a MICS4 survey was in process when the money was received, and UNICEF felt that it would be better to use the most recent information in the dissemination of child rights information. A plan for sensitization was developed but will be implemented in 2011. The sensitization plan was developed by the Child Rights Act (CRA) Steering Committee which comprises the MSWGCA, some line Ministries and NGOs. This network of partners some of who implement programmes in the Districts will ensure regular follow up for the achievement of the desired results.

Similarly, no UNDP activities were conducted in 2010. Activities were re-scheduled to 2011 due to the MLGRD review of chiefdom administration being re-scheduled from 2010 to early 2011. This review is a pre-requisite to begin the implementation of project activities.



### 3.4.4. Joint Vision Programme 18: Rural Community Development

Table 3.4.4 Joint Vision Programme 18: Rural Community Development			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
FAO	Rural Empowerment	554,400	47.7%
UNAIDS	Empowering PLHIV – Support Groups in Rural Settings	142,560	71.9%
UNDP	Rural Community Empowerment	396,000	24.1%
UNFPA	Community Empowerment to Reduce Gender-Based Violence and Maternal Health Complication	158,400	97.5%
UNIDO	Solar Powered Business Information and Communication Platforms	158,400	87.3%
UN Women	Supporting Rural Women in Capacity Building through leadership skills training and community development	158,400	44.8%
<b>Total</b>		<b>1,568,160</b>	<b>52.7%</b>

As of 31 December 2010, the DEPAC had allocated \$1,568,160 to Joint Vision Programme 18: Rural Community Development, with six projects implemented by FAO, UNAIDS, UNDP, UNFPA, UNIDO and UN Women. Overall, for all six projects, Participating Organizations reported 52.7 per cent financial implementation rate as of the end of the reporting period.

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

Six projects received funding from the MDTF under this programme, and all projects share the common goal of integrating rural areas into the national economy.

i) **Rural Community Empowerment – UNDP**

*Project Objective:*

The project aimed to increase and enhance access to information and connectivity in rural communities. In pursuant of this objective, the project embarked on increasing lines of communication and information into rural communities through the introduction of the schools education programmes via satellite TV. It enabled Senior Secondary Schools to have access to global education programmes via satellite TV to achieve improved connectivity (internet and satellite TV) in rural communities facilitated by public private partnership.

The project was based on a public-private partnership between UNDP and Multi-choice International (SL) Limited. In addition to this and in conjunction with the recent government tender for solar powered street lights, the project helped stimulate the private sector to become more engaged and aware of renewable energy alternatives. The project directly contributed to the achievement of outcomes set out in the Sierra Leone Education Development Plan (2007 - 2015) by targeting Senior Secondary Schools. The plan set out to improve the quality of Senior Secondary education nationwide through support to the overall enhancement of the quality of teaching and learning environments, characterized by the following improvements;

- Schools with more aides and teacher guides that are in use;
- Partnerships with companies providing internet facilities;
- Provision of a television and DVD recorder/player for viewing ‘master teachers’ sample lessons;
- Provision of solar power facilities to each school.

This intervention was carried out alongside the instalment of satellite TV in 150 Agriculture Business Centres (ABUs) implemented by FAO.

*Financial and Human Resources:*

A total amount of \$346,000 was approved as the 2010 budget. The resources are allocated for the provision of TVs, DVD recorders/players and Solar Panel Voltaic Cells (SPVCs) modules to thirty (30) Senior Secondary Schools across the country. A Field Officer had the responsibility to engage with all key stakeholders including implementing partners and project beneficiaries.

*Implementation and Monitoring:*

The project sought to achieve its objectives through a public-private partnership between UNDP and Multi-choice International (SL) Limited to provide the schools with educational TV programming at no cost as part of the company’s Community Social Initiatives programme. For this project, Multi-choice International provided: The DSTV channels (in perpetuity); Training of sixty (60) teachers; the decoder fee (Free On Board); the satellite dish, cables and installation (\$100 per school); the installation of the equipment (including the solar equipment). UNDP will be procured, through competitive tendering, the following equipment for the schools: thirty 32-inch HD plasma TVs; thirty DVD recorders/players; forty solar panels, inverters, batteries and cables.

The Ministry of Education, Science and Technology (MEST) has approved the satellite TV channels from an educational point of view. The beneficiary Senior Secondary Schools were selected by MEST who are also responsible for arranging for the schools to take full responsibility of the care and maintenance of the system. The solar powered system was designed by technicians from the Ministry of Energy and Power and verified by the technical expert from UNIDO. The system will be powered by solar generated electricity and as a result, will have no operating costs and will be powered by solar generated electricity. Thus, once installed, there will be no operational costs. The only envisaged cost will be the replacement of a new battery once every three years.

It is estimated that the funds will be sufficient to cover the costs for the set-up of the educational programming via satellite TV for thirty schools. The final number of schools covered will depend on the actual cost of the solar equipment, as this is the most expensive item to be procured. Due to limited local knowledge and availability of renewable solar power energy systems, including the specifications of the components of the SPVCs and accessories, the contracts for the procurement of forty bulk SPVC modules and the training of sixty teaching staff and installation processes was tendered in September 2010 to the Global Procurement Unit, UNDP Procurement Support Office (PSO) in Copenhagen. The procurement process has nonetheless been very slow and was still on-going at the end of 2010.

The international procurement has a budget of \$260,000. This has not yet been spent and as a result, the project's delivery rate is very low (24 per cent). The other equipment such as the 32 inch HD Plasma TVs and DVD recorders/players required for the setting up of the system were procured during 2010 and are ready to be installed in early 2011. The provision of the Multi-choice International DSTV decoders, installation, and training of personnel is the responsibility of DSTV Multi-choice Transnational (SL) Limited and will be carried out in 2011.

UNDP Sierra Leone and Sierra Leone in general lacks technical expertise in renewable energy alternatives, such as solar power. This situation resulted in the back and forth request for clarifications on the specifications submitted by UNDP Sierra Leone to UNDP's PSO in Copenhagen and intended bidders. As a result of the lack of technical expertise in solar power in Sierra Leone, the 2011 work plan includes the recruitment of an expert in solar energy to monitor the installation and use of the solar power equipment in the thirty Senior Secondary Schools.

Project monitoring and reporting is carried out as per the UN Joint Vision joint M&E system. The effective monitoring for the successful implementation of the project is the joint effort of UNDP, MEST and Multi-choice International (SL) Limited and each entity monitors its own project components. Effective and efficient coordination mechanisms including stakeholders at all levels, such as bi-weekly monitoring of the installation and later, the full operation of the system, will remain crucial for the duration of the project. UNDP, in collaboration with the MEST and Ministry of Works, Housing and Infrastructure (MHWI), have identified, informed and inspected thirty Senior Secondary Schools across all the districts in Sierra Leone, including the Western Rural and Urban areas.

*Results:*

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

In relation to the planned output, the following was achieved in 2010:

- The procurement of 32" HD Plasma TVs and DVD recorders
- Supply, training and installation of bulk SPVC modules and accessories.
- Procurement of additional equipment (TVs, DVD recorders and blank DVD RWs).

*ii) Rural Empowerment – FAO*

*Project Objective:*

This component intends to strengthen local leadership and to encourage them to take a more active role in community-based actions – the essence of empowerment. The planned leadership forums were linked to community actions in collaborations with UNDP, UNAIDS, UNHCR UNFPA, UN Women and UNIDO. These actions were thus linked to the national activities of the SCP. Specifically, during the period of the project, local leaders received support to undertake local community actions motivated through aspects of

the leadership programme and related government actions. A measurable change in knowledge, attitude and practices was visible even during this short period, but also expressed through their related government and community supported activities with the following outcomes;

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

Ultimately, this component of Programme 18 is an example of the social development of a nation through the empowerment and training of its future and current rural leadership.

*Financial and Human Resources:*

All funding allocated to support this project was provided through the Sierra Leone MDTF, totalling \$554,000. A major challenge was that the project did not have access to financial resources until middle of September because in delays in the transfer of funds from headquarters. Administration and logistics had to occur over a three week period. Given the short turn around, administrative support should have been reinforced with key administrative staff assigned for the allotted time period.

There was one primary staff member who handled all aspects of implementation: the Programme 18 Coordinator. Under the overall supervision of the FAO Representative and in close collaboration with the Programme 18 partner Heads of Agencies, the Coordinator planned, prepared and oversaw the implementation of Stage I and Stage III of the national forums including assisting with all logistics, contacting participants, liaising with all event contractors, maintained a daily work plan and informed Programme 18 Heads of Agencies of progress on weekly basis. The Coordinator assisted all agencies in communications and visibility for Stage II activities for field actions including liaise with newspaper, radio and SLBC TV. The Coordinator arranged for report preparation and printing on Stage I and III Forums and Stage II community activities including photographic and other materials and completed the final report of activities of activities undertaken.

*Implementation and Monitoring:*

The objective of the forums was to encourage rural development and integration through the empowerment of Sierra Leones rural local leaders and local champions. Empowerment of these rural local leaders and champions during the leadership forums would occur through exposure to global issues which can then be applied to their on-going community based actions. There was an acknowledgement by the national government and UN agencies during project inception that there is limited access to global information, knowledge about global issues and more importantly success stories of local community-led action programmes elsewhere. Rural local leaders and champions were exposed to global best practices which they were then encouraged to integrate into their own innovative process within their respective communities.

There was nomination of rural local leaders and local champions from four groups: (i) local traditional leaders such as progressive paramount chiefs and district councillors; (ii) women leaders connected to UNIFEM and UNFPA projects; (iii/iv) Youth: young men and women through the Agricultural Business Centres (SCP project). The structure of the forums also took into consideration the UN Joint Vision by having presentations from the various UN agencies in the program in the morning session and facilitation in the afternoon. UNDP, UNAIDS, UNHCR UNFPA, UN Women and UNIDO made presentations about global success stories on a variety of global issues that affect rural communities. It was ensured that the UN agencies would provide participants with tangible information about the issues which they could go back and integrate into their community led actions. For example, UNIDO spoke on solar energy and informed the participants of opportunities on how they too could access this. In addition, UNIDO

informed the young men and women about a new Solar Energy College Institute which intends to train installation and operations specialists to be based in rural areas.

*Results:*

In a changing world, leadership is exceptionally important to keep rural communities thriving. However, with changes come opportunities for growth as well as all other areas of concern. Participants from the UN Joint Vision 2010 Leadership Forums agreed that the leadership forum had indeed enhanced their knowledge of global issues and best practices to address some of these issues. Pre and post forum assessment showed that participants were now more aware of the global issues highlighted by the various UN presenters that could impact leadership and communities. However, they emphasized that to maintain the health, sustainability, vibrancy and well-being of their communities there is a need to develop current and emerging leaders.

The following also resulted from the forums;

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

In addition to the results, the following recommendations were made;

- On the role of women, participants agreed that women's role in agriculture is well accepted nationally; the aftermath of the war and increasing out-migration from rural communities of youth has led to an increase in feminization in agriculture sector. However, majority of women do not have ownership over land and other means of production. Therefore, women are not recognized as autonomous farmers and their participation is limited to the production and not on ownership and decision. This lack of access undermines women's entrepreneurship competence and leadership position. Also, national policy provisions are subtle in the inclusion of women in the production and market processes. However, access to necessary means of production such as land, credit, information, technology are either very limited or isolated even when efforts are made. There is, therefore, a dire need for reorientation of the understanding of inclusive agricultural development where women's leadership is recognized and ensured.
- On rural human resources, a key issue raised by participants is the need to expose community leaders to empowerment initiatives. They urge UN agencies to invest in human infrastructure in the rural communities. People are a community's most essential resource, without which development cannot happen. Community and organization leaders must be well prepared with broad-based knowledge and leadership skills and understanding to participate in local, provincial, national and international discussions. Rural communities need resources to develop the capacity of their people to meet current economic challenges, and capitalize on new opportunities.
- On emphasising youth development, it was quite evident that the young people (those who met the selection criteria) were more engaged and better suited to benefit and articulate the goals and objectives of the Joint Vision Training Forum. This observation suggests that there is a need for more engagement in leadership and empowerment opportunities for young people in Sierra Leone. Furthermore, there ought to be an adequate and effective oversight mechanism that would ensure that when young people are provided opportunities for empowerment that the program beneficiary is consistent with the target population.
- On a monitoring culture, a peer mentoring system and the introduction of a culture of monitoring,

evaluation, self-assessment and accountability is needed. During the visioning exercise, much was said about monitoring of NGOs and other organizations but monitoring did not feature in the community project proposals that were developed

- On team building and promotion of national identity, there was overwhelming evidence from the evaluation participants had a strong sense of pride for Sierra Leone. On the pre-evaluation questionnaire 34 of 35 respondents attest that they are proud to be Sierra Leoneans (see Annex, figure #4). And in a related question “I would rather live abroad than in Sierra Leone” (Question 2D), 21 of the 35 respondents on the pre-evaluation questionnaire either disagreed or strongly disagreed (see Annex, figure #5) while on the post-evaluation 26 of 35 disagreed or strongly disagreed (see Annex, figure #6), showing a slight but important evidence of growth in participants appreciation for their nationality.

Notwithstanding the positive outputs, there was a concern during the visioning activity that suggests that there is need for more team building, national unity, consensus and capacity building effort to assist the young people in actualizing their vision for Sierra Leone. The need for this type of engagement was made obvious when some group members quarrelled over the site (in what particular region of Sierra Leone) to be selected for their group project. It was evident that some group members were concerned about regionalizing their intervention strategies rather than the preferred interest for nation building and development of national identity. Moreover, members could have also reached a more viable solution if they had employed a better approach to decision-making, grounded in objectivity, inclusiveness and consensus building.

### *iii) Empowering PLHIV – Support Groups in Rural Settings – UNAIDS*

#### *Project Objective:*

The purpose of the project was to empower and accelerate the socio-economic self-sufficiency of existing PLHIV (People living with HIV) Support Groups within Rural Communities through improved employment opportunities and income generating activities fitting in with and making use of local resources. In line with the UN Joint Vision for Sierra Leone (Strategic UN Framework for Sierra Leone) the project was guided by the UN Joint Vision benchmarks of the JV programme priority Integrating Rural Areas.

It is also important to note that in line with UNAIDS mandate to support the Three Ones Principles, the Project worked within existing national frameworks on HIV including: One Policy Framework; One Coordinating Mechanism and One Monitoring and Evaluation system; in particular guided by the National Strategic Plan on HIV/AIDS 2006-2010 objective 9.1: Improve the capacity of families (boys, girls, women and men) and communities to provide care and support for PLHIV.

The project involved a two-track approach, on the one hand providing direct seed funds for income generating and livelihood activities, on the other hand, identified PLHIV Support Groups were supported with appropriate administrative training and their capacities strengthened with proper management and implementation skills. More specifically the project deliverables include:

- Eight PLHIV Support Groups (40 people) trained in administrative, financial and operational management
- Eight PLHIV Support Groups (40 people) located nationwide provided with direct seed funds for income generating activities

Against both the project deliverables and the overall guiding objectives the intended outcomes for the project included:

- Outcome 1: PLHIV Family income increased by 40% in real terms

- Outcome 2: Enhanced knowledge/skills of PLHIV in administrative, financial and operational management

*Financial and Human Resources:*

All funding allocated to support this project was from received through the Sierra Leone MDTF. Due to administrative procedures required by UNAIDS HQ to facilitate transfer of funds from the MDTF Office through UNAIDS HQ to the UNAIDS Country Office (UCO), the funds transfer took a prolonged period of time. The UCO first informed UNAIDS HQ of the funds transfer on 2 July 2010, but following a number of protracted procedures the funds did not actually arrive in country until 16 September 2010, which presented some challenges for full implementation within the agreed time period (31 December 2010). In keeping with enhancing the capacity and greater involvement of NETHIPS (The Network of HIV Positives in Sierra Leone), the project was designed that NETHIPS would act as the principal recipient of the funds.

Resources were allocated towards a national project coordinator. This was critical as the newly established project required constant supervision and support including field trips, phone calls, etc. the project coordinator provided this support as they are directly focused on facilitating the effective implementation of the project. Resources were also allocated to support capacity trainings of sub-recipients (Eight PLHIV Support Groups) with appropriate skills to support project implementation. Funds were also allocated to support NETHIPS logistic and administrative cost in facilitating project implementation. From previous experience the UCO had found that without such support NETHIPS ability to implement, monitor and supervise the project may be compromised, the UCO was also aware that as principal recipient NETHIPS increased responsibility necessitated full support and leverage to be wholly committed to the successful implementation of the project.

*Implementation and Monitoring:*

The project was managed under the overall coordinating responsibility of the UNAIDS Country Office (UCO) in close collaboration with the National AIDS Secretariat. Both the development and implementation of the project was conducted in partnership with the Executive of the Network of HIV Positives in Sierra Leone (NETHIPS).

A national project coordinator was recruited by NETHIPS to support project implementation in particular on-going supervision support for sub-recipients (the coordinator has submitted 2 progress reports and is in the process of completing a full 'end of cycle' project report. As per the TOR the National Coordinator was responsible to:

- Undertake Consultative Meetings with each of the individual PLHIV Support groups (identified as sub-recipients) and develop a baseline assessment to guide the implementation the livelihoods programmes
- Assist with necessary procurement for programme equipment, supplies and services
- Provide administrative/logistical support for meetings, field trips, workshops etc.
- Provide on-going support in identifying capacity challenges and corresponding capacity building activities for programme sub-recipients (administrative and financial)
- Contribute to the production of mid-term and final programme reports to UNAIDS Country Office

The national coordinator experienced in both livelihood activities and working with PLHIV proved to be very effective in performing the responsibilities as per the TOR, in particular by undertaking on-going field visits with findings and recommendations he reported back to NETHIPS and UNAIDS.

As part of UNAIDS mandate to strengthen multi-sector partnership and utilize comparative advantage, a link was merged between The Business Coalition on AIDS in Sierra Leone (BCAASL) and NETHIPS

with the aim of providing technical assistance and expert guidance to NETHIPS on the overall project implementation and on-going monitoring and evaluation, more specifically BCAASL support focused on:

- Technical guidance for the proposal (Market study i.e. what will or won't work, production planning, materials/equipment required, capital cost/financial planning, operating costs etc.)
- Technical guidance to the principal recipient (NETHIPS) on monitoring and supervision of small grants aimed at livelihood activities for vulnerable populations such as People living with HIV
- Technical guidance identifying appropriate activities considering the market dynamics and local resources (Agricultural production, Processing, Handicraft, Commercial activities)

To initiate the process BCAASL advised NETHIPS to conduct an assessment of each of the identified eight PLHIV support groups, collecting the relevant data to serve as a baseline for designing their respective livelihood activities work-plans, this activity was completed by NETHIPS with support from the project coordinator.

The UNAIDS Country office took overall responsibility for the monitoring and evaluation of the project. To begin with an 'inception report' outlining key actions, partners, timelines, disbursement of funds, site visits, was developed by NETHIPS and the project coordinator and then shared with the UCO. Throughout the project the coordinator (as per the TOR) shared monthly reports on the status of the livelihood activities to UNAIDS and the NETHIPS Executive. A Final project report has yet to be completed by the coordinator and NETHIPS, to be validated by UNAIDS and shared with key partners including the Joint UN Team on AIDS, National AIDS Secretariat and the Expanded Technical Working Group on AIDS

Monthly field supervision visits were carried out by the project coordinator although sometimes more frequent particularly to those groups experiencing some challenges with implementation. Two supervision visits were conducted by UCO staff accompanied by NETHIPS to each of the PLHIV Support Groups and partners. It is important to note that while conducting the supervision visits both the coordinator NETHIPS and UNAIDS would also spend time advocating and engaging at district level with traditional authorities to facilitate smooth progress of implementation.

To attempt to measure the impact of the project interventions a basic baseline assessment was conducted prior to implementation for the 8 PLHIV Support Groups. The assessment conducted by NETHIPS with support from the coordinator aimed to capture each individual beneficiary's income and skills level prior to implementation of the project. A final follow up assessment is to be completed following the end of the project cycle (31 March 2011).

*Results:*

With regard to the overall project deliverable – eight PLHIV Support Groups (40 people) located nationwide provided with direct seed funds for income generating activities – this deliverable was successfully completed as each of the eight PLHIV Support Groups received direct seed funds for income generating and livelihood activities.

- No. of beneficiaries in receipt of direct seed funds: 120
- Total amount of funds distributed: \$84,000

However, with regard to these project deliverables, two points must be clarified: Firstly, at project inception, it was estimated that approximately five people from each Support Group would directly benefit from the seed funds as this would be the average number of members per livelihood activity. However, during the consultative meetings it became apparent that one activity per group would not be enough; indeed members advocated for three activities per group. Such demands generally stemmed from



cliques of existing group members associated through either village or family connections. Furthermore, the women were adamant about undertaking livelihood activities, which they found better suited for them. They expressed reluctance to undertake any collective livelihood activities with men.

Given that the underlying drive of this project was greater involvement of PLHIV, their self-sufficiency and self-determination, it was agreed to distribute the seed funds across a maximum of three activities per support group, although no activity could be undertaken by one person alone there must be a least three persons involved. Subsequently four Support Groups initiated three activities for their groups while the remaining four Support Groups initiated two activities per group. This slight shift in project implementation meant that instead of the original estimated 40 individual beneficiaries there is now approximately 120 individual beneficiaries. But the question remains on how much the 120 individuals benefitted from the project interventions and this leads us on to our second project output.

PLHIV family income increased by 40 per cent in real terms:

- The target of a 40 per cent increase in family income in real terms was determined through consultations with sister agencies who have considerable experience in income generating income generating activities in Sierra Leone. However, a critical early finding of the project indicates that most PLHIV support groups consider farming, specifically growing food crops and animal husbandry, as a good, if not the most feasible livelihood activity, as these livelihood activities determine their direct access to food as well as their capacity to purchase food for their household members.
- This is an important insight for the UCO and NETHIPS for future design and support to such a project, while originally the PLHIV Support Groups articulated the need for sustainable income generation activities and effective market linkages for them to generate disposal income, when it came to choosing the activity the majority opted for some form of farming, agriculture or animal husbandry. Although all activities can generate disposal income the field reports show that issues of food security and nutritional needs take precedence over immediate income generation.
- Nevertheless, a number of Support Groups have engaged in trading / retailing by opening provision shops, a bakery and motorbike (taxi service) although these activities provided more opportunity to increase income, they are all capital intensive at this early stage hence the stores and taxi service are obliged to return the bulk of their takings to replenish the Support Group account.
- In addition, due to the protracted process of receiving the funds in-country (the sub-recipients did not actually receive the seed funds until October 2010) to obtain a more accurate assessment of an increase in income for sub-recipients we require more time, and should be better placed when completing the final assessment (March 31st 2011) to provide more comprehensive data against our performance indicator.

Percentage of PLHIV with increased income over a 6-month period:

- This outcome will require more time for accurate assessment.

Enhanced knowledge/skills of PLHIV in administrative, financial and operational management:

- Key to the project's success is the training of sub-recipients with focus on administrative training, financial management and implementation skills. Recognizing that for most of the sub-recipients it is their first time undertaking a livelihood activity, therefore in order to facilitate and significantly increase their capacity to manage and implement the project they must be supported with relevant training to enhance their skills in this area.

To date, every report received from the sub-recipients has highlighted the value of the training in helping to facilitate their livelihood activities as understanding the basic concepts has brought confidence to the group in dealing with partners, buyers, traders etc. In addition the tools and systems of book-keeping, sales records etc. has significantly helped to limit tensions or conflict between the group's members as it can be referred to as the overarching guiding system. At the supervisory monitoring visits this point has been raised by sub-recipients who are requesting for further trainings.

iv) **Community Empowerment to Reduce Gender-Based Violence and Maternal Health Complication – UNFPA**

*Project Objective:*

The developmental goal of the project is to improve the capacity community stakeholders, particularly traditional birth attendants and key male partners in the prevention of GBV and MMR in the rural communities. The project has two outcomes:

1. Enhanced reduction in GBV Maternal Health Complications occurrences; and
2. Male involvement in the Prevention and Management of GBV and MMR enhanced.

*Financial and Human Resources:*

The total amount of money received from the Sierra Leone MDTF for the Gender-Based Violence activities is \$158,400. The funds were allocated to the project activities in line with the approved project budget and document to conduct training, sensitization on GBV and maternal mortality related matters, and monitoring of the implementation. The project was implemented over the six months duration.

The implementation of this project was facilitated by two National Programme Officers, one from the Gender and Sexual Reproductive Health Rights Component, and another from the Reproductive Health Rights Component with technical backup support from the Gender Affairs national Officer from UNIPSIL. Two national finance staff provided support in the areas of financial disbursement and management. There was technical guidance by two international Staff (the Representative, and Coordinator of the UN programme in the Country Office), particularly on having a focus on the expected results and reporting details. The two Regional Gender Officers in the South and Northern Regional were the lead persons that facilitated the actual implementation in the communities, beginning from planning to mobilization of the participants and civil society organizations.

*Implementation and Monitoring:*

- Planning meetings: Stakeholders planning meetings were held in districts of implementation, bringing together regional government relevant Ministries, Departments and agencies, local councils, CSOs and traditional and religious leaders. The planning meetings informed all the stakeholders about the purpose of the community empowerment program, discussed and agreed on implementation modalities.
- Training: Trainings on the Prevention and community response to GBV and promoting maternal health was conducted for about 500 TBAs in the districts of Bo, Bombali and Koinadugu respectively, and the Western Rural Area.
- Support with outreach items: The chiefdom community advocacy groups were supported with outreach and advocacy materials such as: MP3 VCD/CD players, megaphones, torch lights, batteries and advocacy compact discs.

- Support to community advocacy programmes: financial support was provided through the Ministry of Social Welfare, Gender and Children's Affairs and CSOs. Community door-to-door sensitization was carried out by the trained and established advocacy groups.
- Sensitization forum for Traditional and Religious Leaders: Over 100 Traditional and religious leaders were sensitized on GBV and the implications for maternal health.
- Monitoring: The Gender Regional Officers in collaboration with the District Medical Health Teams are leading the monitoring of the implementation by the advocacy groups in the communities. The UNFPA office receives reports from the Regional Gender Officers and is also in contact with the community groups and CSOs on the progress of the pilot programme.

*Results:*

The project has attained the following results:

- 63 community advocacy and mobilization groups formed and currently engaged in community sensitization on preventing GBV and promoting maternal health;
- About 500 community stakeholders' knowledge of GBV prevention and management and maternal health promotion enhanced;
- Communities involvement and commitment in the prevention of GBV, including reduction on the practice of Female Genital Cutting and maternal complications and deaths mobilised and enhanced; and
- About ten cases of fistula were reported for treatment.

v) **Solar Powered Business Information and Communication Platforms – UNIDO**

*Project Objective:*

This project aimed to contribute to the efforts of providing wide economic and social opportunities by means of a Solar-powered Business Information and Communication (BIC) platform that would 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, charging solar lanterns for domestic use at homes, and charging of mobile phones. The selected locations for the intervention were the respective UNIDO-supported Growth Centre facilities in Binkolo, Bo, Pujehun, Kpandebu, Koindu and Newton.

*Financial and Human Resources:*

The total amount of money received from MDTF was \$158,000. As considerable time was needed to rewrite the project document into UNIDO's format as well as to pass it through the required three-stage approval process, actual implementation of the project was initiated three months later in October 2010.

One national consultant (Solar Expert) was recruited to work with the international consultant to develop required installation design, based on structural plans of each centre as well as actual installation of solar system and appliances, and training of operators for the system. One project manager was hired to oversee project implementation; one ITC expert to carryout installation and establishment of BIC Information and communication at each centre, and to support monitoring of platform operations. These two national staff were paid from other UNIDO projects. UNIDO recruited one international consultant who worked with a staff from UNIDO HQ in Vienna to undertake initial assessment and to develop design for subsequent installation.

### *Implementation and Monitoring:*

The project was implemented by both national and international staff, under the supervision of the HQ staff and the direct supervision of the UNIDO Head of Operations in Sierra Leone. Following the field assessment, the design for solar installations was developed based on a structural plan for each centre.

Procurement was done according to UNIDO's standard procedures for decentralised procurement, based on the technical specifications for appliances and solar equipment provided by the experts. All items were supplied locally so as to facilitate post-installation care and maintenance.

Regular consultations were held with Government counterparts and local community stakeholders to foster support and collaboration for successful implementation of the project. With regards monitoring arrangements, the Growth Centres each have a local management committee (with representatives from Government, civil society, local community) which serves as principal adviser and field monitor. The UNIDO work team conducted periodic field visits before, during and after installation of the solar-powered systems. In addition, each centre has a manager that assists in the day to day operations of the solar equipment and appliances to ensure long-term sustainability.

### *Results:*

- Installation of equipment and appliances: The installation of solar system and powered equipment (computers, freezer, fans, audio visual equipment and lighting facilities) is complete for four out of six centres and are fully operational.
- Community-wide access to information: As a direct result from the establishment of the solar-powered BIC platforms, there has been a massive community-wide attraction to the centre for access to computer and audio-visual training in/exposure to sports for development, HIV/AIDS awareness, non-gender based violence, and other cross-cutting themes. Nearly three thousand youths and community members now visit these (four) rural centres each week to access the installed BIC facilities.
- Sense of empowerment: This new 'rural attraction' not only represents a market opportunity of the growth centres, but adds a sense of empowerment, feeling of enlightenment and active engagement of the local populace with global trends. At the Binkolo Growth Centre for instance, a key observation is the limit in the movement of youth and community members to the city of Makeni as they can now come to the centre to access and use the BIC facilities/service instead of going to Makeni city.
- Computer literacy and continuing education: The internet connection to aid networking with other centre BIC platforms is yet to be met. This is mainly because an effective server system is yet to be provided nationwide. The available Modem device provided by the cell phone companies is deemed slow and inadequate to run such service. So far operation of the BIC is limited to training of beneficiaries in the use of basic Microsoft Office packages to achieve basic computer literacy. In this regard, it is anticipated that many more youth and women will become computer literate, thereby exposing them to educational and social opportunities.

The accomplishment of the activities within this project has also helped local authorities and centre managers regain confidence once lost in the operational viability of the centres. This was demonstrated by the high level of interest, commitment, support and participation in the project and other centre activities.

vi) *Supporting Rural Women in Capacity Building through leadership skills training and community development – UN Women*

*Project Objective:*

UN Women's contribution to the programme was particularly aimed at increasing and improving rural women's community involvement and access to local government forums. Women who occupy an inferior status in these rural communities are more marginalized and experience a higher degree of discrimination, exclusion and abuse than women in urban areas. Being largely governed under customary laws (which are mostly unwritten) whose fundamental principle is men's superiority over women; women are discriminated against in the economic, social as well as the political spheres. They are excluded from decision making processes and discriminated against in land ownership and thus inhibiting their economic capacities.

The expected outcomes/objectives of the project were: i) increased rural women's community involvement and access to local government forums; and ii) improved dialogue and cooperation of rural women and councillors on development programs at all levels.

The project's main outputs include:

- Financial and technical support to rural women's organizations provided;
- Support to 100 rural women leaders from across the country to attend leadership skills training provided; and
- 14 district women's town hall meetings on community development programs and women's involvement organized and supported

*Financial and Human Resources:*

The implementation of some of the activities in this project has experienced serious challenges in the area of bureaucracy in the transfer of funds from the headquarters through the regional office and country office. There have also been recorded incidences of bottle necks with partners agreeing with contents of agency agreement for the implementation of projects. For example there was delay with parliament signing the agreement on behalf of the Female Parliamentary Caucus, because they could not agree with the clauses on financial management and auditing in the UN Women Letter of Agreement. There is need for better coordination and understanding with partners to avoid delays in implementation.

The National Programme Officer for UN Women (national staff) had the responsibility to engage with implementing partners for the successful implementation of the project. The Country Programme Manager for UN Women (international staff) provided the general guidance and oversight of the project and its successful implementation.

*Implementation and Monitoring:*

The programme was implemented in rural communities nation-wide. UN Women partnered with the Female Parliamentary Caucus and the Council of Women Councillors (CWC). The former will, through UN Women support organize women's town hall meetings on community development programmes countrywide. The CWC had organised women's leadership training for CWC members and other women leaders in two clusters of seven districts each in Makeni and Bo. The leadership skills training of about 100 rural women's leaders were organized by Council of Women Councillors with financial and technical support from UN Women. This involved the hiring of qualified training consultants who carried out the training of target beneficiaries.

UN Women UN Women also collaborated with FAO who supported ward committee members for the leadership training. In addition, UN Women partnered with NGOs to carry out Agricultural/life skills training for rural young women to improve their living standard and for sustainable income generating

activities. Support was directed towards procurement of agricultural materials for training of young rural women in the processing and marketing of local food produce.

Furthermore, UN Women provided technical support to the Council of Women Councillors in the organization of the leadership training and witnessed both trainings in the North and South regions. The other activities supported under this project (14 district Women's Town hall meetings on community development programs and women's involvement and livelihood support skills for young rural women) are on-going. These activities will be jointly monitored by UN Women, the district councils and the partners. An M&E plan has been developed for these projects which are based on inputs/outputs model.

*Results:*

UN Women partnered with Council of Women Councillors and FAO to conduct a leadership skills training programme for women councillors and other women leaders in urban and rural communities so as to increase their representation and meaningful participation in decision-making processes in their respective communities. This activity targeted over one hundred women leaders. The training was planned to: i) educate women leaders (CWC) on their respective roles as leaders and how to foster participation and inclusion in decision making processes in their respective localities and at national level; ii) empower women leaders at the local level with relevant techniques such as advocacy/negotiation skills, communication skills, and skills in conducting meetings which will enable them to scale up into higher levels of leadership roles within the governance context in Sierra Leone; and iii) engender women representatives in rural and urban communities to understand the concept of good governance and be able to mainstream gender issues in all development efforts undertaken within their localities.

The training was conducted in two locations: Makeni (for participants from all districts in the Northern Province and Western area) and Bo (for participants in all districts from the southern and Eastern Province). Participants included Women councillors, Female ward committee members and other women leaders, a total of about one hundred women benefited from this leadership training.

Participants at this training had the opportunity to understand in-depth the concept of leadership, communications and its various elements. They learnt about proposal writing, the concept of good governance and the roles/functions of the respective district council officials. At the end of the training, most councillors expressed keen interest in scaling up to higher political positions like becoming Members of Parliament, while others were interested in becoming ministers in the near future. CWC members returned to their communities and held meetings to disseminate all that they have learnt from the training.

The major delays noted in the implementation of this project have been due to the bureaucracy in the disbursement of funds from the UN Women headquarters, through the regional office and the clarification on letters of Agreement especially with government partners.

UN Women have collaborated with government partners, such as the council of women councillors, female parliamentarian caucus, NGO and UN agencies (FAO) to carry out the training for the council of women councillors, ward committees and other local women leaders. The success of this project is built on a longstanding partnership between UN Women and CWCs, this project is complementing an on-going UN Women support to CWC and Female parliamentarians through the Italian grant funds which supported capacity building visits of the CWC and SLFPAC to South Africa and Rwanda respectively. The capacity building tour by the female politicians supported them to acquire knowledge, skills and expertise on being effective change agents in their respective communities and further exposed them to the broader gender issues in governance and decision making.

### 3.4.5. Joint Vision Programme 19: Youth Development and Employment

Table 3.4.5 Joint Vision Programme 19: Youth Development and Employment			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNDP	Youth Employment and Empowerment	594,000	95.6%
ILO	Quick Impact Employment Creation for Youth through Labour Based Public Works	1,485,000	43.1%
UNIDO	Strengthening the Agro-Industrial Growth Centres for Income Generation and Youth Employment	297,000	56.1%
UNAIDS	HIV in the Workplace Programmes integrated into Infrastructure projects	25,740	57.8%
UNFPA	Integrating Youth sexual Reproductive Health into Empowerment Programme	25,740	99.5%
<b>Total</b>		<b>2,427,480</b>	<b>58.3%</b>

As of 31 December 2010, the DEPAC had allocated \$2,427,480 to Joint Vision Programme 19: Youth Development and Employment, with five projects implemented by UNDP, ILO, UNIDO, UNAIDS and UNFPA. Overall, for all five projects, Participating Organizations reported 58.3 per cent financial implementation rate as of the end of the reporting period.

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

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

##### *Project Objective:*

To foster an environment to generate further market-driven employment opportunities for youth through opportunity mapping, the conduct of youth research, support to the establishment of a National Youth Commission and support to youth in the transition from school to work.

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

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

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

*Financial and Human Resources:*

All funding allocated to support this project was received through the Sierra Leone MDTF. Under Joint Vision Programme 19's Youth Development and Employment component, UNDP was allocated \$594,000, which was exhausted by the end of 2010.

The proposal budgeted for two project coordinators. However, the plan was modified to allocate the funds to complement Deliverable 2. Funded by other resources, the project was managed by the UNV Programme Manager (international) jointly with a Programme Officer (national) and an M&E Officer (national) at the Ministry of Youth Employment and Sports (MYES) and two project volunteers (international).

*Implementation and Monitoring:*

All implementation was jointly undertaken by the Youth Employment Scheme (YES) Secretariat under the MYES with other key stakeholders. UNDP provided strategic guidance, coordination and mobilization of various partners and managed the financial and logistic operation while the YES Secretariat designed activities for implementation with partners.

Engaging key players for activity design and decision making, each project contributed to the strengthening of existing national initiatives and increased ownership of the respective projects. To ensure the transparency of procurement and financial processes, UNDP's operational regulations were applied for all procurement and fund disbursement procedures. Monitoring of projects was done jointly by the YES M&E Unit and key partners.

In 2010, monitoring of the refurbishment of NAYCOM and the premise of the Career Advisory and Placement Service (CAPS) Centre at the FBC (Deliverables 1 & 4) was regularly carried out and validation workshops for the reach conducted (Deliverables 3 & 4) were held upon submission of the first draft to UNDP for the quality control of results with other stakeholders. M&E visits to the TECVOC Training Institutions were conducted by the YES M&E Unit as part of the regular programme monitoring system. All reports (including M&E field visit reports and construction progress reports) produced present tangible results of these M&E exercises.

*Results:*

With regard to the targeted project deliverables, the following was achieved during 2010:

1. Procurement of office equipment/facilities for NAYCOM's main office completed;
2. TECVOC Skills Development Training Programme extended to 1,530 students;
3. District Based Opportunity Mapping report covering five districts as a pilot produced;
4. Establishment of a CAPS Centre at FBC campus as a pilot;
5. Research on youth employment approaches and initiatives completed.



**Deliverable 1)** was targeted based on the government plan to complete the establishment of NAYCOM's main office in Freetown and regional offices in 2010. In August 2010, the government identified the main office and appointed board members in September. Identification of the regional office premises and design of the staff structure for the regional offices, however, has not progressed. Thus, based on an agreement with the MYES, the funds were reallocated to procure office space and equipment for NAYCOM's main office in Freetown. The procurement has been completed and all items were handed over to the MYES and YES. Utilizing other resources, the refurbishment work began in November 2010 and the office is expected to be fully operational by April 2011.

**Deliverable 2)** aims to strengthen the existing TECVOC Skills Development Programme supported by the PBF and Basket Fund. The programme was proposed by the MYES in 2008 and approved by the National Inter-Ministerial Steering Committee in March 2009 with two main components: i) to procure upgraded vocational training tools and equipment, and ii) to sponsor 1,530 students for one year in five districts. The DaO resources supported the extension of the practical training duration for an additional six months to ensure the higher quality of skills learned and retained by the students. The trainees began generating income through services and products that they produced, particularly in catering, hairdressing, tailoring and carpentry. The average income that the students generated in 2010 was approximately 40,000 Leones (\$10) per student per week. It greatly benefited youth to earn own income and to procure materials to continue their business activities. The TECVOC programme, therefore, supported youth in providing theoretical and practical coursework as well as on-the-job training opportunities to develop their entrepreneurship skills.

**Deliverable 3)** was aimed at enhancing the capacity of District Youth Officers to play a coordination role in the establishment of district-based Employment Opportunity Networks (EONs). An EON is a database for youth to access much needed information on employment and opportunities for their business initiation and expansion. To establish the EONs, a Business Opportunity Mapping Training was conducted by the MOFED for Youth Officers and youth representatives from all the chiefdoms in the five pilot districts, Bombali, Bo, Kenema, Kailahun, and Koinadugu, between 13 and 22 September 2010. The module was developed based on the training methodology (Strategic Planning and Action Process Methodology) which was utilized to develop the second Poverty Reduction Strategy Paper (PRSP II). To conduct the participatory opportunity mapping, two youth from each chiefdom were identified to be trainee data collectors. A total of 167 youth participated in this pilot training from the five districts. The District Youth Officers were the district coordinators the exercise. The mapping exercise was successfully conducted in October and November 2010 and the validation workshops were held in Makeni, Bo and Kenema between 13 and 15 December with participants from the District Councils (30 participants per district) including the District Development Officer, District Agriculture Officer and District Youth Officer. The final District Based Opportunity Mapping report of the District will be officially launched and disseminated among youth at the district level in March 2011.

**Deliverable 4)** established a CAPS Centre at two universities, Fourah Bay College in Freetown and Njala University in Bo district. Both universities are taking full ownership and leadership of the CAPS Centres. A CAPS management team was established at the University which consisted of a Manager, Career Guidance Counsellor, Recruitment & Job Placement Officer, HR Employment Liaison, ICT Support Officer and a Finance & Admin Officer. The Management Team completed the Annual Business Plan which includes a sustainability plan to continue support following the end of UNDP's one year commitment. Refurbishment of the CAPS Centre premises at both universities, the procurement and installation of all office equipment have been completed. The CAPS Advisor will begin work in February 2011 to operationalize the services of the Centre.

**Deliverable 5)** was to conduct an impact assessment of the Youth Enterprise Development (YED) projects, implemented by 17 partners over 2009 and 2010, with the following objectives:

- To assess the impact of completed projects as to employment created and livelihoods improved;
- To assess the impact of completed projects in individual life of youth beneficiaries, communities and local business market;
- To identify best practices on project designs as well as intervention approaches;
- To identify lesson learnt on project designs as well as intervention approaches;
- To analyse the factors of success and un-success on project outcomes;
- To assess the linkage between labour supply and market demand on each project;
- To conduct gap analysis on institutional arrangement and intervention strategies.

An external consultant conducted an impact assessment between October and December 2010. Overall, the assessment found that the projects had a substantial effect on the lives of the 10,300 youth involved. The income of the beneficiaries was increased, on average, by more than 200 per cent. Communities reported that this income increase improved their food security and the likelihood that they could afford school fees. Over 70 per cent of the respondents reported that the projects had made a significant difference in their lives; only one per cent of beneficiaries reported receiving no benefits at all. Overall, nearly all respondents (99 per cent) reported having more hope for the future. UNDP will share the results and disseminate the best practice project approaches with various partners. Moreover, UNDP's new programme for 2011-2012 will be implemented with emphasis on the results of the assessment which commended employment programmes as an entry point to restructure and operationalize local development structures and to promote mind-set change from an individual orientation to a group approach to strengthen business teams.

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

*Project Objective:*

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

Among the project's key deliverables are:

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

*Financial and Human Resources:*

The project was allocated \$1,485,000 under the Sierra Leone MDTF and was originally scheduled to run for six months, with an estimated start date of June 2010. Due to administrative delays, however, it did not start until October 2010. In view of the delay, at the end of December 2010, the ILO requested and received a no-cost extension from the office of the ERSG on behalf of the DEPAC co-chairs. The project, therefore, is expected to run until the end of March 2011. The project has had its full complement of staff made up of a chief technical advisor and a training advisor; two national professionals; a project secretary and two drivers. Provision was made for the use of consultants should the need arise.

*Implementation and Monitoring:*

The labour-based method implies the use of labour, as a primary resource, supported by compatible light equipment for the construction, rehabilitation and maintenance of infrastructure works. It is also applicable in agriculture and other related areas where labour can be economically utilised to achieve

the desired results. Some of its advantages over the conventional capital-intensive or equipment intensive method are:

- Utilises local unskilled labour effectively providing 3-5 times more employment opportunities.
- Results in 10-30% savings in financial terms.
- Conserves foreign exchange by 50-60%.
- 40-60% of the total cost of infrastructure is spent on wages, which impacts positively on the rural economy.
- Encourages the bottom-up approach by providing an opportunity for the rural populace to be involved in development.
- Can create a pool of men and women who can undertake maintenance of the facilities.

Some of the earlier misinformation of the method as inferior technology has since been disproven as it has been shown to achieve the desired quality standards and specifications. It is not a “labour only” method as it only recommends the use of labour, where it is the most economically feasible alternative.

*Results:*

It may be premature for the Project to be evaluated only after two effective months. However, the achievements within this period are indicative of the potential of the labour based public works method in Sierra Leone. The following outputs were achieved:

*Contractor Training:* A refresher course was organized for five, small-scale contracting firms that had earlier been trained in the country in the 90s by ILO. They have not had much opportunity to practice after their training. Each firm was represented in the course by its Managing Director (MD) and two supervisors making a total of five MDs and ten supervisors. Each firm was awarded a trial contract to rehabilitate a feeder road of about 1.5-2.0 km, including construction of drainage structures. The names of the feeder roads and the contractors are presented below.

In addition, another set of five contractors, who had never been trained on labour-based methods was selected for training. However, considering the short time available to the end of the Project in December, 2010, they could only be trained on minor drainage works for feeder roads (pipe culverts and drifts). The standard ILO training for supervisors takes about four months but less than two months were available. Their training will be completed in the first quarter of 2011, depending on the availability of funds. Each of the five firms was represented by the MD and two supervisors, as in the first case. After the classroom training, they were awarded drainage contracts. The list of contracting firms and the culverts are listed below.

*Job Creation:* One of the primary objectives of QIEC Project is to create immediate employment opportunities for the rural communities. Prior to the commencement of the work, a labour availability survey was conducted, which not only showed that the labour was available but that the people were willing to work in the construction site. It was also revealed that there were no religious or cultural inhibitions that prevent men and women from working together nor was there any problem with women working on a construction site. The men also had no problem with earning equal wages with the women.

Discussions were held with the community youths and the contractors, at the various communities through which the selected roads traverse, before construction started. This made it possible to have a harmonious relationship all through the period. Based on the above, each of the five contractors on rehabilitation was able to build up labour to 65 making a total of 325 unskilled persons employed. However, this is far from the potential in feeder road rehabilitation, where labour can be built up to 120 – 150 per contractor. Labour could not be built up as possible because the Project was phased according to availability of funds. Thus the first phase could not accommodate gravelling, which was introduced only

during the second phase. If it had been included in the first phase, all the activities would have been going on simultaneously, requiring more labour.

*Wages:* An analysis of the records kept by the contractors shows that during the first phase, a total of Le 366,806,931 (about \$90,000) was paid to the contractors for the trial contracts out of which Le 121,532,000 (about \$30,000 or 33 per cent) constituted wages. During the second phase, a total of Le 212,662,703 (about \$52,000) was paid to the contractors out of which they used Le 85,036,000 (about \$21,000 or 40 per cent) to pay wages. It was not possible to assess the impact of injecting large financial resources into the local economy within the limited area coverage. However, it is clear that the effect would be significantly positive.

#### *Training of Engineers*

As part of its strategy, the Project has trained engineers drawn from SLRA (2), NaCSA (1), Ministry of Agriculture, Forestry and Food Security (2), Makeni City Council (1) and Bombali District Council (1). In addition, two nationals recently recruited by the Project, also participated in the training. This is only the first set of trainees. The Project proposes to build up adequate institutional capacity in the country before it comes to an end.

*Equipping the contractors:* As part of the support for the contractors after their training, each of them will receive a pedestrian roller, one tractor and two trailers, worth about \$43,000, on a revolving loan basis. The contractors can only pay for this set of equipment if jobs can be guaranteed to them. The equipment is expected before the end of January 2011. Roughly calculated, each contractor should be able to get 20 – 25 km of feeder road for rehabilitation, and to be able to pay back the loan and make it possible for more contractors to acquire their own equipment. The trained contractors should be able to complete the 20 – 25km within two years.

*Synergy with other UN Agencies:* In the spirit of Delivering-as-One, QIEC has sought synergies amongst UN agencies to achieve greater impact. For example, the collaborating with UNIDO aims to enhance the value chain through its support to the Binkolo Growth Centre. One of the problems of the Centre is the poor access experienced by its suppliers of raw materials. QIEC Project has rehabilitated one of the feeder roads and has constructed culverts on two others in the area; it is hoped that the rehabilitated road will be extended while those on which culverts have been built, will also be rehabilitated. All these are subject to availability of funds.

*Other Socio-economic Benefits:* When the implementation of the trial contracts commenced, youths and parents in the communities started sending messages to their children and siblings in Freetown to start coming home as work was now available. However, this was not encouraged as the Project was only at the Pilot phase and its funding situation was not certain. It was clear that the number of returnees would have far exceeded the labour requirements for the Pilot phase and may create disappointment for the returnees.

Where possible, ILO encourages labour-based to work together with Local Economic Development (LED) and this association has been found to catalyse the development of the rural dwellers. It has not been possible to undertake this in this Project (although it was planned and a document produced for it), due to lack of funds. The project has received requests from communities to extend the roads to them. Only one community's (Rosint) such request could be satisfied because the road alignment passed through the village.

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

*Project Objective:*

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

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

*Financial and Human Resources:*

Besides the \$297,000, no additional financial resources were given to the project, but UNIDO did provided in-kind contributions in the form of vehicles, office facilities, and core staff time. Also, the Paramount Chief and land owners in Binkolo donated an additional portion of land which was used for practical building construction. While transfer of project funds to UNIDO HQ was timely, considerable time was needed to rewrite the project document into UNIDO's format as well as to pass it through the required three-stage approval process that will authorize budget set-up and project expenditures. This meant that actual implementation started three months later in October 2010.

A local project manager was hired to oversee implementation; one civil engineer provided technical drawings and quality assurance, and one construction specialist was hired to serve as site manager and master trainer, with eleven technicians working under him to provide hands-on training to the youth/trainees in various construction skills. There was not international staff, but technical and administrative support was provided from UNIDO HQ in Vienna, especially on procurement matters.

*Implementation and Monitoring:*

The implementation of the project was done within the framework of training in construction and related skills such that concrete/physical structures (warehouse, perimeter fence, processing units, etc.) will remain in-situ as by-products that will strengthen the operations of the Binkolo Growth Centre.

The Binkolo Growth Centre has a local management committee (with representatives from Government, civil society, local community) which served as principal advisers and ground monitors. They were responsible for identifying local technicians, mobilizing youths and providing land. This helped promote community ownership and participation to the extent that youth trainees came from neighbouring villages as far as 10km away. Procurement of building/training materials was done according to UNIDO's standard mechanism for decentralized procurement. In particular suppliers were selected on the basis of the completeness and competitiveness of their quotations/pro-forma.

The national staff worked as a team, with weekly monitoring visits by either the project manager or the civil engineer or both in some instances. Work/training progress was assessed on the basis of weekly targets jointly established with the site manager/master trainer. The Head of UNIDO operations also maintained overall project oversight, held meetings with key stakeholders and made ad-hoc monitoring visits.

*Results:*

The training component in construction skills is 80 per cent complete and the original target of 100 youths to be trained in various skill related to building construction will be met, but other targets relating supply of raw materials by 200 farmers/out-growers and retailing of farm inputs and finished products by 500 youth and women will not be met. This is mainly because processing and packaging activities had to be temporarily suspended until the 'demonstration' warehouse and repair works were completed - a measure that was taken to avoid contamination of the food products by dust, cement or other building materials being handled on the same premises.

Procurement and/or (re)installation of processing equipment such as cassava roasters, palm fruit boiler, steam and solar driers is nearly complete. It is anticipated that many more youth and women will be employed than originally targeted by the end of the year when the Growth Centre is expected to be fully operational. The support and participation of local government authorities, including the Mayor of Makeni, his Chief Administrator, the Chairman of the Makeni District Council, local; ward councillors continue to demonstrate the interest and positive contribution the project makes to a real and felt need in that rural area.

It is important to note that ILO supported the construction of one feeder road linked to the Binkolo Growth Centre. This will undoubtedly open up market opportunities and sully routes of raw materials to the centre. Useful lessons can be learnt from such efforts to link multiple (and often small) UN interventions to create a bigger impact at community level.

It is also important to note that UNAIDS coordinated another Sierra Leone MDTF project funded under UN Joint Vision Programme 18 also had the Binkolo Growth Centre as one of its six target centres (see next section). That project set up solar-powered Business Information and Communication (BIC) platforms/facilities in the Binkolo Growth Centre, resulting in a massive community-wide attraction to the centre for access to computer and audio-visual training in HIV/AIDS prevention, non-gender based violence and other cross-cutting themes.

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

*Project Objective:*

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

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

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

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

The project supported the development of a tailored HIV workplace programme for the QEIP Feeder Roads Project and facilitated its delivery through the training of Labour Contractors to serve as peer educators. With the aim of ensuring their capacities were strengthened with knowledge and implementation skills on HIV/AIDS into their operations and the surrounding communities.

The project deliverables include:

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

Intended outcomes for the project included strengthened knowledge base, practices and institutional mechanisms available for the effective implementation of HIV prevention interventions in association with infrastructure projects in Sierra Leone.

*Financial and Human Resources:*

A total of \$25,740 was allocated to this project through the Sierra Leone MDTF. This constituted all of the projects' funding. The UNAIDS Country Office signed the necessary MOU with the National AIDS Secretariat as the principal recipient of funds channelled through the SL-MDTF. NAS was responsible for administering and monitoring the funds to facilitate the development of the HIV Workplace Programme, including the recruitment of national consultants.

Due to administrative procedures required by UNAIDS HQ to facilitate transfer of funds from the Sierra Leone MDTF Office through UNAIDS HQ to the UNAIDS Country Office (UCO), the funds transfer took a long time. The UCO first informed UNAIDS HQ of the funds transfer on 2 July 2010 but following a number of protracted procedures the funds did not actually arrive in country until 16 September 2010. This presented some challenges for full implementation within the agreed time period, by 31 December 2010.

In anticipation of the funds arriving in-country, the UCO continued to convene a number of meetings with the National AIDS Secretariat and ILO, which organized a number of work place training workshops. This included developing a unified budget between the UCO and ILO, and a proposed programme for the training developed in collaboration with the National AIDS Secretariat.

The project was designed to be delivered in two phases. The first phase successfully ended in October 2010 with the training of labour contractors at a cost of \$15,000. The second phase involving the training of labourers (Labour Contractors Staff) on project site is to be completed in the first quarter of 2011 \$10,740.

A national consultancy team of two was recruited with a lead consultant responsible for drafting the National Workplace Policy on HIV for Sierra Leone and developing and facilitating numerous training sessions in occupational health and safety and HIV in the workplace. The entire process was supported and facilitated by the National AIDS Secretariat and UNAIDS.

*Implementation and Monitoring:*

The project was managed overall by the National AIDS Secretariat in collaboration with the UNAIDS Country Office (UCO). Both the development and implementation of the proposed activities were conducted in partnership of the National AIDS Secretariat, UNAIDS and a national consultant.

The development of the HIV Workplace Programme adopted a participatory approach to ensure all roles and responsibilities as well as thematic areas and emerging issues were addressed in the Workplace Programme.

The HIV Workplace Programme included the following stakeholders: National AIDS Secretariat; UNAIDS Country Office; National Consultancy Team; International Labour Organization (ILO); Sierra Leone Roads Authority (SLRA); The Ministry of Labour, Social Security and Industrial Relations; National Consultant; Labour Contractors. The training was organized by the National Consultancy team with support from the National AIDS Secretariat (NAS) in collaboration with UNAIDS. The training was held in Makeni on 15 and 16 October 2010 targeting thirty local contractors engaged in feeder road construction throughout the country.

In terms of M&E, the UNAIDS Country office took overall responsibility for the monitoring and evaluation of the project, starting with an inception report outlining key actions, partners, timelines, disbursement of funds, site visits. Supervision visits were conducted by NAS & UCO staff to the project sites during the project cycle and will be undertaken again in the first quarter of 2011 as a follow up. A report of the October training (first phase) has been completed and shared with partners including NAS, UNAIDS, ILO, SLRA, the Joint UN Team on AIDS, and The Ministry of Labour and Social Security. A consolidated final report will be completed by the national consultancy team upon completion of the second phase training in March 2011. The coordinator shared monthly reports on the status of the livelihood activities of beneficiaries. A Final project report has yet to be completed by the coordinator and NETHIPS, to be validated by UNAIDS and shared with key partners including the Joint UN Team on AIDS, National AIDS Secretariat and the Expanded Technical Working Group on AIDS

*Results:*

With regard to the overall project deliverables:

1. Development of HIV workplace programme Integrated into the QEICP Feeder Roads Project
2. Training of 10 Labour Contractors as HIV Peer Educators

For Deliverable 1: This has been completed; a HIV workplace programme has been developed and integrated into the QEICP Feeder Roads Project. The QEICP Project managed by the Sierra Leone Roads Authority SLRA supports small-medium scale private contractors to carry out rehabilitation and maintenance of rural feeder roads. Staffs from were trained in technical, administrative and financial aspects of road rehabilitation and maintenance.

Utilizing this opportunity the National AIDS Secretariat with support from UNAIDS forged a partnership with SLRA and ILO to include a HIV/AIDS component into their existing trainings. SLRA and ILO recognizing that it is critical at the initial phase of implementation to include a HIV workplace programme to assist organization's position and practices in preventing the transmission of HIV and for handling cases of HIV infection among employees.

For Deliverable 2: this has been completed; however, due to a scale-up in the QEIP programme more Labour Contractors were employed, an increase from the original 10 to 30, thus resulting in an increased number attending the HIV training workshop. The training was convened over two days (October 15th – 16th 2010) and focused on:

- Epidemiological situation of HIV and AIDS and the HIV modes of transmission and prevention
- National instruments on HIV and AIDS and the World of Work (Sierra Leone Workplace Policy on HIV and AIDS) and in particular the new International Labour Standard on HIV and AIDS
- Practices and tools for mainstreaming HIV and AIDS services in the workplace (including educational and behaviour change communication campaigns, condoms distribution, STI testing and voluntary counselling and testing for HIV)

Although both deliverables have been completed, the outcomes against these deliverables are more difficult to quantify at time of reporting. The challenge is that the project was designed to have two phases to be completed by 31st December 2010. The first phase concentrates on training of labour contractors as



HIV peer educators; this has been successfully completed. The second phase concentrates on follow-up assessments on the labour contractors as HIV Peer Educators to identify how much knowledge they have passed to their staff and if they have adopted any of the HIV prevention tools for their respective project sites.

The challenge has been with delays in implementation of the ILO's QEICP resulting in momentary closure of the project sites where the second phase of the HIV programme is to be implemented. However the sites are presently being reactivated and the second phase of the programme will be completed by March 2011.

Outcome 1: Enhanced knowledge/skills of Labour Contractors as HIV Peer Educators

- The first phase of the project has proved to be very successful; the training was comprehensive, informative and extremely participatory.
- The Labour contractors expressed understanding at the relevance of HIV prevention in a work environment not just as a health or social issue. Importantly the training helped to dispel and address many myths surrounding HIV, with a number of the labour contractors admitting that they were in denial about the existence of HIV and AIDS. The labour contractors stated that before the training they were unaware of their role and responsibility to their employees and with support from the facilitators identified ways in which they could adopt simple policies and procedures to address HIV in their respective work-places.
- No. of Labour Contractors trained and training as HIV Peer Educators: 30

Outcome 2: To improve the knowledge base, practices and institutional mechanisms available for the effective implementation of HIV prevention interventions in association with infrastructure projects.

- As highlighted above the labour contractors were trained as HIV Peer Educators and committed themselves at the training to adopt and implement basic HIV services in their respective sites, however due to some challenges with the overall QEIP programme, a number of the sites are not fully operational and the labour contractors have been unable to implement on their commitment
- No. of employees trained/sensitized (unknown requires second phase of implementation)
- No. of operational VCCT Centres established (as above)
- No. of employees undertaking voluntary counselling and testing (as above)

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

*Project Objective:*

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

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

*Financial and Human Resources:*

A total of \$25,740 was received from the Sierra Leone MDTF. The project was coordinated by the Youth Programme Associate at UNFPA Office and implemented by personnel of Marie Stopes Sierra Leone.

*Implementation and Monitoring:*

UNFPA provided coordination of the implementation of project activities. Marie Stopes Sierra Leone was engaged as implementing partner for provision of information, clinical services and outreach services to young people in Binkolo. Marie Stopes implemented the project as a pilot in Binkolo. It engaged a three prong approach with Outreach, Peer Education and Clinical Treatment. To achieve this, Marie Stopes engaged and trained youth team leaders who facilitated the community dialogues and outreach. A KAP survey was conducted to assess the level of knowledge and information of the target population in the various chiefdoms in Binkolo and to identify the gaps in knowledge on family planning and STIs amongst young people.

*Results:*

This component achieved the following outputs:

- Four young people were contracted and trained as team leaders
- Team leaders conducted stakeholders inception workshop in each of the four villages selected in Binkolo and identified 20 community based motivators (five per community). The community based motivators were then trained.
- At inception of the project a Knowledge attitude and practice survey was conducted to ascertain the level of knowledge and information of the target population in the various chiefdoms in Binkolo and to identify the gaps in knowledge on family planning and STIs amongst young people
- 3720 young people were reached and now have correct information on ASRH and STI prevention. Awareness was raised in the different communities through a township march past. Banners and posters with messages on family planning and STI were made by community youth. Speeches were made by community leaders and there were drama and song performances by the youth.
- Number of young people utilizing STI/HIV and RH services:
  - 819 clients – Family planning
  - 272 clients – Sexually Transmitted Infections
  - 4500 – counselling on SRH issues

### 3.4.6. Joint Vision Programme 20: National Health Systems

Table 3.4.6 Joint Vision Programme 20: National Health Systems			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
WHO	Health System Strengthening	841,500	75.2%
UNICEF	Strengthen the Procurement and Supply Chain Management for Medical Supplies of the MOHS	547,668	0.8%
UNAIDS	HIV integrated into the HMIS	49,500	0.0%
UNFPA	Health System Strengthening	455,400	99.7%
WFP	Health System Strengthening	69,300	6.5%
<b>Total</b>		<b>1,963,368</b>	<b>55.8%</b>

As of 31 December 2010, the DEPAC had allocated \$1,963,368 to Joint Vision Programme 20: National Health Systems, with five agency-based projects implemented by WHO, UNICEF, UNAIDS, UNFPA and WFP. Overall, for all five projects, Participating Organizations reported 56 per cent financial implementation rate as of the end of the reporting period.

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

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

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

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

*Project Objective:*

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

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

The programme's aim is to strengthen that national health system to enable it to provide equitable and accessible health care across the country through:

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

*Financial and Human Resources:*

A UN Joint Programme funded by DFID and Irish Aid with four participating agencies (UNICEF, UNFPA, WFP and WHO) has been a major complementing source of funding including WHO regular budget and polio campaign funding. Through this support, a health systems specialist was recruited, and National Health Sector Strategic Plan developed which were a pre-requisite for attainment of the UN Joint Vision outcomes. The planned establishment of a national reference laboratory was achieved through polio funding working jointly with National Aids Secretariat, CDC Atlanta and UNICEF. Prompt acquisition of funds was critical to work plan implementation and through intense follow up from approval to actual transfer to the country office. The country team-work facilitated expeditious implementation and resolution of key challenges.

*Implementation and Monitoring:*

Technical and financial support was provided to the Ministry of Health and Sanitation (MoHS) to implement their planned activities. This included technical support to coordinate and jointly conduct MoHS and Local Government/Ministry of Finance & Economic Development 2011 plan development with regular stakeholder's consultative meetings including participation of NGOs based in different districts. This included financial support by UNICEF for district based planning activities. An international blood transfusion and laboratory service expert was recruited to support the Ministry to review existing strategic plan and provide technical advice and support for required equipment, furnishings, and rehabilitation of regional blood transfusion centres and Laka National Reference Laboratory as well as development of blood transfusion guidelines to improve the quality of care provided. Consultants were also recruited to support MoHS to review and develop policy documents for establishment of a post-graduate college.

Weekly meetings were held with Ministry of Health and Sanitation officials of Departments of Planning and Information and Post-graduate studies and Laboratory and Blood Transfusion Programme Managers to provide technical support, review progress and agree on next steps. Progress and required policy issues were reviewed at WHO-MoHS monthly technical meetings. Weekly reports were submitted and discussed at the WHO Country Support Team's meeting whilst monthly reports were submitted to WHO Regional Director. Blood transfusion strategic plan implementation was reviewed; nationwide assessment of the status of laboratory services conducted and a needs assessment for establishment of a post-graduate college were conducted.

*Results:*

19 local council 2011 health plans and a draft sector annual 2011 plan were developed; a 2010 sector preliminary performance review report was developed and validated by key stakeholders; a draft country compact was developed in preparation for consensus and signature in 2011. The planned activities were all attained and have laid a foundation to improve sector coordination for aid effectiveness and efficiency

of service delivery. The blood transfusion strategic plan was reviewed and revised; two regional blood transfusion centres (Kenema and Bo) were rehabilitated and required equipment and furnishing ordered. A third regional blood transfusion centre rehabilitation work has not commenced due to discrepancy between architectural costs and bidding prices which are currently under review by the MoHS. The planned activities were attained laying a good foundation for strengthening blood transfusion services in 2011.

An act of parliament, 12 curricula and strategic plan to establish a Sierra Leone post-graduate college were developed. Validation of these documents will be conducted in 2011. A Joint UN Programme in health which includes UNICEF, UNFPA, WHO regular meetings and communications helped to harmonise support to the MoHS. Collaboration with World Bank, JICA and NGOs like CONCERN, played a pivotal role in guiding and supporting 2011 sector planning activities. The free health services sector coordination mechanisms became a major contributor for quicker decision making and a facilitator for faster consensus that were critical especially for the planning and monitoring activities.

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

*Project Objective:*

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

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

*Financial and Human Resources:*

UNICEF has mobilized funds from DFID to support the procurement of medicines for the FHC for 2010 and 2011 for the Free Health Care Initiative and for the establishment of an Autonomous Pharmaceutical Procurement and Supply Agency, to support the MOHS to strengthen the PSM system. These funds will complement the funds requested from the Sierra Leone MDTF, for which a budget revision was presented through the lead Agency for 2011 and 2012. The gap presented rose from \$1,855,000 to \$3,055,000.

Funding received through the Sierra Leone MDTF was disbursed as scheduled, but the utilisation of funds was delayed due to the long process of hiring the international firm. The process is now advanced and hopefully the firm will be on board in month or two. Another major next step is the passing of the law on National Pharmaceutical Procurement Unit (NPPU) by the Parliament.

An international consultant was hired for period of 2 years to support the implementation of the fast track PSM strengthening in the framework of the FHCI. In addition the consultant supported the whole process of situation assessment and hiring of an international firm to establish an autonomous pharmaceutical procurement and supply agency as a strategy to strengthen the whole PSM. The process of hiring the international firm is also advanced, now at the stage of analysing the bids and selecting the firm

*Implementation and Monitoring:*

The process of supporting the MOHS to improve the PSM system started in 2009 with two tracks running simultaneously, a long term track and a fast track for immediate results. The long term track was implemented in two phases: the first phase with an international firm (HERA) doing the assessment and

proposing possible of options to strengthening the system. The option of APPSA (Autonomous Pharmaceutical Supply and Procurement Unit) was preferred during a high level workshop organized in June 2010. The second phase consists of hiring another international firm to come in country for a period of 3 years to provide comprehensive support to establish a sustainable and is now advanced. The fast track was also implemented at the same time to ensure that increased volumes of medicines and other supplies provided with the Free Health Care are adequately managed and reach the beneficiaries. In this regard, medicines were procured and distributed to all PHUs, LMIS tools were developed and medical store managers at all level were trained.

*Results:*

The situation analysis leading to development of strategic plan and budget for PSM restructuring process was completed. Decision was taken based on situation analysis to proceed with hiring an expert firm in PSM to lead the process. The delay in implementing the program was mainly due to the long process of recruiting international firms to establish APPSA as the recommended model for Sierra Leone. The process is very well advanced and will kick off hopefully in one or two months. Three UN agencies have applied their comparative advantages and expertise in PSM to support the implementation of the project.

The fast track strategy in strengthening the PSM has also very decisive to ensure a successful launch and implementation of the FHCI, that introduce a huge volume of supplies of a value of more than \$10 million per year.

*iii) HIV integrated into the HMIS – UNAIDS*

*Project Objective:*

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

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

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

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

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

The National Strategic Plan on HIV 2006-2010 objective of: 2.1. Develop a National M&E Plan and Data Collection System. The project deliverables included:

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

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

*Financial and Human Resources:*

Of the \$49,500 allocated to the project. As the National M&E Plan on HIV is a country-led process the principal recipient for the entire funds to support its successful implementation was the National AIDS Secretariat (NAS). The UNAIDS Country Office signed the necessary MOU with the National AIDS Secretariat as the principal recipient of funds channelled through the SL-MDTF. NAS has been responsible for administering and monitoring the funds to facilitate the process for development of the National M&E Plan on HIV 2011-2015. All contracts to facilitate the process (i.e. staff) were raised by NAS and facilitated through the UNAIDS Country Office (UCO) and the UNDP finance department who provide some administrative support to UNAIDS at country level.

The UCO and NAS worked hard to ensure the National M&E Plan on HIV adopted a participatory process to ensure all thematic areas and emerging issues were addressed. This was done by expanding the capacity & influence of all partners from the public, private and civil society, and in particular People living with HIV. This resulted in a number of key multi-sector informant interviews and a collective contribution and validation of the proposed M&E plan. This participatory process required considerable human resource contributions, including one international and three national consultants.

*Implementation and Monitoring:*

The programme was managed under the overall coordinating responsibility of the National AIDS Secretariat in close collaboration with the UNAIDS Country Office (UCO). The development of the National M&E Plan on HIV (2011-2015) was conducted by a consultancy team led by an international consultant and three national counterparts, under the overall coordinating responsibility of the Director of the National AIDS Secretariat, the UNAIDS Country Coordinator and the UNAIDS International M&E Advisor. The consultancy team conducted a comprehensive literature review as well as key informant interviews and expert consultations throughout the country, taking field trips to ensure the plan was supportive of scaling up the decentralized response to HIV. The process also involved a stakeholder consultative workshop with representatives from all sectors working in response to HIV. More specifically, development of the new M&E plan included a wide range of stakeholders who were central to the process.

The National AIDS Secretariat in collaboration with UNAIDS Country Office took overall responsibility for the monitoring and evaluation of the project. To begin with an 'inception report' outlining key actions, partners, timelines, disbursement of funds, site visits, was developed by the consultancy team and shared with the Director of NAS, UNAIDS Country Coordinator, Chair of the UN Theme Group on HIV/AIDS, Joint UN Team on AIDS, M&E Technical Working Group, Expanded Technical Working Group. Throughout the project the international consultant (as per the TOR) shared weekly updates on the status of development of the National M&E Plan on HIV to the Director of NAS, UNAIDS Country Coordinator, and the UNAIDS M&E Adviser. UNAIDS and the NETHIPS Executive. A Final project report has yet to be completed by the coordinator and NETHIPS, to be validated by UNAIDS and shared with key partners including the Joint UN Team on AIDS, National AIDS Secretariat and the Expanded Technical Working Group on AIDS

*Results:*

Due to some delays concerning the completion of new National Strategic Plan on HIV 2011-2015 and Operational Plan 2011-2012 the development of National M&E Plan (which is guided by both documents) and its integration into the Health Management Information System (HMIS) is slightly

behind expected schedule. The project was initiated in the fourth quarter of 2010 and will be completed in the first quarter of 2011. Key process activities completed in fourth quarter of 2010 include:

- Briefing and planning meetings/consultations (Completed/Q4 2010)
- Literature review (Completed/Q4 2010)
- Key Informant Interviews (Completed/Q4 2010)

The final phase of the process is presently underway (January 2011) and will be completed in full by February 2011. Therefore, against the project performance indicators: a functional national Monitoring and Evaluation system for HIV/AIDS Integrated into the HMIS (it is estimated that 50% of the output has been completed).

iv) **Health System Strengthening – UNFPA**

*Project Objective:*

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

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

*Financial and Human Resources:*

Funding was received from the MDTF was a total of \$455,400. The programme was supported by the Programme Manager of RH and the programme Assistance. The international Staffs involved were The Country Representative, the RHCS Adviser and the RH Adviser.

*Implementation and Monitoring:*

The implementation mechanisms utilized to strengthen the procurement and supply chain system were:

- Logistic Management Information System (CHANNEL) integrated into the procurement and supply chain management system in collaboration with UNICEF
- Health personnel including Store keepers and Pharmacists trained on the use of CHANNEL software.
- Procurement of two haulage trucks to facilitate distribution of commodities
- Increase Civil Society and Community participation to promote social accountability and judicious use of drugs, logistics for the Free Health Care
- Monitoring of the free health care drugs by civil society organization and the communities and CHANNEL software generates electronic reports on the stock
- UNFPA procurement procedures were utilized through Headquarters

*Results:*

- Functional CHANNEL in all 13 districts.
- Effective monitoring of the supply chain and use of drugs by civil society organization (Health for All Coalition) is leading to increase accountability and transparency
- The partnership and collaboration between Government, health development partners and NGOs embarked on developing a robust logistics system to ensure adequate medical supplies countrywide. This project has contributed immensely in addressing issues around capacity building: training, procurement, storage, distribution and monitoring of supplies.



- Good practice: UNFPA supported the electronic software (CHANNEL) and CSO monitoring groups while UNICEF supported the manual tools for procurement and supply chain management, this collaboration facilitated synergy for better results

Challenges associated with the implementation of the project included short implementation duration leading to challenges in completing all project activities; long procurement processes of the vehicles and the haulage trucks delayed; and the RHCS Commodity Security Strategic Plans was not reviewed due to challenges faced in recruiting a consultant for the review given the short span of the project

v) **Health System Strengthening – WFP**

*Project Objective:*

The main purpose of the project is to enhance ability of national health services at district level to respond to, manage, and supervise on-going nutrition interventions. Outputs include that districts and national nutritionists are trained on the implementation of the supplementary feeding programme; and two vehicles are provided for the National Nutrition Programme for monitoring and supervision of nutrition activities in Kambia and Bo Districts where acute malnutrition rates surpass national level. The intended outcome of WFP's contribution to programme 20 is to strengthen monitoring and supervisory capacity of the district health management teams in Bo and Kambia districts.

*Financial and Human Resources:*

WFP received a total of \$69,300 through the Sierra Leone MDTF for this project. In addition, bilateral funding from Irish Aid and DFID through the UN Joint Programming on RCH is a major source of funding for the procurement of food commodities and other complementary activities in implementing the supplementary feeding programme in the country.

The project was supported by existing WFP staff in the field (field monitors – 4) as well as country office (National Programme staff - 2). International staff directly associated with the project include the Head of Programmes (1), Head of Logistics (1) Programme Officer - Health/Nutrition and School Feeding (1), the Admin and Finance Officer (1) and WFP Officer in Charge of the Sub-office – 2.

*Implementation and Monitoring:*

Direct implementation of the supplementary feeding programme is undertaken by the peripheral health units (PHUs) of the Ministry of Health and Sanitation at the district level. During the reporting period, WFP provided supplementary feeding support for targeted beneficiaries to 77 PHUs in both Kambia and Bo districts. Regular monitoring and supervision of supplementary feeding activities are undertaken by districts nutritionists, nutrition focal points and WFP field monitors. At the national level WFP worked directly with the National Nutrition Programme Manager in the Ministry and Health and Sanitation to design, plan and conduct trainings. Joint quarterly monitoring visits was undertaken with a team comprising MOHS and WFP staff.

*Results:*

- Three vehicles were donated to MOHS for monitoring and supervision of nutrition activities country-wide.
- Trainings were organized for all districts and national nutritionists (15) on the implementation of the supplementary feeding programme and a training package to enhance supplementary feeding programme monitoring and supervision was prepared and utilised during the training.
- Field monitoring tools have been developed and a schedule for joint project monitoring and supervision is already in place for 2011. A joint work plan on complementary activities to SFP has also been prepared and the first joint monitoring exercise is planned for March 2011.

- 88 per cent (22,009) of the beneficiaries were reached with food supplements in Bo district.
- 98 per cent (6,001) of the beneficiaries were reached with food supplements in Kambia district.

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

Table 3.4.7 Joint Vision Programme 21: Environmental Cooperation for Peacebuilding			
Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
UNEP	Environmental Cooperation for Environment	495,000	94.3%
UNDP	Environmental Protection for Peacebuilding	455,400	14.4%
<b>Total</b>		<b>950,400</b>	<b>56.0%</b>

As of 31 December 2010, the DEPAC had allocated \$950,400 to Joint Vision Programme 21: Environmental Cooperation for Peacebuilding, with two agency-based projects implemented by UNEP and UNDP. Overall, for all five projects, Participating Organizations reported 56.0 per cent financial implementation rate as of the end of the reporting period.

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

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

#### *Project Objective:*

UNEP and UNDP have identified separate project objectives for this programme. UNEP expects to improve technical and managerial capacity of SLEPA; improve land and water resource management in Sierra Leone; and improve planning in place to respond to climate change.

Fragmented systems of environmental and natural resource management in Sierra Leone are an impediment to sustainable development and peacebuilding and the country has a part to play in the global agenda concerning climate change. During the civil war, nearly the entire observing and forecasting infrastructure at the Meteorological Department was destroyed. Since the end of the conflict in 2002, the Meteorological Department has received little attention from the Government due to other development

issues that have taken immediate priority in the post-conflict period. This has resulted in the shortage of specialist equipment and trained personnel which means that the meteorological department is struggling to perform its mandated functions.

As part of UNDP's contribution to Programme 21, support is provided to build the capacity of the Sierra Leone Meteorological Department. In addition, an operational satellite, aeronautical meteorology reception system, and forecaster workstations with observation displays in six weather stations will be provided to the Department. Staff training will also be provided to build the Department's capacity to process observations for both real time weather forecasting and climate applications and the digitisation of existing weather data into the climsoft software package. UNDP's contribution will also support the formulation of a comprehensive national land policy document, including an implementation strategy and a reformed legal framework. The policy process will entail collaboration and consultations with representatives of all types of land users and stakeholders within and outside government, based on a common national vision of the desired forms of land tenure, and land management system rooted in transparent, accountable and participatory approaches.

**UNDP Objectives:**

- Sierra Leone's national institutional and human resource capacity to adapt and mitigate the effects of climate change improved
- Digitization of climate data using climsoft database system
- Capacity development of the Meteorological Department data collection and analysis
- Land tenure policy that is supportive of sustainable natural resource management

The following four programme deliverables are expected to be achieved by UNDP:

1. Climate change adaption plan developed, well-coordinated and operationalized.
2. Climate change adaption plan mainstreamed into MDAs policies and programmes.
3. GEF projects coordinated and effectively implemented.
4. Land tenure policy that is supportive of sustainable natural resource management operational.

*Financial and Human Resources:*

A total of \$495,000 was allocated to UNEP through the Sierra Leone MDTF, whereas UNDP was allocated a total of \$455,000. An additional \$870,000 was raised to the overall programme from other funding sources, yet a funding gap remains which is equal to 60 per cent of the total programme cost. UNEP's work under the programme was executed by two national staff (a programme assistant and a driver) and one international consultant, whereas UNDP's work was executed by one national staff, six data entry clerks and one driver.

*Implementation and Monitoring:*

A variety of implementation measures were used by working through government counterparts, NGO partners, international experts and international consulting agencies. Procurement has been carried out according to standard UNDP and UNEP procedures. Several assessments were conducted during 2010 including:

- A capacity needs assessment of SLEPA's EIA processes;
- A World Meteorological Organisation assessment of Sierra Leone's Meteorological Department needs and a survey of the records being digitized at the Department.

*Results:*

Given the limited time and resources to implement programme activities in 2010, the focus for UNEP was on the aforementioned six deliverables. Good progress has been made towards the achievement of all

deliverables. Key relationships were also formed with SLEPA and a variety of environmental NGOs in the region which has helped contribute to the success of the programme.

1. Capacity assessment of environment and natural sector completed, including national and local government, civil society and the private sector.

A capacity assessment was completed by the EFA and submitted to SLEPA. A UNEP Assessment Report “*Sierra Leone: Environment, Conflict and Peacebuilding Assessment*” (2010, UNEP) was launched at a 20 May 2010 workshop and uploaded onto the UNIPSIL website at <http://unipsil.unmissions.org>.

2. Technical and managerial capacity of SLEPA improved, including legal, institutional and process-oriented capacity building.

An experienced consultant completed a review of the National Environmental Action Plan (NEAP) and held consultations with stakeholders and presented an action plan for how to develop a new NEAP on 3 December 2010 to 15 government participants. Two SAEIA consultants, Nick Okello and Farai Dondofema, spent 40 working days (20 days each) working with SLEPA to review pending EIAs (10 major EIAs) and mentor 6 SLEPA staff on EIA review methodology. In addition, a two-day training course on EIA methodologies was delivered to 24 participants from across government on 13 and 14 December 2010.

Three separate monitoring visits and spot checks on mining, infrastructure and biofuel activities in Sierra Leone were carried out. On 18 November 2010, accompanied by members of EFA and ENFORAC, SAEIA consultants visited the site of a new civil service college which is to be located in a forest reserve on Bureh Beach near Kent. Their findings report was submitted to SLEPA, EFA and ENFORAC and was included in a submission from SLEPA directly to the President. Between 29 November and 2 December 2010, SLEPA, SAEIA and UNEP carried out a 4-day monitoring mission by road visiting London Mining, Addax, Bumbuna Hydro, Ned-oil, Cluff Gold, Njala, Sierra Rutile and Sierra Minerals. On 15 December, UNEP organized a helicopter visit to overfly the London Mining, Addax, Cluff Gold, Koidu Holdings and Bumbuna Hydro and a 2-hour site visit to the African Minerals mine at Tonkolili with 18 participants from the UN, government, civil society and the press, including Reuters and SLBC. SLEPA was provided with an analysis of comparative EIA fee structures across Africa and the 2010 draft license fee regulations were reviewed with detailed comments were provided on them. SLEPA was also provided with an EIA review template and methodology to standardize the review process and a checklist for on-the-ground monitoring of industrial sites was developed in November 2010.

3. Best practices for environmental governance introduced to government counterparts

An expert, Professor Jon Unruh, was commissioned to develop and present a paper on land reform in Mozambique. He met separately with all the Working Groups, the Steering Committee, the Law Reform Commission, UNDP and donors. A seminar was organized on 16 December themed “Environmental Assessment: a tool for sustainable development”. Speakers included Minister I.E. Kargbo (Minister of Communications) on behalf of H.E. President Koroma, Mr Michael von der Schulenburg (ERSG), Madame Haddijatou Jallow (Chairperson of SLEPA), and Dr Peter Tarr (Executive Director of SAEIA) with a total of 140 attendees. The event was televised and the following day appeared as the number one news spot on SLBC with a 35 minute interview with SLEPA and a 25-minute interview with Dr Tarr. The event was also reported on the front pages of several newspapers, in a UNEP press release and on SLBC radio on 22 December 2010.

4. Technical expertise for climate change vulnerability assessment and planning

Two participants, one from the government and one from civil society, were supported to attend the COP16 meetings in Cancun for 12 days. In collaboration with UNDP, six automatic weather stations and two observations management systems were purchased. Procurement was on-going as of the end of 2010.

5. Technical expertise on GEF project planning and implementation provided to UNDP.

A GEF Expert, Mohamed Sesay, was brought in to advise UNEP and SLEPA on accessing GEF funding. He held a two-hour strategy meeting with key members of SLEPA on strategies for environmental funding on 26 November 2010. Mr Sesay also gave a speech to Fourah Bay College to 40 students on the environment and development challenges facing Sierra Leone on 26 November and gave a presentation to civil society at the STEWARD forum on 25 November entitled “Accessing Environmental Funding through the GEF”. An inter-agency coordination meeting with UNDP, FAO, WHO and UNIDO was also held to discuss priorities for Programme 21 in 2011 and 2012.

During 2010, UNDP also made good progress towards the achievement of its deliverables:

1. Climate change adaption plan developed, well-coordinated and operationalized.

In 2010, a WMO mission was carried out to assess the capacities of the Meteorological Department and other institutions on climate data for climate adaptation. A draft MOU between UNDP and the Government on further capacity building support to be provided to the Meteorological Department was drafted. UNDP also met with the GoSL’s Human Resource Office on recruitment of staff to work at the Meteorological Office. The GoSL then proceeded to advertise for the recruitment of meteorologists to fulfil the minimal WMO staff requirements. Candidates were shortlisted in 2010, but interviews will be held in 2011. In 2010, UNDP put out a tender for companies to bid on the procurement of six automatic weather stations, installation and calibration training for personnel within the Meteorological Department and the Agro-Met Department in the Ministry of Agriculture Forestry and Food Security. An evaluation of the bidding company was conducted, and technical documents have been sent to ACP in New York.

2. Climate change adaption plan mainstreamed into MDAs policies and programmes.

In 2010, there was on-going discussion with the Government on the establishment of a Climate Change Secretariat. In addition, the GoSL actively participated in regional and global climate change activities to incorporate best practices in the eventual operations of the Climate Change Secretariat. Also during 2010, UNDP liaised with the World Bank and IFAD on complementary work done on meteorology to ensure that possibilities for the duplication of efforts were eliminated. Climsoft database software was installed at the Agro-Met Department in the MAFFS and in the Meteorological Department offices. In addition, training was provided to both Agro-Met and Meteorological Department staff on use of the climsoft database systems. UNDP has extended the work of the data entry clerks as more than the expected data was brought from the provinces which required digitization. These new staff and other provincial staff of the Sierra Leone Meteorological Department have been trained on the use of climsoft database software.

3. GEF projects coordinated and effectively implemented.

Two newly designed GEF projects on climate change mitigation and adaptation were submitted to the GEF Secretariat in 2010. Regular coordination, monitoring and evaluation of active GEF projects was on-going in 2010.

4. Land tenure policy that is supportive of sustainable natural resource management operational.

A UNDP financed national land reform conference was held in February 2010, its purpose being to kick-off the Land Policy Reform process and to mobilize over 150 key stakeholders from various arms of government and non-state sectors of society. The various views raised on different land issues were documented in a Synthesis Report on the conference which has been widely disseminated among stakeholders. The conference approved the draft implementation plan as well as the setting up of a Steering Committee, five Technical Working Groups and a Coordination Unit within the MLCPE.

The establishment of the national Land Policy Reform Steering Committee and the 5 Technical Working Groups was initiated during February and March 2010, leading to the identification of over 40 persons to serve on these structures. A technical review of the land issues of concern was conducted through the Technical Working Groups, which also developed concept papers to guide the policy analysis phase and to inform the content and strategy of the public consultation process.

A Land Policy Reform Coordination Unit was established in the MLCPE. A technical advisor, two assistants and a driver were recruited to support the national Land Policy Reform process.

## 4. Financial Performance

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

### 4.1. Financial Overview

The below table provides a financial overview of the Sierra Leone MDTF as of 31 December 2010, highlighting the key figures as well as the balance available, both with the Administrative Agent (MDTF Office) and with Participating Organizations.

**Table 4.1.1 - Financial Overview (\$000)**

	Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL
<b>Sources of Funds</b>			
Gross Donor Contributions	-	10,218	10,218
Fund Earned Interest Income	-	26	26
Interest Income Received from Participating Orgs	-	-	-
Refunds by Administrative Agent (Interest/Others)	-	-	-
Other Revenue	-	-	-
<b>Total - Sources of Funds</b>	<b>-</b>	<b>10,244</b>	<b>10,244</b>
<b>Uses of Funds</b>			
Transfers to Participating Organizations	-	10,116	10,116
Refunds Received from Participating Organizations	-	-	-
<b>Net Funded Amount to Participating Organizations</b>	<b>-</b>	<b>10,116</b>	<b>10,116</b>
Administrative Agent Fees	-	102	102
Direct Costs (Steering Committee Secretariat etc.)	-	-	-
Bank Charges	-	-	-
Other Expenditures	-	-	-
<b>Total - Uses of Funds</b>	<b>-</b>	<b>10,218</b>	<b>10,218</b>
<b>Balance of Funds Available with Administrative Agent</b>	<b>-</b>	<b>26</b>	<b>26</b>
Net Funded Amount to Participating Organizations	-	10,116	10,116
Participating Organizations' Expenditure	-	5,701	5,701
<b>Balance of Funds with Participating Organizations</b>	<b>-</b>	<b>4,415</b>	<b>4,415</b>

## 4.2. Donor Contributions

Two donors contributed to the Sierra Leone MDTF in 2010; Canada (\$494,080) and the Expanded DaO Funding Window (EFW)<sup>2</sup> (\$9,724,000). Whereas the EFW contribution was un-earmarked, the contribution from Canada was earmarked to Joint Vision Programmes 15 and 16 (“Support to Democratic Institutions” and “Local Government & Decentralization”). Cumulatively, as of 31 December 2010, donor contributions to the Sierra Leone MDTF amount to \$10,218,080.

**Table 4.2.1 - Donor Contributions (\$000)**

Donor	Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL
Canada	-	494	494
Expanded DaO Funding Window	-	9,724	9,724
<b>Total</b>	-	<b>10,218</b>	<b>10,218</b>

## 4.3. Interest Earned

**Fund-Earned Interest:** Fund earned interest (i.e. interest earned by the Sierra Leone MDTF Administrative Agent; the MDTF Office) amounted to \$25,529 in 2010. This amount is an additional source of income for the Sierra Leone MDTF and increases the amount of funds available for project funding, as approved by the DEPAC.

**Agency-Interest Earned by Participating Organizations:** All interest earned by the Participating Organizations is expected to be credited to the Sierra Leone MDTF Account unless the governing bodies of the said organization has approved decisions that govern the specific use of interest earned on donor contributions. The refunded interest will be used to augment the availability of funds for project funding. In 2010, no interest was reported and/or refunded by Participating Organizations under the Sierra Leone MDTF. As per below table, fund-earned interest amounted to \$25,529 as of 31 December 2010.

**Table 4.3.1 - Received Interest at the Fund and Agency Levels (\$000)**

	Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL
Fund Earned Interest (Administrative Agent)	-	26	26
<b>Total - Fund Earned Interest</b>	-	<b>26</b>	<b>26</b>
Participating Organization (PO)	-	-	-
<b>Total - Interest Income Received from PO</b>	-	-	-
<b>Total Interest Earned</b>	-	<b>26</b>	<b>26</b>

<sup>2</sup> The Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals (EFW) is a global funding facility established to support Delivering as One countries. Current donors to the EFW are the Netherlands, Norway, Spain and the United Kingdom.



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

As of 31 December 2010, the Sierra Leone MDTF had funded approved projects/programmes for a net total of \$10,115,899. The distribution of approved funding by Participating Organizations and Joint Vision Programmes, is summarized in the below tables.

**Table 4.4.1 - Transfer of Net Funded Amount by Participating Org. (\$000)**

Participating Organization	Net Funded Amount		
	Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL
FAO	-	554	554
ILO	-	1,485	1,485
UNAIDS	-	218	218
UNDP	-	2,604	2,604
UNEP	-	495	495
UNFPA	-	640	640
UNICEF	-	1,101	1,101
UNIDO	-	445	445
UNWOMEN	-	158	158
WFP	-	722	722
WHO	-	1,683	1,683
<b>Total</b>	<b>-</b>	<b>10,116</b>	<b>10,116</b>

**Table 4.4.2 - Transfer of Net Funded Amount by JV Programme (\$000)**

Joint Vision Programme	Net Funded Amount		
	Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL
Environmental Coop & Peacebuilding	-	950	950
HIV/Aids & Malaria	-	1,925	1,925
Local Government & Decentralization	-	245	245
National Health Systems	-	1,963	1,963
Rural Community Empowerment	-	1,568	1,568
Support to Democratic Institutions	-	1,037	1,037
Youth Development & Employment	-	2,427	2,427
<b>Total</b>	<b>-</b>	<b>10,116</b>	<b>10,116</b>

#### 4.5. Expenditure

During the reporting period 1 January to 31 December 2010, a total of \$5,700,753 was reported by Participating Organizations as expenditure. This is the equivalent of 56.4 per cent of the total approved funding of \$10,115,899 that was transferred to Participating Organizations in 2010. All expenditure reported for the year 2010 was submitted by the Headquarters of the Participating Organizations through the MDTF Office's UNEX Financial Reporting Portal, and extracted and analysed by the MDTF Office. The below tables provide different cuts on this expenditure data. Additional tables on expenditure, including expenditure tables by Participating Organization with breakdowns by budget category are available on the MDTF Office GATEWAY (<http://mdtf.undp.org>).

**Table 4.5.1 - Expenditure by Joint Vision Programme (\$000)**

Joint Vision Programme	Net Funded Amount	Expenditure			Delivery Rate (%)
		Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL	
Environmental Coop & Peacebuilding	950	-	950	950	56.03
HIV/Aids & Malaria	1,925	-	1,925	1,925	72.97
Local Gov't & Decentralization	245	-	245	245	0.00
National Health Systems	1,963	-	1,963	1,963	55.79
Rural Community Empowerment	1,568	-	1,568	1,568	52.67
Support to Democratic Institutions	1,037	-	1,037	1,037	41.17
Youth Development & Employment	2,427	-	2,427	2,427	58.30
<b>Total</b>	<b>10,116</b>	<b>-</b>	<b>10,116</b>	<b>10,116</b>	<b>56.35</b>

**Table 4.5.2 - Expenditure by Participating Organization (\$000)**

Participating Organization	Net Funded Amount	Expenditure			Delivery Rate (%)
		Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL	
FAO	554	-	265	265	47.83
ILO	1,485	-	640	640	43.10
UNAIDS	218	-	117	117	53.67
UNDP	2,604	-	1,157	1,157	44.43
UNEP	495	-	467	467	94.34
UNFPA	640	-	634	634	99.06
UNICEF	1,101	-	370	370	33.61
UNIDO	445	-	305	305	68.54
UNWOMEN	158	-	71	71	44.94
WFP	722	-	459	459	63.57
WHO	1,683	-	1,217	1,217	72.31
<b>Total</b>	<b>10,116</b>	<b>-</b>	<b>5,701</b>	<b>5,701</b>	<b>56.36</b>

**Table 4.5.3 - Expenditure by Budget Category (\$000)**

Budget Category	Expenditure			Percentage of Total Programme Cost (%)
	Prior Years as of 31 Dec 2009	Current Year (2010)	TOTAL	
Supplies, Commodities, Equipment	-	1,827	1,827	34.71
Personnel	-	1,192	1,192	22.65
Training of Counterparts	-	496	496	9.43
Contracts	-	1,530	1,530	29.07
Other Direct Costs	-	217	217	4.13
<b>Total Programme Costs</b>	-	<b>5,263</b>	<b>5,263</b>	<b>100.00</b>
Indirect Support Costs	-	438	438	8.31
<b>Total</b>	-	<b>5,701</b>	<b>5,701</b>	

#### 4.6. Balance of Funds

As per the Financial Overview (Table 4.1.1), as of 31 December 2010, a net amount of \$10,115,899 (or 99 per cent of gross donor contributions to the Sierra Leone MDTF, with the remaining 1 per cent as AA-fee) had been transferred to Participating Organizations. The balance of \$25,529 represents the interest earned by the Administrative Agent. The unutilized balances remaining with Participating Organizations as of 31 December 2010 was \$4,415,146 (or 43.6 per cent of transferred amount).

#### 4.7. Cost Recovery

The cost recovery for the Sierra Leone MDTF is guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Donors.

Cost recovery, as of 31 December 2010, was as follows:

- (a) **The Administrative Agent fee:** One per cent charged at the time of donor deposits and is for the entire duration of the Sierra Leone MDTF. In the reporting period this amounted to \$102,181 (which is also the cumulative amount deducted as of 31 December 2010 given that the first donor contribution was deposited in 2010).
- (b) **Indirect Costs of Participating Organizations:** As per the Sierra Leone TOR, Participating Organizations may charge 7 per cent indirect costs. As of the end of the reporting period indirect costs across all programmes and projects amounted to \$437,551, or 8.31 per cent of reported programme cost (\$5,263,202). It is expected that this percentage will come down as projects close.
- (c) **Direct Costs:** The DEPAC did not approve any Direct Cost allocations in 2010.

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

The major vehicle for public transparency of operations under the Sierra Leone MDTF during the reporting period was the MDTF Office GATEWAY.

In 2010, the MDTF Office officially launched the MDTF Office GATEWAY (<http://mdtf.undp.org>). It is a knowledge platform providing real-time data from the MDTF Office accounting system, with a maximum of two-hour delay, on financial information on donor contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency.

Each MDTF and JP administered by the MDTF Office has its own website on the GATEWAY with extensive narrative and financial information on the MDTF/JP including on its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and quarterly/semi-annual updates on the results being achieved are also available. In addition, each programme has a Factsheet with specific facts, figures and updates on that programme.

The GATEWAY provides easy access to more than 5,000 reports and documents on MDTFs/JPs and individual programmes, with tools and tables displaying related financial data. By enabling users in the field with easy access to upload progress reports and related documents also facilitates knowledge sharing and management among UN agencies. The MDTF Office GATEWAY is already being recognized as a 'standard setter' by peers and partners.

## **Conclusion**

This First Consolidated Annual Progress Report on Activities under the Sierra Leone Multi-Donor Trust Fund reports on the implementation of the projects approved for funding up to 31 December 2010. The Progress Report is consolidated based on information and data contained in individual progress reports and financial statements submitted by Participating Organizations to the MDTF Office.

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

Given that allocations were approved and transferred only in June/July 2010, Participating Organizations' project implementation period was restricted to six months or less. Nevertheless, the overall financial delivery rate is 56.4 per cent – a notable achievement in the first year of operation of an MDTF. The relatively high rate of implementation, with one-third of projects reporting an implementation rate that exceeds 75 per cent reflects the appropriateness of the projects funded under the Sierra Leone MDTF mechanism.

The MDTF Office, in its capacity as the Administrative Agent of the Sierra Leone MDTF, envisages that this First Consolidated Annual Progress Report on Activities under the Sierra Leone MDTF will provide the DEPAC the basis on which to better assess upcoming resource requirements and to advocate and mobilize additional funding in support of implementing the programmes set forth in the Joint Vision document. Similarly, it is envisaged that the Report's detailed description of progress made under initiatives funded through the Sierra Leone will provide the Government of Sierra Leone, Donors, the UN Country Team and other stakeholders with a comprehensive overview of the activities undertaken – and results achieved – as of the end of this first reporting period, and thereby contributing to a better understanding of the Sierra Leone MDTF's role in contributing to the fulfilling its objective: to move towards an enhanced state of coherence and efficiency for the UN's programmes and projects at the country level, whilst creating a joint funding window that corresponds to and supports the programmatic integration that the UN is seeking to accomplish under the Joint Vision.

## Annex 1: List of Projects with Financial Implementation Rates

Expenditure by Project, Participating Organizations and Joint Vision Programmes 1 January – 31 December 2010				
Joint Vision Programme	Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
6. HIV/Aids & Malaria	UNICEF	Malaria Control, Long Lasting Insecticide-treated Nets (LLINs) Universal Coverage	431,442	84.8%
	WFP	Nutritional Support to People living with HIV and TB	652,246	69.7%
	WHO	Technical and operational support to malaria vector control interventions	841,664	69.5%
15. Support to Democratic Institutions	UNDP	Development of an Independent National Public Broadcasting Service for Sierra Leone II	792,000	40.8%
	UNDP	Support to Capacity Enhancement of the Independent Media Commission	244,569	42.2%
16. Local Government & Decentralization	UNICEF	Child Rights Awareness-Raising among Local Councils and Community Leaders	122,285	0.0%
	UNDP	Strengthening Capacities of Traditional Leaders and Chiefdom Councils	122,285	0.0%
18. Rural Community Empowerment	FAO	Rural Empowerment	554,400	47.7%
	UNAIDS	Empowering PLHIV – Support Groups in Rural Settings	142,560	71.9%
	UNDP	Rural Community Empowerment	396,000	24.1%
	UNFPA	Community Empowerment to Reduce Gender-Based Violence and Maternal Health Complication	158,400	97.5%
	UNIDO	Solar Powered Business Information and Communication Platforms	158,400	87.3%
	UN Women	Supporting Rural Women in Capacity Building through leadership skills training and community development	158,400	44.8%

*List continues on next page*

Joint Vision Programme	Participating Organizations	Project	Transferred Amount (USD)	Financial Implementation Status
19. Youth Development & Employment	UNDP	Youth Employment and Empowerment	594,000	95.6%
	ILO	Quick Impact Employment Creation for Youth through Labour Based Public Works	1,485,000	43.1%
	UNIDO	Strengthening the Agro-Industrial Growth Centres for Income Generation and Youth Employment	297,000	56.1%
	UNAIDS	HIV in the Workplace Programmes integrated into Infrastructure projects	25,740	57.8%
	UNFPA	Integrating Youth sexual Reproductive Health into Empowerment Programme	25,740	99.5%
20. National Health Systems	WHO	Health System Strengthening	841,500	75.2%
	UNICEF	Strengthen the Procurement and Supply Chain Management for Medical Supplies of the MOHS	547,668	0.8%
	UNAIDS	HIV integrated into the HMIS	49,500	0.0%
	UNFPA	Health System Strengthening	455,400	99.7%
	WFP	Health System Strengthening	69,300	6.5%
21. Environmental Cooperation for Peacebuilding	UNEP	Environmental Cooperation for Environment	495,000	94.3%
	UNDP	Environmental Protection for Peacebuilding	455,400	14.4%
<b>Total</b>			<b>10,115,899</b>	<b>56.4%</b>