



## GOVERNMENT OF SIERRA LEONE

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

<b>Atlas Award ID:</b>	00060523 (UNDP-TRAC), 00062514 (UNCDF Core)
<b>Atlas Project ID:</b>	00076261 (UNDP-TRAC) 00080042 (UNCDF Core)
<b>Project/Programme Title:</b>	Local Governance and Economic Development Joint Programme ( LGED-JP)
<b>Management Arrangement:</b>	Direct Execution
<b>TJV Outcome:</b>	Pillar 1: Economic Diversification to promote Inclusive Growth , Pillar 7: Governance & Public Sector Reform and Pillar 8: Gender Equality & Empowerment
<b>Applicable Key Result Area (from 2014-17 Strategic Plan):</b>	1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor and excluded. 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. 3. Countries have strengthened institutions to progressively deliver universal access to basic services. 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.
<b>CPAP Outcome:</b>	Improved Supervision and Coordination of the implementation of the Decentralization Policy and 5: Capacity of Local Councils for pro-poor Local Economic Development enhanced.
<b>CPAP Output(s):</b>	4.1. Capacity of Ministry of Local Government and Rural Development developed and enhanced for effective coordination of the implementation of the Decentralization Policy and supervision of LCs performance, 4.2. Enhanced capacity of LoCASL to interface between LCs and GoSL and donor partners for resource mobilization. 5.1. LCs policy documents and institutional frameworks for revenue mobilization strengthened, 5.2. LCs increase their own revenue base.
<b>Implementing partner:</b>	Ministry of Local Government and Rural Development
<b>Other Partners:</b>	Ministry of Finance and Economic Development, GIZ, C/Wealth, JICA, ILO, LoCASL

### Brief Description

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 (i) Strengthen the capacity of the Ministry of Local Government.

LGED-JP fits within the UN response to PRSP2 (now moved to Agenda for Prosperity-AfP) and the United Nations Transitional Joint Vision (TJV) for Sierra Leone (2013-2014)..

The main implementing partner is the Ministry of Local Government and Rural Development, (MLGRD) in collaboration with Ministry of Finance and Economic Development (MOFED). Other partners are 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).



## Annual Work Plan (AWP) for 2014

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Project/Programme Title:	Local Governance and Economic Development Joint Programme ( LGED-JP)
TJV Outcome:	Pillar 1: Economic Diversification to promote Inclusive Growth , Pillar 7: Governance & Public Sector Reform and Pillar 8: Gender Equality & Empowerment
Applicable Key Result Area (from 2014-17 Strategic Plan):	1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor and excluded. 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. 3. Countries have strengthened institutions to progressively deliver universal access to basic services. 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.
CPAP Outcome:	Improved Supervision and Coordination of the implementation of the Decentralization Policy and 5: Capacity of Local Councils for pro-poor Local Economic Development enhanced.
CPAP Output(s):	4.1. Capacity of Ministry of Local Government and Rural Development developed and enhanced for effective coordination of the implementation of the Decentralization Policy and supervision of LCs performance, 4.2. Enhanced capacity of LoCASL to interface between LCs and GoSL and donor partners for resource mobilization. 5.1. LCs policy documents and institutional frameworks for revenue mobilization strengthened, 5.2. LCs increase their own revenue base.

Expected Outcomes	Planned Activities	Timeframe				Responsible Party	Planned Budget	
		Q1	Q2	Q3	Q4		Funding Source	Amount (USD)
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>							
Output 1: Capacity of the Ministry of LGRD developed and enhanced for effective coordination of the implementation of the decentralization policy and supervision of target LCs performance	1. 1. Activity Result: Decentralization implementation Strategy and Action Plan finalized and endorsed and set for implementation  Action 1.1.1.: Support to the MLGRD to finalize and roll out the Strategy and the Action plan	x				UNDP, MLGRD	71300-Local Consultant, 75700-Workshop, 71600-Travel (DSA) 74100 - Facilitation, 72500 - Supplies	30,000
<b>Indicators:</b> - Strategy and action plan finalized - Coordination mechanism re-activated - Final Report on Expenditure Assignment submitted	- Action 1.1.2.: Support MoFED in collaboration with MLGRD to undertake an Expenditure assignment study to clarify roles and responsibilities and linkages with recommendation to improve LCs revenue mobilization and grants utilization	x	x			UNDP, MLGRD, MoFED	71300 - Int Consultant, 75700-Workshop, 71600-Travel (DSA) 74100 - Facilitation, 72500 - Supplies	34,000



Expected Outputs	Planned Activities	Timeframe				Responsible Party	Funding Source	Planned Budget	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
<p>And baseline, associated indicators and annual targets</p> <p><b>Baselines:</b> - A partial strategy finalized - Coordination mechanism initiated</p>	<p>List activity results and associated actions</p> <p><b>1.2. Activity Result: IMC &amp; PCCs re-activated</b> Action 1.2.1. support to Provincial Coordination Committees</p>	x	x			UNDP, MLGRD	UNDP	75700-Workshop, 71600-Travel (DSA) 74100 - Facilitation,	20,000
	<p>Action 1.2.2. Support the operationalization of the IMC to engage MDAs in implementing the devolution(responsibilities and resources to LCs)</p>			x		UNDP, MLGRD, LoCASL, MoFED	UNDP	72200-Equipment, 71300-Local Consultant,75700-Workshop	15,000
<p><b>Targets:</b> - A comprehensive strategy and action plan finalized and implementation starts - A functional coordination mechanism in place</p>	<p><b>1.3. Activity Result: MLGRD improved its ICT system(Administrative and record management)</b> Action1.3.1. Support MIS in LCs for data and information management and electronic linkage with MLGRD</p>	x	x			UNDP,MLGRD, LoCASL	UNDP	71300-Local Consultant	15,000
	<p><b>1.4. Activity Result: International Symposium on the 10th anniversary of</b> Action 1.4.1. Support MLGRD in consultancy and organization fees</p>					UNDP, MLGRD, LoCASL, MoFED	UNDP	75700-Workshop, 71600-Travel (DSA) 74100 - Facilitation, 72500 - Supplies	15,000
<b>Sub total of Output 1</b>									<b>129,000</b>
<p><b>Output 2: Enhanced capacity of LoCASL to interface between LCs and GoSL and donor partners for resource mobilization</b></p> <p><b>Indicator:</b> Nber of participants, topic and report <b>Baseline:</b> LoCASL SP has been adopted in 2013 <b>Target:</b> Dedicated activity in the LoCASL SP implemented</p>	<p><b>2.1. Activity Result: LoCASL Strategic Plan implemented</b> Action 2.1.1.Support to Training of LCs Executives on the Local Global Content Policy and the new Local Global Compact</p>	x	x			UNDP, MLGRD, LoCASL	UNDP	75700-Workshop, 71600-Travel (DSA) 74100 - Facilitation, 72500 - Supplies	20,000

Expected Outputs	Planned Activities	Timeframe				Responsible Party	Funding Source	Planned Budget		
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)	
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>	<b>Sub total of Output 2</b>							20,000	
<b>Output 3: LCs Policy documents and institutional framework for revenue mobilization strengthened</b>	<b>3.1. Activity Result: LCs policy documents and institutional frameworks for revenue mobilization strengthened</b>									
	Action 3.1.1. Support MLGRD to finalize LED manual of operations with clear step-by-step methodology to guide LCs engagement in LED	x	x			UNCDF, UNDP, MLGRD, MoFED, LoCASL, LCs	UNDP	71300-Local Consultant, 75700-Workshop, 71600-Travel (DSA) 74100 - Facilitation, 72500 - Supplies	20,924	
	Action 3.1.2. Initiate with MoFED a performance-based grant to LCs based on LED project proposals with the aim of mainstreaming LED in the fiscal decentralization framework and the CLOGPAS		x	x		UNDP, MLGRD, MoFED, LoCASL, LCs	UNDP	72600-Grants	101,749	
<b>Indicator: -LED mainstreamed in the LDPs or target LCs, -Nber of projects projects approved</b>										
<b>% of LCs revenues from LED investments</b>										
<b>Baseline: LED investments operational in target LCs</b>										
<b>Target: - LCs consolidate their LED planning process</b>										
<b>-Increase in fiscal capacity of LCs</b>										
<b>Sub total of Output 3</b>									122,673	
<b>Output 4: LCs increase their revenue base</b>	<b>4.1. Activity Result: LCs increase their local tax and non tax revenue</b>									
	Action4.1.1: Fiscal cadastre system established and operational in 4 new LCs and all valuers trained on the new FC soft ware	x	x			UNDP, MLGRD, MoFED	UNDP	72200-Equipment, 75700-Workshop, 71600-Travel (DSA) 72500 - Supplies	25,000	
<b>Indicator: increase in Local Tax revenue</b>										
<b>-Increase in non-tax revenue</b>										
<b>-Nber of Valuers trained</b>										



Expected Outputs	Planned Activities	Timeframe				Responsible Party	Funding Source	Planned Budget	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
<b>And baseline, associated indicators and annual targets</b>  <b>Baseline:</b> -Fiscal cadaster established but office not equipped -LED investment ongoing in the TDC but not completed -4 LC consolidate their tax administration through functional fiscal cadastre. -TDC's LED project completed and commissioned	Action4.1.2: support to 4 LCs to increase their own revenue through better tax mobilization and administration		X	X		UNDP, MLGRD, NRA, MoFED, LoCASL, LCs	UNDP	72100-Contractual service company	31,000
	Action4.1.3. Support for the completion of the LED project in TDC	X	X			UNDP, MLGRD, MoFED, LoCASL, LCs	UNDP	72200-Equipment	11,936
<b>Sub total of Output 4</b>									
<b>Output 5: Technical Assistance and Management Cost (Project Support Costs)</b>									
<b>5.1. Activity Result: Effective &amp; Efficient Management of the Programme</b>									
Programme Manager		X	X	X	X	UNCDF	UNCDF	61100-Salaries International	130,000
						UNDP	UNDP		130,000
Programme Specialist		X	X	X	X	UNCDF	UNCDF		14,736
						UNDP	UNDP		15,264
Admin/Fin					UNDP	UNDP	71400- Service Contract	10,000	
LED Officer					UNDP	UNDP	Individuals	12,000	
Drivers (x3)		X	X	X	X	UNCDF	UNCDF		8,489

Expected Outputs And baseline, associated indicators and annual targets	Planned Activities	Timeframe				Responsible Party	Planned Budget	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
	<i>List activity results and associated actions</i>							
	<b>5.2. Activity Result: Effective &amp; Efficient Oversight of the Programme</b>							
	National Steering Committee		X			UNDP	75700-Meetings/Workshop	6,000
	Independent Evaluation of the Programme			X	X	UNDP	71200-International Consultant 71300 Local Consultant	30,811
	Programme Board Meeting			X		UNDP	75700 Meetings	1,000
	HACT Assessment	X	X			UNDP	74100 Professional services	8,000
	Common premises	X	X	X	X	UNCDF	73100 Common Premises	49,587
		X	X	X	X	UNCDF	72400 Communication	2,702
	M&E missions	X	X	X		UNDP, MLGRD, MoFED, LoCASL, Lcs	71200, 71600, Monitoring and Evaluation	40,000
	ISS-UNCDF (2%)	X	X	X	X	UNCDF		4,110
	ISS-UNDP (2%)	X	X	X	X	UNDP	75100 ISS	12,196
	Pool-UNDP (3%)	X	X	X	X	UNDP	Pool fund	17,121
<b>Sub total of output 5</b>								<b>492,016</b>
<b>Total 2014 Project Budget</b>								<b>831,624</b>

<b>Total of UNDP</b>	<b>622,000</b>
<b>Total of UNCDF</b>	<b>209,624</b>

This Annual Work Plan (AWP) is based on Results Management Guidelines (RMG) of UNDP. Once signed by UNDP and the Implementing Partner, the plan authorizes the responsible parties and project management to manage available resources and achieve set results.



*[Signature]*  
**Sudipto Mukerjee**  
Country Director  
UNDP Sierra Leone  
Date: 24/01/14



**MINUTES OF PROJECT BOARD MEETING**  
**LOCAL GOVERNANCE AND LOCAL ECONOMIC DEVELOPMENT**

**Venue: UNDP Conference, 16<sup>th</sup> December 2013**

**1.0 AGENDA**

- Welcome address
- Presentation and validation of achievement in 2013
- Presentation, review and adoption of Annual Work Plan 2014
- A.O.O

**2.0 Attendance:**

Name	Institution	Designation	Telephone	Email address
Mohamed Abchir	UNDP	DCD (Programmes)	+23278999701	Mohamed.abchir@undp.org
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Aiah J.P Lebbie	MLGRD	Director of Local GoVT	+232607944	aiahjplebbie@yahoo.com

**3.0 Welcome Address**

Deputy Country Director Programme welcomed all to the meeting and thanked partners for their continued cooperation. He provided an overview of the Project Board Process by highlighting the key roles and responsibilities. He underscored the fact that the Country Office (CO) has already committed to the Government of Sierra Leone through its 2013-14 programming cycle and that there will be a little or no surprises for 2014. He made it clear that although the implementation modality for 2014 will be Direct Implementation (DIM), Programmes should consider a gradually leveraging functions and responsibilities as we move toward National implementation by end 2015. He also made it clear that such meetings should be quarterly and there will be a mid-term and annual review of progress by end June and end December 2014.

**4.0 Presentation and validation of achievement in 2013**

Mr. Charles Nach, Programme Manager of LGED, presented project achievements – key outputs and outcome of the project including the change it has brought to the livelihood and wellbeing of specifically women and girls in the four local councils where the project is being delivered. The presentation included challenges, lessons learned and photographic human stories. It was clear in the presentation that most facilities constructed *i.e. markets water purification center, day care and tailoring workshop and slaughter houses* benefited mostly vulnerable women and youth of those local councils.



#### 4.1 Feedback and comments

UNDP and UNCDF were commended for a tremendous job amid competing needs with limited resources. It was noted that there was exhaustive discourse on these results with various stakeholders at Sussex during a Steering Committee meeting held on 10 December, 2013. The minute of the Steering Committee meeting was validated (signed) in order to ensure action points will be taken into consideration. Partners pointed out that all of what was presented in the Project Board meeting was discussed in the Steering Committee meeting. They also implored UNDP and UNCDF to consider replicating these initiatives in other districts and local councils.

The representative from JICA raised concern over sustainability of the project and suggested that communities take over to ensure sustained results. On training she suggested that there should be action plans for local council staff who have attended trainings to track their post-training progress and contribution on the job. It was also noted that a synergy and joint initiative with the Youth Empowerment and Employment Programme in Kenema and other districts should be considered to improve efficiency and effectiveness through common/shared results. It was concluded that a coordinated donor support and work on these programmes will improve delivery. The Annual Review Report of LGED Project was duly validated and adopted by all members.

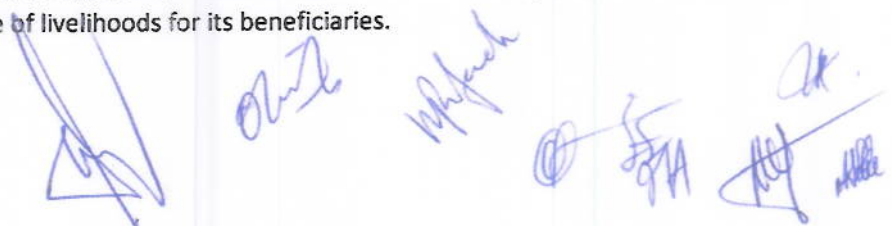
#### 5.0 Presentation, review and adoption of Annual Work Plan 2014

The Annual Work Plan 2014 was presented in line with the Country Programme Action Plan and lessons learned in 2013. The programme alignment with the Government's development agenda, UN Transitional Joint Vision and Country office Programme Document were highlighted followed by the project results: two (2) outcomes and four (4) outputs – two each, for 2014. Detail activities of each output with the allocated resources and responsible parties were discussed and agreed as follows:

- Total allocated resource is US\$809,629 with UNDP contributing US\$600,000 and UNCDF US\$ 209,629
- Each budget lines was discussed and approved accordingly by the group
- It was proposed that the meetings of the Project Board and National Steering Committee be integrated to save cost and time
- An activity plan or Annual Work Plan for 2014 was shared during the Steering Committee meeting at Sussex and it was unanimously endorsed.
- Representative from the local councils proposed to take forward through the Ministry the idea of the NSC/Project Board tracking the input/output of JICA, the Ministry of Local Government and Rural Development and other players in this area for better knowledge on what is done
- It was also suggested that a comprehensive programme on Local Economy Development with clear strategic vision, priorities and an accompanying resources mobilization strategy be developed and that should be championed by the Ministry with a goal to coordinate contribution on this subject

#### 6.0 Conclusion

The programme was commended for its direct impact on the lives of women and youth and its focus on creating jobs and providing a source of livelihoods for its beneficiaries.

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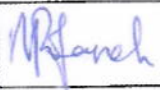
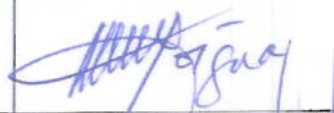
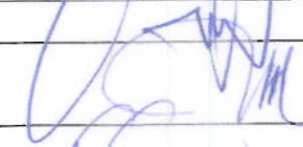



**7.0 Adoption:**

Mr. Ahmid M. Fofanah of the Local Councils Association of Sierra Leone moved for the adoption of the Annual Work Plan 2014 and the 2013 Annual review Report. His move was seconded by Mr. Aiah J.P Lebbie of the Ministry of Local Government and Rural Development and the AWP 2014 and ARR 2013 were duly adopted.

**8.0 Adjournment**

The meeting was adjourned to the end of the first quarter of 2014 at a date that will be communicated to all members.

**SIGNATURE LIST**

Names	Position/Organization.	Signature
Molla Alemu	Programme Manager/YEEP/UNDP	
Mamady Fofanah	Programme Officer JICA CDCD Project	
Sahr Moigua	Executive Secretary, LoCASL	
Ahmed M. Fofanah	President, LoCASL	
Charles Nach Mback	Programme Manager, LGED-JP, UNDP/UNCDF	
Mohamed Abchir	Deputy Country Director/Programmes UNDP	
Arah J.P. Lebbie	Director, Local Government MLGRD	
Issa Conteh	BDOU, UNDP	