

**Joint SDG Fund**  
 Template for the Joint Programme Annual Progress Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

## Cover page

**Reporting period: June 30 – December 31, 2020**

**Country:** Sierra Leone

**Joint Programme (JP) title:** Strengthening Domestic Resource Mobilisation for SDGs Financing in Sierra Leone

**Short title:** Sierra Leone Domestic Resources

**Start date** (month/year): July 2020

**End date** (month/year): June 2022

**RC** (name): Babatunde Ahonsi

**Government Focal Point** (name and ministry/agency): Sheka Bangura, Ministry of Planning & Economic Development

**Representative of Lead PUNO** (name and agency): Dr. Pa Lamin Beyai, UNDP Resident Representative

**List of PUNOs:** UNDP & UNCDF

**RCO Main JP Focal Point:** Laurie Manderino **E-mail:** laurie.manderino@un.org

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**Budget** (Joint SDG Fund contribution): USD \$930,000

**Overall budget** (with co-funding): **USD \$1,354,000**

**Annual Financial Delivery Rate: 4.2%**

**Rate of Committed Funding : 30.0%**

Note: These delivery rates are calculated using only Joint SDG Fund transfers as the denominator. Co-funding from PUNOS of USD \$424,000 (over the two-year programme) in the JP budget is not included in these calculations.

	Expenditures January 2020 - December 2020	Committed resources January 2020- December 2020	Transferred Funds January 2020- December 2020	Annual Financial Delivery Rate (%)	Committed Funding Rate(%)
<b>UNDP</b>	19,569	19,569	250,000	0.042083871	0.300148387
<b>UNCDF</b>	0	120,000	215,000		
<b>PUNO 3</b>					
<b>PUNO 4</b>					
<b>PUNO 5</b>					

### **Short description of the Joint Programme** (max 1 paragraph):

Raising more government revenue is one of the highest priorities for the Government of Sierra Leone (GoSL) and the country recently developed an Integrated National Financing Framework (INFF) based on recommendations from the 2018 Development Finance Assessment (DFA) report. Low volume of revenue collection limits available government resources to invest in Sierra Leone's 2019-2023 Medium-Term National Development Plan (MTNDP), which is anchored in the SDGs. Also, recent growth in public borrowing, mainly due to a drop in the price of key export commodities, has led to increased interest rates paid on government debt, up to 25 per cent. This Joint Programme (JP) is designed to realize two key activities: 1) enhanced government revenue collection, and 2) increased domestic capital accumulation with expanded financial inclusion. This JP will focus on removing policy, institutional, and access barriers, while facilitating strong governance and coordination mechanisms among government, private sector, and civil society actors. It will support development of a gender responsive fiscal strategy that promotes women's economic participation.

## **Executive summary**

The PUNOs worked with the Ministry of Planning & Economic Development (MoPED) on developing the ToRs for the secretariat, steering committee and the national project coordinator. In addition, a ToR was developed and advertised for increasing access to financial points and improving women entrepreneurial skills and financial literacy. The national project coordinator position (under UNDP) was advertised, interviews conducted, and a successful candidate is to commence work in late January 2021. Based on the project document, a list of about 8 representatives were selected to form the steering committee. A virtual launch event included more than 70 participants from diverse groups, including EU, private sector, NGOs, and the Government. The UNDP SDG Acceleration Lab partnered with Limkokwing University and Innovation Axis. Steps were taken for hiring a firm to conduct financial literacy and entrepreneurship training for women and youth enterprises, and to implement on-boarding of women banking agents across the country.

## **A. Annual Progress (MAXIMUM 7 PAGES)**

### **A.1 The overview of progress and challenges**

#### A.1.1. Overall self-assessment

Provide a self-assessment on the overall JP progress in the last year.

- Above expectations (expected annual results fully achieved and additional progress made)
- On track (expected annual results achieved)
- Satisfactory (majority of expected annual results achieved)
- Not-satisfactory (majority of expected annual results not yet achieved)

Key start-up and foundational activities have been completed and the program is positioned to move forward in the near-term to speed up implementation to achieve the desired results.

#### A.1.2. Overall progress and key developments to date

#### **Governance and coordination**

- The setting up of a national Joint SDGs fund secretariat for the project was completed and it is housed at the Ministry of Planning & Economic Development

**JP programme management (e.g. establishment of JP oversight committee, hiring or key personnel and consultants)**

- A provisional steering committee was established and will be formally approved in early January 2021. Progress was also made in getting the national Project Coordinator (UNDP staff) on board, as the interview process was completed. An Office space for the secretariat was provided at the Ministry of Planning & Economic Development to house the secretariat. Two of the main activities indicated as co-funding in the project document (under UNDP) were undertaken and completed: 1) financial support was provided to roll-out of GIS enabled & automated M&E system, and 2) partnerships were created with innovation hubs/private sector to train and mentor the innovators in entrepreneurship and business formalization.
- The contracting process for an international consultant to support Bank of Sierra Leone in re-designing a digital credit bureau for Bank of Sierra Leone kicked off in November and is expected to be completed by end of January 2021
- The JP commenced the process of hiring a firm to conduct financial literacy and entrepreneurship training for women and youth enterprises and help them to formalize their existence by registering with local and national governments
- The process to implement on-boarding of women agents across the country began in Q4 2020 and will be completed in Q1 2021.

**Mobilization of financial resources (co-funding and co-financing)**

- On co-funding, UNDP through its SDGs Acceleration Lab supported the creation of partnerships with innovation hubs/private sector (Limkokwing University and Innovation Axis) to train and mentor the innovators in entrepreneurship and business formalization. In addition, UNDP supported the development an integrated automated (GIS supported and web-enabled) system to be known as National Monitoring & Evaluation Management Information System (NaMEMIS). It is expected that the system will be used for the management of Government-wide monitoring, evaluation and performance of all capital projects, with the aim of strengthening the role of M&E policies, programmes and projects, in all MDAs in order to improve effectiveness and efficiency of programme delivery.
- In collaboration with Freetown City council to develop alternative sources of revenues, UNCDF is funding a project to construct reliable water, sanitation and hygiene facilities (WASH) as an extension of delivering safe, affordable, sustainable water to the residents while at the same time demonstrating a successful model for financing sustainable water production and consumption.

**A.1.3. Changes**

Was the JP document modified in the past year?

- Yes  
 No

The annual work plans were modified so that the GMS is reflected in it.

**A.1.4. Challenges**

Did the JP face any major challenges in the past year?

- Yes  
 No

One major challenge was getting the National Project Coordinator on board. The position was advertised and there were administrative delays in completing the shortlisting and interview process. The interview process has been completed and hopefully the project coordinator will be on board in late January 2021. Movement and gathering restrictions under COVID-19 also constrained the advancement of certain tasks, such as establishing the Steering Committee. Implementation of the activities for 2020 was subject to having the project coordinator on board to manage the secretariat. In addition, there was delay in establishing the secretariat – procurement delays in laptops and other office equipment. Based on these challenges, activities such as strengthening NRA capacity on income tax collection & auditing of business was rolled over to 2021.

[A.1.5. COVID-19 and other strategic alignment](#)

Restrictions on movements and gatherings of persons created some obstacles for program activity implementation, including consultations and trainings.

This JP is in line with the Socio-economic Response Plan (SERP), as both emphasize financial inclusion and creating opportunities for private sector growth, as well as enhancing social services for vulnerable groups, which the government revenue enhancement aspect of this JP will support.

**A.2 Update on priority issues**

[A.2.1. Progress on Integrated National Financing Framework/SDG financing building blocks](#)

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable	Comments/ Notes
<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Conducted in 2018-2019
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Conducted in 2018-2019
<b>3. Financing strategy</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

[A.2.2. Thematic focus](#)

- Cross-cutting
- Gender
- Children & youth
- Social protection
- Health & nutrition
- Climate change & nature
- Agriculture
- Biodiversity
- Blue economy
- Other.....
- Other.....
- Other.....

[A.2.3. Gender marker](#)

Did your Joint Programme feature Gender Results in the past year at the outcome or output level?

- Yes
- No

Briefly explain: The activity on Gender will be implemented this year. They first six months of the project were used to set the stage for implementation in 2021.

Gender Marker total average scoring from 0 to 3 (as defined in the JP document): The overall Gender Marker Score is 2, as presented in the JP document.

There was no assessment of the Gender Marker during the reporting period as most practical activities will kick off this quarter.

A.2.4. Vulnerable groups

Will the JP directly impact marginalized and/or vulnerable groups through a dedicated outcome or output?

Yes

No

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
Women and girls	<ul style="list-style-type: none"> <li>- Women are financially trained to start making sense of their finances and plan properly for their future</li> <li>- Women business are formalized to benefit from real economies</li> </ul>	Yes	<ul style="list-style-type: none"> <li>- Financial literacy training for women and men, with attention to including women's perspectives and promoting entrepreneurship skills – planned.</li> <li>- Onboarding of women mobile money and bank agents across the country - planned</li> </ul>
Children			
Youth		Yes	To create partnerships with innovation hubs/private sector to train and mentor the innovators in entrepreneurship and business formalization – completed (part of the co-funding activity implemented by UNDP)
Persons with disabilities		Yes	Financial literacy training for women and men, with attention to including women's perspectives and promoting entrepreneurship skills - planned
Older persons			
Minorities (incl. ethnic, religious, linguistic...)			
Indigenous peoples			
Persons of African Descent (when understood as separate from minorities)			
Migrants			
Refugees & asylum seekers			
Internally displaced persons			
Stateless persons			

Persons deprived of their liberty			
Peasants and rural workers			
Human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...)			
LGBTI persons (sexual orientation and gender identity)			
Persons affected by (HIV/AIDS, leprosy...)			
Persons with albinism			
Victims or relatives of victims of enforced disappearances			
Victims of (slavery, torture, trafficking, sexual exploitation and abuse...)			

#### [A.2.5. Learning and sharing](#)

None to report for this period.

### **A.3 Update on events and partnerships**

#### [A.3.1. Events](#)

Type of event	Yes	No	Comments
JP launch event	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Completed (with EU, private sector, NGOs, and Gov)
Annual donors' event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Planned for 4 <sup>th</sup> quarter in 2021
Partners' event **	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Planned for 2 <sup>nd</sup> quarter in 2021

#### [A.3.2. Partnerships](#)

Did your Joint Programme facilitate engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)?

- Yes  
 No

- The launch event included more than 70 participants from diverse groups (see above table) and the UNDP SDG Acceleration Lab partnered with Limkokwing University and Innovation Axis.
- PUNOs meet regularly with IFI on SDG financing topics.

#### [A.3.3. Additional financing](#)

- Yes  
 No

Source of funding	Yes	No	Co-funding or Co-financing?	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input type="checkbox"/>	<input type="checkbox"/>				
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

#### A.4 Strategic communications

Did the JP develop a strategic communications plan?

Yes

No

The communication team of UNDP is working on the Communications Plan and it should be completed in the first quarter of 2021.

A press release was prepared for the Domestic Resource Mobilization launch event in October 2020, as well as social media posts. More than 70 participants attended virtually and there were two panel discussions with participants from Government, Civil Society, Private Sector and IFIs, including African Development Bank and IMF. The Minister of Planning and Economic Development provided remarks, as well as the UN Resident Coordinator and the Head of Delegation for the EU. The Joint SDG Fund Secretariat featured it in their social media.

## B. Annual Results (MAXIMUM 3 PAGES)

### B.1. SDG acceleration

*List up to 3 main SDG targets that your Joint Programme primarily focused in 2020.*

**SDG: Target 1.4** - By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

**SDG: Target 5.b** - Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

Applicable JP Activities:

20 innovators trained and mentored on entrepreneurship and business planning

20 Innovators refined their ideas to produce improved and marketable product designs

### B.2. Contribution to Fund's global results

For SDG Outcome Area 2, there were no 2021 targets set for this program, as the program is still in start-up phase.

For SDG Outcome Area 3, Sierra Leone completed an INFF with activities partnering with (1) government/public partners (2) civil society partners and (3) private sector partners. Activities initiated for the JP in 2020 support these objectives.

### B.3. JP Outputs and outcomes

- **Achievement of outputs**

**Output 2.7. Government-wide national M&E system for development results strengthened**

As part of the Co-funding activity, UNDP supported the development an integrated automated (GIS supported and web-enabled) system to be known as National Monitoring & Evaluation Management Information System (NaMEMIS). It is expected that the system will be used for the management of Government-wide monitoring, evaluation and performance of all capital projects, with the aim of strengthening the role of M&E policies, programmes and projects, in all MDAs in order to improve effectiveness and efficiency of programme delivery.

- **Achievement of outcomes**

**Outcome 2 – TRANSFORMATIONAL GOVERNANCE:** By 2023, people in Sierra Leone benefit from more gender and youth responsive institutions that are innovative, accountable and transparent at all levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of boys and girls (children, girls), women and men including those with disabilities.

### B.4. Strategic Documents

Did the JP produce strategic documents in the last year (policy, strategies, analyses/assessments, methodological documents, and other relevant documents)?

- Yes  
 No

## C. Plan for the Next Year of implementation (MAXIMUM 2 PAGES)

### C.1 Upcoming activities

- Strengthen public-private dialogue between the National Revenue Authority (NRA) and business in the informal sector the advantages of formalizing their businesses.
- Strengthen NRA capacity on income tax collection & auditing of businesses.
- Study to determine the trends in the complexity of the tax system, and the extent of tax avoidance and evasion.
- Strengthen the Local Councils capacity to plan for monitoring revenue and expenditure in line with PFM standards.
- Support NRA to raise awareness to taxpayers, especially SMEs, on tax filing and to improve public attitudes on the use of the tax system.
- Support the National Social Security Trust Fund (NASSIT) to re-orient its investment programme to support large scale SDGs investment
- Study on challenges & enablers on women’s participation to domestic revenue mobilization.
- Monitoring, reporting & communication on program activities.
- Embark on Financial literacy and entrepreneurship training of 10,000 women and youth entrepreneurs in 4 districts
- Onboarding of Women mobile money and Bank agents to enhance access to Finance more in the rural area



In 2021, the JP will advance objectives related to the National Revenue Authority as well as those related to enhance SDG investments through NASSIT and small businesses under the financial inclusion activities.

## C.2. Expected changes

None anticipated at this time.

Are there any changes made/expected to be made to the Risk Matrix?

- Yes
- No

## Annex 1: Consolidated Annual Results

### 1. JP contribution to global programmatic results (annual)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement ( Update table below )

Indicators	Target 2020	Result 2020	Target 2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope(for other/ additional sector/s or through new sources/means)	Not applicable As per project document – Targets were to be confirmed for 2022	Not applicable As per project document – Targets were to be confirmed for 2022	Not applicable As per project document – Targets were to be confirmed for 2022
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale(for the same multi-sectoral solution.)	Not applicable As per project document – Targets were to be confirmed for 2022	Not applicable As per project document – Targets were to be confirmed for 2022	Not applicable As per project document – Targets were to be confirmed for 2022

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Update table below and provide details as requested)

Indicators	Target 2020	Result 2020	Target 2021	List of strategies/ frameworks developed
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	N/A	N/A	N/A	
4.2: #of integrated financing strategies that have been implemented with partners in lead disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners	N/A	N/A	3	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	N/A	N/A	3	

## 2. Selected global performance indicators (annual)

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence in 2020?

- Yes, considerably contributed  
 Yes, contributed  
 No

Explain briefly: The program improved collaboration between UNDP and UNCDF on financial inclusion and other resource mobilization issues, as well as collaboration with IMF and AfDB. UNCT members who participated in the launch event have better understanding of these issues.

2.2. Did your Joint Programme contribute to reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other Joint Programmes?

- Yes,  
 No  
 N/A (if there are no other joint programmes in the country)

Explain briefly: The setup of the Secretariat at the Ministry has supported streamlined communications on domestic resource mobilization.

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

- Yes  
 No

Explain briefly: UNSDCF Outcome Area 2 is on Improved Governance that extends to public financial management, supporting domestic SDG finance and financial inclusion.

## 3. Results as per JP Results Framework (annual)

No JP targets were set for 2021. They apply instead to 2022 and 2023.

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Outcome 1:						
Outcome 1 indicator						
Outcome 1 indicator						
Output 1.1						
Output 1.1 indicator						
Output 1.1 indicator						

## Annex 2: List of strategic documents

No strategic documents were produced during the reporting period.

1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it

2. Strategic documents for which JP provided contribution

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it

### Annex 3: List of strategic communication documents

1. Have you created a strategic communication plan for the Joint Programme?

- Yes  
 No

Explain briefly: The JP, in 2021, will work closely with an in-house communication team to ensure visibility of all implemented and funded projects through blogs, videos and any other media materials.

2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget)

Explain briefly: 1%

3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

- Yes  
 No

Explain briefly: This is anticipated once more program activities are active.

4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

- Yes  
 No

Explain briefly: It was referenced during the launch event and was viewed by partners.

5. How many articles (interviews, human interest stories, press releases, expert insights, etc) about your JP were published by an external media outlet (Non-UN published)?

Total number: 0

Explain briefly: This is anticipated once more program activities are active.

6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number: 2

Explain briefly: Press release and social media posts about the Launch Event

7. Have you received an increase of social media followers?

- Yes  
 No

Total number: N/A (Not mandatory)

Explain briefly: N/A

*Multi-Media Faucets*

Nothing to report in this section for the reporting period.

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)

*Social Media Campaigns*

Nothing to report in this section for the reporting period.

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)

## **Annex 4: Updated JP Risk Management Matrix**

No change from the original proposal matrix.