

## STANDARD PROGRESS REPORT

<b>Reporting Unit:</b> Local Governance and Economic Development Joint Programme (LGED-JP)	
<b>Country</b>	Sierra Leone
<b>UNCDF Business Unit</b>	<b>UNCDF</b>
<b>Award ID    UNCDF</b>	00062514 (LGED-JP)
<b>Project ID    UNCDF</b>	00080042 (Local Governance and Economic Development Joint Programme)
<b>UNDP Business Unit</b>	<b>SLE10 (UNDP)</b>
<b>Award ID    UNDP</b>	00060523 Local Governance and Decentralisation, JV Programme 16 (LGED -JP)
<b>Project ID    UNDP</b>	00062 00062171 (Local Governance and Economic Development Joint Programme LGED-JP)
<b>Reporting period</b>	1 January to 31 December 2013

### I. PURPOSE

The Local Governance and Economic Development Joint Programme (LGED-JP) is the programme of the Government of Sierra Leone that aims to strengthen the decentralization process and support the capacity of local government to enhance pro-poor local economic Development. The goal of LGED-JP is to enhance service delivery capacity of the local councils through participatory local governance and economic development planning, budgeting and investments.

The intermediate outcomes are (1) Strengthen the capacity of the Ministry of Local Government and Rural Development (MLGRD) to provide strategic leadership in the decentralization process and (11) Enhance capacity for inclusive participatory development planning process at the local level for improved pro-poor local economic development (LED) and service delivery. LGED-JP is delivered through four outputs: (1) Strategic leadership of the decentralization process strengthened ; (2) Local Government effectively performing key functions related to LED in target locations; (3) Local Government actively promoting pro-poor LED and (4) the joint programme effectively supporting programme management, monitoring and evaluation and ensuring sustainability.

LGED-JP fits within the UN response to PRSP2 (now referred to as Agenda for Prosperity-AfP) and United Nations Transitional Joint Vision (TJV) for Sierra Leone (2013-2014). The programme also features in the decentralization policy, a blue print for the implementation of the decentralization programme in Sierra Leone.

The primary implementing partners are: Ministry of Local Government and Rural Development, (MLGRD) Ministry of Finance and Economic Development (MOFED) through Local Government Finance Department (LGFD), Local Councils Association of Sierra Leone (LoCASL), The Kenema City Council (KCC), Kenema District Council (KDC), Moyamba District Council (MDC) and Tonkolili District Council (TDC).

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### II. RESOURCES

<b>Implementing Partners</b>	<b>UNCDF/ UNDP</b>
<b>Agency Contribution</b>	<b>2013</b>
<b>UNDP</b>	<b>600,000 USD</b>
<b>UNCDF</b>	<b>300,000 USD</b>
<b>Unfunded Budget</b>	<b>945,000 USD</b>
<b>Government of Sierra Leone</b>	<b>In Kind Contribution</b>
<b>Total Project Award (2013)</b>	
<b>UNCDF</b>	<b>USD 300,000</b>
<b>UNDP</b>	<b>USD 600,000</b>
<b>Total</b>	<b>900,000 USD</b>

#### Output 1: Strategic leadership of the decentralization process strengthened

- 1.1 *Technical support to finalize the decentralization implementation strategy and Action Plan:* The implementation strategy for the decentralization policy has been finalized and adopted by the MLGRD through the decentralization secretariat (Dec-Sec). This has provided the MLGRD a clear roadmap to facilitate the implementation of the decentralization policy. Efforts were also made to consolidate this strategy with existing strategies with a view to harmonizing them into a single strategy to guide the policy implementation. The Programme supported DecSec to develop the ToR for the assignment and the hiring of consultant to carry out the assignment will be done in 2014. This will also be followed by a nation-wide consultations on the consolidated strategy.

- 1.3 *Introduction of e-governance in MLGRD:* The consultant hired in 2012 to support MLGRD created an embryo of basic data management system in MLGRD. With UNDP's engagement with MLGRD, two IT officers recruited in 2012 continued their support to the Ministry in 2013. Modalities were then put in place to assess the ICT support and extensive discussions have been held with the new IT officers identifying some of the gaps that need to be addressed to enhance effective and efficient ICT system in the Ministry. All Ministry Staff were provided with customized electronic addresses to consolidate the Intranet system of the Ministry. The preliminary discussions will inform the necessary support needed for the system to fully operate. The support has been differed to early 2014

- 1.7 *Inter-Ministerial Committee (IMC) and Provincial Coordination Committees (PCC) re-activation:* The IMC is the highest policy development body for decentralization and local governance in Sierra Leone. It relies on the Provincial Coordinating committees. It gathers key ministries and MDAs involved in the decentralization process, including MLGRD, MoFED and key devolving MDAs. However, this body has not been active for some years now. First steps were achieved in view of re-activating the IMC in 2013. An assessment mission was conducted by the Decentralization Secretariat of MLGRD to the three provinces and the needs of the three PCCs were identified and recommendations were proffered in a comprehensive report. One of the challenges included the lack of understanding of the roles and responsibilities of the PCC and LCs at the

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operational level. This needs to be clarified to ensure common understanding between the Provincial offices and the LCs. Next steps include reporting on that to the IMC which meeting has to be prepared and facilitated by the Ministry.

- *1.8 Improving Ministry capacity for Decentralization donors coordination:* The purpose here has been to support the MLGRD in ensuring that donor interventions are in line with an established framework. UNDP supported the recruitment and technical supervision of a consultant to develop a donor coordination framework which will now serve as a base for conducting and managing the decentralization donor coordination meetings including follow-up on recommendations. The framework has been finalized and it is the view of MLGRD that the framework will be fully operational in 2014 to give the requisite guidelines for effective donor meetings and follow-up actions.

- *1.9 Local Government Service Commission supported to coordinate and supervise HR issues in LCs:* In collaboration with the European Commission, UNDP supported a Management and Function Review (MFR) exercise conducted in May 2013 with the LGSC. The purpose of the MFR was to identify how to improve on the performance of LGSC. The MFR report developed a strong business case for making LGSC fit for purpose and provided the basis for the elaboration of an institutional development to be supported by government and other development partners. The report reviewed the roles and responsibilities of LGSC and considered their adequacy in terms of capacities and resources to deliver on their roles and responsibilities. The report of the MFR was finalized and submitted to LGSC and MLGRD. Once the report is endorsed by LGSC, UNDP stands ready to support the implementation of its recommendations.

- *1:10 Programme quality assurance:* The programme manager, the Programme Specialist, LED officer attached to Kenema, the Finance and Administrative Assistant and the three drivers are currently on duty and are performing satisfactorily in accordance with their specific job descriptions. During the period under review, the programme was unable to recruit the LED officer for Moyamba district council since the officer that was earlier recruited did not turn up. This was followed by the resignation of the LED officer that was attached to the Tonkolili District Council later in 2013. The interim arrangement was made internally where the LED officer in Kenema was assigned to oversee activities in Moyamba and the Programme Specialist in Freetown to oversee activities in Tonkolili. The GELD programme, which was a sister programme to LGED-JP with specific focus to gender was also closed in July 2013 and the residual functions transferred to LGED-JP and coordinated by the LED officer in Kenema.

*Ownership of the Programme:* The LGED-JP is a programme of the GoSL implemented through MLGRD. Although the programme looks at building the capacity of MLGRD, it is crucial that the Ministry takes ownership of its operations to ensure its sustainability. In this regard, plans to share responsibilities in implementing the the AWP 2013 was developed and signed by the Ministry and the LGFD/MoFED. The plans have been implemented at satisfaction. It has been noted with great satisfaction that despite capacity challenges faced by this Ministry, its staff members have demonstrated great sense of commitment and support to the implementation of programme

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activities. Equally supportive to the programme is the LGFD of the MoFED who has always demonstrated serious commitment and dedication in ensuring that LCs are enhanced with the capacity for effective revenue mobilization and tax administration.

The four target LCs of KDC, KCC, MDC and TDC have been exemplary in their performance despite the fact that LED is a new concept in Sierra Leone. They have demonstrated commitment in moving forward with the Public Private Partnership arrangements which is another new concept that needs further elaboration at local level. Completed LED investments were leased out to private sector for efficient management and accountability. However, improvements are still needed to keep the pace of activities especially ensuring that LCs implement the LED activities based on the provided guidelines and MoUs signed with MLGRD and UNDP.

### **Output 2: Enhanced the capacity of LoCASL to interface between LCs and GoSL and Donor partners for resource mobilization**

- *2.1 LoCASL activities strategically planned to guide its mandates:* LoCASL is the umbrella organization for the 19 local councils in Sierra Leone. It has a three-leg mandate: (i) Representation of its members, (ii) Advocacy and resource mobilization and (iii) capacity building for its members. Created in 2008, LoCASL became effectively operational in 2012 with UNDP's support to establish its Executive Secretariat. In 2013, UNDP supported LoCASL to finalize its 2013-2016 strategic plan. A one day validation session of the strategic plan was held on the 16<sup>th</sup> of August 2013 in Kono District where the plan was endorsed by the 19 local councils. LGED-JP also supported the national executive meeting held in Port Loko on the 10<sup>th</sup> August 2013 to develop plans for the on-going programme. A short term consultant was hired by UNDP to support the Executive Secretary in rolling out and implementing the new strategic plan. LoCASL was also supported to attend strategic international events like the Commonwealth Local Government Conference (Kampala, May 2013) and Public Account Council Seminar (Washington DC, September 2013). These exposures resulted in lessons learned and networking opportunities. LoCASL is now able to mobilize resources from various donor partners including EU (Ariel programme), UN Women etc.

- *2.2 LoCASL working environment improved:* The programme supported LoCASL to secure a suitable office space located at 29 Dundas Street, Freetown. This has created an enabling working environment suitable for the day to day administration of the association. With a visible office accommodation, LoCASL is now well positioned to deliver on its mandates and is easily located by its clients. UNDP also supported two participants from the association to participate in a training course on intergovernmental relations in the USA. The objective of the training is to examine critical issues surrounding local government relations and comparative issues in various local government institutions.

### **Output 3: Local Council Policy Documents and Institutional Framework for revenue mobilization strengthened**

- *3.1 Ensure strategic increase in LCs local revenue:* The Programme continued to support the Ministry of Finance and Economic Development through LGFD to increase the capacity of LCs to enhance their revenue mobilization capacity and improve transparency and accountability of their tax administration. potentials and continue to embark on revenue mobilization and tax administration through establishing property and business cadaster systems in LCs. Through the

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requests from LGFD, TDC and MDC, two consultancy companies were hired to support the two new target LCs (Tonkolili and Moyamba) to establish their property tax and business cadastres. The consultants are carrying their assignments in the two locations and are expected for completion in December 2013. carried out the data collection exercises in both LCs and helped construct property cadastre and business registers. The consultants also conducted training of LC staff to manage the system and it is hoped that the two LCs will prepare demand notices to start realizing revenues from property tax and business licenses in January 2014. The outcome

- *3.2 Upgrading the fiscal cadastre systems in KDC and KCC:* The two LCs have benefitted from the cadastre systems with support from UNDP/UNCDF but are yet to realize their optimal revenue mobilization potentials. After a review and assessment conducted by MoFED/LGFD, it was revealed that the software used was out of date was not fit to ocevrr the growing business and property assets of the city. The two LCs requested for (i) the upgrading of their systems, (ii) the improvement of the training in tax collection and administration and (iii) reviewing the preparation of the demand notices. A consultancy company was hired to support the two LCs. 5 staff including the valuation officers received training in operating the system, techniques in tax collection and administration. In view of this support to the two LCs there has been a steady increase in revenue collection in 2013. The expecting outcomes of these support would be an increase in own revenue mobilization and improved transparency and accountability of the tax administration of the 2 LCs in 2014.

- *3.4 Harmonizing local property and business cadastre practices nationwide:* So far, there has been several and different practices in revenue mobilization by Lcs throughout the country. This includes forms and formats fo business and property cadastre. The MoFED decided to harmonize the system and the practices for all LCs. The first steps towards that objective was supported by UNDP in 2013. A national training manual for the fiscal cadastre finalized and adopted. Copies were printed and disseminated to all LCs. Then the Programme supported LGFD to embark on a two- day (19-20 July 2013) training to roll out the Manual. 38 valuers from all the 19 LCs were trained on the official technics and methodologies developed in the Manual. Participants were provided opportunities to fully understand the various steps involved in ensuring an effective and efficient systems in revenue mobilization and administration, particularly property tax and business licenses hence improving on the fiscal sustainability of the local councils. As a result, valuers from TDC and MDC acquired knowledges that enebale them to fully support the consultancy companies hired to establish the property and fiscal cadstre in their repective councils.

### **Output 5 Enhanced LCs capacities in pro-poor activities and increase in their revenue base**

- *5.1 LCs planning cycle informed by the LED mapping for income generating investments:* With support from the programme, the four LCs completed their LED mapping which aimed at identifying the socio-economic realities and potentials hosted by their localities. The report will be updated regularly and will served as key refence document for LCs planning and budgeting reviews. At the request of the target LCs, the documents have been printed and will be disseminated in 2014.

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- 5.2 The implementation of the Local Economic Development and the Gender Equitable Local Development through the pro-poor economic investment projects by the 4 target LCs which commenced late in 2012 have created positive transformation among the LCs, from mere service delivery to a more investment oriented activities that has created additional source of revenue generation for the LCs. The engagement has resulted in the completion of two strategic infrastructures for the Kenema City.

These included: 1) An Abattoir and cold room at the Kenema Fishery Market along Maxwell Khobe Street and 2) A water purification Plant at Reservation Road, Kenema City. These facilities were commissioned by the Minister of Local Government and Rural Development in August 2013. PPP arrangements are being completed to engage the City Council and private sector companies for their effective and efficient management.

UNDP/UNCDF engagement with Moyamba District Council also resulted in the completion of two strategic infrastructures including: (i) A market and ten lockable stores in Sembehun, Bagruwa Chieftdom and (ii) a Community Resource Center with Vocational Training and services/good provision options in ICT, tailoring and carpentry mostly for youth and . These pro-poor investment projects were also commissioned by the Minister of Local Government and Rural Development in January 2013. The market and lockable stores have increased security and safety of goods storage and availability which has resulted to more traders from the surrounding villages and towns bringing their basic commodities to the centre market. The Council has entered into PPP arrangements with private sector companies for the efficient management the facilities. As a result, MDC has got a new source of own incomes. The community resource center is currently providing Trainings and business opportunities to 50 youth and the number will eventually increase to 200.

### **LED and effective Value chain development in Kenema**

*The abattoir and cold room has enhanced value chain development and food security in Kenema City offering the possibility for safe meat, fish, vegetable storage and long term preservation of perishable food. This investment has created a new ring in the food chain from farmers and cattle rearers to traders, especially women to the final consumer. This will continue to improve on the availability of protein food, thus increasing access to essential food commodities to the local population. The rental fees for the usage of the facility under the PPP arrangement have provided the city with increased revenues. The investment has also provided 6 direct employments to 3 males and 3 females and 27 indirect employments to 2 males and 25 females. These figures are expected to increase over time. Currently, an estimated population of 28,624 are serviced as direct beneficiaries of the abattoir and cold room.*

*The water purification plant has directly employed 7 youth -2 males and 5 females and has created 25 indirect employments for 10 males and 15 females. The six month trial period has proven very effective, delivering excellent quality of 3000 litres of pure water per day, serving an estimated population of 35,784. These facilities are managed by private business people through the PPP arrangement with the city councils.*

*The GELD programme also invested in the construction of a health centre at Hangha, geared towards supporting the free-Health Care initiative and quality health delivery. Services provided include: treatment and prevention of communicable diseases, maternal and child health care among others. The facility is currently providing health services for 16,000 people*

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The Kenema District Council has also completed the construction of a cool room in Tongo Fields and is currently awaiting commissioning. The construction of the youth centre in Magbruaka, Tonkolili district is at an advanced stage. The delay for this particular project was due to the difficulties in acquiring land for the project.

- 5.3 Information dissemination: The programme supported MLGRD in printing and disseminating the LED conference and the LED methodology and peer review workshop reports. These documents continue to give the necessary technical insight to stakeholders on the definition of LED, its approach and methodology. They are also source of experience sharing with other non LED LCs in the area of LED planning. 300 copies of each report were printed and disseminated by MLGRD to major stakeholders including donors and development partners. Copies were also displayed and distributed at international events this year (Commonwealth Local Government Conference, Kampala, UNCDF World retreat, Chiang Mai-Thailand and UNCDF Technical review, Niamey, Niger)

- 5.4 LCs strategically implement LED programme: As a follow up to the LED mapping exercises in the target local councils, LGED-JP supported the hiring of four consultants to help LCs develop LED strategy in each target council. These documents have helped the target LCs to review their DPs and integrate LED related activities based on the mapping and strategy reports. The documents have been approved by the LCs and will be rolled out in 2014.



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### III. RESULTS

#### INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator baseline	Planned Target	Indicator Achieved indicator target	Reasons for variance (if any)	Source of verification	Comments (if any)
Output 1 Capacity of MLGRD developed and enhanced for effective coordination of the implementation of the decentralization policy and supervision of LCs performance	1.1 Hire a consultant to work with MLGRD to complete the implementation plan and design an action plan for the implementation of the strategy	A partial implementation strategy in place	A comprehensive implementation plan and action plan finalized.	Partially Achieved	Delay in the recruitment of consultant.	MLGRD/Dec-Sec LGED-JP ToRs developed .	To be completed in first quarter 2014
	1.2 : Carry out one National WS with key stakeholders to educate them on the implications of the Decentralization Policy with regard to their roles responsibilities	Decentralization Stakeholders not familiarized with the Decentralization Policy	Number of participants to the and implementation agenda agreed between participants and MLGRD	Not Achieved	Dependant on 1.1 above and the Amendment process for the LGA 2004 not completed by Parliament in 2013	MLGRD	To be completed in first quarter 2014



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	1.3 Independent Assessment of the impact of the support so far provided by the ICT Consultant and initiate e-governance system in the MLGRD based on the recommendations	ICT support provided for 2 years for computerized administration management and Internet connection	-Progress and challenges and recommendation submitted -Functional e-governance system in place	Not Achieved	MLGRD expected the recruitment and posting of ICT officers earlier in 2013 to manage the system but were recruited late 2013	MLGRD	Assessment and support in ICT to commence in 2014 for the MLGRD
	1.4 Support the roll-out of the amended LGA (MLGRD to undertake a functional assignment exercise to clarify the new amendments - roles and responsibilities of MDAs and LCs and other stakeholders etc.	Amendment process for the LGA 2004 advanced (bill before the Parliament)	Report of F.A. clarifying the amendments (roles and responsibilities of MDAs and LCs and other stakeholders etc.)	Not Achieved	The LGA 04 still under review.	Draft amendment submitted to the Parliament by MLGRD. Additional support received from LoCASL. Proposal to enshrine Decentralization and Local Governance in the Constitution submitted by LoCASL to the Constitutional review Secretariat	MLGRD and LoCASL determined to take the issue forward by 2014
	1.5 Support to MLGRD to finalize the LED Operational Manual with clear step-by-step methodology with a clear gender and social inclusion	A draft LED methodology and guidelines exist	LED operational manual finalized	Not fully achieved Discussions on-going with other LED operators like GIZ, World Bank	More discussions needed to bring on board other development partners to make it holistic	MLGRD, LGED-JP Meeting reports	

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	approach						
	1.6 Support for the establishment of the LED Secretariat at national level (MLGRD/LoCASL)	LED launched at national level and LED National Agenda adopted, but no arrangement to interface with LED stakeholders, Office space and equipments exist at MLGRD.	ToRs for the Secretariat (including linkages with Universities, MDAs, private sector and LCs) LED data management system set up and MLGRD appoint a LED focal point	Consensus reached between MLGRD and MoFED/LGFD to creat a position of LF and LED Officer at MLGRD to serve as liaison to the LGFD	Discussions between the 2 Ministries	MLGRD.	Carried over to 2014
	1.7 Support re-activation of IMC and Provincial Coordination Committees meetings and set up the IMC Technical Committee	IMC and PCC created but not fully functional	Number of meetings held and reports on follow-up actions	Partially achieved. Assessment mission re-completed and capacity needs identified for PCCs.	Political discussions on the re-organization of the IMC. MLGRD following up.	Assessment Mission Report	MLGRD is confident to hold meetings in 2014
	1.8 Donor interventions are in line with the decentralization framework	Donor meetings initiated but not strategically organized	A donor coordination framework developed to guide donor interventions and meetings	100% achieved		MLGRD/Dec-sec	Donor meetings to be held in 2014 based on the finalized framework
	1.9 OD/DI and needs assessment conducted (strategic plan and capacity building plan)	LGSC exist but not fully functional. The E.U. has a programme to support the implementation of the CD plan once finalized.	Capacity needs identified and CB plan developed and adopted by MLGRD/LGSC	100% achieved in collaboration with EC	None	MLGRD, EC, LGSC	LGSC and MLGRD to share the final report with government and development partners for

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							support in the implementation of action plan
	1.10 Programme quality assurance and oversight services	TA team in place at national level	Delivery rate as per the AWP 2013.	100% achieved	No variance	UNDP/UNCDF	The LED officer in Tonkolili District Council resigned in addition to one who did not turn up in MDC.
	1.11 Project Steering Committee meeting	NSC provides Policy guidance to the Programme	Systems for policy direction of LGED-JP in place	100%		NSC minutes report developed, approved and signed by members	NSC held in December 2013
	1.12. Support to MLGRD for international network activities	Ministry and LoCASL not exposed to international networks and practices	MLGRD and LoCASL attend 2 international events in 2013 including trainings	100%	No variance	Mision reports from CLG Conference (Kampala) and Public Account Council training (Washington)	
<b>Output 2</b> Enhanced capacity of LoCASL to interface between LCs and GOSL and donor partners for revenue mobilization	2.1 LOCASL activities strategically planned to guide its mandates	Draft strategic plan exists but not finalized	A strategic plan endorsed by the GA and implementation starts	90% achieved	Sp endorsed by the National Executive. A GA to be organized to endorse the SP	LOCASL, LCs	The GA was postpone due to internal discussions

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	2.2 LOCASL working environment improved	LoCASL has a temporary office space not suitable for its activities	New Office established with functional space	100% achieved	No variance	UNDP,UNCDF,LOCASL	
<b>Output 3</b> LCs Policy Documents and institutional framework for revenue mobilization strengthened	3.1 Support to Establish Fiscal cadastre in 1 new LCs	Local revenue mechanisms established but low level of revenue mobilization.	Establish fiscal cadastre and business licenses in 2 new LCs	200% achieved but revenue generation will start in 2014 with the issuance of demand notices	Better procurement leading to cost reduction.	TDC and MDC, LGFD	
	3.2 Support to upgrade the Fiscal cadastre system in two local councils	Local revenue mechanisms established but low level revenue generation	Ensure increase in local revenue mobilization in two local councils	100% achieved and revenue increased from 45% (2012) to 55% in 2013.		KCC,KDC	Systems upgraded in KDC and KCC and new spftware introduced.
	3.3 Support to develop the Local Government Revenue Mobilization Strategy by MoFED/LGFD in consultation with MLGRD	Basic information on revenue mobilization exists but no comprehensive strategy to guide LCs revenue mobilization	A Comprehensive manual completed and adopted by MoFED/LGFD and MLGRD	Postponed	Policy dialogue ongoing between MLGRD and MoFED	MOFED/LGFD	To be a priority in 2014

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	3.4 Support to Develop the Fiscal cadastre Training Manual for LCs by MoFED and MLGRD	Several LCs are at different stages of establishing their fiscal cadastre but no training manual to ensure harmonization.	A National training manual for FC adopted by MoFED and MLGRD for LCs	150% achieved and all valuation officers received two-day training on the use of the manual	The training session was added to the plan to roll out the manual	MOFED, LCs	
	3.5 Support for the drafting of the LC Finance Act with clear gender oriented provisions.	The LGA-2004 under amendment provide for a LG Finance Act not yet developed	A comprehensive draft finalized and submitted	Postponed since LGA 04 is still under amendment	The amended LGA 04 will inform the LC finance Act	MOFED/LGFD	To be implemented in 2014
<b>Output 4</b> LCs policy documents and institutional framework for revenue mobilization strengthened	4.1 Technical Training for LED operational manual and PPP.	A draft LED methodology in place	Training session held, number and organization of origin and qualification of participants	60% achieved. On-the-job training sessions were held with new LCs executives and technical staff. LCs have initiated/completed PPP arrangements for efficient management of LED infrastructures.	More consultations needed with other development partners to harmonize the training package	MLGRD, UNDP, UNCDF	Activity to continue in 2014
	4.2 Support to mainstream the LED planning Committee into the MLGRD	The LED PC exists and functions as a unit not incorporated in the Ministry framework	MLGRD Appoint a LED Focal Point and include coordinating the LED PC in his/her mandate.	On-going	More consultations to upgrade the committee to include other development partners	MLGRD	To be fully implemented in 2014 with all partners on board
	4.3 Develop and disseminate a case-	LED experience is going on and	A comprehensive case-study finalized and shared	On-going	Draft to be developed	MLGRD, LOCASL	To be fully implemented in

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	study on LED experience in Sierra Leone	various information exist scattered in various reports	with MLGRD and MoFED				2014 with all partners on board
<b>Output 5</b> Local Council increase their own revenue base	5.1 Support the validation and dissemination and review of LDP based on the LED mapping reports of 4 LCs.	The LED mapping has been completed and technical reports submitted	Nber of WS and final reports adopted by stakeholders	100% achieved	None	MLGRD	
	5.2. Support the establishment a basic MIS for LED data management and training of target LCs	LED investments far advanced in target LCs.	MIS templates set up, training session held with LCs and nber of data collected and recorded	Activity replaced: LAN system set up in two LCs with server and computer packages. 100% achieved.	-The LAN is the pre-requisite for computerized MIS in the LCs. -Some out of the country experience sharing training took place but M&E staff trained were transferred to other LCs	Mission reports MLGRD, LGED-JP	Setting up MIS in 2014
	5.3 Outstanding LGED-JP reports printed and disseminated by MLGRD	Selected LED activity reports have been endorsed by MLGRD with request for dissemination	Number of Report printed and number of copies distributed	100% achieved with 1800 printed copies for 6 documents	None	MLGRD, UNDP, UNCDF	
	5.4. Support to target LCs to develop LED Strategies as part of	Target LCs have review their LDP LED wise but are still implementing	Number of LED strategies developed and informing the LCs planning cycle	100% achieved	None	MLGRD, KCC, KDC, MDC, TDC	5 year LED Strategy completd for



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	their overall LDP	LED on an ad hoc basis.					the 4 LCs
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### IV. CHALLENGES AND LESSONS LEARNT

- *Programme Management:* Despite major achievements in the implementation phase, the programme has faced challenges in maintaining staff. In 2012, it was difficult to finalize the recruitment of one of the three LED officers who went through the interview but refused to take up appointment. In the mid 2013, another LED officer attached to Tonkolili District Council also resigned and his resignation created vacuum in one of the two new target Local councils . The programme developed an in-house arrangements to assigned LED officer in Kenema to Moyamba and the Programme Specialist in Freetown to Tonkolili District Council
- *Staff movement in MLGRD and LCs:* In the MLGRD and LCs , the programme also faced very serious challenges as most of the core staff who benefitted from expensive training supported by UNDP abroad and who had gained experience in the implementation of LED approach were transferred to other LCs/MDAs, creating another capacity gap for the programme implementation. The Programme had to re-start the induction of new staff in addition to the renewal of the Councils members after the 2012 local elections.
- *Resource mobiliation:* in 2013, the MDTF was not available. The Programme activities were funded only on the UNDP and UNCDF core funds. As a result many activities planned with the expection of the new MDTF could not be implemented. As mitigation measures, the Programme has initiated discussion with private sectors to fund LED in their localities of operation. The process has achieved good steps with London Mining Company (Risk Assessment completed and send to UNDP/HQ, discussions with HQ held and feed-back awaited) Next steps include developing and submitting a project proposal to LMC and holding discussions accordingly for the funding (amount and mechanism)
- *Delays in LED project in some LCs:* While MDC and KCC could complete their LED project during the year and put them into operation, others are yet to have theirs completed. The Programme has learned form this experience that the complete cycle for an LED investment programme is more than a year due to (i) the normal procedure wich considerd all the PEM/FM steps with community participation and (ii) external factors like land acquisition, procurement management. This shall be considered in future Led planning.



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**V. FUTURE WORK PLAN**

UNDER DEVELOPMENT

# United Nations Development Programme

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### VI. FINANCIAL IMPLEMENTATION

Description	UNCDF Expenditure 2010 (US\$)*	UNDP Expenditure 2010 (US\$)
1. Strategic leadership of the decentralization process strengthened	19,114.00	95,748.00
2. Enhanced capacity of LoCASL to interface between LCs and GoSL and donor partners for resource mobilization		105,080.00
3. Local Council Policy Documents and Institutional Framework for revenue mobilization strengthened	52,961.00	44,287.00
4. Programme Management and Technical Backstopping	168,414.00	362,433
<b>2013 Allocated Budget (US\$)</b>	<b>300,000.00</b>	<b>600,000.00</b>
<b>Delivery %</b>	<b>83%</b>	<b>100%</b>

