



Local Governance and Economic Development Joint Programme (LGED-JP) Sierra Leone

Country: Sierra Leone

Programme Title: Local Governance and Economic Development Joint Programme (LGED-JP)

Joint Programme Outcomes: Strategic leadership in the decentralization process strengthened and the ability of local governments to enhance pro-poor local economic development enhanced.

<p>Programme Duration: 2011-2014</p> <p>Anticipated start/end dates: 1 July 2011-30 June 2014</p> <p>Fund Management Option(s): parallel and pass-through</p> <p>Administrative Agent: UNDP</p>	<p>Total estimated budget*: 3,254, 958 USD</p> <p>Out of which:</p> <p>1. Funded Budget: 1,645,000 USD</p> <p>2. Unfunded budget: 1,609,958 USD</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p>
	<p>Sources of funded budget:</p> <ul style="list-style-type: none"> • Government 45,000 USD • UNDP 800,000 USD • UNCDF 800,000 USD

UN organizations	National Coordinating Authorities
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1. Executive Summary

1.1 The Local Governance and Economic Development Joint Programme (LGED-JP) is a programme of the Government of Sierra Leone that aims to strengthen the decentralization process and support the capacity of local governments to enhance pro-poor local economic development.

1.2 The LGED-JP is a three year programme from July 2011 to June 2014, with an anticipated second phase from 2014 to 2017. The first phase of the LGED-JP will focus on three major outputs: (i) strengthening the capacity of the Ministry of Local Government and Rural Development (MLGRD) to strengthen its strategic leadership in the decentralization process; (ii) strengthen capacity development at the local government level in financial management and planning, and to stimulate local economic development (LED) by local government initiatives; and (iii) to promote investment in pro-poor economic activities, and make critical public-private partnership investments in target districts to exploit the potential of important productive sectors and value chains. The anticipated second phase of LGED-JP intends to continue the harmonization of the decentralization efforts and to provide support for local economic development (LED) to all districts through budget support, and to further strengthen the Public Expenditure Management (PEM) process. LGED-JP builds on experiences from the Kenema District Economic Recovery Programme (KDERP), but should not be seen as a roll-out of KDERP as adjustments to the KDERP approach need to be made to enable the partners to achieve the expected results.

1.3 LGED-JP promotes implementation of PRSP II, Agenda for Change, within the 2nd and 4th priority areas: addressing pro-poor growth, and promoting the decentralization policy and devolution of functions to local governments. LGED-JP fits within programme 16 on local governance and decentralisation of the Joint Vision for Sierra Leone, which is UN's response to PRSP II. It is in line with the Joint Vision commitments to better integrate programmes and activities to prevent overlaps, and to carry out activities together with national counterparts. It contributes to integration of rural areas into the national economy and promotes accessible and credible public services. It furthermore promotes cross cutting issues, specifically building of national capacities, reduction of poverty, and addressing women and youth through its pro-poor approach.

1.4 Given the limited capacity in MLGRD and at the local government level, LGED-JP will ensure that all technical and financial support is provided in such a way that the systems and structures of existing institutions are strengthened in line with their mandates. In order to promote coordination and enhance complementarity, LGED-JP will build on previous and on-going decentralization and local economic development activities promoted by other development partners, such as the Private Sector Development project of GIZ; the Institutional Reform Capacity Building Programme (IRCBP) and Decentralised Service Delivery Programme (DSDP) supported by the World Bank, EU and DFID; and the inclusive finance activities executed by MITAF and funded by UNCDF, UNDP and KfW. In its targeting of local economic development of relevance to women farmers and small scale businesses, the LGED-JP will also build on the experiences developed through the Gender Equitable Local Development (GELD) activities. LGED-JP will promote extensive dialogue and collaboration between development partners and with key MDAs to strengthen coordination and collaboration in decentralization and pro-poor local economic development, with the aim to start the process to harmonise decentralization support towards one overall national programme on decentralisation.

1.5 The beneficiaries of the LGED-JP are small and medium scale economic actors, with a focus on women and youth. LGED-JP will provide funding for planning and LED investment by four local councils through public-private partnership investments in infrastructure, the regulatory environment, human skills and attracting inward investment of relevance to key productive sectors and value chains. The population of the four local council areas, in general, will benefit through employment generated by labour intensive infrastructure investments as well as from long term economic improvements in the districts. This first step will allow for testing and adjustment of the approach. LGED-JP will furthermore prepare for the roll out of the LED approach across all districts

in the second phase by providing training on LED to all local governments during year two to help planners take on a more strategic approach to local economic planning, and facilitate linkages with investors and programmes that could be willing to channel funds to investment needs identified along important productive sectors and value chains. LGED-JP will furthermore provide support to the agreement of a funding mechanism for budget support to harmonise local government funding. It is anticipated also that the second phase will provide more comprehensive support to MLGRD to improve guidelines for, and implementation of, the PEM process, although this work will be initiated during the first phase, with a particular focus on gender, through a review of how the GELD programme can be harmonised with LGED-JP. This will be done in collaboration with other partners, in particular the World Bank.

1.6 LGED-JP has an estimated cost of USD 3.25 million. 50% of the funding has been secured from UNDP and UNCDF, with in kind contribution from MLGRD, covering the initial 18 months. The funding gap of USD 1.6 million will be secured through fund raising locally among donors led by UNDP, and globally through a consolidated UNCDF effort to mobilise funds for local economic development in LDCs. While it might be conducted separately, fund raising for LGED-JP by UNDP and UNCDF is for the joint programme, and funds will be channelled through the pass-through mechanism and shared in line with the joint Annual Work Plan and Budget for any given year.

1.7 This document summarises the key elements of the design of the LGED-JP, and details are provided in annexes.

2. Situation Analysis

2.1 Sierra Leone is a unitary republic of 4.9 million people, of whom 60% are under the age of 25. The country has experienced stable economic growth in recent years,ⁱ and real GDP growth is expected to continue to rise to 5.8% in 2011 and 6% in 2012.ⁱⁱ Despite success in decreasing income poverty,ⁱⁱⁱ the majority of the population is still not able to reap significant benefits from growth. Over half of the population are still living under 1.25\$ a day, and despite being rich in mineral resources,^{iv} the country ranks 11th from the bottom on the Human Development Index.^v Economic development is also unbalanced between urban and rural areas as well as between different provinces, contributing to the rapid urbanization with an influx of young unemployed and underemployed youth.^{vi}

2.2 Sierra Leone can claim to have a strong reform programme, a recovering economy, improving power supply and is also beginning to address corruption. Sierra Leone continues to face challenges to increase revenue collection from foreign investment in natural resources, but have come some way in sharing these revenues between key institutions in these districts.^{vii} Increased transparency in revenues from natural resources is sought through publication of revenues received from mining companies,^{viii} and the 2009 revision of the Mines and Minerals Act requires greater contributions from mining companies in the form of licence fees, royalties and taxes. A number of recommendations for how the resource revenue management in Sierra Leone should be improved was presented in the EITI report in March 2010 addressing centralisation of tax collection through the National Revenue Authority and to make rights agreements with the mining companies available to the public.^{ix} To further increase revenues from mining, and to channel these revenues to services and local economic development affecting the ordinary citizen remains a key challenge to Sierra Leone's continuous peace and stability.

2.3 The Government of Sierra Leone has a strong focus on growth in the agricultural sector, given that agriculture represents 75% of the economy and investments in rural agriculture is going to be pro-poor as it benefits smallholders and in particular women.^x It has been able to attract extensive investments in the agricultural sector especially through its flagship Smallholder Commercialisation Programme (SCP). It is also expected that public services will be picking up

slowly resulting from major donor-supported reconstruction efforts to improve roads, power supply, water and sanitation.

2.4 Nonetheless, the country's difficulty in ensuring the majority of the poor benefit from growth stems largely from its poor record in increasing productivity across a broad range of economic sectors and creating labour intensive employment. The strongest economic performance has been experienced by the mining sector, while more labour intensive sectors are still weak. As a result, unemployment actually increased in recent years^{xi}, and over 90% of the population is estimated to work in informal and low productivity sectors - subsistence agriculture and informal services in particular. Also, while significant progress has been made on instituting an open economy, attractive to foreign direct investment (FDI), investment has so far been mainly concentrated in non-labour intensive sectors (mining, communications and financial services) largely as a result of the huge supply constraints inhibiting the other sectors. These include an extensive infrastructure deficit, regulatory problems and very low levels of human skills, technology and access to finance. On the other hand, Sierra Leone has significant resources and potentials to develop higher value added, labour intensive sectors and value chains, which can be unlocked through strategic investments throughout the country.

2.5 The Human Development Report for Sierra Leone indicates that while access to education and jobs has improved for women, female headed households in general remain poorer than male headed households, women political participation is limited, and access to land is still a major problem for women in Sierra Leone. The country has extremely high levels of gender inequality and comes last in the 2007/2008 UNDP's Gender Development Related Index and third from last in the OECD's Social Institutions and Gender Index, which measures gender equality.^{xii}

2.6 In September 2010, the UN Security Council lifted the last remaining sanctions against Sierra Leone saying the government had fully re-established control over its territory following the 1991-2002 civil war and former rebel fighters had been disarmed and demobilized.^{xiii} With this, the efforts to support Sierra Leone will transition from peace building to stabilisation and from early recovery to sustainable development. Security in the sub-region remains fragile, with insecurity in neighbouring Guinea following rising ethnic tensions in the wake of the presidential run-off.^{xiv} This external context coupled with increasing regionalism in this relatively religiously tolerant country,^{xv} weak institutions and a weak democratic system is a cause for concern in the run up to the 2012 presidential, parliament and local elections.

Decentralisation and local government

2.7 Elected local government was introduced to Sierra Leone during the colonial times, but was suspended nationwide in 1972, where district councils ceased to operate and urban and municipal councils was appointed, and primary service delivery was centralized. In 2002, the government decided to re-establish elected councils, and to this end approved the Local Government Act (2004) and the National Policy on Decentralisation (2010). The principles of the decentralization policy provides a solid basis for strengthening of democracy, through its focus on devolution, characterized by elected councils; the subsidiarity principle guiding service delivery; ensuring participation by women and men in the local development agenda; accountability of office bearers to the public; transparency and openness in public conducts; creation of an enabling environment for participatory democracy; stimulation of local economic growth including public-private partnerships; and promotion of inclusiveness regardless of gender, origin, religion or political persuasion.

2.8 One major challenge for the decentralization process is that the National Policy and the Local Government Act were drafted without any comprehensive review of the Chieftancy Act and the role of Traditional Authorities. Some observers therefore note that decentralization was added to the chieftancy system without clarifying service delivery and revenue collection roles and responsibilities. In effect there are now two systems of governance leveraging resources for the same purpose, and given that transfers from the government cover little more than the recurrent

budget, local governments have limited opportunities to provide investment in services and infrastructure identified in their development framework, beyond the transfers that are provided through development partners.^{xvi} MLGRD has started a process to review the chiefdom legislation to address this. A key challenge with regards to the chiefdoms is land ownership.

2.9 Another concern is political participation by women, as only 53 (11.5%) out of the 475 local councillors are women.^{xvii} Several initiatives have taken place to improve participation by women in local politics. Oxfam conducted extensive training programmes before the last local election to prepare women candidates for the election process. Once elected, a series of training programmes have been made available to women councillors, among others from GELD.

2.10 Donor support to decentralisation and local economic development in Sierra Leone can be characterised by the following: (i) A series of isolated efforts in a few districts, and while one nation-wide programme exists (DSDP), there is no national programme on decentralisation; (ii) Most support programmes are targeting a section of actors (for example councils, but not central government; or farmers' access to markets but not local government's investments); (iii) Activities are compatible with little overlap; (iv) Few activities spans over several institutions (for example several ministries) and there is little coordination and collaboration across support programmes; (v) All actors realise the potential and need for coordination and harmonisation, and there is a positive donor environment; (vi) While there are several examples of parallel systems and structures, there is an increasing realisation and effort towards within existing systems and structures; (vi) Economic development in the agricultural sector is a key focus for a number of actors.^{xviii}

2.11 The institutional framework for decentralization separates between central and local level stakeholders and is organized as follows: The *central level* consists of the ministry responsible for local government, which is the Ministry of Local Government and Rural Development (MLGRD); Ministries, Department and Agencies (MDAs) responsible for devolution of functions to local governments; the Parliament in enactment and amendment of legislation; the Judiciary in particular in clarification of laws related to the decentralization process as legal harmonization is required; the Auditor General's Office in auditing of the councils; the Inter-Ministerial Committee on Decentralisation (IMC) in overseeing the decentralization process; the Provincial Coordinating Committee (PCC) as a deconcentrated arm of MLGRD; the Local Government Finance Committee (LGFC) in advising MLGRD on funds and grants allocations to local government and the basis for the allocations; and the Local Government Service Commission, reporting to MLGRD, in provision of regulatory, performance, and human resource management functions to local governments.

2.12 The *local level* consists of local councils at district level (an elected council and an administration, herein called local government) which are responsible for local level service delivery and development; and traditional authorities that retain some revenue collection and service delivery responsibility.^{xix} Each district is divided into wards, represented by ward committees. Division of responsibility between the local governments and traditional authorities on revenue collection and service delivery responsibility is yet to be sufficiently clarified. Other local level stakeholders are the private sector which is to play an active role in local economic development; and civil society and non-governmental organisations with a role to participate in planning, respond to development plans, and encourage accountability by local leaders.

2.13 Key primary functions within education, health and agriculture have been devolved to local governments in line with the Local Government Act, along with some level of resources and capacity.^{xx} 14 core functions were established for local governments upon enactment of the Local Government Act, and 10 of these have been devolved.^{xxi} 75% of the salaries for these positions are being transferred as block grants through the LGFC with the remaining 25% to be covered by the local governments. Devolvement of core functions led by the Local Government Service Commission (LGSC) along with capacity development supported by the Decentralisation Secretariat, and transfer of resources from the Ministry of Finance to cover core functions of local governments, has gone a long way in terms of equipping the local governments with the capacity needed to manage their

responsibilities. The basis for strengthened development and economic planning therefore is available at the district level.

2.14 All local governments have District Development Plans including a Medium Term Expenditure Framework (MTEF) and a two year action plan. It has gone some way in linking the development plan to national priorities. While the total funding requirements are identified, the resource framework from own source revenue, intergovernmental transfers and donor support to fund these plans are not outlined. The criteria for making decisions on investments are not clear, including how participation by local people shall take place, hence opening the door for potential conflicts. The objectives are not linked to measurable indicators, which could have allowed the community to hold the local governments accountable.

2.15 All local governments receive block grants from the LGFC to cover their recurrent costs. In addition, the World Bank and EC supported Decentralised Service Delivery Programme (DSDP) provides budget support as loans to the Government of Sierra Leone. These funds will be transferred from the Ministry of Finance and Economy as intergovernmental transfers to the local governments as grants earmarked for investments in rural water, solid waste, health and education for all districts.^{xxii} The DSDP has also introduced a performance management system which is currently being tested. Further to this, other major and compatible activities in support of local governance and economic development are GIZ which supports local economic development efforts along key value chains and employment generation in two target districts.^{xxiii} USAID's Promoting Agricultural Governance and Environment (PAGE) project has a strong private sector approach and provides support to farmer field schools and to help small scale producers to work with their local governments to promote services that they need.^{xxiv} Also, extensive investment funds are available through the SCP project for rural infrastructure but it is not clear how these funds are linked to investment priorities of the district. The Agricultural Governance Initiative (AGI) supported by the Tony Blair Foundation has expressed interest in strengthening planning for purposes of this nature.^{xxv}

2.16 Key challenges remain for the decentralisation process in Sierra Leone. At the institutional level, lack of leadership and strategic direction of the decentralisation process is a key issue, and one of great concern to the MLGRD. At the same time, development partners and local governments have raised their concern about the introduction of a district officer accountable to the central government, and worry that this may lead to a strengthening of central government control rather than devolution. Further to this, a remaining challenge for local governments are the very limited funds available to address non basic service investments identified in the development planning framework and a strategic approach on which to base them. Activating the role of local governments in promoting local economic development, in line with their mandate, institutional systems, capacities and financial resources will be needed.

2.17 Given this context, there is a need to further promote the decentralization process and build on the many positive interventions that have taken place to date. There is a need to strengthen the leadership of the decentralization process and to clarify how the national policy on decentralisation shall be implemented. There is a need to further strengthen and deepen the dialogue with traditional authorities to clarify service delivery roles and functions, identify policy gaps and avoid overlaps, and to continue the process of devolution of functions across MDAs. With the extensive number of young, unemployed and underemployed people, rural poverty and massive urbanisation, there is a need to strengthen pro-poor growth through unlocking the potential of key economic sectors through labour intensive investments. Furthermore, there is a need to further strengthen capacity at the local government level to ensure good governance, including financial management and planning, and improved local level pro-poor economic development and service delivery.

3. Strategies, including lessons learned and the proposed joint programme

Lessons learned

3.1 Lessons learned from KDERP and other international experiences indicate the need and strategic opportunity for a programme that introduces a coherent model for LED through local government. Other international experience also emphasise the importance to tackle poverty through linking political, economic and social processes in comprehensive ways. The KDERP project made a good contribution to strengthening the capacity of local governments to undertake their core functions, manage a local development fund and undertake investments relevant to community needs. This has established a good foundation for their future involvement in LED. The programme learnt that in order to have an impact on the local economy, it must have a coherent strategic approach to LED. Such an approach should be based on strengthening local governments' understanding of their local economy and their abilities to enhance the enabling environment for important economic sectors and value chains through partnership with the private sector and civil society. There is a major opportunity for piloting an innovative LED model in Sierra Leone, as a bottom up economic development model to unlock the potential for local economic development in relevant sectors, and in particular agriculture which is a key focus for the Government of Sierra Leone. LGED-JP's will therefore aim to further develop the LED model and then mainstream it into national policies and programmes, in particular to the PEM process.

3.2 A brief review of key support activities by development partners related to decentralization or local economic government seem to indicate the following: (i) most support is relatively isolated efforts in a few districts where important lessons learned are yet to inform national policy and strategies; (ii) there is still some way to go to ensure that the costs of operation and maintenance of all investments are included in the district budgets; (iii) harmonized efforts are taking place through one nation-wide programme, but this effort is yet to bring together all partners and relevant government actors; (iv) most support is targeting a limited section of actors rather than all tiers of government and other stakeholders; (v) the activities are compatible and there is little overlap; (vi) all actors realise the potential and need for coordination and harmonization, and there is a positive and constructive donor environment; (vii) there seem to be a process towards the establishment and strengthening of common systems and procedures, replacing the use of parallel structures with quick fix tendencies, yet, institutional mandates are not always recognised; (viii) there is a very clear attention and focus on potential for economic development in the agricultural sector.

The proposed Joint Programme

3.3 The proposed LGED-JP responds to PRSP II, Agenda for Change, under the 2nd and 4th priority areas: addressing pro-poor growth, and promoting the decentralization policy and devolution of functions to local governments. It fits within the UN response to PRSP II, the Joint Vision for Sierra Leone, under programme 16 on local governance and decentralization. LGED-JP will address four major outputs as specified below.

3.4 Output 1 is ***strategic leadership of the decentralization process strengthened***. The focus here will be to support the implementation of the national policy on decentralisation, through negotiations with all stakeholders to establish a national implementation strategy for the policy, and an action plan to guide this work. Key policy, harmonization, and coordination issues (including dialogue between stakeholders) in need of further attention will be negotiated through this process to pave the way for informed decision making regarding the most relevant support areas. It also aims to provide strategic guidance to local economic development functions at the local government level, and this work will include a review of how the current GELD activities can be harmonised with LGED-JP. The focus is furthermore to establish a mechanism through which LED investments can take place through budget support. The contribution will directly address the further devolution of

functions and powers as called for in the PRSP II and responded to in the UN Joint Vision for Sierra Leone, including support to the further clarification of roles and responsibilities between local governments, the traditional authorities and the central government. It also directly responds to the emphasis of the Joint Vision to build capacity of MLGRD to effectively deliver its mandate on rural development and decentralized governance. Activities within this output is building on the efforts so far by the World Bank, EU and DFID whose support to the Decentralisation Secretariat has gone some way in strengthening capacity at the national level to manage the decentralization process. LGED-JP will strengthen MLGRD directly to ensure that leadership of the decentralization process is embedded in the institution mandated to lead the process, and to further enable MLGRD to coordinate with relevant MDAs and development partners to implement the national policy on decentralization. UNDP and UNCDF will agree on partnership arrangements with the Commonwealth Secretariat to ensure that the technical support to MLGRD is well coordinated and that options for mentoring are explored. UNDP and UNCDF will also collaborate with the Decentralisation Secretariat with the aim to have MLGRD eventually take the lead in a national decentralization programme.

3.5 Output 2 is ***local government effectively performing key functions related to local economic development in target locations***. The focus here will be on capacity development of relevance to improving the local economy. In particular, support will be provided to strengthen planning and financial management including revenue collection, and to institutionalize the LED functions at the local government level. This is critical in order for local governments to be able to respond to the needs and growing expectation of rural communities, as called for in the Joint Vision, and to support the integration of the rural economy into the national economy as called for in PRSP II. A series of capacity development efforts have been conducted with the support from the World Bank, EU and DFID through the Decentralisation Secretariat. Although further strengthening of the planning process is required, this clearly has put the councils in a position to conduct basic development planning, and creates an important basis for further focus on local economic development.^{xxvi} Furthermore, the process to devolve core local government functions, led by the government through the Local Government Service Commission (LGSC) has created a basis on which strategic planning for local economic development is possible and timely.

3.6 Output 3 is ***local government actively promoting pro-poor local economic development***. The focus here is to facilitate investment in viable public-private partnerships and local pro-poor economic development in line with the overall district development planning framework. A key focus is to make critical investments that collectively can unlock the potentials of important productive sectors and value chains. Important emphasis will be placed on reaching disadvantaged groups, in particular women and youth, to further their opportunities to engage more actively in the national economy, as called for the PRSP II. It addresses the Joint Vision call to ensure that local government plans are based on natural resources and local business opportunities. LGED-JP provides investment funds for this purpose, but the aim is that local governments leverage further investments from the private sector and development partners. Several development partners promote activities that are complementary to the LGED-JP efforts. Important value chain analysis is available in some districts due to GIZ private sector development activities, and LGED-JP will coordinate efforts with this important work. Further to this, LGED-JP will coordinate with other key partners. One key actor is MITAF II with a focus on widening access to finance for smallholders in rural agriculture, and initial agreements have been reached to coordinate LGED-JP and MITAF II activities at the local level. Another key actor is SLIEPA which may be a potential partner to help package the investment opportunities of the district councils to attract domestic and international investors. The USAID supported PAGE supports local smallholders to engage with the local governments to promote services that they need. Finally, the SCP implemented by the Ministry of Agriculture, Forestry and Food Security with funding from the World Bank and EU, aims at increasing the productivity of the agricultural sector. LGED-JP compliments all these development partners' efforts by strengthening the role of the local governments to play a positive role in enhancing their local economy and in providing a platform for the coordination of these multiple efforts towards a coherent vision and strategy for economic development in the district.

3.7 Output 4 is **the joint programme effectively supporting programme management, monitoring and evaluation, and ensuring sustainability of the results**. This output focus on establishing a lean UN support structure and national consultant support within target institutions. All funds will follow national systems to the extent possible, and all procedures will build on established guidelines and systems where such exist. Where guidelines and strategies are lacking, technical support will be provided to help ensure such are institutionalized. No support will contribute to the establishment of parallel or overlapping systems, structures, and procedures. Strategic policy advice for LGED-JP will be conducted jointly by government and UN institutions through a Steering Committee to ensure the programme stays on tasks and responds to the relevant priority areas in the PRSP II and the Joint Vision. LGED-JP will develop a set of key principles to guide the implementation (see below under 'sustainability of results') and to ensure that interventions do no harm and that conflicts are not generated as a result of any interventions.

3.8 A joint programme approach was chosen as the activities of UNDP and UNCDF is inter-related and will benefit from being implemented as part of one programme with one work plan and budget and one management structure. This will lead to a less costly management structure with more funds for capacity development and investments. It will also enhance oversight and coordination, not least on the part of the government, and is in line with the Paris Declaration on Aid Effectiveness, and the visions on One UN. The two agencies complement one another with regards to capacity development (UNDP) and investment (UNCDF), and the proposed collaboration is therefore in line with the Guidance Note on UNDP and UNCDF collaboration signed on 2 November 2007.

Phase I and II

3.9 LGED-JP will in its first phase prepare the strategy and action plan for implementation of the decentralization policy, and identify policy, harmonization, coordination, and dialogue areas in need of further attention. Part of this process will be to look at options for supporting MLGRD to move towards the establishment a national programme for decentralization, in order to coordinate as much of the support to local government as possible through one overall programme. Phase I will also concentrate on ensuring that local economic development planning within local governments is strategic and that investments address key bottlenecks that inhibit local economic development in important productive sectors and value chains. An important activity in phase I will also be to start preparing for the roll out of the programme to other districts.

3.10 This will be done in three ways: the first activity is to support harmonisation of decentralisation support across development partners and districts. The second activity is to start the dialogue at the national level to promote the channelling of central government funds to local economic development, so that additional districts can mobilise LED funds. The third activity, once soft pledges are made for funding of a second phase, is to start the capacity development process in non-target districts. This will go some way in preparing the ground for the roll out.

3.11 It is anticipated that LGED-JP II (from 2014 to 2017) will provide funds to all districts through standard budget support procedures, with technical support to implementation from UNDP and UNCDF. At this stage, standard guidelines and regulations for LED planning and fund management will be in place through the experiences from phase I, and it is anticipated that this will be used to improve the PEM process and as challenges and hurdles will have been dealt with and sorted out already, it will enable the roll out of a sensible model. UNDP and UNCDF would like to see LGED-JP II become enrolled into a national programme on decentralization, in collaboration with the World Bank and the EC, as well as other development partners who would prefer to channel their support through national mechanisms.

3.12 Given the current funding situation with a funding gap of USD 1.6 million, the following results will have been achieved after the initial 18 months and will remain as key output in the unlikely event that the funds to cover the gap will not be mobilised:

- *Strategy and action plan for implementation of the national policy for decentralisation in place, including agreements of who is doing what.. within the following areas:*
 - Assignment and costing of functions across sectors and further devolvement of functions across sectors;
 - Harmonisation of sector and cheifdom legislation;
 - Harmonisation and improvements of district planning processes;
 - Financial management, including improved revenue collection;
 - Functional fiscal decentralisation;
 - Establishment of a national programme for support to decentralisation;
 - etc....
- *...when they are doing in and how it should be done.*
- *MLGRD will have established itself as coordinator for the decentralisation process and is seen to take a leadership role;*
- *Guidelines for LED in place including criteria for LED investments;*
- *Revenue collection improved in Kenema and system established in 2 new target local governments;*
- *Institutionalisation of LED functions completed in target local governments;*
- *LED strategy in place in target districts;*
- *Training on business plan development completed and LED investment Boards have recommended 1st year LED investments to the local council;*
- *Bottlenecks in local regulatory framework identified and local governments started to address these;*
- *Initial partnership established with financial and business service providers;*
- *Local labour market skill shortages have been identified and some initial incentives given to vocational training providers to meet them;*
- *A third of the incentives for critical public private partnership investments will have been put in place;*
- *A third of the labour intensive infrastructure investments will have been made.*

In summary, if LGED-JP closes after 18 months the system will be in place but not properly tested to ensure successful roll out and only a portion of the investments will have been made.

3.13 The following modalities of LGED-JP prepare it for roll out:

- The strategy and action plan for implementation of the national policy on decentralisation;
- Close collaboration with the World Bank, EC, LGFC, MLGRD and other stakeholders to widen the budget support fund mechanism for local government beyond the current earmarked funds;
- LED strategy experiences in place and ready to feed into more comprehensive district development planning.

Roles of UNDP and UNCDF

3.14 UNDP and UNCDF will cost share the technical assistance required for the management of LGED-JP. The following positions will be jointly recruited and cost shared: A P4 level Programme Manager; a NO-C level Project Officer; and a SC-5 level Project Assistant. The Programme Manager will have two supervisors: a senior management UNDP staff and a senior management UNCDF staff. The other staff will be accountable to the Programme Manager. UNDP will manage the contract which will clearly state the dual lines of accountability. All other recruitments, such as consultants to central and local government institutions, will be done by these institutions themselves with technical support from LGED-JP.

3.15 The LGED-JP team will coordinate closely with all units in the UNDP country office but will not fall under any of these units, but directly under the senior management structure as a programme.

This is to ensure that corporate issues regarding technical support and sharing of responsibility are handled at the appropriate level.

3.16 The capacity required to implement the programme has been carefully considered through a review of current set up within the UN agencies and in target institutions. UNDP and UNCDF are responsible to recruit in a timely manner to ensure effective programme start by 1st July 2011. Once the programme document has been signed, the UN agencies are required to upload sufficient funds in Atlas to allow the recruitment process to start. The agencies are furthermore responsible to draw on their institutional expertise to ensure successful implementation of the programme. The agencies are also required to provide guidance to the programme through the Programme Management Group and the Steering Committee, in close cooperation with the Government of Sierra Leone. Technical backstopping on institutional, capacity development and LED will be provided on a regular basis by UNDP and UNCDF senior technical staff and consultants.

Sustainability of results

3.17 The results will be sustained through improvements of capacity in the MLGRD to provide leadership and coordination on the decentralisation process, as well as through improvements of systems and structures, and capacity development in financial management and planning. This will lead to improved revenues, improved and more targeted investments, which in turn will positively affect the local economy. All activities will be carried out jointly with the UN agencies and government consultants and staff. UN staff and government consultants will have demonstrated capacity development of government/local government staff as key performance indicators.

3.18 There is a need to establish principles to guide LGED-JP in order to ensure sustainability of results and create ownership to decisions. Proposed principles to guide the LGED-JP are: ownership of results (mandated institutions play a key role in achieving results); harmonisation (all processes and procedures to be harmonised within existing structures and no parallel systems and procedures shall be established); coordination (coordination mechanisms to ensure efficient management); learning-by-doing (an approach to capacity development which combines formal training, on the job capacity development, and mentoring); capacity development linked to practical experiences (capacity is developed to enable stakeholder to implement specific activities as part of the programme, for example to develop business plans, attract funds and invest these funds); roll out based on capacity and needs (the programme will roll out based on experiences, availability of capacity and resources and the need for activities in a potential target area); predictability (planning for local economic development is to be based on predictability in terms of size and arrival of funds); transparency and accountability (transparency of operations will be a guiding principle for all actors, and appropriate checks and balances shall be institutionalized at all levels); simple and solution oriented (all activities shall be context specific and flexible; guidelines and materials shall be simple and user-friendly to achieve the expected result; and all implementing partners shall focus on finding solution to challenges).

3.19 Principles guiding LED activities and investments will include complementarity with other government and development partners' efforts towards economic development; preventing government failure, envisaging an important yet limited role for local governments in promoting LED through enhancing the enabling environment for business but not engaging in activities that are within the remit of the private sector; and a market approach, basing local government investments on a rigorous prioritisation and filtering process to ensure that investments are feasible, economically viable and maximise economic and social returns.

3.20 The Steering Committee will approve selection criteria for councils. Proposed criteria for selection of target local governments are that they: *have basic capacity and core functions devolved; express willingness to follow the LED approach; currently collect revenue and invest some of its revenue in service delivery and is willing to further enhance implementation of its revenue collection mandate; other LED activities, relevant public-private partnership and/or micro-finance*

initiatives activities in place and creating a complementary environment for public-private partnership; poverty level; district free of conflict and have conflict resolution mechanisms in place and functioning or willing to activate them; and a regional balance. The LGED-JP will also review selection criteria developed by other relevant programmes.^{xxvii}

3.21 MLGRD will design and approve guidelines for LEDF investments. Proposed criteria for selection of LEDF investments are: *investments in line with the overall district development planning framework and the LED strategy of the local government; investments in line with mandate of the local government; investments that address critical bottlenecks faced by priority productive sectors and value chains, investments based on an appropriate business-plan vetted by the LED Investment Board and approved by the local government; investments benefitting women and youth; investments not leading to harm (based on Environmental Impact Assessments and a conflict assessments as per the guidelines to be approved by MLGRD), viability and capacity to manage investments.*

4. Results Framework

4.1 The overarching goal of the LGED-JP is poverty reduction and achievement of the Millennium Development Goals. The purpose of the LGED-JP is local economic development, i.e. clarity on functional assignments and implementation of the national policy on decentralisation; local economic development functions institutionalised in local councils; and improved local economic development. The intermediate outcome is an expanded and more efficient role of local governments in the promotion of local economic development.

Table 1. Results and Resources Framework

JP OUTPUTS	OUTPUT TARGETS	BASELINE (B) AND MEASURABLE OUTPUT INDICATORS (MOI)	IMPLEMENTING PARTNER	INDICATIVE ACTIVITIES FOR EACH OUTPUT	INDICATIVE COSTS	RESOURCE ALLOCATION AND TIMEFRAME			
						2011	2012	2013	2014
JP Output 1: Strategic leadership of the decentralisation process strengthened					449.000	159.500	159.000	87.000	43.500
1.1 Decentralisation implementation strategy and action plan addressing key policy issues in place and being implemented (UNDP responsible UN agency)	1.1.1 A clear, realistic, and prioritized strategy for implementation of the national decentralisation policy with a clear gender approach.	B: Draft Decentralisation policy and Local Government Act in place. MOI: Documents drafted and presented for approval.	MLGRD, UNDP, UNCDF	Hire a consultant to work with MLGRD and other stakeholders to design a strategy for the implementation of the national decentralization policy including identification of policy issues and functional assignments requiring further attention. As part of this process, a review of how best to harmonise GELD activities into LGED-JP will take place.	40.000	40.000			
				Carry out a workshop to discuss and validate the proposed implementation strategy with all relevant stakeholders and present it to the Inter-ministerial Committee (IMC) on Decentralisation for approval					
	1.1.2 A relevant action plan for implementation of the strategy agreed to by key stakeholders	B: Draft Decentralisation Policy and Local Government Act in place. MOI: A consolidated and agreed action plan presented for approval	MLGRD, UNDP, UNCDF	Hire a consultant to work with MLGRD to design an action plan for the implementation of the strategy including timelines, budgets, identification of stakeholders, mandates and funding requirements.	32.000		32.000		
				Carry out a workshop with key stakeholders to discuss and validate the action plan, and present it to the IMC on Decentralisation for approval.					
				Initiate fund mobilization for implementation of the decentralization action plan					
	1.1.3 Capacity in MLGRD strengthened to assume its strategic leadership role in the decentralization process by ensuring implementation of the decentralisation strategy and action plan	B: The LG Act is clear on functional assignment but overlapping with sector policies and Chiefdom Act. MLGRD not clear on their follow up role. MOI: MLGRD takes lead in addressing functional assignment bottlenecks affecting local government efficiency with sector ministries. Process of alignment of Chiefdom	MLGRD, UNDP, UNCDF	Provide financial and technical support to ensure recruitment of three national consultants to work hand in hand with MLGRD staff in carrying out its tasks identified in the decentralisation implementation and action plan, such as support to coordination of the decentralisation process, including coordination of development planning and investments, and to support implementation of decisions by the IMC on Decentralisation; for M&E functions and for strengthening of administrative and management procedures	351.000	93.500	127.000	87.000	43.500
				Provide financial and technical support to MLGRD to					

		Act and Local Government Act on overlapping responsibilities and potential gaps initiated.		facilitate ongoing discussions to clarify revenue collection and service delivery roles and responsibilities between chiefs, councils and MDAs. In particular identify potential roles to be played to further strengthen stability and peace at the local level					
				Arrange two workshops with chiefs, mayors, relevant MDAs and other stakeholders for discussion of proposed sharing of responsibility for service delivery and revenue collection.					
1.2 Strategic guidance on roles and functions for local economic development in place and budget support funding mechanisms established (UNDP responsible UN agency)	1.2.1 LED guidelines clarifying roles and functions of stakeholders and criteria for LED investment	B: No clarity on stakeholder roles and functions. No criteria for eligible LED investments. MOI: A guideline for roles and functions of stakeholders negotiated and drafted for approval. Criteria for LED investments clarified. Funding mechanism for budget support to LED established and fund mobilisation ongoing	MLGRD, Ministry of Agriculture, Ministry of Trade, UNCDF, UNDP, relevant development partners	Carry out a mapping of all LED institutions, and initiate discussions with relevant partners to clarify and negotiate roles and function of all stakeholders.	26.000	26.000			
				Hire a consultant to design a guideline on roles and functions and criteria for eligible LED investments					
	Carry out a LED approach workshop with all key stakeholders to share experiences from Sierra Leone and other countries.								
	Negotiate with government and development partners to establish budget support funding mechanisms for LED, mobilise funds for the mechanism from major infrastructure investment and other relevant programmes, donors, and private investors.								
1.2.1 Funding mechanism for budget support to LED									
JP Output 2: Local government effectively performing key functions related to local economic development in target locations					207.900	44.000	84.200	74.700	5.000
2.1 The capacity of target councils to effectively perform local economic planning and financial management is enhanced	2.1.1 Transparency and accountability in financial management is enhanced, and revenue collection improved in line with the potential of the	B: Fiscal cadastre in place in two councils but full potential of the tool in terms of revenue generated not realised. No procedures in place for transparency on councils revenues and	Local Government Finance Commission, UNDP, UNCDF, target councils	Hire a consultant firm to work hand in hand with new target districts to establish a fiscal cadastre, including the database for the fiscal cadastre. Train staff in the usage of the database and carry out regular follow ups in all target districts to ensure the fiscal cadastre is being used to enhance revenue collection	164.000	38.000	73.000	48.000	5.000

(UNDP responsible agency)	fiscal cadastre and other relevant tools and regulations and funds used to improve social and economic development	expenditures. MOI: % of increase in revenue collection. Actual increase in investment funds. Information on income and expenditure made publicly available		Work with district councils to establish procedures for and conduct annual public town hall meetings to present the district AWPB/MTEF, overview of income from government transfers, own source revenues and donor funds; expenditure including recurrent and investments, and how this has responded to the district development plan/LEF strategy and MTEF.					
	2.1.2 Local Economic Development dynamics created through local government structures	B: LED functions not institutionalised. MOI: Responsibility for LED assigned; LED fund and operating guidelines in place. Non-target districts aware of LED approach in preparation for roll-out	MLGRD, UNDP, UNCDF, target councils	Assign the LED coordinating function within the local government structure (identify departments and focal points)	32.700	6.000		26.700	
				Carry out an induction workshop with council members and staff to explain local government functions and responsibility in LED and the process forward					
				Set up the fund management arrangements for the LED Fund and establish guidelines for accessing the fund					
				Organise training in collaboration with other LED partners for district planners and chief administrators from non-target districts on strategic LED planning including field visits. Peer support system established between target and non-target districts in preparation for roll out.					
	2.1.3 System and capacity at district level to collect and manage data for local economic development planning in place and feeding into the LED strategy	B: No systematic information on local economic development available and feeding into plans at the local level MOI: Database contains relevant information and is being used as a planning tool	UNDP, UNCDF, target councils	Hire a national consultant to support the target councils to establish a simple excel database to register information about the local economy.	11.200		11.200		
				Conduct on the job training to feed data into the MIS, identify problems and find solutions Produce reports to feed into the LED strategy					
JP output 3: Local governments actively promoting pro-poor local economic development					1.396.000	24.000	358.000	710.000	304.000
3.1 Local governments LED governance role is established and strengthened in target locations	3.1.1 Local government has conducted a comprehensive assessment of their local economy and	B: local governments currently not conducting holistic assessments of their local economy MOI: local economy	UNCDF, UNDP, Local government	Consultant hired to refine and modify the UNCDF Local Economy Assessment (LEA) tool for the Sierra Leone context	14.000	10.000	4.000		
				Consultant to support the Local governments Economist to undertake the LEA in conjunction with other relevant staff					

(UNCDF responsible UN agency)	business enabling environment	assessment being used to identify economic potentials, bottlenecks and investment priorities		Support the development of a simple LED MIS system and help Local governments M&E Officers to input the results of the LEA into their LED MIS system. Also establish a link to house this information at the national level within SLIEPA					
	3.1.2 LED Forum is established and coordinated by Local government' (Agriculture and / or Planning Committees), giving an interface between them, the private sector and civil society on economic development issues	B: no local level forum exists for private sector and civil society representatives to feed into economic development planning MOI: LED Forum established within existing local government structure and meeting regularly to feed into LED strategies and investment decisions	UNCDF, UNDP, Local government	Support Local governments Agriculture and / or Planning Committees to convene the first LED Forum through inviting key private sector, producer groups, women & youth groups, government & chieftom reps, donor program and NGO representatives with an interest in the locality	54.000	9.000	18.000	18.000	9.000
				Agree on Forum mandate and operating procedures, based on stakeholders' mutual consent					
				Support Local governments to convene second meeting to present the Local Economy Assessment results to LED Forum Stakeholders to get their feedback and validate the assessment					
				Local government to convene subsequent Forum meetings as agreed in operating procedures (including smaller group meetings with members with knowledge about a specific productive sector or value chain)					
	3.1.3 Local government has an LED strategy in place, providing a vision for economic development of the locality	B: Holistic economic development planning is not part of local government plans MOI: LED strategy developed through participatory process and is being used to guide LCs and other stakeholder investments - for eventual incorporation to LC's development plans	UNCDF, UNDP, Local government	Hire consultant to adapt methodology for development of an LED strategy and support Local government in leading a participatory LED Strategy Formulation workshop involving the LED Forum – identifying key economic potentials and important value chains for the locality together with bottlenecks that need to be removed to unleash economic potentials	30.000		30.000		
				Support Local government to write up an LED strategy / plan identifying priority areas for investment and present for Council approval					
	3.1.4 Private sector LED Investment Boards are held to recommend economically viable LED investments before Council approval	B: Local government do not have the business knowledge and capacities needed to make viable economic investments MOI: a Board including financial sector, BDS and	UNCDF, Local government, prominent financial and private sector representatives	Support the formation of LED Investment Boards at the local level as a subcommittee from the LED Forum – to include reps from a Financial Institution, a Business Development Services Provider and Private sector companies	13.000		6.000	7.000	
				Support the LED Investment Boards to develop a Business Plan format and checklist and train Local government in business plan development.					

		private sector reps filters viable LED investments for council approval		Support the meetings of the LED Investment Board to assess Local governments business development plans, provide comments and recommend viable investments to go for council approval					
3.2 Local governments' role is strengthened in enhancing the business enabling environment for increased investment in important productive sectors and value chains (UNCDF responsible UN agency)	3.2.1 Local government remove bottlenecks in local regulatory environment for business and lobby for reforms needed at the national level	B: some regulatory reforms are enacted at the local level but are not systematically informed by interaction with the private sector MOI: improved regulatory environment for business as perceived by the private sector	UNCDF, Local government, private sector development organisations	Based on the key regulatory bottlenecks faced by local businesses identified in the Local Economy Assessment and prioritised by the LED strategy, support Local government to undertake quick win reforms that improve the business environment (e.g. establishment of one stop shop for business services) and lobby for national level reforms	50.000		10.000	40.000	
	3.2.2 Local governments and other actors make labor intensive infrastructure investments, critical to alleviating bottlenecks in the effectiveness of important productive sectors and value chains	B: infrastructure investment by government and other actors is not aligned to strategic needs of important sectors or value chains and is not always implemented in a way that creates employment MOI: Local government, private sector and development partners are aligning their infrastructure investments with local strategic needs	UNCDF, UNDP, Local government, Private sector and development partners	According to the critical infrastructure bottlenecks for important productive sectors and value chains identified in the Local Economy Assessment and LED Strategy, support Local government to develop Business Plans outlining the feasibility of the chosen investments and submit to LED Investment Board (assessing economic and social rates of return of the labour intensive investments and simple EIAs) Support Local government to implement the chosen labour intensive investments (advertise tenders, select service providers, establish monitoring groups, monitor implementation, request fund transfer for payments) And to publicize other needed investments to attract private sector or donors to meet them	620.000		155.000	310.000	155.000
	3.2.3 Partnership established with financial and business development service (BDS) providers to increase financial flows to local producers and	B: financial, BDS and other support to local producers and enterprises often not aligned to strategic needs of productive sectors and value chains MOI: support services	UNCDF, UNDP, MITAF, Support service providers	Negotiate a Letter of Agreement (LoA) with MITAF to incentivize financial and BDS providers to come to target localities, participate in the LED Forum, and develop new products for smallholders or particular vulnerable groups identified within important value chains (e.g. non collateral loans based on group based guarantees, etc.)	5.000	5.000			

	enterprises in critical productive sectors and value chains	are providing services to local producers and enterprises at critical stages for sectors and value chains							
	3.2.4 Local governments identify and contribute to addressing local labour market skills shortages critical to the success of key productive sectors and value chains	B: local labour markets have low skill levels specific to the success of priority sectors and value chains MOI: Local labour market skill shortages needed for success of key sectors and value chains are identified for future investment in education and vocational training provision	UNCDF, UNDP, Local government, Vocational training providers	Based on the skill shortages faced by important sectors and value chains identified in the Local Economy Assessment and prioritised in the LED Strategy, support Local government to incentivize vocational training institutions to develop new courses to address shortages (by bearing the initial cost of developing the courses)	155.000			115.000	40.000
3.3 Local governments leverage critical private sector investments to unleash the potential of local economic sectors and value chains (UNCDF responsible UN agency)	3.3.1 Local governments promote the potentials of local economic sectors and value chains to attract inward investment	B: local government promotion of their economic potentials where existent is done in an ad hoc manner and not linked to investment and export promotion agencies at the national level MOI: promotion of local economic potentials by Local government takes place regularly and linked to efforts by national level agencies	UNCDF, UNDP, Local government, Investment and export promotion authorities	Based on the value chains prioritized in the LED strategy, incentivize investment and export promotion authority to work with Local government on packaging and promoting their sectors and value chains Provide support for the printing of leaflets and other materials to promote local investment opportunities	40.000		20.000	20.000	
	3.3.2 Local government leverages critical investments through public private partnerships	B: Local governments have a weak capacity to attract big private sector or venture capital investments MOI: Local governments	UNCDF, UNDP, Local government, Investment and export promotion	According to critical private sector investment needs identified in the LED Strategy, support Local government and investment and export promotion authorities to promote investment opportunities and attract private sector investment – and to design and provide appropriate incentives to enter into public	415.000		115.000	200.000	100.000

		play a more active role in incentivising and leveraging private sector investment	authorities	private partnership agreements (e.g. leveraging investment in a factory by providing electricity, water, road, etc.)					
JP output 4: The Joint Programme effectively supporting programme management, monitoring and evaluation, and ensuring sustainability of results.					933.300	150.185	295.265	316.065	171.785
4.1 Technical and administrative assistance effectively supporting national and local institutions (UNDP responsible UN agency)	4.1.1 UN agencies effectively performing technical assistance to target institutions enabling development of capacity and ownership of the processes	B: No project manager in place in UNDP/UNCDF, technical expertise in LED available in UNCDF global to backstop new recruit; atlas expertise available but new TOR needed. MOI: Staff in place and responding to their TORs	UNDP, UNCDF	Recruitment of P4 Programme Manager (local governance expert)	791.900	131.985	263.965	263.965	131.985
				Recruitment of NO-C Programme Officer (local economic development expert)					
				Recruitment of Project Assistant SC-5 (Atlas financial management expert and administrative assistant for UNDP/UNCDF)					
	4.1.2 UN agencies promoting the strengthening of partnership and coordination on decentralisation	B: No comprehensive cooperation mechanism involving development partners in place on decentralisation MOI: Coordination mechanism in place and partnership enhanced	MLGRD, UNDP, UNCDF, relevant partners	Carry out regular and joint field missions to provide technical support to activities, share lessons learned across relevant local governance programmes and agree on how best to address gaps and challenges.	78.600	13.100	26.200	26.200	13.100
				Negotiate with other development partners to agree on a suitable coordination mechanism for development partners on local governance/ decentralization					
4.2 An effective M&E system for LGED-JP in place (UNDP responsible agency)	4.2.1 M&E framework, indicators and plan developed and implemented	B: No M&E system in place to monitor programme activities MOI: M&E plan approved and implemented MOI: Annual work plans and budgets developed, approved and implemented MOI: Quarterly and annual reports developed	UNDP, UNCDF	Finalise indicators and develop a M&E framework and plan for LGED-JP	20.800			20.800	
				Carry out a baseline for the LGED-JP for regular updating, write quarterly and annual reports, and AWPB for approval by the Steering Committee					
				Regular external monitoring and backstopping on LED from UNCDF					
				Hire consultant to carry out a mid-term review of LGED-JP including lessons learned					
	4.2.2 A system for policy direction of LGED-JP in place	B: No regular policy oversight function in place. Mid-term review of pilot (KDERP)	UNDP, UNCDF	Establish a Steering Committee to meet annually to provide overall strategic direction (review and approve the annual work plan and budget)	42.000	5.100	5.100	5.100	26.700

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		conducted. MOI: Minutes from Steering Committee record policy issues and progress MOI: Report on lessons learned on LED and proposed way forward. MOI: LGED-JP II programme formulated		Establish LGED-JP management group consisting of senior management of the UN agencies to meet on a regular basis to provide on-going review of progress. Hire two international consultants to formulate LGED-JP II based on lessons learned					
TOTAL PROGRAMME FUNDS					2.986.200	377.685	896.465	1.187.765	524.285
ADMINISTRATIVE SERVICES AND COMMON COSTS 7%					209.034	26.438	62.753	83.144	36.700
ISS OF PROGRAMMABLE FUNDS 2%					59.724	7.554	17.929	23.755	10.486
GRAND TOTAL					3.254.958	411.677	977.147	1.294.664	571.471
UNDP COST					1.283.629	297.188	431.823	384.232	170.385
UNCDF COSTS					1.926.329	106.988	530.323	895.432	393.585
GOVERNMENT COSTS					45.000	7.500	15.000	15.000	7.500
AVAILABLE UNDP					800.000				
AVAILBLE UNCDF					800.000				
AVAILABLE GOVERNMENT					45.000				
TOAL AVAILABLE					1.645.000				
FUNDING GAP					-1.609.958	1.233.323	256.177	-1.038.487	-571.471

CATEGORIES	USD	%
Management	1.060.658	33
Capacity development	955.300	29
Investment	1.239.000	38
TOTAL	3.254.958	100

5. Management and Coordination Arrangements

5.1 Roles and responsibilities for managing LGED-JP will be assigned at three levels: (i) responsibility for policy guidance and high level monitoring of the programme implementation (do the activities address the outputs); (ii) Responsibility for overall implementation of the programme; and (iii) responsibility for implementation of the programme components (design and implementation of the AWPB).

5.2 Responsibility for policy guidance and high level monitoring of LGED-JP will be assigned to the LGED-JP Steering Committee (SC). The permanent members of the SC will be: the Permanent Secretary of MLGRD; the professional head in MLGRD for the LGED-JP activities; a senior government representative from the Ministry of Agriculture and other relevant ministries addressing local economic development; a senior representative from MITAF; a senior representative from an export and investment promoting agency; Mayors from the target districts; UNDP Country Director; UNCDF Regional Representative; and LGED-JP donors. The SC meets annually and will approve the AWPB. A TOR for its functions will be developed in line with standard MDTF formats for Joint Programmes. The Technical Working Group (TWG, see below) prepares the meetings and provides secretarial support to the SC.

5.3 Responsibility to provide regular implementation guidance for the programme lies in the Programme Management Group (PMG), which is composed of the UNDP and UNCDF senior management, and is tasked with providing overall guidance to the Technical Working Group on funding, management arrangements, technical backstopping, and other issues that will need to be addressed among the UN agencies in the joint programme. The PMG will meet as and when required, and are responsible to coordinate programme management guidance. The Programme Manager is responsible to initiate the PMG meetings, prepare the agenda and write minutes.

5.4 Responsibility to implement the programme rests with the TWG, consisting of UNDP and UNCDF technical staff, consultants to the ministries, and ministry staff tasked with implementation of the LGED-JP. The TWG will operate as a team and implement activities jointly. They will meet on a very regular basis, at least bi-weekly to follow up on work plans. The task of the TWG is to develop annual work plans and budgets in line with the programme document; guide and manage implementation of activities in line with approved work plans and budgets; coordinate with other development partners and MDAs; report on a quarterly and annual basis to the SC and to donors and UN agencies. The TWG will work in close coordination and collaboration with all stakeholders at central and local government level. There will be no secondment of government staff to LGED-JP. Consultants will be recruited on shorter and longer term to help fill the capacity gap of the institution in carrying out the activities.

5.5 The TWG will identify an informal group of peer advisors who are seen to be able to constructively contribute to the TWG with input and advice. In addition to frequent discussions, extensive collaboration, joint field missions, etc., the TWG will arrange regular AWPB update meetings with all partners to ensure that everyone are on the same page and operating in line with agreements. These regular meetings will allow for comprehensive discussions of challenges and allow the partners to agree on ways forward.

5.5 The following positions are needed for implementation of LGED-JP: (i) UN staff: Programme Manager (P4 level); Project Officer (NO-C level); Administrative and Finance Assistant (SC-5 level); (ii) MLGRD consultants: Policy Consultant; M&E and Coordination Consultant; Administration and Management Consultant; and (iii) district facilitators: 2 LED facilitators. Draft TORs for these positions is found in Annex VI. A senior local government advisor from the Commonwealth Secretariat provides support to MLGRD. The UN agencies will enter into a partnership agreement with the Commonwealth Secretariat for mentoring of the MLGRD consultants.

5.6 The LGED-JP Programme Manager is leading the TWG. The Programme Manager is responsible to ensure that none of the agencies are marginalized and is required to serve the interest of both.

5.7 MLGRD, together with other key MDAs, and target districts will be responsible for implementation of the LGED-JP. Activity plans for these institutions will be included in the annual work plan and budget for LGED-JP, so that one overall work plan guides all activities.

5.8 UNDP, UNCDF and the government recognize the risk of activities in support of decentralization and local economic development, and there is agreement that coordination of efforts is required. UNDP and UNCDF are committed to support MLGRD to coordinate government and development partners' decentralization activities.

5.9 All cash transfers to implementing partners will be guided by a standard Letter of Agreement (LOA), with clear output, targets, specific budgets, transfer modalities, requirements for transfers, etc., as specified in the annexes to the Letter of Agreement. UNDP and UNCDF is required to work closely with implementing partners to ensure that capacity is developed in a learning-by-doing manner to implement in line with the agreed LOA. The activities in the LOAs shall be in line with the approved AWPB for LGED-JP. Audits of the funds will be carried out as part of the standard UN procedure. A standard capacity assessment of cooperating institutions identifying the capacity of the institution to manage activities and report on funds, as well as the risks and mitigating factors is required before a LOA can be entered into.

6. Fund Management Arrangements

6.1 The LGED-JP will be supported through a joint programme financed by UNDP and UNCDF with in kind contribution from the Government of Sierra Leone.^{xxviii} The financial contribution of each organization is reflected on the signature page of this document.

6.2 The funding arrangements will be a combination of parallel funding and pass-through. Funds from UNDP and UNCDF will be managed through parallel funding where UNDP and UNCDF will transfer funds directly to the implementing partner. Donor contributions will be pass-through or parallel, depending on what arrangements the development partners can agree to. LGED-JP will aim to establish pass-through agreements with donors as it simplifies coordination and management.

6.3 UNDP and UNCDF will be 'Participating UN Organisations' in the joint programme. The implementation of the Joint Programme will be the responsibility of the Participating UN Organisations

6.4 Under the pass-through option, UNDP will be the administrative agent for donor pass-through funds.

6.5 Based on agreement of the joint programme coordination mechanisms identified at country level, the AA will negotiate and sign a Standard Administrative Arrangement (SAA) with the donor(s) in respect of the joint programme. The AA will sign a Memorandum of Understanding (MOU) with the participating UN organisation. Each UN organization participating in the joint programme will programme and manage activities and funds in line with its established rules and regulations.

6.6 Under the parallel funding option, each organisation manages its own activities within the common work plan and related budget, whether from Regular or Other Resources. The common work plan clearly indicates the activities to be supported by each of the participating UN

organisations. The programmatic and financial accountability will rest with the participating UN organisations and (sub) national partners that would be managing their respective components of the joint programme. Funding arrangements under this option follow each agency regulations and rules for individual programming and project processes.

6.7 Under the parallel funding option, funds from the development partners will be managed by UNDP or UNCDF and a contribution agreement will be signed between the contributing development partners and UNCDF or UNDP, which will provide accountability to the contributing development partners in accordance with its rules and regulations.

6.8 UNDP shall prepare consolidated narrative progress and financial reports in accordance with established time schedules and share these with implementing partners and potential donors.

6.9 UNDP and UNCDF will recover indirect costs in accordance with its financial regulations and rules. Indirect costs will be recovered from potential donors by 7%, plus 1% for the indirect costs of operating the Administrative Agent procedures.

6.10 Interests if any will be administered in accordance with the financial regulations and rules of UNDP and UNCDF.

6.11 Any funds remaining after the financial closure of the programme will be returned to UNDP. Any un-programmed funds remaining in UNDP and UNCDF will be returned to potential donors or utilised in a manner agreed upon between UNDP and the donors, and approved by the LGED-JP Steering Committee.

6.12 Audits will be carried out in line with UNDP and UNCDF own regulations.

6.13 UNDP and UNCDF shall take appropriate measures to publicize the joint programme and to give due credit to other participating partners and organisations. Information given to the press, to the beneficiaries of the LGED-JP, all related publicity material, official notes, reports and publications shall duly acknowledge the role of central and local government, UN, donors, and other partners.

Transfer of cash to national Implementing Partners

6.14 Funds transfers to local governments will follow the national system of flow of funds, given that the fiduciary risk assessment is acceptable to UNCDF. If the fiduciary risks are seen to be too high, UNCDF will transfer the funds directly to the districts based on a request from MLGRD, and start working with the Ministry of Finance to put in place mitigation mechanisms with the view to move towards a regular intergovernmental transfer system. UNDP and UNCDF will enter into a LOA with MLGRD for the funds agreed to in the AWPB for MLGRD and local governments. If the funds are transferred through Treasury, then the Ministry of Finance and Economy (MOFED) will co-sign the LOA. Different fund transfer arrangements will be made for the various contributions in the LOA to ensure alignment of mandate of the institutions.

6.15 All cash transfers to implementing partners will be guided by a standard LOA, with clear output, targets, specific budgets, transfer modalities, requirements for transfers, etc., as specified in the annexes to the LOA. UNDP and UNCDF is required to work closely with implementing partners to ensure that capacity is developed in a learning-by-doing manner to implement in line with the agreed LOA. The activities in the LOAs shall be in line with the approved AWPB for LGED-JP. Audits of the funds will be carried out as part of the standard UN procedure. A standard capacity assessment of cooperating institutions identifying the capacity of the institution to manage activities and report on funds, as well as the risks and mitigating factors is required before a LOA can be entered into.

6.16 The detailed content of the LOA such as lines of responsibility will be triggered by a standard capacity assessment of the target institution to ensure that support is provided in the most efficient manner and addressing risks and mitigating factors. The LOA must have clear outputs with accompanying rationale and performance indicators; and must include clear criteria for funds transfers; accounting and monitoring procedures; systems for capacity development, on the job training and mentoring to ensure achievement of the outputs; auditing of all investment cycles; target institution's own contribution; and exit strategies (see format in Annex VII).

7. Monitoring, Evaluation and Reporting

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks, mitigating factors, and risk rating (H=High, S=Substantial, M=Modest, N=low or negligible)
1.1 Decentralisation implementation strategy and action plan addressing key policy issues in place and being implemented					
1.1.1 A clear, realistic and prioritised strategy for implementation of the national decentralisation policy with a clear gender approach	Documents drafted and presented for approval	Decentralisation Strategy Document	2011	UNDP	RISK: Failure of MLGRD and MDAs to engage in the strategy and action plan process. MITIGATION: Negotiation and dialogue with MDAs and support projects. Start with MDAs that are supportive in order to show success. Start small and move step by step. RISK RATING: M
1.1.2 A relevant action plan for implementation of the strategy agreed to by key stakeholders	A consolidated and agreed action plan presented for approval	Action Plan Document	2011	UNDP	
1.1.3 Capacity in MLGRD strengthened to assume its strategic leadership role in the decentralisation process by ensuring implementation of the decentralisation strategy and action plan.	# of sector ministries with which MIALGR has established coordination mechanisms for functional assignments to local governments. #of legislations for which review has started to harmonise with decentralisation policy	Minutes from meetings. Revised legislations.	2012-2014	UNDP	RISK: Little interest in sector ministries to follow up on the strategy and action plan. MITIGATION: Ensure extensive involvement in the drafting of the documents (activity above) to ensure ownership. Close follow up and make use of IMC and other coordination mechanisms. RISK RATING: S
1.2 Strategic guidance on roles and functions for local economic development in place and budget support funding mechanisms established					
1.2.1 LED guidelines clarifying roles and functions of stakeholders and criteria for LED investments	LED guideline in place	Guideline	2011	UNCDF	RISK: Stakeholders not interested in clarifying LED roles and functions or coordinating LED approaches. MITIGATION: Bring all stakeholders together to share the result of the mapping study of stakeholders, and present links, overlaps and propose ways forward. Close follow up. RISK RATING: M
1.2.2 Funding mechanisms for budget support to LED	Fund modality for budget support in place	LGED-JP progress reports. MOFED statement.	2014	UNDP, UNCDF	RISK: Limited funds available and limited interest among donors in LED. MITIGATION: Negotiate with development partners to provide substantive support to LED through government systems. RISK RATING: M
2.1 Capacity of target local governments to effectively perform local economic development planning and financial management is enhanced					
2.1.1 Transparency and accountability on financial management is enhanced and revenue collection improved	% increase in revenue collection # of public meetings presenting information about local government income and expenditure	LGED-JP quarterly reports	2011-2014	UNDP	RISK: Failure of local governments to collect revenues and make use of available tools. Lack of clarity on revenue assignments. Lack of willingness to share information. MITIGATION: On the job capacity development and support. Clarification of revenue assignments. RISK RATING: S
2.1.2 LED dynamics created through local government structure	LED responsibility assigned. LED fund transferred. Guidelines in place.	LGED-JP quarterly reports. Guideline.	2011-2014	UNDP, UNCDF	RISK: Weak absorption capacity MITIGATION: on the job capacity development

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks, mitigating factors, and risk rating (H=High, S=Substantial, M=Modest, N=low or negligible)
					RISK RATING: N
2.1.3 Systems and capacity at district level to collect and manage data for local economic development planning in place and feeding into the LED strategy	Database contains relevant information and is being used as a planning tool	LGED-JP quarterly reports	2012	UNDP	RISK: Data requirements become too extensive. MITIGATION: Ensure data base requirements are 'need to know' rather than 'nice to know' RISK RATING: M
3.1 Local governments LED governance role is established and strengthened in target locations					
3.1.1 Local governments have conducted a comprehensive assessment of their local economy and business enabling environment	local economy assessment being used to identify economic priorities	Assessment document	2012	UNCDF	RISK: Low capacities to undertake economic assessments in local governments MITIGATION: Process will be undertaken with consultant and UNCDF technical support RISK RATING: S
3.1.2 LED Forum established and coordinated by local governments	LED Forum established and meeting regularly	Forum existence	2012-2014	UNCDF	RISK: Local private sector and civil society have low capacities to engage effectively MITIGATION: Relevant national level private sector and civil society reps will also be invited RISK RATING: M
3.1.3 Local government has a LED strategy in place	LED strategy developed through participatory process and is being used to guide LG and other stakeholder investments	Strategy document and its incorporation into Local Councils Development Plans	2012	UNCDF	RISK: Local stakeholders have low capacity to identify economic potentials and how they can be unlocked MITIGATION: Relevant national level stakeholders and consultant support will be provided at this critical stage RISK RATING: S
3.1.4 Private sector LED investment Boards are held to recommend economically viable LED investments before council approval	A Board including financial sector, BDS and private sector reps filters down viable LED investments for council approval	Board existence and no. Of Business Plans accepted	2012-2014	UNCDF	RISK: Private sector stakeholders may not be interested to give their time to the Board MITIGATION: Stakeholders will be chosen from LED Forum reps according to their capacities and interest RISK RATING: M
3.2 Local governments role is strengthened in enhancing the business enabling environment for increased investment in important productive sectors and value chains					
3.2.1 Local governments remove bottlenecks in local regulatory environment for business and lobby for reforms needed at the national level.	Improved regulatory environment for business as perceived by the private sector	Reformed procedures and regulations	2013-2014	UNCDF	RISK: Low capacities within Local Councils in to understand bottlenecks from a business perspective MITIGATION: Bottlenecks will be identified by business reps in the Local Economy Assessment and LED Strategy Development Process RISK RATING: N
3.2.2 Local governments and other actors make labour intensive infrastructure investments critical to alleviating bottlenecks in the effectiveness of important productive sectors	Local Councils, private sector and development partners are aligning their infrastructure investments with local strategic needs	LGED-JP quarterly reports / no. And type of infrastructure investments	2012-2014	UNCDF	RISK: Low local capacities to choose strategic economic infrastructure investments MITIGATION: Investments will be filtered down by a Board of financial and private sector reps to ensure viability RISK RATING: S

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks, mitigating factors, and risk rating (H=High, S=Substantial, M=Modest, N=low or negligible)
and value chains					
3.2.3 Partnership established with financial and business development service providers to increase financial flows to local producers and enterprises in critical productive sectors and value chains	Support services are providing services to local producers and enterprises at critical stages of value chains	LGED-JP quarterly reports / no. Of new service providers and new products introduced in target districts	2012-2014	UNCDF	RISK: Achievement of outcome is dependent on MITAF programme as the LED-JP will not intervene directly in this area MITIGATION: Letter of Agreement will be signed with MITAF to work on this area in line with their mandate RISK RATING: M
3.2.4 Local governments identify and contribute to addressing local labour market skills shortages critical to the success of key productive sectors and value chains.	Local labor market skill shortages needed for success of key value chains are identified and vocational training providers incentivized to begin courses on these areas	LGED-JP quarterly reports / no. And subject of new courses developed and no. Of students to benefit	2012-2014	UNCDF	RISK: Achievement of outcome is dependent on capacity and interest of vocational training providers MITIGATION: Providers will be incentivised through the local governments covering the initial course of developing the course RISK RATING: M
3.3 Local governments leverage critical private sector investments to unleash the potential of local economic sectors and value chains					
3.3.1 Local governments promote the potential of local economic sectors and value chains to attract inward investment	Promotion of local economic potentials by local governments regularly takes place and is linked to efforts by national level agencies	LGED-JP quarterly reports / reports of national investment and export promotion agency	2012-2014	UNCDF	RISK: Achievement of this outcome is dependent on partnership with investment and export promotion agency MITIGATION: Letter of Agreement will be signed with the agency to engage with target local governments, in line with their mandate RISK RATING: M
3.3.2 Local government leverages critical investments through public private partnerships	Large scale critical investments by the private sector have been attracted in areas that alleviate bottlenecks faced by key productive sectors and value chains	LGED-JP quarterly reports / no., type and value of critical investments attracted	2012-2014	UNCDF	RISK: Local governments have low capacities to identify critical investments needed to unlock economic potentials and to engage with private sector investors MITIGATION: Critical investment needs will be identified in the LED strategy process - LGED-JP will facilitate the link with private sector investors with the help of investment and export promotion agency RISK RATING: S
4.1 Technical and administrative assistance effectively supporting national and local institutions					
4.4.1 UN agencies effectively performing technical assistance to target institutions	Staff recruitment in a timely manner and responding to TOR and programme document	LGED-JP Quarterly Reports Staff Performance Assessment	2011-2014	UNDP	RISK: Agencies not able to recruit qualified staff MITIGATION: Solid TOR, headhunt applicants, regular performance assessments and follow up. RISK RATING: M
4.1.2. Agencies promoting the strengthening of partnership and coordination on decentralization	Coordination mechanisms in place	LGED-JP Quarterly Reports	2011-2014	UNDP	RISK: Little interest among partners to collaborate and coordinate MITIGATION: Intensive meetings and dialogue, diplomatic efforts RISK RATING: M
4.2 An effective M&E system for LGED-JP in place					

01 April 2011

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks, mitigating factors, and risk rating (H=High, S=Substantial, M=Modest, N=low or negligible)
4.1.2 M&E framework, indicators and plan developed and implemented	M&E system in place to feed into LGED-JP	LGED-JP quarterly reports	2011-2014	UNDP	RISK: M&E system designed without proper guidance and clarity on expected outputs MITIGATION: Simple and realistic design put in place, learn from other JPs. RISK RATING: M
4.2.2 A system for policy direction of LGED-JP in place	AWPB and annual reports approved	LGED-JP annual report	2011-2014	UNDP	RISK: Steering Committee not providing guidance to LGED-JP MITIGATION: TWG provides solid documents, and prepare properly for meetings allowing the SC to function. RISK RATING: N

Annual/Regular reviews

LGED-JP will be reviewed as part of the Joint Vision review mechanisms. A mid-term review will take place in Q1 in 2013 to help keep the programme on track and feed into formulation of phase II. Annual reviews will be done by the SC in reviewing the annual report and the extent to which programme output are being met, and approval of the work plan and budget for the following year.

Evaluation

The programme will be evaluated in 2014, unless there is agreement to move into a second phase. In that case, the mid-term evaluation suffices, and a programme formulation will take place.

Reporting

LGED-JP will provide quarterly and annual reports in line with standard MDTF formats for joint programmes. Adjustments will be made for potential donors who might require additional information. The report will summarise all activities as implemented by all partners.

8. Legal Context or Basis of Relationship

8.1 This signed document together with the signed UN Joint Vision, and the Standard Basic Assistance Agreement between the Government of Sierra Leone and the United Nations Development Programme, signed by the parties on 4 January 1978, provides the legal basis for the LGED-JP.

8.2 Consistent with Article VIII of the Standard Basic Assistance Agreement, the responsibility of the safety and security of the implementing partners and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

8.3 The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP and UNCDF funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and UNCDF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

8.4 The following types of revisions may be made to this project document, with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories to the project document have no objections to the proposed changes:

- Revision in, or addition of, any of the annexes to the Project Document;
- Revision which does not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation, and;
- Mandatory revisions that re-phrase the delivery of project inputs or increased experts or other costs due to inflation or take into account expenditure flexibility.

ANNEXES

I	LIST OF ABBREVIATIONS
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VI	TERMS OF REFERENCE (DRAFTS) FOR PROPOSED POSITIONS
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ANNEX I: LIST OF ABBREVIATIONS

AGI	Agriculture Governance Initiative
SCP	Smallholder Commercialisation Programme
DSDP	Decentralised Service Delivery Programme
IMC	Inter-ministerial Committee on Decentralisation
IRCBP	Institutional Reform and Capacity Building Programme
KDERP	Kenema District Economic Recovery Programme
LED	Local Economic Development
LGED-JP	Local Governance and Economic Development – Joint Programme
LGFC	Local Government Finance Committee
LGSC	Local Government Service Commission
LOA	Letter of Agreement
MITAF	Microfinance Investment and Technical Assistance Facility
MLGRD	Ministry of Local Government and Rural Development
MOFED	Ministry of Finance and Economy
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
PAGE	Promoting Agriculture, Governance and Environment programme
PCC	Provincial Coordinating Committee
PEM	Public Expenditure Management
PMG	Programme management Group
SC	Steering Committee
SCP	Smallholder Commercialisation Programme
TWG	Technical Working Group

ANNEX II: ANNUAL WORK PLAN AND BUDGET 2011

JP Outcome: Strategic leadership of the decentralisation reform process strengthened										
UN organization-specific Annual targets	Activities	TIME FRAME				UN agency	Implementing Partner	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount
JP Output 1: Strategic leadership of the decentralisation process strengthened										
1.1.1 A clear, realistic and prioritised strategy for implementation of the national decentralisation policy with a clear gender approach	Hire a consultant to work with MLGRD and other stakeholders to design a strategy for implementation of the national decentralisation policy including identification of policy issues and functional assignments requiring further attention. As part of this process, a review of how best to harmonise the GELD activities into LGED-JP will take place					UNDP	MLGRD	UNDP	International consultant, travel, workshop	40,000
1.1.3 Capacity in MLGRD strengthened to assume its strategic leadership role in the decentralization process by ensuring implementation of the decentralisation strategy and action plan	Recruit national consultants, secure office space, purchase equipment, design work plans/on the job training plans					UNDP	MLGRD	UNDP	National consultants, travel, equipment	93,500
1.2.1 Leadership of MLGRD expanded in ensuring clarification of the local economic development functions of the council.	Support the mapping of all LED institutions; initiate discussions with relevant stakeholders to clarify and negotiate roles and functions of stakeholders; hire a consultant to design a guideline on roles and functions and criteria for eligible LED investments; arrange a LED workshop to share experiences from other countries and launch the LED in SL.					UNCDF	MLGRD	UNCDF	International consultant, travel, workshop	26,000
JP Output 2: Local governments effectively performing key functions related to local economic development in target locations										
2.1.1 Transparency and accountability on financial management is enhanced, and revenue collection improved in line with the potential of the fiscal cadastre and other relevant tools and regulations and funds used to improve	Hire a consultant to work hand in hand with new target districts to establish a fiscal cadastre, including the database for the fiscal cadastre.					UNDP	Target districts	UNDP	National consultants	38,000

social and economic development										
2.1.2 Local Economic Development dynamics created through local government structures	Carry out induction workshops with council members and staff to explain local government functions and responsibility in LED and the process forward. Set up fund management arrangements for the LED fund and establish guidelines for accessing the fund					UNCDF	Target districts, MLGRD	UNCDF	Transportation, DSA	6,000
JP output 3: Local governments actively promoting pro-poor local economic development										
3.1.1 Local government has conducted a comprehensive assessment of their local economy and business enabling environment	Consultant hired to refine and modify the UNCDF Local Economy Assessment (LEA) tool for the Sierra Leone context, and support provided to Local government economist to undertake the LEA in conjunction with other relevant staff.					UNCDF	Target districts	UNCDF	Consultant, travel, DSA	10,000
3.1.2 LED Forum is established and coordinated by Local governments (Agriculture and/or Planning Committee), giving an interface between them, the private sector and civil society on economic development issues.	Support the Local government to convene the first LEF forum, and agree on mandate and operating procedures					UNCDF	Target districts	UNCDF	Transportation	9,000
3.2.3 Partnership established with financial and business development service (BDS) providers to align their activities with the needs of local producers and enterprises in critical productive sectors and value chains	Negotiate a Letter of Agreement with MITAF to incentivize financial and BDS providers to come to target localities, participate in the LED forum and develop new products for small holders or particularly vulnerable groups identified within important value chains					UNCDF	MITAF, support service providers	UNCDF	Transportation	5,000
JP output 4: The Joint Programme effectively supporting programme management, monitoring and evaluation, and ensuring sustainability of results										
4.1.1 UN agencies effectively performing technical assistance to target institutions enabling development of capacity and ownership of the processes	Recruitment of P4 Programme Manager; NO-C Programme Officer; SC-5 Project Assistant					UNDP and UNCDF		UNDP, UNCDF	Staff salaries and benefits	131,985

4.1.2 UN agencies promoting the strengthening of partnership and coordination on decentralisation	Carry out regular and joint field missions to provide technical support to activities, share lessons learned across relevant local governance programmes and agree on how to best address gaps and challenges				UNDP and UNCDF	MLGRD, Target districts	UNDP, UNCDF	Transportation, DSA	13,100
4.2.2 A system for policy direction of LGED-JP in place	Establish a Steering Committee to meet annually to provide overall strategic direction (review and approve workplan and budget)				UNDP and UNCDF	MLGRD, Target districts	UNDP, UNCDF	transportation, DSA	5,100
TOTAL PROGRAMMABLE FUNDS									377,685
Administrative services and common costs 7%									26,438
ISS of programmable funds 2%									7,554
GRAND TOTAL 2011									411,677

ANNEX III: LIST OF PEOPLE MET

UN AND DEVELOPMENT PARTNERS		
Mia Seppo	Country Director	UNDP
Samuel Harbor	Deputy Country Director (P)	UNDP
Keith Wright	Chief Technical Advisor	UNDP
Edward Mugabi	Chief Technical Advisor	UNDP (Nigeria)
John Morris	Programme Officer	UNCDF
Katharina Wehrstein	Junior Professional Officer	UNCDF
Pious Bockarie	Team Leader	UNCDF
Paul Bockhari	Civil Engineer	UNCDF Kenema
Joseph Kamara	Team Leader	UNCDF Kenema
David Lahai	Gender Coordinator	UNCDF Kenema
Nii Moi Thompson	Head of Office	ILO
Michael Owen	Ambassador	US Embassy
Vijai Pillai	Country Manager	World Bank
Qaiser Khan	Regional Manager	World Bank
Jean Benedict	Country Programme Manager	USAID
Gerald Audaz	Head of Economic, Trade and Regional Cooperation Section	Delegation of the European Union
Bryn Wellham	Governance Advisor	DFID
Akiko Tatsuta	Project Formulation Advisor	JICA
Atsutoshi Hirabayashi	Project leader	JICA
Lorenz Pohlmeier	Country Coordinator	German Development Cooperation
Katharina Guhr	Assistant	German Development Cooperation
Beatrice Tchinkel	Programme Manager	GIZ
Jim Dean	Chief of Party	PAGE
Allison Sutherland	Local Governance Advisor	Commonwealth Secretariat
Matthew Carter	Advisor	Agricultural Governance Initiative
MDAS AND LOCAL GOVERNMENT		
Duada S Kamera	Minister	MLGRD
Raymond Kabia	Deputy Minister	MLGRD
K.O. Bah	Permanent Secretary	MLGRD
Christian Yajah	Assistant Secretary	MLGRD
Sanah Johnson Mara	Permanent Secretary	Ministry of Trade
Alhassan Kanu	Director	Decentralisation Secretariat
Brendan Glen	Advisor	Decentralisation Secretariat
Victor Kalie-Kamera	Project Officer	Decentralisation Secretariat
Gershon Saffa	Civil Works Engineers	Decentralisation Secretariat
John Braimah	Research Officer	Decentralisation Secretariat
Jonathan Kpakiwa	Capacity Building Officer	Decentralisation Secretariat
Sheik Rogers	M&E Manager	Decentralisation Secretariat
Alpha Jalloh	Senior Economist	Local Government Finance Department
Lorenzo M. Caulker	DFS	Ministry of Finance and Economic Development
John Braimah	Research Officer	Local Government Service Commission
Dr Margaret E. Dabof	Commissioner Southern Region	Local Government Service Commission
A.B.S. Karmeh	Executive Secretary	Local Government Service Commission
Anthoinette C Robers	Commissioner Western Area	Local Government Service Commission
Edward S. Karoma	Chairman	Local Government Service Commission
Emmanuel Sartie	M&E Officer/Acting Planning Officer	Kenema City Council
Daniel B. Kpukumu	Procurement Officer	Kenema City Council
Bockarie Buanie	Chief Administrator	Kenema City Council
Margareth Shiaka	Deputy Mayor	Kenema City Council
Patrick Samu	Chairman	Kenema District Council
Augustine B. Amara	Deputy Chief Administrator	Kenema District Council
Private Sector organisations		
Victor Bangura	Investment Promotion Officer	SLIEPA
Henry Fifanah	Export Development Officer	SLIEPA
Francis Minah	Marketing and Communications Manager	SLIEPA
Raymond Ghekie	Director of Investment Promotion	SLIEPA
Chukwu-emeka Chikenzie	Project Manager	MITAF II
Francis Mboima	Member	SLIBA

Moses Quee	National Vice Chairman	SLIBA
Mamie Kamara	Member	SLIBA

ANNEX IV: LESSONS LEARNED

Brief note on Lessons Learnt from Kenema District Economic Recovery Programme (KDERP) which have fed into the formulation of the forthcoming Local Governance and Economic Development Joint Programme (LGED-JP)

Purpose of note:

The purpose of this note is, firstly, to highlight the progress made under the KDERP programme towards establishing a foundation for local government engagement in Local Economic Development (LED) in Sierra Leone. Secondly, the note also outlines the key lessons learnt from the KDERP experience and how these have fed into the design of UNDP / UNCDF's forthcoming programme on Local Governance and LED in Sierra Leone.

KDERP achievements towards establishing a foundation for local government engagement in LED:

1. Capacity building and support to Ministry of Local Government and Rural Development (MLGRD) staff, contributing to the development of the Decentralisation Policy for Sierra Leone and to an initial understanding of LED

The main achievement of the project with regards to supporting MLGRD was the significant backstopping support provided by UNDP and UNCDF staff on the development of the Decentralisation Policy for Sierra Leone. KDERP has also contributed to improved knowledge of LED within MLGRD through the secondment of the ministry's Director for Rural Development to the programme. Through his engagement with the programme and attendance of the ILO's training course on LED, the Director has a better understanding of LED, providing a good foundation to advancing the rural development and LED agenda within the Ministry on return to his position.

The good relationships built and the support provided to MLGRD thus far provides a good basis from which to enable the Ministry to play a more active role on resolving key issues and bottlenecks to effective local governance and economic development. This would be particularly strategic on the part of UNDP / UNCDF given that support to the Decentralisation Secretariat, which was established as a programme coordination unit within MLGRD with support from the World Bank, EU and DFID, will cease its operations by mid 2011. Capacity is yet to be developed in MLGRD to provide strategic leadership for decentralisation, and no other development partner has plans of providing such support to the ministry.

2. Capacity building of Local governments in Kenema District, contributing to a good level of ability to undertake their core functions and from which to launch their LED governance role

As a result of the combined efforts of development partners' support to decentralisation through the Decentralisation Secretariat as well as the KDERP programme, significant capacity is now present within Kenema District Council (KDC) and Kenema City Council (KCC). In particular, the KDERP programme is recognised for its contribution to strengthening councils' capacity for bottom up planning and community participation. The councils now have strong systems for the involvement of local communities in a bottom up planning process, starting at the Ward level and feeding into council level development plans.

The programme also contributed to improving councils' revenue generation capacities through the institution of a cadastre register, which has the potential to increase council's revenues from property rates and licenses. The priority in a new programme will be supporting local governments' in implementing the cadastral system and increasing revenue collection. The

Gender Equitable Local Development (GELD) programme has also began to build council staff capacities on gender mainstreaming with a particular focus on gender budgeting. In addition, as a result of development partners' joint efforts, councils now have significant capacities for financial management, planning and budgeting, human resource development and administrative set up. Finally, the devolution of functions, personnel and resources from sectoral line ministries to local governments has also happened. The key challenge remains in improving the day to day working relationships between the sectoral desks and local government core staff.

Given this foundation of local governments' capacity for performing core functions and for working towards effective devolution of sectoral assignments, a key niche for UNDP / UNCDF's LGED-JP will therefore be to activate Local government's role on LED. This area is so far not being addressed by any other development partner and is therefore generating considerable interest from all stakeholders consulted.

3. Established experience of Local governments in managing a Local Development Fund (LDF) and undertaking infrastructure and other investments, contributing to meeting community needs and enhancing the legitimacy of local government

KDERP supported local governments to implement over 20 investment projects, mainly suggested by local communities and aligned with local development plans. The investments, which have amounted to about 700,000 USD have mainly focused on infrastructure projects such as roads, culverts, bridges, markets, pre-school, etc but have also included an agriculture project, for example, focusing on revitalising rice swamp cultivation. While a more strategic approach could have been employed on prioritising the investments according to social and economic returns, the projects have nonetheless contributed to enhancing the legitimacy of local government for providing services to its people. This is particularly relevant to enhancing peace and stability in the post conflict environment of Sierra Leone.

4. Initiating interest in LED among local governments and other stakeholders drawing on experiences of some initial investments

Again, while a clear and coherent strategic approach to LED was missing in guiding KDERP investments, the projects implemented are likely to result in some LED impacts and have captured local stakeholders' interest and willingness to learn. The impacts of investments made include improved connectivity for the local population, entailing enhanced trading opportunities and reduced transport costs; improved marketing facilities, giving traders the possibility to store non perishable products and the possibility to market on rainy days; finally, improved availability and quality of accommodation services and increased revenue generation opportunities for the councils.

The key to the success of the next phase will, therefore, be the establishment of a clear strategic approach to LED that strengthens local government's ability to understand and analyse their local economy and that guides LED investments.

Lessons learnt from KDERP which have fed into programme formulation:

1. The programme must be based on a coherent and strategic approach to LED that demonstrates an innovative model, which others could be interested in replicating

KDERP initiated useful investments relevant to community needs but its inability to have an impact on the economy of Kenema stemmed from the lack of a strategic approach to LED to guide activities and investments.

The LGED-JP programme will therefore be based on UNCDF's global 'LED through local government' model, which is in line with international LED approaches and best practices. UNCDF's model is based on three key steps that activate local governments' role on LED:

1. Local governments' LED governance role established and strengthened
2. Local governments supported to enhance the local enabling environment for business
3. Local governments supported to make critical LED investments

The model has been tailored to the specific Sierra Leonean context and is innovative in that it will help local governments in Sierra Leone to:

- Understand their local economy
- Engage with private sector and civil society actors to strategise on priority interventions to unleash the locality's economic potentials
- Develop an LED strategy, prioritising investments needed to unleash the locality's economic potentials – with a view to its eventual incorporation into local development plans
- Enhance the regulatory environment for business in the locality
- Leverage private sector investments in infrastructure and other areas
- Make investments that unlock critical bottlenecks in prioritised value chains, particularly in the areas of:
 - Attracting inward investment through the promotion of economic potentials
 - Supporting local producers and firms with increased access to finance, business development services (BDS), market information, etc
 - Improving human skills
 - Improving infrastructure levels

There is a major opportunity for piloting an innovative LED model in Sierra Leone, aiming towards its mainstreaming into national policy. UNCDF's LED approach complements other partners' approaches since it would be the only agency specifically focusing on the role of local governments on LED. GIZ's activities, for example, are very complementary to LGED-JP's planned activities as their programme focuses on value chain analysis and associated support to value chain operators (small scale producers, traders, processors, etc). This would very much complement LGED-JP's focus on enabling local governments to play a more positive role in their local economy and would hopefully lead to greater economic impacts on the locality and its population as a whole. The documentation of the impacts of this pilot in terms of increased investment and employment creation at the local level will therefore be critical to influencing policy and practice of other stakeholders towards the replication of the model.

2. The LED approach adopted by the programme should be based on the principle that LED investments must be strategic and related to economic sectors and value chains that will generate growth and employment in the locality

As mentioned above, whereas KDERP implemented investments relevant to community needs, the lack of criteria linking investments to priority productive sectors or value chains meant that there were missed opportunities in terms of undertaking investments that would have a bigger impact on employment creation and economic growth.

The LGED-JP programme will therefore focus on unleashing the growth potential of key productive sectors and value chains through supporting local governments in making investments that alleviate critical bottlenecks in those chains. Special attention will be given to investments that generate youth employment, in particular through labour intensive infrastructure works. Another area where the programme approach will be strengthened is to ensure that investments are only made after Business Plans prepared by local councils have gone through a filtering process by a local LED Investment Board consisting of finance and business representatives to ensure investments are economically viable. Councils will be trained in the preparation of rigorous Business Plans that cover likely economic and social returns, maintenance costs for sustainability as well as simple Environmental Impact Assessments.

3. A dialogue between local government, private sector and civil society representatives is essential in understanding the local economy and identifying strategic LED investments

It is only through dialogue with local producers and enterprises as well as stakeholders such as the Sierra Leone Investment and Export Promotion Agency (SLIEPA) that local governments can understand the real bottlenecks that economic actors face. This dialogue with the private sector and civil society will be a key cornerstone of the LGED-JP programme's LED approach, through supporting the existing Agriculture Committees of local governments to convene an LED Forum. The LED Forum will include representatives of local producer groups, businesses, financial institutions, women and youth groups, traditional authorities, donor and NGO programmes and others with a stake in the local economy. Within the Forum, an LED Investment Board will also be formed to filter local government business plans and ensure they only embark on economically viable investments.

4. The assessment of the local economy and the development of LED strategies must be owned by local stakeholders

Although KDERP sponsored two analyses of economic potentials of Kenema district and potentials for ICT development, these have not been used as there were some disagreements with the analysis and recommendations of the consultant. Consultant support is useful and relevant but the aim should be to support local government staff to undertake economic assessments and develop their LED strategies with the participation of private sector and civil society stakeholders. This approach to enhance ownership will, therefore, be promoted within the LGED-JP programme.

5. Significant LED investment funds need to be available to local government for them to succeed in stimulating LED and leveraging funds from private sector and development partners

While KDERP allocated significant funds for community based development, insufficient funds were allocated to the LED component. As a result, while over 20 projects have been initiated, they mainly addressed community based infrastructural needs but there was no specific allocation for alleviating bottlenecks faced by specific productive sectors or value chains. These investments would need similar levels of funding specifically earmarked for this purpose. The LGED-JP programme will therefore provide an LED Fund (LEDF) to local governments from which to make strategic investments aligned to their LED strategies and accepted as economically viable by the Investment Board.

6. It is important that the programme establishes strategic partnerships with other development partners engaged in decentralisation and LED and has a complementary approach to theirs

There were some missed opportunities within KDERP to partner with other key actors with complementary approaches or to focus on areas not covered by other stakeholders. The LGED-JP programme has therefore chosen to focus on the areas of decentralisation, local governance and LED that other actors are not engaged in. The programme also hopes to work in partnership with various organisations including: GIZ, benefiting from their value chain analyses and programmes; MITAF in incentivising financial and BDS providers to come into target districts and develop new priority products; and SLIEPA in supporting Local governments to package and promote their economic potentials as well as investment needs to attract inward investment.

ANNEX V: LED Situation Analysis and Programme Approach

Economic Situation

Since the advent of peace Sierra Leone has succeeded in achieving stable economic growth as well as poverty reduction. The conflict had a massive impact on the Sierra Leonean economy, which contracted by around 6 percent annually between 1995 and 1999¹. However, stable macroeconomic policies and the resumption of economic activities after the war have resulted in a big increase in economic growth, averaging 6% per annum since 2005¹. In addition this growth has been accompanied by poverty reduction, with the income poverty headcount having decreased by about 10% between 2003-2007¹. More recently, growth has slowed as Sierra Leone has felt the impacts of the global economic and financial crisis.

Nonetheless, the country remains one of the poorest in the world with huge challenges in ensuring equitable and pro-poor growth. The majority of the population in Sierra Leone are still not able to reap significant benefits from growth. Over half the population are still living under 1.25\$ a day and the country ranks 11th from the bottom on the Human Development Index. Economic development is also unbalanced between urban and rural areas as well as between different provinces. While poverty is still more of a rural than an urban phenomenon, there is a growing urbanisation problem due to the large number of people living in slums. Income and non-income poverty varies between different regions, with the Western region, on average, having better indicators of well-being than other areas, and the Northern and Eastern regions being the worst off. Addressing these issues of inequality and regional disparity will assist in ensuring more equitable and pro-poor economic growth in Sierra Leone.

At the root of the difficulty in promoting more equitable and pro-poor growth has been the country's poor record in increasing productivity across a broad range of economic sectors and creating labour intensive employment. The Sierra Leonean economy is largely based on the low value added, resource based sectors of Agriculture (47% of GDP), Mining (20%) and Services (28%), while high value added sectors such as manufacturing have a negligible share. Moreover, recent growth trends are unlikely to be sustainable as they have mainly been associated with the resumption of economic activities in the post conflict years rather than with increased productivity. The strongest economic performance has been experienced by the mining sector, while more labour intensive sectors are still weak. For example, while agricultural production increased dramatically after the war, the sector continues to be driven by subsistence farming rather than commercial agriculture. As a result, unemployment actually increased in recent years¹, and over 90% of the population are estimated to work in informal and low productivity sectors - subsistence agriculture and informal services in particular. Top down policies aimed at economic development through Foreign Direct Investment (FDI) attraction have so far not been able to tackle these issues as FDI has been concentrated in a few limited sectors (mining, communications and financial services) and has largely not been attracted to labour intensive sectors such as agro-processing or tourism.

While significant progress has been made on instituting an open economy, attractive to FDI, the country is being held back by huge supply constraints, requiring large scale investments to alleviate them. Sierra Leone today has an open and liberal environment for domestic and foreign investment and, consequently, FDI is on the increase. However, the supply constraints across all determinants of economic success have been a major obstacle to the entry of FDI as well as domestic investment into more labour intensive sectors. In particular, the huge infrastructure deficit in the country, with infrastructure levels among the worst in Sub Saharan Africa (SSA), is a major deterrent to economic activity due to prohibitively high transport and electricity generation costs. Access to finance is also among the lowest in the world¹. In addition, regulatory barriers are another big constraint to business success, with various problems ranging from corruption to unsecure property rights and administrative barriers. Also, despite recent

successes in improving primary enrolment rates, business skills are still in short supply. Finally, technology levels are extremely low and economic production remains low value added and artisanal in nature.

In particular, access to finance is a huge constraint, with the financial sector only supplying a fraction of total finance needs. About 50-60 suppliers of micro-finance are currently active in the country, supplying around 13,000 clients with a combined loan portfolio of less than USD 5 million out of an overall demand conservatively estimated at USD 45 million. In addition most clients are petty traders and town based enterprises while the sector remains largely unresponsive to the growth needs and opportunities in rural areas. There are a number of challenges in the micro-finance sector: limited access to funds is often cited by farmers and those in the agri-business; micro-finance operations need to be better coordinated to match demand and supply and be more effectively managed and monitored; business skills capacity needs to be built and strengthened for better micro-finance performance; farmers need to build capacity in preparing and implementing business plans; land issues need urgent attention to ensure security of landholdings to enable land leases and title holders to be used as collateral; few microfinance institutions (MFI) provide technical and management support services to clients; and links among MFIs are generally weak.

On the other hand, Sierra Leone has significant resources and potentials to develop higher value added, labour intensive sectors and value chains. Recent studies have shown that there is a potential for high returns to the development of various agricultural value chains (e.g. rice, palm oil, cassava, cocoa and coffee) in addition to other sectors such as fisheries and tourism. The main binding constraint to growth in these economic activities is related to access to finance followed by other constraints including infrastructure levels, regulatory barriers and lack of information on market opportunities. This indicates the need for specific investments aimed at alleviating the bottlenecks faced by labour intensive economic sectors and value chains in order to unleash their potential (Nathan Associates 2008).

Institutional Situation

Local governments have been given a mandate to promote LED but economic policy has so far focused on top down policies and programmes, which do not consider the role of local governments in stimulating LED. The Local Government Act of 2004 assigns to local government specific functions related to LED, including: mobilisation of resources for development of the locality, promoting and supporting productive activities and initiating and maintaining programmes for development of basic infrastructure (Article 20, Point 2). Also, the Decentralisation Policy commits local governments to creating an enabling environment for private sector development and local economic development (Articles 3.2.3 and 3.5.4). But given that decentralisation is still at a nascent stage in Sierra Leone, there has been little further thinking as to what local governments would need in order to fulfil this mandate. National economic policies such as the Private Sector Development Policy¹, currently do not spell out a role for local governments in stimulating LED.

At the national level, there is no institution mandated with promoting LED and hardly any knowledge among government stakeholders about what the approach can offer. There are various ministries with relevant mandates (Ministry of Local Government and Rural Development, Ministry of Finance and Economic Development, Ministry of Agriculture, Forestry and Food Security, Ministry of Trade and Industry, Ministry of Labour and Social Services, Ministry of Mineral Resources, Ministry of Works, Housing and Technical Maintenance and Ministry of Tourism and Culture). However, due to low levels of knowledge about LED and what it can offer, there is currently no dialogue between these entities about promoting LED or coordination mechanism for harmonising their efforts in this area. The Sierra Leone Investment and Export Promotion Agency

(SLIEPA), a government body, is also a relevant actor at the national level. The agency has started to consider how it can work at the local level but has not begun to do so as yet.

At the local government level, there are low levels of understanding, capacities, resources and institutional set up for local governments to fulfil their mandate on LED but there are opportunities for success. This is mainly due to a lack of knowledge and capacities across the board as to what LED entails, in terms of enhancing an enabling environment for business at the local level and undertaking strategic investments identified in partnership with the private sector and civil society.

As local governments are very new, the main effort has been to institute effective core operating functions for public expenditure management. Local governments' LED promotion role has therefore not been activated thus far apart from limited interventions as part of functions devolved by sectoral line ministries. So far, it has mainly been the Ministries of Agriculture and Labour and Social Services that have devolved LED relevant functions to local governments (these functions include crop development, livestock services, manpower planning and enterprise development). Although local sectoral desk staff is now accountable to the Chief Administrators of local governments, core staff have highlighted difficulties in the day to day management oversight of sectoral activities. There is therefore currently no mechanism in place to look holistically at economic development at the local level and the LED promotion function has not been institutionalised or given to a particular staff member or unit of local government.

Finally, there are hardly any untied resources that local governments can use to promote LED, given that their sources of revenue are limited to: 1) own revenues (not enough even to cover their contribution towards staff salaries), 2) central government transfer (limited to sectoral expenditures for devolved functions and recurrent expenditures), and 3) donor funding (earmarked to specific projects).

Nonetheless, the Agriculture and Planning Committees within local governments provide a good foundation structure from which to launch LED promotion functions. For example, the Agricultural Committees advise councils on agricultural related issues and convene agricultural sector forums, which include governmental and nongovernmental stakeholders. The aim of the forums is to share information, work to harmonize complementarities of resources, and follow up on interventions, meeting generally once a month. Also, a position, yet to be recruited in 2011, but that will provide additional capacity for LED activities will be the Economist, a core staff of local governments. This member of staff will hopefully have good capacity for undertaking economic assessments, participating in strategy formulation and economic investment implementation. Moreover, the support provided through the Decentralisation Secretariat, has gone a long way in ensuring that the core staff of local governments have good capacities in public expenditure management. Also, Local governments have the necessary financial resources to cover their recurrent and sectoral expenditures through the central government transfer, including the grant provided under the Decentralised Service Delivery Project. This provides a good foundation from which to address the gap specific to capacities and resources in relation to LED promotion.

There are various central policies and strategies that are relevant to LED, although they do not consider the role of local governments in the promotion of economic development.

The PRSP II, Agenda for Change, aims to increase economic growth towards reducing the proportion of the population living under 1\$ a day, based on a complete transformation of the economy. It envisages substantive investment in infrastructure, improved delivery of social services, and private sector development. The achievement of its four priority areas would provide a major contribution to the promotion of economic development throughout the country:

1. Providing a reliable power supply to the country
2. Increasing productivity and value added in agriculture and fisheries
3. Developing a national transportation network

4. Ensuring sustained human development through the enhanced provision of public services. However, the Agenda for Change does not spell out a role for local government in terms of economic development (the focus is more on public service provision).

The National Sustainable Agriculture Development Programme (NSADP), launched in 2009, is the country's intervention under the African Union's Comprehensive Africa Agriculture Development Programme (CAADP). The vision of the NSADP is to make agriculture the engine for socioeconomic growth and development through commercial agriculture. More specifically, its aim is to provide short, medium and long term Investment Programmes to increase commercialisation of the sector and promote "farming as a business." The Smallholder Commercialisation Programme (see below) is identified as the priority to deliver this goal.

Another important policy is the Private Sector Development Strategy led by the Ministry of Trade and Industry. The achievement of its five outcomes would institute an effective environment for doing business in Sierra Leone:

1. Promoting and supporting entrepreneurship
2. Reducing the cost of doing business
3. Increasing access to affordable finance
4. Making markets work better (for the specific sectors and value chains in which Sierra Leone has a comparative advantage)
5. Providing adequate infrastructure

Again, although the strategy is based on principles including public private partnership, intersectoral and donor coordination, it does not recognise a role for local government in addressing the strategy's five outcomes within their localities, in line with their mandates. There is therefore currently a missed opportunity for ensuring an enabling environment for business is rapidly created throughout the country through stronger and more strategic local government actions and investments.

Furthermore, local governments have an opportunity to leverage resources from various government and development partner projects contributing to LED promotion. These include:

The Smallholder Commercialisation Programme led by the Ministry of Agriculture, Forestry and Food Security is the government's major nation-wide initiative aimed at increasing the productivity of Sierra Leone's agricultural sector. The multi-donor funded programme began in 2010 and will invest an estimated \$403 million in the next five years. The initial districts where the programme will be piloted are Kono, Kenema, Kailahun and Koinadugu. Interventions will include a Farmer Field School approach for new agricultural technologies, subsidised commercial farming development packages, the establishment of Agricultural Business Centres for processing and marketing commodities, developing small scale irrigation, providing better access to financial services, improving access to markets through rehabilitating feeder roads and providing a social safety net to increase food security. At the district level, the programme works through the District Coordinating Committees (DCCs), Local Government Agriculture Committees and District Implementation Teams (DITs). This programme will therefore be a major source of investment in local economic development focused on the agricultural sector. It would, nonetheless, benefit from strengthened local government capacities in analysing their local economies and prioritising investments in conjunction with the private sector and civil society. This will ensure that the investments the programme makes at the local level are the most strategic, maximising economic and social returns.

The Promoting Agriculture, Governance and Environment (PAGE) programme, funded by USAID and implemented by ACDI/VOCA, is a \$13.2 million project to improve the economic development of 4 of the country's most disadvantaged districts. Operating in the districts of Kono, Kailahun, Kenema and Koinadugu, the project is working to increase agricultural productivity while supporting sustainable natural resources management and promoting transparent and participatory democratic governance. Through PAGE, ACDI/VOCA and its partners are re-establishing broken linkages in

agribusiness value chains that will link 29,000 farm households directly with markets. The project is expanding access to and improved use of quality inputs and appropriate technologies, and increasing access to financing mechanisms for firm- and farm-level upgrading and product marketing. The project also facilitates access to and enhances the quality of supporting government services, promotes the sustainable management of the natural resource base and strengthens democratic culture. Given the programme's focus on direct support to value chain actors, it is a great partner to the activities of local government, which would be more limited to providing the enabling environment.

GIZ's Employment Promotion Programme (EPP) operates in five districts; the Western Rural Area, Kono, Kailahun, Koinadugu and Pujehun. Its areas of intervention are:

- Promotion of agricultural value chains and outgrower schemes (particularly linking smallholders with bigger traders and quality upgrading opportunities)
- Promotion of Small and Medium sized Enterprises
- Skills development
- Resettlement and reintegration of displaced youths
- Regional development and mainstreaming of crosscutting issues such as HIV/Aids, gender, and peace and reconciliation.

The programme also supports District Councils in their economic planning, from the Ward level upwards with a special focus on their Agricultural Sector Plans. The programme partners with KfW on infrastructure provision in line with the needs of value chains and finance provision through MITAF. This programme would also be a great partner to the activities of local government on LED in target districts.

The Microfinance Investment and Technical Assistance Facility (MITAF) – Phase II, a project financed by multiple donors (including UNCDF), is currently setting up its operations but will be mandated to focus on rural finance provision for agriculture production, in line with the country's growth strategy. The project will operate countrywide through a challenge fund mechanism, encouraging innovation by the financial sector to develop products that are responsive to the needs of smallholders. The challenge fund will therefore open a number of finance windows with particular focus areas, which providers can bid for. MITAF will also work with Business Development Service providers, recognising that smallholders' business ventures will not succeed unless they have the necessary management skills and abilities. This programme, therefore, has great potential to contribute to enhancing the local business environment in target areas through the provision of finance (a role which local government should not directly play).

The Sierra Leone Investment and Export Promotion Agency (SLIEPA) is the country's official agency assisting and informing investors and exporters about investment and export opportunities. It became operational in May 2008 and has been providing information and support to foreign investors as well as strengthening domestic investors and making them more attractive for joint ventures. The agency has also been targeting 'Investors for Development', aiming to attract social entrepreneurs or companies with corporate social responsibility packages (e.g. World Hope International (WHI), a non profit agency aiming to bring ethical FDI to Sierra Leone. WHI has established FIRST STEP, the country's first Special Economic Zone, which has recently been constructed near Freetown and is already attracting factory owners and other investors to locate their operations there). SLIEPA plans to establish four offices at the provincial level to facilitate increased investments at the local level through better interactions with local government and private sector stakeholders. In this regard, the agency has plans for an outreach strategy to help local governments in packaging their economic potentials and opportunities for private sector investment. SLIEPA will therefore be a key partner in strengthening local government capacities to attract inward investment.

LED Programme Approach

As indicated by the situation analysis, there is both an economic as well as an institutional need for a programme focusing on activating the role of local governments in the promotion of LED. LGED-JP's LED through local government approach has an added value to address this need as it is an approach that can:

- Help tackle issues of inequitable economic growth and regional disparity through bottom up economic development
- Contribute to pro-poor growth through employment creation and productivity increases in labour intensive sectors at the local level
- Activate a partnership between local government, the private sector and civil society to invest in alleviating the supply constraints affecting economic productivity
- Contribute to unlocking the potential of higher value added, labour intensive sectors and value chains
- Activate the role of local governments through the provision of capacities and resources to help them fulfil their LED promotion role in line with their mandate

Lessons learnt from the KDERP project and other international experiences also indicate the need and strategic opportunity for a programme that introduces a coherent model for LED through local government. The KDERP project made a good contribution to strengthening the capacity of local governments to undertake their core functions, manage a local development fund and undertake investments relevant to community needs, which has established a good foundation for their future involvement in LED. However, the programme learnt that in order to have an impact on the local economy, it must have a coherent strategic approach to LED. Such an approach should be based on strengthening local governments' understanding of their local economy and their abilities to enhance the enabling environment for important economic sectors and value chains through partnership with the private sector and civil society. There is a major opportunity for piloting an innovative LED model in Sierra Leone, as a bottom up economic development model that complements top down, supply side economic policies towards reversing poverty and inequality trends. LGED-JP's policy aim will therefore be to mainstream this LED model into national policies and programmes. LGED-JP's approach will complement other partners' approaches as UNDP / UNCDF will be the only agencies specifically focusing on strengthening the role of local governments on LED.

The LGED-JP will therefore be based on UNCDF's global LED through local government model, which is in line with international LED approaches and best practices. The model has been tailored to the specific Sierra Leonean context and aims to achieve three output targets that activate local governments' role on LED:

- Local governments' LED governance role established and strengthened
- Local governments supported to enhance the local enabling environment for business
- Local governments leverage critical LED investments

The model is innovative in that it will help local governments in Sierra Leone to:

- Understand their local economy
- Engage with private sector and civil society actors to strategise on priority interventions to unleash the locality's economic potentials
- Develop an LED strategy, prioritising investments needed to unleash the locality's economic potentials – with a view to its eventual incorporation into local development plans
- Enhance the enabling environment for business in the locality by making investments that unlock critical bottlenecks in prioritised productive sectors and value chains, particularly in the areas of:
 - Regulatory reforms
 - Supporting local producers and firms with increased access to finance, business development services (BDS), market information, etc
 - Improving human skills
 - Improving infrastructure levels

- Leverage critical private sector investments in infrastructure and other areas that can unleash the potential of productive sectors and value chains. In particular through packaging and promoting economic potentials and designing appropriate incentives for public private partnerships.

The principles underlying the LGED-JP programme's LED work will, therefore, include:

- Piloting and demonstrating the impact of a comprehensive support package to local government, aiming to influence the policy and practice of central government and other development partners
- Complementing and enhancing the impact of other government and development partners' efforts towards economic development by strengthening the institutional and financial capacities of local governments to play a role in enhancing the enabling environment for economic development within their localities
- Envisaging an important but limited role for local governments in promoting LED through enhancing the enabling environment for business and making investments that alleviate bottlenecks faced by key economic sectors and value chains. Local governments will therefore be discouraged from activities that are within the remit of the private sector (e.g. the provision of finance to smallholders directly)
- Basing local government investments on a rigorous prioritisation and filtering process to ensure that investments are feasible, economically viable and maximise economic and social returns. This process will begin by the identification of strategic priorities in local government LED strategies developed through the participation of private sector and civil society actors and based on detailed assessment of the local economy. The programme will then support local governments to develop Business Plans, outlining the viability of investments and their social and economic impacts as well as undertaking simple Environmental Impact Assessments. These Business Plans will then be filtered down by Investment Boards, made up of financial and business sector representatives that are best placed to assess and advise on the feasibility and viability of investment projects.

VI: TERMS OF REFERENCE (DRAFTS) FOR PROPOSED POSITIONS

LOCAL GOVERNANCE AND ECONOMIC DEVELOPMENT JOINT PROGRAMME (LGED-JP)



EXTERNAL VACANCY ANNOUNCEMENT

I. Position Information

Post Title:	Programme Manager
Contract type:	Fixed Term
Level:	P4
Duration:	One Year with possibility of extension
Supervisor:	UNDP Deputy Country Director (P) and UNCDF Regional Director
Duty Station:	Freetown
Date of Issue:	
Closing Date:	

II. Organizational Context

INSERT RELEVANT ORGANISATIONAL CONTEXT AND BACKGROUND

III. Functions / Key Results Expected

Summary of Key Functions:

1. Provide leadership for LGED-JP.
2. Be responsible for the implementation of project activities and financial management of LGED-JP
3. Provide policy advice on local governance and local economic development.
4. Co-ordinate inputs and results with other development and government partners and lead the implementation of UNDP's and UNCDF's activities.
5. Promote networking and knowledge sharing within UNDP and the UN system.

Detailed description of key functions:

1. Provide **leadership** for LGED-JP
 - Act as LGED-JP focal point vis-à-vis the other development partners, government counterparts, donors and external missions.
 - Lead LGED-JP programme level meetings and technical working groups, and prepare and act as secretary to Steering Committee meetings.
 - Provide technical support to relevant Ministries, Departments and Agencies (MDAs) to help ensure that strategic leadership is provided along with the mandate of these agencies.

- Support UNDP and UNCDF country level and global fundraising for LGED-JP
- Provide strategic leadership to ensure that LGED-JP approaches are implemented in such a way to prepare it for roll out and integration in a national decentralization programme.
- Advise generally on the soundness of the LGED-JP methods ensure and that LGED-JP is implemented line with UNDP and UNCDF rules and regulations and responding to relevant UNDP and UNCDF strategies.

2. Be responsible for **project implementation and financial management** of LGED-JP.

- Lead project implementation and planning for implementation of LGED-JP.
- Prepare budget and work plans, and ensure their implementation.
- Ensure effective implementation of all activities and quick and efficient response to implementation challenges.
- Monitor and analyse the project environment and progress, using applicable M&E and risk management tools and advise on timely adjustments and corrective measures as necessary.
- Develop and oversee implementation of partnership agreements and ensure appropriate technical assistance with a focus on institutional development and results.
- Supervise and manage the LGED-JP staff and international, and provide 2nd supervision role to national consultants recruited to central and local government institutions with funding from LGED-JP.
- Coordinate the work of the teams and conduct regular staff performance reviews in line with UNDP and UNCDF rules and regulations.
- Manage financial allocations and approve expenditures according to authority delegated, and ensure timely payments according to UNDP and UNCDF rules, regulations and procedures.
- Prepare procurement plans and oversee procurement and logistics for support to implementation.
- Produce regular narrative and financial reports to UNDP and UNCDF as required.
- Comply with security and safety requirements and regulations and ensure the same are respected by all project personnel.

3. Provide **policy and advisory services** on local governance and local economic development

- Provide vision and policy direction to LGED-JP on local governance and local economic development matters.
- In local governance and service delivery processes, encourage full participation of all stakeholders in order to promote empowerment and ownership and contribute to address UN strategies, in particular gender, human rights, and HIV/AIDS.
- Conduct analytical work including institutional capacity assessments and policy reviews related to UNDP and UNCDF portfolio of activities.

4. **Co-ordinate results** with other development partners and lead the implementation of LGED-JP activities

- Engage with other development partners, donors, MDAs, and the private sector to ensure effective and efficient implementation of UNDP and UNCDF activities, and help ensure that sequencing and implementation of activities is coordinated.
- Engage with and support central and local government partners and help ensure they operate in line with the agreed to work plans, budgets, and legal agreements, and that all activities are well coordinated.

5. Promote **networking and knowledge** sharing within UNDP and UNCDF and the UN system.

<ul style="list-style-type: none"> Promote information sharing and prepare briefs. Contribute to UNDP and UNCDF discussions and practice areas. 	
IV. Competencies	
Corporate Competencies: <ul style="list-style-type: none"> Demonstrates integrity by modeling the UN's values and ethical standards Promotes the vision, mission and strategic goals of UNDP and UNCDF Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. 	
Functional competencies: Knowledge Management and Learning: <ul style="list-style-type: none"> Promotes knowledge management in UNDP and UNCDF and a learning environment in the office through leadership and personal example Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and apply newly acquired skills Development and Operational Effectiveness Demonstrated capacity and substantial experience in dealing with policy and strategic issues related to institution building and governance Substantive knowledge of institution building, training, public-private partnerships, and economic reform issues Experience with policy advise Demonstrated experience in managing development projects (preferable in conflict environments), in particular dealing with decentralization, local governance, or broader governance/development issues. Substantial previous experience in working with senior government officials, donor representatives and civil society on policy and strategic issues. Demonstrated strong coordination and facilitation skills Strong communication skills (oral and written) Strong analytical skills Result oriented, flexible, and problem-solving skills. Management and Leadership: <ul style="list-style-type: none"> Focuses on impact and result for the client Leads teams effectively and shows conflict resolution skills Consistently approaches work with energy and a positive, constructive attitude Builds strong relationships with clients and external actors Demonstrates openness to change and ability to manage complexities 	
V. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> Master's Degree in Pubic Administration, Economics, Political Science or related field.
Experience:	<ul style="list-style-type: none"> A minimum of 10 years of work experience in project formulation and management in complex environments. Theoretical knowledge and a minimum of 6 years practical experience working with local governance. Experience in managing complex activities on a national scale. At least 6 years relevant experience working in developing countries, preferably in a conflict/post conflict environment. Strong experience in promoting capacity development and governance

	<p>in multi-cultural environments.</p> <ul style="list-style-type: none"> • Demonstrated strong analytical and problem solving skills required. • Understanding of UNDP and UNCDF rules and regulation an advantage.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English
VII. Submission of application	
<p>Please send your curriculum vitae, to xxxxxx</p> <p style="text-align: center;">Women are strongly encouraged to apply.</p> <p style="text-align: center;">Applicants are required to fill the P11 Form and submit it together with the application.</p> <p style="text-align: center;">Find the P11 Form for Fixed Term Contract Holders on this link</p> <p style="text-align: center;"><a href="http://www.<INSERT>">http://www.<INSERT></p> <p>UNDP will only be able to respond to those applications in which there is further interest.</p> <p>This vacancy announcement is also available on http://jobs.undp.org/</p>	

LOCAL GOVERNANCE AND ECONOMIC DEVELOPMENT JOINT PROGRAMME (LGED-JP)



EXTERNAL VACANCY ANNOUNCEMENT

I. Position Information

Post Title: Programme Officer/LED Specialist
Contract type: Fixed Term
Level: NO-C
Duration: 1 year with possibility of extension
Supervisor: LGED-JP Programme Manager
Duty Station: Freetown
Date of Issue:
Closing Date:

1 II. Organizational Context

INSERT RELEVANT ORGANISATIONAL CONTEXT AND BACKGROUND

III. Functions / Key Results Expected

Summary of Key Functions:

1. Programme management and support for implementation in target districts
2. Strategic guidance of LED activities at district level
3. Advocacy and networking on LED at national level
4. Co-ordination of inputs and results with other development and government partners working on LED
5. Promote networking and knowledge sharing within UNDP / UNCDF and the wider UN system.

Detailed description of key functions:

1. Programme management and support for implementation in target districts

- In close coordination with national partners and using UNDP Results-based Management (RBM) tools, oversee the development, management and monitoring of all programme activities and achievement of results in target districts.
- A minimum of 50% of time travelling to target districts for management and strategic guidance of implementation
- Prepare annual and quarterly work plans and progress reports and organize Project Steering Committee Meetings under the guidance of the LGED-JP Programme Manager
- In consultation with other staff members, prepare and consolidate the program budget, monitor financial expenditures in accordance with UNDP/UNCDF financial rules and cost-recovery policies and implement adequate internal controls for implementation target districts
- With the support of other relevant departments, participate in the recruitment of program staff

and consultants (local and international), assess staff performance, support staff development initiatives, support knowledge sharing and learning, support capacity building of national partners and promote team work.

2. Strategic guidance of LED activities at district level

- Support the LGED-JP Programme Manager by providing policy and programme advice in the area of LED to staff and other stakeholders at the national and local levels (including supporting MLGRD on their LED guidance role)
- Oversee and guide the activities of the LED Consultants to be embedded within local governments to ensure that quality on the job support is provided to local government implementation of LED activities
- Support local and international LED consultancy missions and assignments by providing programme strategy and progress information, ensuring effective logistical arrangements and providing comments and guidance to ensure deliverables are in line with the programme's LED approach and objectives
- Ensure that programme activities and investments made by local governments are consistent with the programme's LED approach and model, and follow the required rigorous processes of analysis and prioritisation in partnership with the private sector and civil society stakeholders

3. Advocacy and networking on LED at national level

- Support the strengthening of MLGRD's capacities to coordinate LED including the work towards establishment of LED guidelines and mapping of LED relevant institutional mandates and regulatory environment
- Support the establishment of strategic partnerships for LED promotion with agencies from the finance, business development, investment and export promotion and development sectors
- Support the organization of advocacy and awareness raising events on LED at the national level

4. Co-ordination of inputs and results with other development and government partners working on LED

- Engage with other development partners, donors, government agencies, and the private sector to ensure LGED-JP activities complement and add value to their efforts
- Engage with and support central and local government partners and help ensure they operate in line with the programme's LED approach, existing work plans, budgets, and legal agreements, and that all activities are well coordinated

5. Promote networking and knowledge sharing within UNDP / UNCDF and the wider UN system on LED.

- Promote information sharing on LED and prepare briefs, documents and publications on lessons learnt from the programme's piloting of LED through local governments
- Contribute to UNDP and UNCDF discussions and practice areas

IV. Competencies

Corporate Competencies: <ul style="list-style-type: none"> • Demonstrates integrity by modeling the UN's values and ethical standards • Promotes the vision, mission and strategic goals of UNDP and UNCDF • Displays cultural, gender, religion, race , nationality and age sensitivity and adaptability 	
Functional competencies: <p>Knowledge Management and Learning</p> <ul style="list-style-type: none"> • Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example • In-depth practical knowledge of inter-disciplinary development issues, especially those related to LED, private sector development including microfinance and business development services (BDS) • Seeks and applies knowledge, information, and best practices from within and outside UNDP/UNCDF <p>Development and Operational Effectiveness</p> <ul style="list-style-type: none"> • Ability to lead strategic planning, results-based management and reporting • Ability to lead formulation, oversight of implementation, monitoring and evaluation of economic development projects • Ability to advocate and provide policy advice <p>Management and Leadership</p> <ul style="list-style-type: none"> • Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback • Consistently approaches work with energy and a positive, constructive attitude • Demonstrates openness to change and ability to manage complexities • Ability to lead effectively, mentoring as well as conflict resolution skills • Demonstrates strong oral and written communication skills (including negotiation and presentation skills and a computer literate) • Remains calm, in control and good humored even under pressure • Proven networking, team-building, organizational and communication skills 	
V. Recruitment Qualifications	
Education:	Master's degree in economics, economic/regional development, business administration, public policy or another relevant discipline. Alternatively, a Bachelor's degree with 10 years of relevant work experience will be considered
Experience:	<ul style="list-style-type: none"> • A minimum of 5 years work experience in one of the following fields: Economic or private sector development programmes within government bodies or other development agencies, with proven work experience in project formulation, implementation, monitoring, evaluation and financial and human resource management in programmes that have demonstrated success. <p>Management position within the financial or private sector, including experience in Business Plan development, resource mobilisation and day to day business management, with understanding of government functions.</p>

	<ul style="list-style-type: none"> • Strong experience in promoting capacity development and governance • Good level of knowledge and understanding of LED • Demonstrated strong analytical and problem solving skills required. • Understanding of UNDP and UNCDF rules and regulation an advantage.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English
VII. Submission of application	
<p>Please send your curriculum vitae, to xxxxxx</p> <p style="text-align: center;">Women are strongly encouraged to apply.</p> <p style="text-align: center;">Applicants are required to fill the P11 Form and submit it together with the application.</p> <p style="text-align: center;">Find the P11 Form for Fixed Term Contract Holders on this link http://www.INSERT</p> <p>UNDP will only be able to respond to those applications in which there is further interest.</p> <p>This vacancy announcement is also available on http://jobs.undp.org/</p>	

<INSERT COUNCIL LOGO>

EXTERNAL VACANCY ANNOUNCEMENT

I. Position Information

Post Title: **LED Consultant (2 National Consultant Positions)**
Contract type: Consultancy
Duration: 1 year with possibility of extension
Supervisor: Local government Chief Administrator (1st supervisor)
LGED-JP Programme Officer / LED Specialist (2nd supervisor)

Duty Station: **Target District / City Council Offices**
Date of Issue:
Closing Date:

2 II. Organizational Context

INSERT RELEVANT ORGANISATIONAL CONTEXT AND BACKGROUND

The <INSERT NAME OF COUNCIL> has received a grant from UNDP and UNCDF under the Local Governance and Economic Development Joint Programme (LGED-JP). Within this context, the <INSERT NAME OF COUNCIL> will recruit a Local Economic Development (LED) consultant through an external, merit based vacancy announcement.

The LED Consultant will be embedded within the District / City Council and provide day to day capacity building and on the job support to local government staff working on LED activities (including the Economist, Development Planner and the Agriculture and Planning Committees of Council).

In order to effectively support the local governments in a time limited manner and mainstream capacities into their teams, the job description is performance based with clear outputs that must be achieved by the end of the contract period.

The LED Consultant will have a double line of accountability to the Local government Chief Administrator as well as the LGED-JP Programme Officer / LED Specialist. 2 positions will be recruited for the two geographical districts in which the LGED-JP programme will work. In a district where there is both a city and district council, the LED Consultant will divide their time equally between the two offices.

III. Functions / Key Results Expected

Summary of Key Outputs Expected:

1. LED governance functions, procedures and systems institutionalized at local government level
2. Local governments are undertaking investments that enhance the local enabling environment for business in key productive sectors and value chains
3. Local governments are leveraging critical private sector investments that can unlock the potential

of key productive sectors and value chains

4. Monitoring and evaluation systems for LED established within local governments and lessons learnt from programme experience documented
5. Materials and manuals for day to day implementation of LED activities in place within local governments

Detailed description of key Outputs:

1. LED governance functions, procedures and systems institutionalized at local government level

- Work with relevant local government staff and committees to establish their LED promotion functions and responsibilities (including those recently delegated by sectoral ministries such as Agriculture and Labour and Social Services)
- Support consultant and local government staff to undertake a comprehensive Local Economy Assessment and input data into the LED MIS system
- Support local government staff to convene and establish an LED Forum that brings together government, private sector and civil society representatives
- Support consultant and local government staff to develop a participatory LED strategy through the involvement of the LED Forum
- Support local government staff in the effective management of the LED Fund (LEDF), including the establishment of an LED Investment Board made up of financial and private sector representatives to assess the feasibility of investment projects
- Support local government staff to improve revenue generation through the implementation of a cadastre system and other initiatives

2. Local governments are undertaking investments that enhance the local enabling environment for business in key productive sectors and value chains

- Based on the priority investments identified in the Local LED Strategy, support Local governments to design viable Business Plans and implement investment projects focusing on:
 - Improving the regulatory environment for business
 - Alleviating key infrastructure bottlenecks faced by productive sectors and value chains
 - Incentivising vocational training institutions to alleviate key skills shortages faced by productive sectors and value chains

3. Local governments are leveraging critical private sector investments that can unlock the potential of key productive sectors and value chains

- Based on critical private sector investment needs identified in the Local LED Strategy, support local governments to:
 - Work with investment and export promotion agencies to package and promote their local economic potentials

- Work with LGED-JP management staff, investment and export promotion agencies to promote investment opportunities and needs to attract private sector investment – and to design and provide appropriate incentives to enter into public private partnership agreements

5. Monitoring and evaluation systems for LED established within local governments and lessons

learnt from programme experience documented <ul style="list-style-type: none"> • Support local government M&E and Planning Officers to establish a simple M&E system to track the results of LED activities and investments (both in terms of process and impact monitoring) • Based on the monitoring and evaluation of programme results, document lessons learnt regarding the approaches and investments that have proved most and least successful • Establish systems that ensure that lessons learnt are fed back into further investment decisions 5. Materials and manuals for day to day implementation of LED activities in place within local governments and staff trained on their use <ul style="list-style-type: none"> • Tailor programme documents, materials and manuals on LED for their implementation within the District / City • Train key staff using the manuals and materials to ensure sustainability of LED approaches developed and implemented during the programme 	
IV. Competencies	
Functional competencies: <p>Results oriented</p> <ul style="list-style-type: none"> • Able to achieve results within a limited period of time • Highly efficient, with excellent time management and organization skills <p>Capacity building</p> <ul style="list-style-type: none"> • Excellent interpersonal communication, coaching and mentoring skills for on the job training • Able to inspire others and lead by example • Produces user friendly training materials to help others strengthen their skills and abilities <p>Team worker</p> <ul style="list-style-type: none"> • Diplomatic, personable and able to integrate and work well as a new member of a team • Prepared to mentor others to achieve results and take a back seat to let them fulfill their duties and mandates 	
V. Recruitment Qualifications	
Education:	Bachelors degree in economics, economic / regional development, business administration, public policy or another relevant discipline
Experience:	<p>A minimum of 5 years work experience in one of the following fields:</p> <ul style="list-style-type: none"> • Economic or private sector development programmes within government bodies or other development agencies • Management position within the financial or private sector <p>Technical experience and/or in depth knowledge of the following areas:</p> <ul style="list-style-type: none"> • Economic development project formulation, implementation, monitoring and evaluation and / or Business Plan development, resource mobilisation and day to day business management within the private sector • Staff coaching and capacity building

	<ul style="list-style-type: none"> • Knowledge and understanding of economic development approaches • Knowledge and understanding of project implementation in one or more of the following areas: infrastructure investment, regulatory reform, skills development and investment promotion • Demonstrated problem solving skills
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English
VII. Submission of application	
<p>Please send your application and curriculum vitae, to xxxxxx <INSERT DETAILED ADDRESS AND EMAIL CONTACT OF COUNCIL> and copy to <INSERT UNDP/UNCDF email address></p> <p style="text-align: center;">Women are strongly encouraged to apply.</p> <p style="text-align: center;">Applicants are required to fill the <INSERT RELEVANT FORMS TO BE FILLED IN BY APPLICANTS></p> <p>PLEASE NOTE THAT A RECRUITMENT PANEL WILL BE ESTABLISHED CONSISTING OF REPRESENTATIVES FROM THE COUNCIL ADMINISTRATION AND UNDP/UNCDF LGED-JP STAFF.</p>	

<INSERT LOGO OF MINISTRY>

EXTERNAL VACANCY ANNOUNCEMENT

I. Position Information

Post Title: **Policy Adviser to Ministry of Local Government and Rural Development (MLGRD)**
Contract type: Consultancy
Duration: 1 year with possibility of extension
Supervisor: The Professional Head / mentored by the Local Government Adviser (funded by the Commonwealth Secretariat)
Duty Station: MLGRD Offices, Freetown
Date of Issue:
Closing Date:

3 II. Organizational Context

INSERT RELEVANT ORGANISATIONAL CONTEXT AND BACKGROUND

The Ministry of Local Government and Rural Development has received a grant from the UNDP and UNCDF supported Local Governance and Economic Development Joint Programme (LGED-JP). Within this context, MLGRD will recruit a Policy Advisor.

Under the direct supervision of the MLGRD Professional Head and the guidance of the Local Government Adviser to MLGRD and UNDP / UNCDF LGED-JP management staff, the Policy Adviser will be responsible for supporting the roll out of Sierra Leone's Decentralisation Policy and process.

In order to effectively support MLGRD in a time limited manner and mainstream capacities into their team, the job description is performance based with clear outputs that must be achieved by the end of the contract period.

III. Functions / Key Results Expected

Summary of Key Outputs Expected:

1. Decentralisation policy rolled out and well understood among stakeholders
2. Decentralisation Strategy and Action Plan in place
3. MLGRD capacity strengthened to lead the decentralization process
4. MLGRD taking a lead role in donor and inter-ministerial coordination on decentralization issues
5. Manuals and materials for the day to day leadership to the decentralization process in place and MLGRD staff trained on them

Detailed description of key Outputs:

1. Decentralisation policy rolled out and well understood among stakeholders

- Ensure the completion of roll out and awareness raising meetings on the Decentralisation Policy at national and local levels
- Support all line ministries in the process of devolution of functional assignments to local governments as legislated in the Local Government Act of 2004 and its subsequent instruments and regulations

2. Decentralisation Strategy and Action Plan in place

- Support consultant, MLGRD staff and relevant stakeholders in the development of a Decentralisation Strategy and Action Plan to take forward the implementation of the Policy
- Undertake roll out activities to raise awareness on the Strategy and Action Plan and support relevant ministries in their implementation
- In particular, support MLGRD and local government staff in the area of Chieftancy governance reforms and a clearer division of responsibilities between Paramount Chiefs and local governments

3. MLGRD capacity strengthened to lead the decentralization process

- Stay abreast of decentralization-related developments at the national and local levels and carry out analysis of decentralization plans and their implementation as they emerge
- Contribute to formulating and implementing MLGRD's on-going decentralization role at the national and local levels, including the development of research and policy papers
- Contribute to continued learning by regularly documenting lessons learned

4. MLGRD taking a lead role in donor and inter-ministerial coordination on decentralization issues

- Support MLGRD to establish and regularly convene a Decentralisation Working Group for coordination of all development partners working on this area. Ensure meetings are documented and actions are followed up
- Support MLGRD to document and follow up actions agreed at the Inter-Ministerial Group on Decentralisation with the relevant parties

5. Manuals and materials for the day to day leadership to the decentralization process in place and government staff trained on them

- Develop tools and training manuals related to decentralisation implementation and devolution of functional assignments
- Ensure that all tools are harmonized between the various decentralisation interventions undertaken by different development partners
- Provide support to capacity development of MLGRD staff and other relevant central government staff on issues relating to decentralisation and devolution of functions

IV. Competencies

Functional competencies:

Results oriented

- Able to achieve results within a limited period of time
- Highly efficient, with excellent time management and organization skills

Capacity building

- Excellent interpersonal communication, coaching and mentoring skills for on the job training
- Able to inspire others and lead by example
- Produces user friendly training materials to help others strengthen their skills and abilities

Team worker

- Diplomatic, personable and able to integrate and work well as a new member of a team
- Prepared to mentor others to achieve results and take a back seat to let them fulfill their duties and mandates

V. Recruitment Qualifications

Education:	Master's degree in law, political affairs, public policy, regional policy, development studies or another relevant discipline. Alternatively, a Bachelors degree with 10 years of relevant work experience.
Experience:	<ul style="list-style-type: none"> - A proven and successful track record that features 5 years working on local governance or decentralization issues - Intimate knowledge of the Sierra Leone Decentralisation policy context - Experience in training staff and ensuring quality of policy development and implementation - Experience of working with UN or other bilateral or multilateral agencies would be an asset - Strong organizational, interpersonal, and communication skills <p>Quick thinker, decision-maker, personable, articulate, concise, persistent, autonomous</p>
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English

VII. Submission of application

Please send your application and curriculum vitae, to xxxxxx <INSERT DETAILED ADDRESS AND EMAIL CONTACT OF MLGRD> and copy to <INSERT UNDP/UNCDF email address>

Women are strongly encouraged to apply.

Applicants are required to fill the <INSERT RELEVANT FORMS TO BE FILLED IN BY APPLICANTS>

PLEASE NOTE THAT A RECRUITMENT PANEL WILL BE ESTABLISHED CONSISTING OF REPRESENTATIVES FROM THE MLGRD AND UNDP/UNCDF LGED-JP STAFF.

<INSERT LOGO OF MINISTRY>

EXTERNAL VACANCY ANNOUNCEMENT

I. Position Information

Post Title: **Monitoring and Evaluation Adviser to MLGRD**
Contract type: Consultancy
Duration: 1 year with possibility of extension
Supervisor: The Professional Head at MLGRD
Duty Station: MLGRD Offices, Freetown
Date of Issue:
Closing Date:

4 II. Organizational Context

INSERT RELEVANT ORGANISATIONAL CONTEXT AND BACKGROUND

The Ministry of Local Government and Rural Development has received a grant from the UNDP and UNCDF supported Local Governance and Economic Development Joint Programme (LGED-JP). Within this context, MLGRD will recruit a Monitoring and Evaluation Advisor.

Under the direct supervision of the MLGRD Professional Head and the guidance of UNDP / UNCDF LGED-JP management staff, the Monitoring and Evaluation (M&E) Adviser will be responsible for the establishment of effective M&E systems to enable MLGRD to play its role in supervising and supporting decentralisation.

In order to effectively support MLGRD in a time limited manner and mainstream capacities into their team, the job description is performance based with clear outputs that must be achieved by the end of the contract period.

III. Functions / Key Results Expected

Summary of Key Outputs Expected:

1. M&E framework and tools developed and established
2. MLGRD staff trained on M&E and performing it effectively
3. MLGRD supporting local governments on M&E of decentralization process
4. MIS system established within MLGRD and linked to local governments
5. Progress reports regularly compiled and lessons learned disseminated

Detailed description of key Outputs:

1. M&E framework and tools developed and established

- Draw on M&E best practice and decentralization support programmes to design and establish an

<p>M&E framework and M&E Plan within MLGRD that is linked to local government activities</p> <ul style="list-style-type: none"> • Develop M&E tools and manuals for MLGRD and local government staff, particularly focusing on the area of data collection and MIS systems <p>2. MLGRD staff trained on M&E and performing it effectively</p> <ul style="list-style-type: none"> • Evaluate capacity gaps and training needs and organize M&E training for MLGRD staff • Provide on the job coaching and support to MLGRD staff as necessary to ensure effective implementation of the M&E framework and plans • Facilitate review of progress, problems solving and development of remedial actions <p>3. MLGRD supporting Local governments on M&E of decentralization process</p> <ul style="list-style-type: none"> • Evaluate capacity gaps and training needs at the local government level and organize M&E training for local government staff • Support local government M&E staff to strengthen their tools, systems and procedures and to link them to MLGRD framework and plan • Facilitate networking between local government M&E staff for peer to peer experience sharing and learning exchange <p>4. MIS system established within MLGRD and linked to local governments MIS</p> <ul style="list-style-type: none"> • Review data collection and analysis systems within MLGRD and local governments to identify strengths, weaknesses and gaps that need to be addressed • Review current draft M&E systems and design a simple MIS system to be housed within MLGRD as a depository for local government M&E data • Establish the MIS system within MLGRD and local governments and train staff on its use <p>5. Progress reports regularly compiled and lessons learned disseminated</p> <ul style="list-style-type: none"> • Compile regular progress updates, reports and analysis on the process of decentralisation and local government' service delivery through inputs of MLGRD and Local government staff • Document lessons learned and insure dissemination of results in a way that feeds into the design of further decentralization activities and programmes
IV. Competencies
<p>Functional competencies:</p> <p>Results oriented</p> <ul style="list-style-type: none"> • Able to achieve results within a limited period of time • Highly efficient, with excellent time management and organization skills <p>Capacity building</p> <ul style="list-style-type: none"> • Excellent interpersonal communication, coaching and mentoring skills for on the job training • Able to inspire others and lead by example • Produces user friendly training materials to help others strengthen their skills and abilities <p>Team worker</p>

<ul style="list-style-type: none"> • Diplomatic, personable and able to integrate and work well as a new member of a team • Prepared to mentor others to achieve results and take a back seat to let them fulfill their duties and mandates 	
V. Recruitment Qualifications	
Education:	Master's degree in development studies, statistics, politics, public policy or another relevant discipline. Alternatively, a Bachelors degree with 10 years of relevant experience.
Experience:	<ul style="list-style-type: none"> - Minimum 5 years of relevant experience in monitoring and evaluation, preferably in the decentralisation and local governance sector - Extensive experience and knowledge in designing monitoring and evaluation systems in line with national strategies. - Intimate knowledge of the Sierra Leone decentralisation and local governance context - Proven experience of staff training and on the job coaching
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English
VII. Submission of application	
<p>Please send your application and curriculum vitae, to xxxxxx <INSERT DETAILED ADDRESS AND EMAIL CONTACT OF MLGRD> and copy to <INSERT UNDP/UNCDF email address></p> <p style="text-align: center;">Women are strongly encouraged to apply.</p> <p style="text-align: center;">Applicants are required to fill the <INSERT RELEVANT FORMS TO BE FILLED IN BY APPLICANTS></p> <p>PLEASE NOTE THAT A RECRUITMENT PANEL WILL BE ESTABLISHED CONSISTING OF REPRESENTATIVES FROM MLGRD AND UNDP/UNCDF LGED-JP STAFF.</p>	

<INSERT LOGO OF MLGRD>

EXTERNAL VACANCY ANNOUNCEMENT

I. Position Information

Post Title: **Finance and Administration Adviser to MLGRD**
Contract type: Consultancy
Duration: 1 year
Supervisor: The Professional Head at MLGRD
Duty Station: MLGRD Offices, Freetown
Date of Issue:
Closing Date:

5 II. Organizational Context

INSERT RELEVANT ORGANISATIONAL CONTEXT AND BACKGROUND

The Ministry of Local Government and Rural Development has received a grant from the UNDP and UNCDF supported Local Governance and Economic Development Joint Programme (LGED-JP). Within this context, MLGRD will recruit a Finance and Administration Advisor.

Under the direct supervision of the MLGRD Professional Head and the guidance of UNDP / UNCDF LGED-JP management staff, the Finance and Administration Adviser will be responsible for the establishment of effective staff and administrative management systems and build capacity within MLGRD for their continued operation.

In order to effectively support MLGRD in a time limited manner and mainstream capacities into their team, the job description is performance based with clear outputs that must be achieved by the end of the contract period.

III. Functions / Key Results Expected

Summary of Key Outputs Expected:

- HR management systems established, and HR strategy and staff development strategy developed and operational, and HR manual developed and established
- Effective administration systems established to ensure appropriate filing and maintenance of archives
- Appropriate and accurate financial management of MLGRD internal and external resources, including accurate and comprehensive financial reporting, and internal quality control to ensure that financial resources are used in line with agreements signed with external partners, and guidelines for internal funds.

- Provide on the job capacity development of MLGRD staff to ensure all staff are familiar with HR, administration and finance rules and regulations and carry out tasks in line with regulations.

Detailed description of key Outputs:

1. HR management systems established, HR strategy and staff development strategy developed and operational, and HR and administration manuals developed and established

- Ensure that clear job descriptions, work plans, annual performance targets and an appraisal system are put in place within MLGRD
- Ensure maintenance of the personnel records in the office including learning records and ensure that they are updated and monitored properly
- Ensure all job descriptions of staff are maintained and updated properly
- Ensure there is a system in place to manage staff leave and record staff's annual and sick leave days
- Establish a system for forecasting of staffing needs, performance evaluation and staff career development management
- Ensure staff development plans are in place for all staff including identification of critical learning needs and learning opportunities to effectively transfer learning into practice
- Develop the two strategies and establish them within MLGRD
- Develop HR and Administration manuals to provide guidance and user friendly formats and procedures for staff recruitment, management, development, and all administrative areas identified above

2 Effective administration systems established to ensure appropriate filing and maintenance of archives

- Effective administration systems established to ensure appropriate filing and maintenance of archives
- Develop internal standard operating procedures and cost saving and reduction strategies in the area of administrative management including:
 - Logistics
 - Transportation
 - Asset management
 - Management information systems
 - Other issues as required

3. Appropriate and accurate financial management of MLGRD internal and external resources, including accurate and comprehensive financial reporting, and internal quality control to ensure that financial resources are used in line with agreements signed with external partners, and guidelines for internal funds.

- Ensure that a proper financial management system is in place for recording of funds
- Manage all funds in line with guidelines and requirements, and advise colleagues and staff on appropriate use of funds
- Provide regular financial reports as required and ensure that all resources are used in line with signed agreements
- Conduct regular and frequent meetings with external partners and internally to ensure that funds are used in an appropriate manner, and that any challenges are addressed immediately.
- Any other issue as relevant for appropriate financial management

<p>4. Provide on the job capacity development of MLGRD staff to ensure all staff are familiar with HR, administration and finance rules and regulations and carry out tasks in line with regulations.</p> <ul style="list-style-type: none"> • Evaluate capacity gaps and training needs within MLGRD on HR and administration, and financial rules and regulations • Conduct training sessions for staff on HR and financial rules, regulations and tools to continue operating the procedures after the end of this position • Provide further coaching and on the job support for staff to continue operating the systems and procedures after the end of the consultancy 	
IV. Competencies	
<p>Functional competencies:</p> <p>Results oriented</p> <ul style="list-style-type: none"> • Able to achieve results within a limited period of time • Highly efficient, with excellent time management and organization skills <p>Capacity building</p> <ul style="list-style-type: none"> • Excellent interpersonal communication, coaching and mentoring skills for on the job training • Able to inspire others and lead by example • Produces user friendly training materials to help others strengthen their skills and abilities <p>Team worker</p> <ul style="list-style-type: none"> • Diplomatic, personable and able to integrate and work well as a new member of a team • Prepared to mentor others to achieve results and take a back seat to let them fulfill their duties and mandates 	
V. Recruitment Qualifications	
Education:	Masters degree in Human Resource Management, Business Administration or another relevant discipline. Alternatively, a Bachelors degree with 10 years of relevant experience
Experience:	<ul style="list-style-type: none"> - Minimum 5 years of relevant experience in Human Resource or Administration management - Extensive experience and knowledge in designing HR and Administration systems and developing strategies - Understanding of the Sierra Leone decentralisation and local governance context - Proven experience of staff training and on the job coaching
Language Requirements:	<ul style="list-style-type: none"> • Fluency in written and spoken English
VII. Submission of application	
Please send your application and curriculum vitae, to xxxxxx <INSERT DETAILED ADDRESS AND EMAIL CONTACT OF MLGRD> and copy to <INSERT UNDP/UNCDF email address>	

Women are strongly encouraged to apply.

Applicants are required to fill the <INSERT RELEVANT FORMS TO BE FILLED IN BY APPLICANTS>

PLEASE NOTE THAT A RECRUITMENT PANEL WILL BE ESTABLISHED CONSISTING OF REPRESENTATIVES FROM MLGRD AND UNDP/UNCDF LGED-JP STAFF.

ANNEX VII:

**STANDARD LETTER OF AGREEMENT
BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE UNITED NATIONS CAPITAL DEVELOPMENT FUND
AND
<NAME OF INSTITUTION>**

Your Excellency,

<INSERT STANDARD TEXT>

Attachment 1

<INSERT STANDARD TEXT FROM PROJECT DOCUMENT INCLUDING THE AIMS, OBJECTIVES AND OUTPUT AREAS, MAX ONE PAGE>

Attachment 2

DESCRIPTION OF SERVICES TO BE DELIVERED IN THIS LETTER OF AGREEMENT

This validity of this Letter of Agreement is of a total duration of <INSERT TIMING>, starting from the day the LOA is signed. The LOA has been developed based on request from and in close consultation with <INSERT NAME OF COLLABORATING INSTITUTION>

The **main activities** under this LOA will be:

<INSERT LIST OF ACTIVITIES IN BULLET POINTS, MAX ½ PAGE>

<INSERT TEXT ON COLLABORATING INSTITUTION OWN INPUT, ONE PARAGRAPH ONLY>

<INSERT TEXT ON WHICH OUTPUT AREAS OF THE PROGRAMME DOCUMENT THAT THIS LOA WILL ADDRESS, MAX ¼ PAGE>

Results to be achieved by the <INSERT NAME OF COLLABORATING INSTITUTION>

Output 1: <INSERT ONE SENTENCE>

Activities <INSERT BULLET POINTS>

Rationale for the activities <INSERT BULLET POINTS>

Performance Indicators <INSERT BULLET POINTS>

..and repeat for all output areas under this LOA

Attachment 3: Budget and payment schedule

BUDGET FOR <INSERT NAME OF INSTITUTION AND TIME PERIODE>

Description of budget lines	Unit	Quantity	Unit rate	Total	Comments
I. REGULAR EXPENDITURES FOR QUARTERLY DISBURSEMENT -					
I-A Human resources					
Human resources total					
I-B Travel					
Travel Total					
I-C Operational costs					
Total operational costs					
TOTAL REGULAR EXPENDITURES					
II. ACTIVITY BASED BUDGET FOR <INSERT NAME OF INSTITUTION> FOR DISBURSEMENT UP FRONT BEFORE ACTIVITY					
II-A Equipment and construction					
Total equipment and construction					
II - B Workshops					
Total workshops					
Capacity development					

Total capacity development					
TOTAL ACTIVITY BASED BUDGET					
C. ACTIVITY BASED BUDGET DISTRICTS (GRANTS)					
SUMMARY ACTIVITY BASED BUDGET DISTRICTS					
TOTAL					
Contingency <INSERT %>					
GRAND TOTAL					

I. SUMMARY PAYMENTS

FLOW OF FUNDS	AMOUNT
I Direct payments from UNDP and UNCDF to <INSERT INSTITUTION> based on <INSRET FREQUENCY OF INSTALLMENTS> installments	
II-B Direct payments to <INSRET INSTITUTION> based on request from <NAME OF INSTITUTIN> for activity based budgets. Can be requested at any time.	
II-A and II-C Direct payments for service providers and training institutions from UNDP and UNCDF for support to <NAME OF CENTRAL AND LOCAL GOVERNMENT INSTITUTIONS>, based on request from <NAME OF INSTITUTION>. Payments can be requested at any time.	
III <INSERT FLOW OF FUNDS FOR GRANTS AND SYSTEM FOR NO-OBJECTION>	
TOTAL	

II. PAYMENT SCHEDULE FOR QUARTERLY DISBURSEMENTS

Installment	Amount	Description	Comments
Q1			
Q2			
Q3			
Q4			
TOTAL			

- III. PAYMENTS FOR ACTIVITY BASED DISBURSEMENT TO <NAME OF INSTITUTION>, CAN BE REQUESTED AT ANY ONE TIME. REPORTING ON EACH ACTIVITY BASED EXPENDITURE WILL BE DONE ON A MONTHLY BASIS.

A-1			
A-2			
A-3			
ETC..			
TOTAL			

- IV. PAYMENTS FOR ACTIVITY BASED DISBURSEMENT DIRECTLY TO SERVICE PROVIDER OR CONTRACTOR BASED ON REQUEST FROM <NAME OF INSTITUTION>.

Installment	Amount	Description	Comments
A-6			
A-7			
A-8			
TOTAL			

- V. PAYMENTS FOR ACTIVITY BASED DISBURSEMENT TO THE DISTRICTS, TO BE REQUESTED BY MOI AT ANY ONE TIME, ACCORDING TO DISTRICT PARTICIPATORY PLANNING AND BUDGETING GUIDELINE. REPORTING ON EACH ACTIVITY BASED EXPENDITURE WILL BE DONE ON A MONTHLY BASIS.

Installment	Amount	Description	Comments
A-GRANT 1			
A-GRANT 2			
A-GRANT3			
ETC...			
TOTAL			

Attachment 4 <INSERT FORMAT FOR QUARTERLY FINANCIAL/EXPENDITURE REPORT

Attachment 5 <INSERT FORMAT FOR NARRATIVE AND END OF PRJECT REPORT>

Attachment 6 <INSERT FORMAT FOR INVENTORY REPORT>

Attachment 7 <INSERT FORMAT FOR JOB DESCRIPTIONS, PROCEDURES FOR RECRUIMENT, PROCUREMENT, ETC>

Attachment 7 <INSERT STANDARD TEXT FOR FORCE MAJEURE>

ANNEX VIII: ENDNOTES

- ⁱ Averaging 6% per annum since 2005 according to the World Bank World Development Indicators 2009
- ⁱⁱ Economic Intelligence Unit, December 2010. Sierra Leone Country Report.
- ⁱⁱⁱ With the income poverty headcount having decreased by about 10% between 2003-2007 (Nathan Associates 2008, p.2)
- ^{iv} Sierra Leone is home to one of the world's largest rutile deposits, and considerable deposits of iron ore, bauxite and gold (Voice of America, News.com 21 April 2010)
- ^v Source: HDI 2010 rankings online
- ^{vi} One in three young people under the age of 25 is underemployed or unemployed
- ^{vii} The so-called surface rent is intended to be shared in the following manner: 15% to the traditional authorities; 15% to the district councils; 10% to the chiefdom administration; 50% to the land owner; and 10% to the constituency development fund, which is a fund managed by Members of Parliament for the constituencies. Source: Meeting with Keith Wright, CTA, UNDP 17/11-2010
- ^{viii} Extractive Industries Transparency Initiative, March 2010.
- ^{ix} Ibid.
- ^x For example, in Kenema where UNCDF and UNDP has been active, the economy is mixed, made up of gold and diamond mining as well as agricultural production of coffee, cacao and rice.
- ^{xi} From 3.6% to 6.5% between 2003-2007 (figures that are likely to be significantly understating unemployment, Nathan Associates 2008).
- ^{xii} Castillejo, Claire. 2009. Women's Political Participation and Influence in Sierra Leone. FRIDE Working Paper 83.
- ^{xiii} BBC News Update, 23 November 2010
- ^{xiv} Economics Intelligence Unit, December 2010. Sierra Leone Country Report.
- ^{xv} The population of Sierra Leone is mainly Muslim with a minority of 10% Christians, and 14 ethnic groups. Sierra Leone has no major religious or ethnic tensions.
- ^{xvi} The only current fund that is transferred to local councils for service delivery, is the DSD fund. See reference on the earmarking of this in a footnote below.
- ^{xvii} Hoare, Joanna . 2008. Breaking the Barriers: Sierra Leone Women on the March. Oxfam online publishing.
- ^{xviii} Observations by UNDP and UNCDF Formulation Mission Team during programme formulation 16 November to 6 December 2010
- ^{xix} Government of Sierra Leone, National Decentralisation Policy. Draft July 2010.
- ^{xx} Devolvement of functions and resources within agriculture: livestock activity management, crops, forestry; health: primary healthcare; education: educational development, payment of fee subsidy, inspection of schools. Source: Kemoh Alhajisattie, Finance Officer, Kenema City Council, 22 November 2010.
- ^{xxi} Already devolved positions: Chief administrator; Deputy Chief Administrator; Finance Officer; Accountant; M&E Officer; Development Planner; Internal Auditor; Procurement; Human Resource Development Officer; Civil Engineer. The four remaining position to be devolved, planned for 2011 and 2012 are: Valuator; Economist; IEC Officer; Social Welfare, Gender and Children Officer. Source: Meeting with Local Government Service Commission, 19 November 2010
- ^{xxii} Rural Water USD 3,2 million per year; Solid Waste USD 1,2 million per year; Education USD 1,6 million per year; Health USD 2 million per year. Source: Meeting with Alpha U. Jalloh, Ministry of Finance, 16 November 2010
- ^{xxiii} Target districts for GIZ activities are Koinadogo and Kailahorn. Two other districts are being reviewed for roll out (Kono and Pujamon). Source: Meeting with Beatrice Tschinkel, Programme Manager; Lorenz Pohlmeier, Country Coordinator; Katharina Guhr, Assistant; GIZ and the German Development Cooperation.
- ^{xxiv} PAGE operates in Kenema, Kailahun, Kono and Koinadugu districts. SNAP operates in Bombali, Tonkolili, Koinadugu and Kailahorn districts. Source: Meeting with Jean Benedict, Head of Mission, USAID, 30 November 2010.
- ^{xxv} Meeting with Matthew Carter, 3 December 2010.
- ^{xxvi} Strengthening of the objectives and goals, as well as measurable indicators are required to enable local people to hold the council accountable. Also, there is a need to indicate availability of resources to fund the MTEF, and identify funding gaps.
- ^{xxvii} Selection criteria for PAGE are: poverty level, malnutrition levels, damage from war, and economic potential. Source: Meeting with Jim Dean, Chief of Party, PAGE, 1 December 2010.
- ^{xxviii} The government contribution has been calculated in the following manner: USD 250 per month for office space, USD 1000 per month for regular financial and administrative services, cleaning, driving services, etc., i.e. USD 15,000 per annum.