



GOVERNMENT OF SIERRA LEONE

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

Transitional Joint Vision Cluster 1 and 4: Support to Good Governance

Country Programme Document (CPD) Cluster 1: Improved governance and risks management

UNDP Strategic Plan Goal 2: Fostering democratic governance

CPAP Cluster 1: Improved governance and risks management

Expected CP Outcome 4 and 5: Improved supervision and coordination of the implementation of the decentralization policy AND capacity of local councils to promote pro-poor economic development enhanced.

Implementing partner: Ministry of Local Government and Rural Development

Other Partners: Ministry of Finance and Economic Development, GIZ, C/Wealth, JICA, LoCASL

Brief Description

The Local Governance and Economic Development Joint Programme (LGED-JP) supports the decentralisation of governance and the building of the local government system and operates within the framework of the Local Government Act and the Decentralisation Policy. The programme has two major components; 1). To support the MLRD to continue the decentralisation process and build the capacity of governance institutions in the districts and 2). To enable the Local Councils to play a leadership role in the process of Local Economic Development (LED).

In 2013, with regard to local governance, the programme will focus on improving the supervision and coordination mechanisms of the implementation of the decentralisation policy. In this regards, MLGRD and the Local Councils Association of Sierra Leone will be supported to strategically deliver their respective mandates including the roll out of the amended Local Government Act2004 and support to he Local Government Service Commission (LGSC).

Furthermore, the programme, with regards to LED, will continue to strengthen the systems and procedures and training of the office in the local councils that will facilitate the process of LED planning and investments. The completed LED projects will be monitored to help local council leverage more resources and strengthen their partnership with the private sector. By the end of 2013 it is expected that the manuals, systems and procedures will be available for all local councils. Experience from past years will inform policy development support to the MLGRD and the Local Government Finance Department (LGFD)

Programme Component: Local Government and Economic Development Joint Programme Intervention (project)
Project Title: Local Government and Economic Development Joint Programme
Project ID: 00080042 and 00076261
Project Duration: 4 years
Management Arrangement: Direct Execution

Annualized Budget:	USD
Allocated resources:	
• Government:	
• UNDP (2013):	600,000
• UNCDF (2013):	300,000
• Regular:	
Other: (To be mobilized):	USD 1,000,000
• Government of Sierra Leone:	In kind contributions

Agreed by (Implementing Partner): [Signature] Date: 5-3-13

Agreed by UNDP: [Signature] 5-3-13

<p>coordinate and supervise HR devolution process to LGs</p> <ul style="list-style-type: none"> Programme quality assurance and oversight services geared toward effective implementation of the LGED-JP 	<p>Gender Marker Rating and Motivation - 2 <i>Gender is an important component of the decentralization policy. Effort will continue in fostering the integration between LGED-JP and the UNCDF Gender Equitable Local Development Programme to engender the decentralization process from the policy level to the operational/local and community levels.</i></p>	<p>Target: The Amended LGA is rolled out</p> <p>1.4. Action: 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.</p> <p>Baseline: Amendment process for the LGA 2004 advanced (bill before the Parliament)</p> <p>Indicator: Report of F.A. clarifying the amendments (roles and responsibilities of MDAs and LCs and other stakeholders etc.)</p>	<p>x</p>	<p>x</p>	<p>UNDP, MLGRD</p>	<p>UNDP</p>	<p>71300-National Consultant 71600-Travels 72100-Workshop (validation)</p>	<p>15,000.00</p>
		<p>Target: A comprehensive LED Operational manual to guide LCs in implementing LED</p> <p>1.5. Action: Support to MLGRD to finalize the LED Operational Manual with clear step-by-step methodology with a clear gender and social inclusion approach.</p> <p>Baseline: A draft LED methodology exists, but not operational guidance</p> <p>Indicator: An LED Operational manual finalized</p>		<p>x</p>	<p>UNDP</p>	<p>UNCDF</p>	<p>To be done in-house by Technical Advisors</p>	<p>5,000.00</p>
		<p>Target: MLGRD capacitated to implement the National LED Agenda</p> <p>1.6. Action: Support the establishment of the LED Secretariat at national level (MLGRD/LoCASL)</p> <p>Baseline: 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.</p> <p>Indicator: 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</p>		<p>x</p>	<p>MLGRD</p>	<p>UNDP</p>	<p>71300-Nat. consultant 71615-DSA</p>	<p>10,000.00</p>

	<p>Target: Inter-ministerial Committee and Provincial Coordination Committees re-activated 1.7. Action: Support re-activation of IMC and Provincial Coordination Committees meetings and set up the IMC Technical Committee Baseline: IMC and PCC created but not fully functional Indicator: number of meetings held and reports submitted, a functional T.C. established</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>MLGRD LoCASL</p>	<p>UNDP</p>	<p>72100-Meetings - 3 PCC in each region and 3 IMC Administrative support to the Technical Committee</p>	<p>25,000.00</p>
	<p>Target: Donors interventions are in line with the Decentralization framework 1.8 Donors Coordination meetings (see UNDP practice in other countries) Baseline: Donor meeting initiated but not strategically organized Indicator: Number of meeting held, coordination framework adopted</p>	<p>x</p>		<p>UNDP/MLGRD</p>	<p>UNDP</p>	<p>71300-Consultancy fees 72100-meetings in Freetown</p>	<p>5,000.00</p>
	<p>Target: Local Government Service Commission strengthened to coordinate and supervise HR devolution process and administrative core responsibilities of LCs 1.9. Action: OD/DI and needs assessment conducted (strategic plan and capacity building plan) Baseline: LGSC exist but not fully functional. The E.U. has a programme to support the implementation of the CD plan once finalized Indicator: Capacity needs identified and CB plan developed and adopted by MLGRD/LGSC</p>	<p>x</p>		<p>MLGRD/LoCASL/ UNDP (in complementarity with the E.U. support</p>	<p>UNDP</p>	<p>71300-National consultancy 71600-Travels</p>	<p>7,000.00</p>
	<p>Target: Programme quality assurance and oversight services geared toward effective implementation of the LGED-JP 1.10 Action: Programme quality and assurance and oversight services Baseline: TA team in place at national level Indicators: Delivery rate as per the AWP 2013.</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>UNDP UNCDF</p>	<p>Programme quality and oversight services Technical support to LGED Programme</p>	<p>130,000.00 130,000.00</p>	
	<p>1.11 Project Steering Committee meetings</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>UNDP</p>	<p>Blended with action above</p>	<p>1.7 00</p>

<ul style="list-style-type: none"> • A Mobilization strategy is adopted by MoFED for all LCs • A national Training Manual adopted for the usage of all LCs for Fiscal cadastre • A comprehensive LC Finance Act drafted and ready for submission to Parliament by MoFED and MLGRD 	<p>Target: Ensure increase in local revenue mobilization in two local councils</p> <p>3.2. Action: Support to upgrade the Fiscal cadastre system in two local councils.</p> <p>Baseline: Local revenue mechanisms established but low level of revenue mobilization</p> <p>Indicators: % increase in revenue mobilization</p>	<p>x</p> <p>x</p> <p>x</p>	<p>UNDP, MoFED, LoCASL LGs</p>	<p>UNDP</p>	<p>71300-Consultant fees 72100-Trainings, Enumerators</p> <p>56,188.00</p>
<ul style="list-style-type: none"> • Gender Marker Rating and Motivation - 2 Gender is an important component of the decentralization policy. Effort will continue in fostering the integration between LGED-JP and the UNCDF Gender Equitable Local Development Programme to engender the decentralization process from the policy level to the operational/local and community levels. 	<p>Target: A Mobilization strategy is adopted by MoFED for all LCs</p> <p>3.3. Action: Support to develop the Local Government Revenue Mobilization Strategy by MoFED/LGFD in consultation with MLGRD</p> <p>Baseline: Basic information available at MoFED but no comprehensive manual to guide LCs revenue mobilization</p> <p>Indicators: A Comprehensive manual completed and adopted by MoFED/LGFD and MLGRD</p>	<p>x</p>	<p>MoFED MLGRD</p>	<p>UNDP</p>	<p>71300-National Consultant 71600-Travel</p> <p>5,000.00</p>
<ul style="list-style-type: none"> • Gender Marker Rating and Motivation - 2 Gender is an important component of the decentralization policy. Effort will continue in fostering the integration between LGED-JP and the UNCDF Gender Equitable Local Development Programme to engender the decentralization process from the policy level to the operational/local and community levels. 	<p>Target: A national Training Manual adopted for the usage of all LCs for Fiscal cadastre</p> <p>3.4. Action: Support to Develop the Fiscal cadastre Training Manual for LCs by MoFED and MLGRD</p> <p>Baseline: Several LCs at different stage of establishing their fiscal cadastre but no training manual to ensure harmonization of practices</p> <p>Indicators: A National training manual for FC adopted by MoFED and MLGRD for LCs</p>	<p>x</p>	<p>UNDP</p>	<p>71300-National Consultant 71600-Travel costs</p> <p>6,000.00</p>	
<ul style="list-style-type: none"> • Gender Marker Rating and Motivation - 2 Gender is an important component of the decentralization policy. Effort will continue in fostering the integration between LGED-JP and the UNCDF Gender Equitable Local Development Programme to engender the decentralization process from the policy level to the operational/local and community levels. 	<p>Target: A comprehensive LC Finance Act drafted and ready for submission to Parliament by MLGRD in collaboration with MoFED</p> <p>3.5. Action: Support for the drafting of the LC Finance Act with clear gender oriented provisions.</p> <p>Baseline: The LGA-2004 under amendment (see activity 1.4 above) provide for a LG Finance Act not yet developed</p> <p>Indicators: A comprehensive draft finalized and submitted</p>	<p>x</p> <p>x</p>	<p>MLGRD, MoFED, LoCASL</p>	<p>UNDP</p>	<p>71300-National Consultant</p> <p>6,000.00</p>

<p>Output 4: LCs policy documents and institutional framework for revenue mobilization strengthened</p> <p>2013-14 Targets:</p> <ul style="list-style-type: none"> All 19 LCs and devolving MDAs trained to PPP focus The LED Planning Committee becomes part of the MLGRD framework Local Government Finance Unit at MLGRD established Sierra Leone LED experience is documented and lessons learned guides further interventions 	<p>Target: All 19 LCs and devolving MDAs trained to mainstream LED with PPP focus</p> <p>4.1. Action: Technical Training for LED operational manual and PPP (to be coupled with activity 1.5 above)</p> <p>Baseline: A draft methodology in place and the operational manual to be developed (see activity 1.5 above)</p> <p>Indicators: Training session held, number and organization of origin and qualification of participants</p> <p>Target: The LED Planning Committee becomes part of the MLGRD framework</p> <p>4.2. Action: Support to mainstream the LED planning Committee into the MLGRD</p> <p>Baseline: The LED PC exists and functions as an unit not incorporated in the Ministry framework</p> <p>Indicators: MLGRD Appoint a LED Focal Point and include coordinating the LED PC in his/her mandate</p> <p>Target: Sierra Leone LED experience is documented and lessons learned guides further interventions</p> <p>4.3. Action: Develop and disseminate a case-study on LED experience in Sierra Leone</p> <p>Baseline: LED experience is going on and various information exist scattered in various reports</p> <p>Indicators: A comprehensive case-study finalized and shared with MLGRD and MoFED</p>	<p>UNCDF, MLGRD, LoCASL LCs</p>	<p>x</p>	<p>x</p>	<p>UNCDF, MLGRD</p>	<p>UNDP</p>	<p>72100-Workshop(80 participants for 3 days)</p> <p>74100-Facilitators fees</p>	<p>20,000.00</p> <p>3,000.00</p>	<p>UNDP sub Total 3.</p>	<p>173,188 .00</p>
<p>Gender Marker Rating and Motivation - 2 Output is expected to contribute noticeably to gender equality. Effort will continue in fostering the integration between LGED-JP and the UNCDF Gender Equitable Local Development Programme to engender the decentralization process from the policy level to the operational/local and community levels.</p>	<p>Target: Sierra Leone LED experience is documented and lessons learned guides further interventions</p> <p>4.3. Action: Develop and disseminate a case-study on LED experience in Sierra Leone</p> <p>Baseline: LED experience is going on and various information exist scattered in various reports</p> <p>Indicators: A comprehensive case-study finalized and shared with MLGRD and MoFED</p>	<p>UNCDF</p>	<p>x</p>	<p>x</p>	<p>UNCDF</p>	<p>UNDP</p>	<p>74210- Editing and printing</p>	<p>2,000.00</p>	<p>UNDP Sub Total</p>	<p>5,000.00</p>
						<p>UNDP</p>	<p>UNDP Sub Total</p>	<p>5,000.00</p>	<p>UNCDF Sub Total</p>	<p>22,000.00</p>

		Sub-Total 4.					27,000.00			
<p>Output 5: Local council increase their own revenue base</p> <p>Targets:</p> <ul style="list-style-type: none"> LCs planning cycle informed by the LED mapping for better needs assessment and prioritization LCs capable to monitor and evaluate LED investments to strengthen their service delivery capacity Selected LED activity reports printed and disseminated by MLGRD Selected LED activity reports printed and disseminated by MLGRD Target LCs strategically implement LED programmes LED Board formed and fully functional 	<p>Target: LCs planning cycle informed by the LED mapping for better needs assessment and prioritization</p> <p>5.1. Action: Support the validation and dissemination and review of LDP based on the LED mapping reports of 4 LCs</p> <p>Baseline: The LED mapping has been completed and technical reports submitted</p> <p>Indicators: Nber of WS and final reports adopted by stakeholders</p> <p>Target: LCs capable to monitor and evaluate LED investments to strengthen their service delivery capacity</p> <p>5.2. Action: support the establishment a basic MIS for LED data management and training of target LCs</p> <p>Baseline: LED investments far advanced in target LCs</p> <p>Indicators: MIS templates set up, training session held with LCs and nber of data collected and recorded</p> <p>Target: Selected LED activity reports printed and disseminated by MLGRD</p> <p>5.3. Action: Outstanding printings</p> <p>Baseline: Selected LED activity reports have been endorsed by MLGRD with request for dissemination</p> <p>Indicators: number of Report printed and number of copies distributed</p> <p>Target: Target LCs strategically implement LED programmes</p> <p>5.4. Action: Support to target LCs to develop LED Strategies as part of their overall LDP</p> <p>Baseline: Target LCs have review their LDP LED wise but are still implementing LED on an ad hoc basis</p> <p>Indicators: number of LED strategies developed and informing the LCs planning cycle</p> <p>Target: LED Board formed and fully functional in LCs</p>	x					<p>LCs LoCASL MLGRD UNCDF</p>	<p>UNCDF</p>	<p>72100-Workshop (1 in each LC) 74100-Facilitation 74210- Reporting Writing 74200-Printing</p>	<p>24,000.00</p>
							<p>MLGRD, LoCASL, LCs</p>	<p>UNCDF</p>	<p>71300-Nat.consultancy 72100-Training 74100- Report writing</p>	<p>10,000.00</p>
<p>Gender Marker Rating and Motivation - 2</p> <p>Output is expected to contribute noticeably to gender equality. Effort will continue in fostering the integration between LGED-JP and the UNCDF Gender Equitable Local Development Programme to engender the decentralization</p>							<p>MLGRD, LoCASL</p>	<p>UNDP</p>	<p>74200-Printing Report</p>	<p>13,000.00</p>
							<p>MLGRD, LoCASL</p>	<p>UNCDF</p>	<p>71300-National Consultants 71600-Travels</p>	<p>10,000.00</p>
								<p>UNCDF</p>	<p>National consultancy fees to develop a Business Plan</p>	

process from the policy level to the operational/local and community levels.	<p>5.5. Action: Support to upgrade LED Committees to LED Board</p> <p>Baseline: LED Committees formed in 4 LCs but need to upgrade to LED Board with business development skills</p> <p>Indicators: Number of LED Board formed, Business plan templates finalized and number of LED Board trained.</p> <p>Target: LED mainstreamed in LDP and owned by local development stakeholders</p> <p>5.6. Action: Production and dissemination of LDP in target LCs with LED components</p> <p>Baseline: from the LDP reviewed under activity 3.7. above the final document will be disseminated</p> <p>Indicators: LDP with LED component, Number of copies printed and disseminated</p> <p>Target: LED planned and implemented in 3 new LC</p> <p>5.7. Action: Investment projects implemented in 1 LCs in partnership with private sector</p> <p>Baseline: LED implementation is being experienced in 4 LCs with lessons learned</p> <p>Indicators: LDP reviewed LED wise, LED projects prioritized and implemented(including feasibility studies, business plans and PPP arrangements)</p>									format and checklist and train LED members in business plan development and usage and updating the LED Mapping report	15,000.00*	
											Cost of LDP Forum sessions, printing and dissemination	30,000.00*
											Cost of LED Investment project in 1 LC	900,000.00*
UNDP sub Total											13,000.00	
UNCDF sub Total											54,500.00	
Sub Total3											67,500.00	
Output 6: Project Management	6.1. Salary of Programme Specialist (NOC)										71400- Contractual Service	15,000.00
	6.2. Salary of Finance and Admin. Officer (GS4)										71400- Contractual Service	15,000.00
	6.3. Salary of 2 LED Officers										71400- Contractual Service	5,000.00
	6.4. Salary of M&E Officer										71400- Contractual Service	5,000.00
											71400- Contractual Service	19,000.00
											71400- Contractual Service	12,000.00

6.5. Salary of 3 drivers	x	x	x	x	x	x	UNDP	71400- Contractual Service	13,000.00
							UNCDF		8,000.00
6.6. Procurement of Office equipment/materials	x	x	x	x	x	x	UNDP	72200- Equipments	10,000.00
6.7. Office running costs	x	x	x	x	x	x	UNDP	72500- Supplies	9,812.00
							UNCDF	72500- Supplies	7,617.00
6.8. Field Monitoring	x	x	x	x	x	x	UNDP	71600- Travel	10,000.00
							UNCDF		5,000.00
6.9 Project vehicle running cost	x	x	x	x	x	x	UNDP	73100- Utilities	13,235.00
6.10. Provision for common premise	x	x	x	x	x	x	UNCDF	73125-Common Premise	35,000.00
UNDP sub Total									95,047.00
UNCDF sub Total									87,617.00
Sub Total 5									182,664.00
Programme budget									
Programme budget-UNDP									
Programme budget-UNCDF									
ISS UNDP 2%									
ISS UNCDF Core 2%									
Grand total									
I. ANNUAL WORK PLAN, 2013 (DRAFT)									