

**Sierra Leone Multi-Donor Trust Fund**

**FINAL programme[[1]](#footnote-1) NARRATIVE progress report**

**REPORTING PERIOD: jUNE 2010–DECEMBER 2011**

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| Programme Title & Number |  | Country, Locality(s), Thematic Area(s)[[2]](#footnote-2) |
| * Programme Title: Supporting Rural Women in Capacity Building through Leadership Skills Training and Community Development * Programme Number *(if applicable)* * MDTF Office Atlas Number: | *(if applicable)*  Sierra Leone – Peace building |

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| --- | --- | --- |
| Participating Organization(s) |  | Implementing Partners |
| **UNWOMEN (formerly UNIFEM)** | * National counterparts (government, private, NGOs & others) and other International Organizations * **Sierra Leone Female Parliamentary Caucus (SLEFPAC)** * **Council of Women Councilors** |

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| --- | --- | --- | --- | --- |
| Programme/Project Cost (US$) | |  | Programme Duration (months) | |
| MDTF Fund Contribution:   * *by Agency (if applicable ) $ $158,400* |  |  | Overall Duration |  |
| Agency Contribution   * *by Agency (if applicable)* |  |  | Start Date[[3]](#footnote-3) - July 2010 |  |
| Government Contribution  *(if applicable)* |  |  | End Date or Revised End Date, October 2011  *(if applicable)* |  |
| Other Contribution (donor)  *(if applicable)* |  |  | Operational Closure Date[[4]](#footnote-4) |  |
| TOTAL: |  |  | Expected Financial Closure Date |  |

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| Programme Assessments/Mid-Term Evaluation |  | Submitted By |
| Assessment Completed - if applicable *please attach*  Yes No Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Mid-Evaluation Report *– if applicable please attach*  Yes No Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | * Name: Melrose Kargbo * Title: OIC * Participating Organization (Lead): FAO * Email address: [melrose.kargbo@unwomen.org](mailto:melrose.kargbo@unwomen.org) |

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| **Introduction:**  The Narrative Progress Report template is in line with the UNDG Standard Progress Report.  Building on continued efforts made in the UN system to produce results-based reports, the progress report should describe how the activities (inputs) contributed to the achievement of specific short-term outputs during the twelve month reporting period, and to demonstrate how the short-term outputs achieved in the reporting period collectively contributed to the achievement of the agreed upon outcomes of the Strategic (UN) Planning Framework guiding the operations of the Fund[[5]](#footnote-5).  In support of the individual programme reports, please attach any additional relevant information and photographs, assessments, evaluations and studies undertaken or published.  Where available, the information contained in the Programme Summaries and Quarterly Updates prepared by the Participating Organizations may be useful in the preparation of the Annual Narrative Progress Report. These Summaries and Updates, where applicable, are available in Sierra Leone Trust Fund section of the MPTF Office GATEWAY: <http://mdtf.undp.org/factsheet/fund/SL100>. |
| **Formatting Instructions:**   * The report should not exceed 10-15 pages. Include a list the main abbreviations and acronyms that are used in the report. * Number all pages, sections and paragraphs as indicated below. * Format the entire document using the following font: 12point \_ Times New Roman   and do not use colours.   * The report should be submitted in one single Word or PDF file. * Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative. |

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# NARRATIVE REPORT FORMAT

# Purpose

In 2011 Programme 18 was collapsed into Programme 16 of the UN Joint Vision. As part of the Joint Vision Programme 18/16, the proposed project aims to contribute to UN Joint Vision’s broader effort to contribute to a rural population that is less isolated and has greater access to information, agricultural and vocational training, market opportunities, financial services, security, justice and land. It has the following as it’s

Main outputs and outcomes/objectives of the programme.

* The outcome of this project:
* Increased rural women’s community involvement and access to local government for a;
* Improved dialogue and cooperation of rural women and councilors on development programs at all levels.
* Outputs/deliverables:
* 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;
* 14 district Women’s Town hall meetings on community development programs and women’s involvement organized and supported

# Resources

*Financial Resources:*

* Provide information on other funding resources available to the project, if applicable.
* Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.
* Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

*Human Resources:*

* National Staff: Provide details on the number and type (operation/programme).
* The National Programme officer for UN Women who is the current Officer in Charge had the responsibility to engage with implementing partners for the successful implementation of the project. In the second year of project implementation the National Programme Officer was joined by the Programme 17 Coordinator which strengthens the overall programme implementation and coordination. The UN Women Communications Officer played a lead role in compiling reports on the various activities undertaken. All administrative and financial exercises were undertaken by the Admin/Finance Associate or UN Women
* International Staff: Provide details on the number and type (operation/programme)
* The Country Programme Manager for UN Women provided the general guidance and oversight of the project and its successful implementation till her departure in June 2011.

# Implementation and Monitoring Arrangements

**Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.**

* The programme was implemented in rural communities nation-wide. UN Women partnered with the Sierra Leone Female Parliamentary Caucus (SLEFPAC) and the Council of Female Councillors (CWC).
* The Sierra Leone Parliamentary Caucus hired a team of experts to facilitate community town hall meetings for women in rural communities on community development programmes to ensure meaningful participation and involvement in development initiatives in their respective communities
* CWC organised women’s leadership training for CWC 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 Female 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 had also collaborated with FAO who supported ward committee members for leadership training
* UN Women also partnered with Crime Research Centre (CRC) to carry out Agricultural/life skills training for rural young women to improve their living standard and for sustainable income generating activities. Support will be directed towards procurement of agricultural materials for training of young rural women in the processing and marketing of local food items.
* **Provide details on the procurement procedures utilized and explain variances in standard procedures.**
* **Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing project.**

UN Women provided technical support both to the Council of Women Councilors and the Sierra Leone Female Parliamentary Caucus in the organization of the leadership training and witnessed all training sessions’ country wide. These activities were jointly monitored by the Local and District Councils and the partners. An M&E plan was developed by these respective projects which are based on inputs/outputs model. Activities were monitored against their results

* **Report on any assessments, evaluations or studies undertaken.**

# Results

* **Provide a summary of Programme progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period.**

UN Women partnered with Council of Women Councilors to conduct a leadership skills training programme for women councilors 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 achieve the following:

* To 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.
* 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.
* To engender women representation 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 Sierra Leone Female Parliamentary Caucus with support from UN Women conducted 14 town hall meetings for women in rural communities on community development programmes and women’s participation in development initiatives. These meetings were aimed at equipping women with the requisite knowledge, skills and techniques on community development strategies to enhance rural participation in community development programmes and increase their involvement in such programmes. The specific objectives of the town hall meetings were :

* To enable participants understand the processes followed in the design of community development strategies.
* To promote rural dialogue to help government and development partners understand local issues for appropriate action.
* To facilitate community feedback on project implementation and impact.
* To facilitate the participation of women in development initiatives and decision-making processes.
* To promote gender equity and women’s rights and empowerment

Crime Research Centre – Sierra Leone (CRC-SL) and Sinava Women’s Agricultural Development Association (SIWADA) have jointly completed the implementation of a Young Women’s Socio-economic Empowerment and Integration project in 5 communities in the Kpaka chiefdom in the Pujehun district. The intervention aimed at assisting 100 impoverished and highly vulnerable young women in those communities to increase the level of their access to decent income, sustainable employment and increased assertiveness as a way of building their capacities for contributing to local and national development. The object

* 1. **Project Specific Objectives:**
* Not less than 100 impoverished and SGBV vulnerable and/or survivor young women mobilized into 5 solidarity groups in 5 communities of the Kpaka chiefdom in Pujehun district by end of December 2010.
* One hundred women clustered in 5 solidarity groups of 20 members each trained in improved skills for processing, packaging and marketing cassava products.
* Five young women’s Solidarity groups effectively accompanied and mentored in cassava processing, packing and marketing skill.
* Five young women’s solidarity group supported with a cassava processing and marketing business start-up package of Le 2,000,000 each.
* Twenty trained STAR facilitators of the 5 Solidarity groups effectively accompanied and mentored in STAR facilitation skills and processes.
* **Report on the key outputs achieved in the reporting period including # and nature of the activities (inputs), % of completion and beneficiaries**.

The leadership 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 councilors and other women leaders, a total of about one hundred women benefited from this leadership training.

Among the key topics covered during the trainings were modules on;

* Concept of Leadership ( what leadership involves; Leadership styles; servant leadership; leadership and nation building; etc)
* Concept of Communication (what is communication; effective communication; basic elements of communication; barriers to communication etc)
* Community meetings and its importance ( reasons for holding meetings; types of meetings; meeting procedures; minutes of meetings etc)
* Functions of District Council (functions of local councils; roles and responsibilities of councilors; roles and responsibilities of chiefdom councils etc)
* Proposal writing ( what is a project proposal?; critical issues to consider when writing a proposal; steps in writing proposals etc)
* Gender and Leadership (gender equality and gender mainstreaming; gender division of labor in the country.
* Gender and Good Governance (Definition and the need for good governance; Actors in good governance; key elements of good governance).

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 councilors 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.

The Town Hall meetings for women in rural communities on community development programmes and women’s participation in development initiativesfacilitated by Sierra Leone Parliamentary Female Caucus were held in the 14 districts in Sierra Leone. A total of 420 community women benefitted from the training. The participants were trained in:

* Participatory approach on community development strategies
* Participatory Rural Appraisal
* Participatory Learning and Action
* Rural Dialogue and Rural Conferences

**Result Based Activities Accomplished**

**Organize Training in High Quality Cassava Products’ Processing Skills.**

SIWADA coordinated this activity

All of the 100 young women beneficiaries on the project participated in the training for high quality cassava products processing skills. The training was conducted at two venues with one venue hosting three groups of 20 participants each for 5 days, while the other hosted two groups of 20 participants each for 5 days.

The following topics were covered during the training:

* Using motorized cassava grater, motorized hammer mill, Sieves, hydraulic press and product drying platform
* Training in processes of harvesting cassava; peeling cassava; washing cassava, grating; dewatering; cake breaking or granulating; sieving; chipping; drying; milling and sieving and packaging and storage
* Training in processing 3 primary products from cassava (High quality cassava flour - HQCF; fermented fufu flour and starch)
* Training in processing 5 secondary product from HQCF (cassava fitters; cassava egg roll; cassava chips; dough nuts and banana cake)

The training in Cassava Products’ Marketing and Entrepreneurial skills concentrated on the following major components: market surveys, market linkage creation, book keeping, developing and maintaining customer relations, branding products and profit analysis.

**Conduct training in Stepping Stones and REFLECT (STAR) Facilitation Skills for 20 Women**

Twenty (20) representatives of the five (5) young women solidarity groups were trained in Stepping Stones and Reflect (STAR) facilitation skills for 5 days. The rationale behind the early conduct of this training is that several young women within the solidarity groups are either vulnerable and/or survivors of SGBV in their respective households/communities. This training has enhanced the capacity of the affected young women, especially in relation to building their level of assertiveness, and contribution to the overall development of their groups and communities.

**Handing over of Business Start-up Grants and Equipment to One Hundred women operating in Five Business Enterprises**

The handing over of the business start-up grants and equipment on the project took place on the 18th November, 2011. The ceremony was organized in Massan town, the chiefdom head quarter town of Kpaka chiefdom. Fifty young women (10 from each of the 5 solidarity group) attended the ceremony on behalf of the other beneficiaries.

Each of the 5 solidarity groups received a package which contained a cash grant of Le 2,000,000 (Two million Leones) , one cassava grating machine, one gratered Cassava Hammer Mill Machine and One Cassava Pressing Machine.

The ceremony was graced by key chiefdom authorities including the deputy Paramount chief who doubled as the representative of the Paramount chief and chairperson of the ceremony. CRC-SL was represented by three of her staff members including the National Programme Coordinator, while the SIWADA representation of four staff was headed by the Coordinator. The UN-WOMEN Country Programme Manager who was invited to make a statement and officially had over the tool kits, took the opportunity to explain to the participants the focus and interventions of UN-WOMEN both within and outside of Sierra Leone.

* **Explain, if relevant, delays in programme implementation, the nature of the** **constraints, actions taken to mitigate future delays and lessons learned in the process.**

The major delays noted in the implementation of this project has been due to the beurocracy in the disbursement of funds from the UN Women head quarters, through the regional office and the clarification on letters of Agreement especially with our partners, Sierra Leone Female parliamentary Caucus

* **List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results**.

UN women has collaborated with government partners, such as the council of women councilors, Sierra Leone Female Parliamentarian Caucus, District and Town Councils, Members of Parlaiment Human Rights Committee, local NGOs and UN agencies (FAO) to carry out the various activities under this programme. The success of this project is built on a longstanding partnership between UN Women, the Sierra Leone Female Parliamentary Caucus and CWCs, this project is complementing an ongoing 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 project was also instrumental in getting community women onboard the advocacy for the Gender Equality Bill which calls for a minimum 30% quota for women in decision making positions in Sierra Leone.

* **Other highlights and cross-cutting issues pertinent to the results being reported on.**
* **Provide an assessment of the programme/ project based on performance indicators as** **per approved project document using the template in Section VIII, if applicable.**

# Future Work Plan (if applicable)

* Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2012), using the lessons learned during the previous reporting period.
* Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.

1. The term “programme” is used for programmes, joint programmes and projects. [↑](#footnote-ref-1)
2. Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF. [↑](#footnote-ref-2)
3. 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). [↑](#footnote-ref-3)
4. All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office. [↑](#footnote-ref-4)
5. In the case of the MDG-F, the two bi-annual monitoring reports fulfill the request of the Annual Report. In the case of the Peacebuilding Fund’s Peacebuilding and Recovery Facility (PRF), show how the programme relates to the PBF Priority Plan’s objectives. For the UNDG Iraq Trust Fund, explain how the programme relates to the UN Assistance Strategy for Iraq, UN MDGs, ICI, NDS, etc. [↑](#footnote-ref-5)