



[INSERT NAME OF MDTF/JOINT PROGRAMME]  
FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT

**Programme Title & Number**

- Programme Title: *Local Gouvernance and décentralisation*
- Programme Number : 76261
- **MDTF Office Atlas Number:**

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

Sierra Leone

**Participating Organization(s)**

UNDP  
UNCDF

**Implementing Partners**

- Ministry of Local Government and Rural Development

**Programme/Project Cost (US\$)504,932.00**

MDTF Fund Contribution:

- \$331,326

**Agency Contribution**

- UNDP – USD390,651

Government Contribution

0

Other Contribution (donor)

(if applicable)

**TOTAL:**

**Programme Duration (months)**

Overall Duration

12 months

Start Date<sup>3</sup> 1<sup>st</sup> July  
2010

Original end date  
30<sup>th</sup> June 2011

Revised End Date,

Operational Closure  
Date December 31<sup>st</sup>  
2011

Expected Financial  
Closure Date:  
December 31<sup>st</sup> 2011

**Final Programme/ Project Evaluation**

Evaluation Completed

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

Evaluation Report - Attached

Yes  x No

**Submitted By**

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

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

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

## **FINAL PROGRAMME REPORT**

### **I. PURPOSE**

The decentralisation process has enabled local people to participate in many aspects of their own local affairs and drive forward programmes and projects in their areas. However, while local councils in some areas are active and have made some progress in extending services, they are often constrained by poor organisation and a lack of trained personnel and technical expertise. All the inherited weaknesses of the old administrative system are slow to change and there are huge gaps in all areas of infrastructure that constrain progress. The link between the newly decentralised governance and the traditional government is yet to be fully forged. The traditional leaders play a vital role in society and governance at the chiefdom level. This leadership needs to be an integral part of local governance. The programme supports the first capacity development that the Chiefdom Administration has had for decades.

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

### **II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS**

#### **Outcomes in the proposal:**

- The Decentralization policy operational and the Local Government Act revised
- The Capacity of the Traditional Administration to undertake its functions enhanced

#### **Activities in the proposal:-**

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

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

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

The next step is to draft the Chiefdom and Tribal Administration Act and facilitate the process of Parliamentary review. Both processes will be supported with funds from this contribution.

The funds were used to contribute to the costs of the development of the strategy for the policy development of decentralization and Chiefdom and Tribal Administration, as part for the programme formulation of the Local Governance and Local Economic Development Programme.

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

### **a. Strategic Planning Capacity:**

Project funds were used to support three officers to attend the Commonwealth Local Government Forum Conference (Cardiff, UK) from the 15<sup>th</sup> to 18<sup>th</sup> March 2011. The conference focused and affirmed the role of local councils in the promotion of local economic development. This is a new policy for Sierra Leone and the conference provided the opportunity for key personnel to expand their horizon in the subject through the intensive programme of presentations and workshops. The conference was a very good opportunity for senior officers of the MLGRD to get a better appreciation of how local government can play a role in economic development. The Conference provided the opportunity to crystallize the plans for the formation of the Local Council association (which was officially inaugurated in December 2011); to organize the Freetown Conference on basic service delivery by local councils and to finalize the plans for the introduction of Local Economic Development through the Local Government institutions.

### **b. IT System and Record Keeping:**

Through the use of private contractors the IT system in the MLGRD was rebuilt. This included staff training on ICT and installing anti-virus protection. This has helped to strengthen the network and data management system in the Ministry. An IT expert was hired for a period of six months, to give technical support to MLGRD. The consultant trained the staff of the Ministry in two phases- supervisory and clerical staff and senior management staff. This has enhanced the Ministry's capacity in computer skills and management.

The MLGRD had long standing challenges in ensuring proper and effective records and data management system. Hence there was no proper documentation in the MLGRD which created difficulties for policy makers and researchers particularly in the areas of local governance and decentralization. The MLGRD hired a specialist company to establish a modern and effective records management system.. This included received training in record- keeping and management to all staff members.

### **c. Solid Waste Services:**

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

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

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

The training was unique since it was the first of its kind. These officers had not received formal training in many decades.

All participants agreed that the subject areas were relevant to their jobs but that the time for the training was short to be able to fully understand all the issues relating to chiefdom administration and financial management. All the participants advocated for at least one or two weeks extensive training and that they should be provided with hand-outs. It was also advocated that the training be done at district level with smaller groups of participants.

The training showed that Over 60% of chiefdom treasury clerks and CCFCs are between 55-65 years old; many have even past /reached retirement age which is 60 years. This posing a considerable challenge

to Government to ensure large-scale staffing changes by recruiting young and dynamic officers who can quickly respond to the modern methods of administration. The majority of the chiefdoms have limited capacity in administrative and financial management skills. This is compounded by lack of adequate logistics ( mobility, stationery) to enhance their work

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

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>Outcome 1</b> Decentralized Governance and Recovery: Enhanced capacity of local councils and communities to improve Local Economic Development and development management							
<b>Output 1</b> Support the operationalisation of the decentralization policy and related act	Indicator 1.1.1 Report on harmonization regional consultative meetings prepared  Chiefdom governance bill drafted	Various c/d legislations compiled	Report on Harmonization of laws relating to Chieftaincy governance prepared	Reports prepared and submitted to Ministry of Local Government	The chiefdom policy was approved in January 2012; thus the local governance and tribal administration bill could now start to be drafted	MLGRD	
	Indicator 1.1.2 40 ministry personnel trained in computer skills	All staff trained in basic computer skills	90% of staff trained in computer skills	80% of staff trained in computer skills	Some staff are based in the provinces and could not attend the training in Freetown	MLGRD	Training Facility to be extended in the provinces
	Indicator 1.1.3 Effective records management systems and procedures Basic information on decentralization available.	Some records or filing systems in place	Well organized data/records management systems 4 personnel trained to manage the system	Well organized filing systems in place;  4 officers trained to manage the system		MLGRD	
<b>Output 2</b> Support the integration of traditional government into the new local government structure	Indicator 1.1.4 Chiefdom reporting systems improved  Preparation of financial documents prepared on time	100% of chiefdom reports prepared  Annual chiefdom budgets and expenditures prepared	All Treasury Clerks and CCFCs trained in chiefdom administration and financial management	All treasury clerks and CCFCs trained in basic report writing and minutes of meetings  75% chiefdom reports prepared	Logistical and communication problems for the remote chiefdoms delays delivery of reports	MLGRD  MLGRD	The training of chiefdom functionaries should involve more technical people to ensure quality training and should take

				90% chiefdom budgets submitted to MLGRD			at least one week to meet the objectives
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