

## SIGNATURE PAGE

Country: The Republic of Sierra Leone

**UNDAF Outcome(s)/Indicator(s):**

Outcome 2. Increased production, availability, accessibility and utilization of food with improved employment.  
 Outcome 1. Transparent, accountable and democratic governance advanced at national and local level.

**CP Expected Outcome(s)/Indicator(s):**

Outcome 2.2. Enabling environment for private sector development and exports in place.  
 Outcome 2.1. Increased production, availability, accessibility and utilization of food.  
 Outcome 1.1. Transparent, accountable and democratic governance advanced at national and local levels  
 Outcome 1.2. Decentralisation process scaled up.

SRF/MYFF goal and service line \_\_\_\_\_

**Expected Project Output(s):**

Output 1: Develop and implement innovative approaches to local economic development (LED) to increase economic activity in the agricultural sector, with particular regard to gender development and empowerment.

Output 2: Develop and implement an equitable, economical, efficient and effective LG development planning and public expenditure management (PEM) system to increase local development, with particular regard to the most disadvantaged locations and population groups.


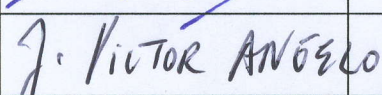
Output 3: Achieve policy, legal and regulatory improvements through lessons learnt, to support Outputs 1 and 2, thus giving emphasis to LED in 1, planning and PEM in 2, and gender development through 1 and 2.

**Implementing partner:** United Nations Capital Development Fund  
 (designated institution for execution)

**Other Partners:** Ministry of Local Government  
 (formerly implementing agencies )

Programme Period: <u>CCF period 2007-2009</u>
Programme Component: <u>Local Democratic Governance</u>
Project Title: <u>District Economic Recovery Programme</u>
Project Code: _____
Project Duration: 2007-2011 (5 years)

Source	US\$m
<b>Total budget</b>	<b>6.92</b>
UNCDF# (see note)	3.48
UNDP##	0.79
Belgian Government*	0.32
ITU*	0.02
Government (\$0.32m in kind)	2.32
# Uncommitted at this point	0.23
## Uncommitted at this point	0.44
* Uncommitted at this point	0.34

Agreed by	Print name	Signature	Date (dd/mm/yy)
Government of Sierra Leone	KONAH KOROMA		5.2.07
UNCDF		RICHARD WEINERT	26/1/07
UNDP	J. VICTOR ANOULO		26/1/07

*RHW*





GOVERNMENT OF SIERRA LEONE

# KENEMA DISTRICT ECONOMIC RECOVERY PROGRAMME (KDERP) *From Wholesale Recovery To Sustainable Development*

## Project Document

*Sierra Leone is the second most impoverished nation on earth*, according to UNDP’s Human Development Report of 2006. This desperate level of poverty and the dominance of the agricultural sector suggest a socio-economic entry point for future local development. In this post-conflict country about two-thirds of the population exist, mostly at subsistence level. Within the local development paradigm, this programme therefore seeks to intervene in order to enhance the prospects for local economic development. The rural-urban linkage will be a key feature, hence the selection of both Kenema district and town councils. This recognises the crucial importance of the regional market centre within a nation. Raising local economic activity and resulting increases in enterprise and household income will allow for improved local government revenues and consequent improvements in local services.

Local government is predominantly, in a parlous state. Beyond local economic development, the programme will give impetus to the local development process by introducing a local development fund (LDF) and wider initiatives on development planning and public expenditure management (PEM) for local government (LG). In Sierra Leone, both matters are already embraced, from policy, legal and guidance perspectives. What is open to this programme is for UNCDF’s extensive experience in both LDF management, planning and PEM to be brought to bear to make local government actually work; the hardest part being in the doing. For LG to work successfully, it needs a vibrant local economic base from which to start completing the *virtuous circle* of local development; increased revenues and improved infrastructure and service provision. In the context of the twin causes of the core problem (*Lack of economic development; Inability to provide infrastructure and services*) the programme must accommodate a time-span sufficient to move *from wholesale recovery to sustainable development*. Five years is the proposed first phase.

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UNCDF			
UNDP			

## Acronyms

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ABU's	Agricultural Business Units (ABU's)
Atlas	UNDP's enterprise resource planning (ERP) and financial management system
CP	Concept Paper
DACO	Development Assistance Co-ordination Office
DECSEC	Decentralization Secretariat
DFID	Department for International Development, UK
EU	European Union
GD&PE	Gender Development and Participation Expert
GDP	Gross Domestic Product
GIS	Geographical Information System
GOSL's	Government of Sierra Leone
GRB	Gender-Responsive Budgeting
HDR	Human Development Report
HIPC	Highly Indebted Poor Country
ICT	Information and Communication Technology
IMF	International Monetary Fund
IRCBP	Institutional Reform and Capacity Building Project
ITU	International Telecommunications Union
JD	Job Description
LDF	Local Development Fund
LED	Local Economic Development
LG	Local Government
LGDA&PL	Local Government Development Adviser and Project Leader
LGFD	Local Government Finance Department, Ministry of Finance
MAFS	Ministry of Agriculture and Food Security
MDG	Millennium Development Goals
M&EE	Monitoring and Evaluation Expert
MIS	Management Information System
MLGCD	Ministry of Local Government and Community Development
MoU	Memorandum of Understanding
MODEP	Ministry of Development and Economic Planning
MTEF	Medium Term Expenditure Framework
NaCSA	National Commission for Social Action
PEM	Public Expenditure Management
PFM	Public Finance Management
PRGF	Poverty Reduction and Growth Facility
PRSP	Poverty Reduction Strategy Programme
PT	Project Team
ROAR	Results Oriented Annual Report
SSL	Statistics Sierra Leone
SME	Small and Medium Enterprises
TIF	Transition Initiative Fund
UNCDF	United Nations Capital Development Fund
UNIFEM	United Nations Fund for Women
UNIOSIL	The UN Integrated Office in Sierra Leone
WDC/VDCs	Ward/Village Development Committees

# KENEMA DISTRICT ECONOMIC RECOVERY PROGRAMME (KDERP)

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## 1. SITUATION ANALYSIS

1.1 The situation analysis comprises (a) the socio-economic environment, (b) the institutional development framework, culminating in (c) the high-level definition of the problem to be solved.<sup>1</sup>

### *Socio-economic environment*

1.2 The 1990's saw Sierra Leone descend into a state of apathy, as the system of governance became subject to the changing political winds that swept a number of African countries into anarchy. Internal political disagreements turned into social and economic conflicts. The establishment tried to manage competing priorities, arising from the rampant mismanagement of state resources, mobilized from the vast mineral (diamond) wealth. The ensuing civil war brought economic production to a halt, as it became evident that vast resources had been misappropriated by the government. Massive state corruption destroyed the infrastructure for economic management and production, seriously reversing the 1960s growth prospects. The GDP growth sustained at approximately 4 percent annually during the early years of independence turned negative, given the absence of proper accounting and record keeping<sup>2</sup>. By 2003, the per capita income was \$139, as compared to the high of \$197 in the early 1970s.

1.3 Poverty in Sierra Leone is based in rural areas, said to comprise 73 percent of those so defined. Poverty ranges from place to place, with five of the 19 districts said to be among the poorest<sup>3</sup>. These include: Kailahun, Bombali, Kenema, Bonthe and Tonkolili, where 8 out of 10 people live in poverty. Causes of poverty are attributed to a history of negligence in the provision of basic services. It was then exacerbated by the war, which increased the impact of population displacement. Access to water and sanitation is also lacking. A majority of the rural poor depend on rivers, streams and water wells for water, much of it potentially polluted. Where piped water exists, most infrastructure maintenance is lacking and unaffordable, resulting in the absence of piped water and sanitation facilities. Nationwide, about 83 percent of the total population use pit-latrines, buckets, the bush and other archaic methods of waste disposal.

1.4 To tackle poverty, the PRSP has been designed to address three main pillars: (a) promote good governance, peace and security; (b) promote pro-poor sustainable growth for food security and job creation, and (c) promote human development.

### *Institutional development framework*

1.5 The Peace and Governance Unit of UNIOSIL made clear that government and donors are seeking ways to eradicate the root causes of the recent internal conflict in this country. The analysis conveyed was one of *disconnections* between: (a) rural and urban, (b) government and the governed, and (c) the concentration of power and its ultimately disastrous results (the civil war). The converse of these features is that *we need to achieve*: (d) real decentralisation, (e) power to the people, and (f) mechanisms for empowerment.

1.6 While a civil service reform programme is current, government has already declared its commitment to decentralisation. Statutorily, that takes two forms; the Local Government Act 2004 and its subsequent

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<sup>1</sup> UNCDF Concept Paper, considered and approved at its review meeting on 14 September, 2006. Note of meeting dated 15<sup>th</sup> September refers.

<sup>2</sup> The Poverty Reduction and Strategy Paper (PRSP), Government of Sierra Leone, March 2005.

<sup>3</sup> PRSP, Government of Sierra Leone, 2005.

Regulations of the same year on local government's Assumption of Functions. These functions are specified in the Devolution Plan Template for Ministries, Departments and Agencies. Of the many functions being transferred to LG, some (in connection with the local development process), some are worth highlighting: Gender issues (Min of Social Welfare); Maintenance of feeder roads and tracks (Roads authority); Community development fund (Min of Mineral Resources); Land surveying (Min of Lands and Country Planning); Land-use plans and strategic local plans (Min of Lands and Country Planning); Enterprise development (Min of Labour); Local level planning (Min of Development and Economic Planning); and Community development (Min of LG).

1.7 The finance ministry is responsible for the development of the public expenditure management cycle at the national and local levels. In contrast to many other countries where UNCDF ventures, there is neither a policy vacuum nor an absence of technical guidance to achieve sound PEM. The following guidance exists and is at various stages of implementation: The fiscal decentralisation strategy (draft) – Nov 2005; The local government grants distribution formula and allocations for 2006 – April 2006; The local council budget preparation manual (draft) – April 2006; The local council revenue mobilisation manual – Jan 2006; and The local government development grants – operations manual – Jan 2004. In 2006, the proposed structure of the Ministry of Local Government and Community Development (MLGCD) was approved by the Cabinet. The function to “provide planning guidelines to councils, plus technical support” was added to the functions of the MLGCD's Planning and Community Development Directorate.

1.8 The problem to be solved, at the highest level of definition, is as presented in Table 1.1.

Table 1.1 – Sierra Leone – high-level problem definition

	<i>Narrative</i>	<i>Indicator</i>	<i>MoV</i>	<i>Assumptions for possible interventions</i>
<b>Main problem</b>	Extreme poverty and human insecurity.	2 <sup>nd</sup> lowest HDR index in the world.	Annual HDR report.	No recurrence of civil conflict.
<b>Sub-problem</b>	An embryonic decentralisation framework that is still incapable of achieving local economic development, infrastructure and service delivery, the provision of land for shelter and local justice.	A lack of capacity of the local government system to support successful local development.	Council annual report, plan and budget.	Sufficient capacity built to yield the required performance to intervene creatively in the four main causes.
<b>Main cause 1.</b>	Lack of economic development.	The level of unemployment especially among the young.	Employment statistics.	Agricultural sector has latent capacity to yield much greater production and economic turnover.
<b>Main cause 2.</b>	Inability to provide infrastructure and services.	The lack of basic infrastructure and services.	Testing minimum standards for provision against what exists.	Current commitments to new planning, budgeting and procurement are fulfilled at national and local levels.

If the problem is properly defined, it captures the essence of the required strategy.

## 2. STRATEGY

2.1 The strategy is the conversion of the problem into the hierarchy of interventions that are verifiable in M&E systems. Thus, within the high level problem defined (Table 1.1 above) the resulting logic will flow as follows – see Table 2.1

Table 2.1 – From problem definition to strategy components

	<i>Problem definition</i>		<i>Strategy components</i>
<b>Main problem</b>	Extreme poverty and human insecurity.	<b>Goal</b>	Contribute to poverty reduction in Kenema district and town.
<b>Sub-problem</b>	An embryonic decentralisation framework that is still incapable of achieving (a) local economic development, (b) infrastructure and service delivery, (c) the provision of land for shelter and (d) local justice.	<b>Objective</b>	Increase local economic development activity and infrastructure and service provision through dynamically-performing Kenema district and town councils.
<b>Main cause 1.</b>	Lack of economic development.	<b>Output 1</b>	Develop and implement innovative approaches to local economic development (LED) to increase economic activity in the agricultural sector, with particular regard to gender development and empowerment.
<b>Main cause 2.</b>	Inability to provide infrastructure and services.	<b>Output 2</b>	Develop and implement an equitable, economical, efficient and effective LG development planning and public expenditure management (PEM) system to increase local development, with particular regard to the most disadvantaged locations and population groups.
		<b>Output 3</b>	Achieve policy, legal and regulatory improvements through lessons learnt, to support Outputs 1 and 2, thus giving emphasis to LED in 1, planning and PEM in 2, and gender development through 1 and 2.
		<b>Output 4</b>	Ensure programme management, including HQ support, for successful delivery.

2.2 This project deals with the first two parts of the sub-problem; thus the conversion of main causes 1 and 2 into the first two outputs. Outputs 1 and 2 are then supplemented by output 3; introducing a policy-reflective dimension into the proposed interventions, and output 4; the generic programme management component. Defining the outputs becomes the starting point for the results and resources framework, annual work plan budget sheet, and AWP monitoring sheet. The technical details of these are presented in Part 3.

2.3 In addition, UNCDF is pursuing a corporate strategy on gender development; investment methods for greater equity. For this project proposal, gender will permeate the entire text, through the “gender lens”. It is hoped that this will be supplemented by (a) additional funds from the Belgian government (currently in discussion) and (b) a gender-sensitive and economically empowering use of ICT, through the existing corporate agreement between UNCDF and ITU. Details of the four outputs are as follows.

**Output 1: Develop and implement innovative approaches to local economic development (LED) to increase economic activity in the agricultural sector, with particular regard to gender development and empowerment.**

2.4 In this post-conflict country, the desperate level of poverty and the dominance of the agricultural sector suggest a socio-economic entry point for future local development. The dominant sector of the economy is agriculture, which sustains about two-thirds of the population, mostly at a bare subsistence level. Thus, within the local development paradigm, this output seeks to enhance the prospects for local economic development. The rural-urban linkage is a key feature, hence the selection of both Kenema district and town councils. This recognises the crucial importance of the regional market centre within a nation. Raising local economic activity and resulting increases in enterprise and household income will allow for improved local government revenues. The targets to be achieved are therefore proposed as follows:

- 1 Prepare a local economic development (LED) analysis to establish the areas of possible intervention from both public infrastructure and service provision (Output 2) and inclusive financial service provision (Target 1.2) to increase LED.
- 2 Subject to a positive outcome to 1.1, secure technical support from UNCDF's inclusive financial services initiative, concerning enterprise development and associated funding.
- 3 Formalise an annual programme of targeted agricultural extension services, to achieve increase yields in production.
- 4 Increase small-holder farmer (ABUs) access to mechanized cultivation.
- 5 Establish and /or build capacity for ABUs in all 17 district wards and 3 town wards.
- 6 Assess the scope for ICT initiatives for women's groups to support functional literacy, market information and economic empowerment .
- 7 Analyse the role of women in the process of LED, in the light of supporting interventions in targets 1.1 to 1.6 and review the results in the project's last year.

**Output 2: Develop and implement an equitable, economical, efficient and effective LG development planning and public expenditure management (PEM) system to increase local development, with particular regard to the most disadvantaged locations and population groups.**

2.5 Local government is predominantly, in a parlous state. Beyond local economic development initiatives, the programme will give impetus to the local development process by introducing an LDF and wider initiatives on PEM to LG. In Sierra Leone, both matters are already embraced, from policy, legal and guidance perspectives. What *is* open to this programme is for UNCDF's extensive experience in both LDF management and PEM to be brought to bear to make a local government actually work; the hardest part being in the doing. For LG to work successfully, it needs a vibrant local economic base from which to start completing the *virtuous circle* of local development; increased revenues and improved infrastructure and service provision. In the context of the twin causes of the core problem (*Lack of economic development; Inability to provide infrastructure and services*) the programme must accommodate a time-span sufficient to move *from wholesale recovery to sustainable development*. Five years is the proposed first phase. The targets to be achieved are therefore proposed as follows; for output 2, within the general framework of a "bottom-up" and "output-based" approach to planning and budgeting (see Annex 4):

- 1 Develop and implement an equitable approach to development planning, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets..
- 2 Develop and implement an economical, efficient and effective approach to each council's strategy and budget, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets.
- 3 Establish a local development fund (LDF) to supplement both councils' expenditure to support local development.
- 4 Increase councils' local revenues.
- 5 Build the capacity of local councillors and paramount chiefs in council, through annually increased participation in the annual planning, implementation and review cycle.



- 6 Build the capacity of village and ward development committees (VDCs and WDCs), through annually increased participation in the annual planning, implementation and review cycle.
- 7 Build capacity in central institutions that demand it, on various aspects of the decentralisation, development planning, PEM, infrastructure and service delivery challenge.

**Output 3: Achieve policy, legal and regulatory improvements through lessons learnt, to support Outputs 1 and 2, thus giving emphasis to LED in 1, planning and PEM in 2, and gender development through 1 and 2.**

2.6 This is both a policy development and consolidating output. The policy development is the ambition to influence the unfolding debate on Sierra Leone's decentralisation policy, resulting strategy and how it is being implemented. The consolidating dimension is to identify the issues and lessons arising from the first two outputs and to see the lessons being fed into the national policy debate. The overarching purpose is to influence national policy and strategy under the twin aims of policy impact and replication. The targets to be achieved are therefore proposed as follows:

1. Contribute to the national debate on decentralisation policy and decisions on strategy Annual assessment of LED experience in terms of new enterprises and household income increases.
2. Annual assessment of LED experience in terms of new enterprises and household income increases.
3. Annual update of the planning, budgeting, implementation and review manuals.
4. Annual review of project implementation workshop.
5. Annual review of PEM in relation to government's commitment to results based budgeting.
6. Annual review of gender development from equitable investment and empowerment perspectives.
7. Annual policy assessment review, towards formal national policy and potential replication recommendations, incorporating a mid-term evaluation in year 3.
8. First half of 5<sup>th</sup> year external evaluation, concerning programme impact, socio-economically and institutionally, to include recommendations for the future.

**Output 4: Ensure sound programme management.**

2.7 All programmes are dependent on sound management and key targets. The targets to be achieved are therefore proposed as follows:

- 1 Establish and maintain the Project Team.
- 2 Establish and maintain the Country Office Team.
- 3 Ensure the project office's production and implementation of the AWP.
- 4 Support the production of quarterly reports, through MIS and Atlas.
- 5 Ensure the availability of financial transfers from HQ to the project team, according to the AWP.
- 6 Support all HQ and regional technical and management missions.
- 7 Fund all HQ, including regional office, missions, annually.

2.8 The outcome of the strategy is the results and resources framework (RRF); Part 3, overleaf. It is presented in Part 3. The title page includes the programme's relationship with the country programme. It also summarises the cost of each output, in total and annually. Each output is then presented separately, in terms of targets, indicative activities, their donors, their total and annual costs.

### 3. RESULTS AND RESOURCES FRAMEWORK

3.1 UNCDF advocates an integrated template to satisfy (a) the results and resources framework, (b) the annual work plan budget sheets, and (c) the M&E framework. It also argues in favour of presenting the programme from the output level upwards as one summary sheet. This is then followed by each output's details. The AWP is prepared at the start of the mission. All targets below are annual, unless specified otherwise (e.g. 5<sup>th</sup> year external evaluation).

#### INTEGRATED PROJECT TEMPLATE (i.e. project planning, budgeting and monitoring)

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework</b> Outcome 2. Increased production, availability, accessibility and utilization of food with improved employment. Outcome 1. Transparent, accountable and democratic governance advanced at national and local level.
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework</b> Outcome 2.2. Enabling environment for private sector development and exports in place. Outcome 2.1. Increased production, availability, accessibility and utilization of food. Outcome 1.1. Transparent, accountable and democratic governance advanced at national and local levels Outcome 1.2. Decentralisation process scaled up.
<b>Applicable MYFF Service Line:</b>
<b>Partnership Strategy:</b>
<b>Project title and ID (ATLAS Award ID):</b> Kenema District Economic Recovery Programme (KDERP) – Award ID

Project summary:	<i>The target-based budget calculations are attached as a separate file, at the end of this text.</i>	Total budget \$000s	2007	2008	2009	2010	2011
<b>Goal</b>	Contribute to poverty reduction in Kenema district and town.						
<b>Objective</b>	Increase local economic development activity and infrastructure and service provision through dynamically-performing Kenema district and town councils	6,920	1,012	1,350	1,418	1,531	1,654
<b>Output 1</b>	Develop and implement innovative approaches to local economic development (LED) to increase economic activity in the agricultural sector, with particular regard to gender development and empowerment.	875	185	180	150	170	190
<b>Output 2</b>	Develop and implement an equitable, economical, efficient and effective LG development planning and public expenditure management (PEM) system to increase local development, with particular regard to the most disadvantaged locations and population groups.	3,780	602	724	756	834	860
<b>Output 3</b>	Achieve policy, legal and regulatory improvements through lessons learnt, to support Outputs 1 and 2, thus giving emphasis to LED in 1, planning and PEM in 2, and gender development through 1 and 2.	1,050	10	195	280	235	330
<b>Output 4</b>	Ensure programme management, including HQ support, for successful delivery.	1,215	215	206	232	288	274

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
<b>Output 1:</b> Develop and implement innovative approaches to local economic development (LED) to increase economic activity in the agricultural sector, with particular regard to gender development and empowerment.	1.1 Prepare a local economic development (LED) analysis to establish the areas of possible intervention from both public infrastructure and service provision (Output 2) and inclusive financial service provision (Target 1.2) to increase LED.	1.1.1 Prepare ToR 1.1.2 Secure local consultant services 1.1.3 Conduct study 1.1.4 Consider recommendations 1.1.5 If approved, develop programme of interventions, through Target 1.2 Inclusive financial services) and Output 2 (public investment in supporting infrastructure and services) 1.1.6 Conduct a review after 2 years of implementation	UNCDF	80,000	60,000	20,000			
	1.2 Subject to a positive outcome to 1.1, secure technical support from UNCDF's inclusive financial services initiative, concerning enterprise development and associated funding	1.2.1 Assess the scope for inclusive financial services being provided, in the context of Target 1's report 1.2.2 Provide technical assistance to potential providers 1.2.3 Provide seed capital 1.2.4 Establish legal and managerial modalities 1.2.5 Implement an annual programme of support	UNCDF	50,000 + 230,000 (uncommitted)		50,000	55,000	60,000	65,000
	1.3 Formalise an annual programme of targeted agricultural extension services, to achieve increase yields in production	1.3.1 Liaise with the current extension services (Farmer Field Schools) 1.3.2 Help to develop a disciplined and regular extension programme 1.3.3 Advise the council on how to implement such a programme	UNDP	125,000	15,000	20,000	25,000	30,000	35,000
	1.4 Increase small-holder farmer (ABUs) access to mechanized cultivation	1.4.1 Establish the demand for mechanized farming through ABUs 1.4.2 Establish the revolving mechanism for such provision 1.4.3 Develop an annual programme for such provision, in the context of secured capital funding	UNDP	20,000 + 130,000 (uncommitted)	20,000	25,000	30,000	35,000	40,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
	1.5 Build capacity for ABUs in all 17 district wards and 3 town wards	1.5.1 Establish the capacity demands for ABU strengthening 1.5.2 Plan the programme as an annual cycle of interventions 1.5.3 Fund the capacity building programme	UNDP	20,000 + 80,000 (uncommitted)	20,000	20,000	20,000	20,000	20,000
	1.6 Assess the scope for ICT initiatives for women's groups to support functional literacy, market information and economic empowerment	1.6.1 Negotiate with local women's groups to establish the needs 1.6.2 Prepare a feasibility report 1.6.3 If approved, plan the ICT provision 1.6.4 Secure funding for construction, equipment and training 1.6.5 Open, support and secure annual reports on its impact	ITU UNCDF	20,000 20,000	5,000 5,000	15,000 15,000			
	1.7 Analyse the role of women in the process of LED, in the light of supporting interventions in targets 1.1 to 1.6 and reviewing the results in the project's last year	1.7.1 Identify areas of specialist support 1.7.2 Provide orientation and training to achieve a gender dimension to all target achievements 1.7.3 Hold an annual workshop on cumulative experience. 1.7.4 Share the report with local stakeholders and specialist agencies	Belgium	100,000 (uncommitted)	10,000	15,000	20,000	25,000	30,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
<b>Output 2:</b>  Develop and implement an equitable, economical, efficient and effective LG development planning and public expenditure management (PEM) system to increase local development, with particular regard to the most disadvantaged locations and population groups.	2.1 Develop and implement an equitable approach to development planning, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets	2.1.1 Support the councils to prepare (or revise and update) development plans to fulfil MDG achievements and particularly, the gender development challenge, through equitable development 2.1.2 Ensure the provision of training on and application of gender development participation methods 2.1.3 Review the results of the process, with regard to equitable development on gender issues	UNCDF GSL (in-kind)	100,000 40,000	10,000 6,000	15,000 7,000	20,000 8,000	25,000 9,000	30,000 10,000
	2.2 Develop and implement an economical, efficient and effective approach to each council's strategy and budget, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets	2.2.1 Support the councils to prepare (or revise and update) strategies and budgets to fulfil MDG achievements and particularly, the gender development challenge, through economical, efficient and effective development 2.2.2 Apply the principles of "bottom-up" and "output-based" planning and budgeting in the context of PEM decisions, according to current UNCDF technical manuals 2.2.3 Ensure the provision of training on and application of gender-responsive budgeting and participation techniques 2.2.4 Review the results of the process, with regard to economical, efficient and effective infrastructure service provision on gender issues	UNCDF GSL (in-kind)	100,000 40,000	10,000 6,000	15,000 7,000	20,000 8,000	25,000 9,000	30,000 10,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
	2.3 Establish a local development fund (LDF) to supplement both councils' expenditure to support local development	2.3.1 Establish the fund's management arrangements, in line with GSL guidelines 2.3.2 Secure UNCDF fund advances according to the UNCDF AWP requirements 2.3.3 Disperse the UNCDF (and any direct partner) funds for approved projects 2.3.4 Monitor and evaluate the use of funds through local and UNCDF/UNDP M&E principles 2.3.5 Contribute to the two councils' M&E arrangements for these funds, as appropriate	UNCDF GSL	1,000,000 2,000,000	100,000 400,000	200,000 400,000	200,000 400,000	250,000 400,000	250,000 400,000
	2.4 Increase councils' local revenues	2.4.1 Establish a cadastre register of all rateable (taxable) properties 2.4.2 Secure an independent rateable valuation of such properties 2.4.3 Establish a billing system for such properties 2.4.4 Provide a civic education campaign concerning legal responsibilities on the payments of assessed rates 2.4.5 Establish early payments incentive 2.4.6 Issue such rates 2.4.7 Provide an annual report on the % level of rates paid against the total billed 2.4.8 Conduct the civic education, billing and % payments review each year after the first year's billing 2.4.9 Annual running costs	UNDP	100,000	30,000	20,000	20,000	20,000	10,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
	2.5 Build the capacity of local councillors and paramount chiefs in council, through annually increased participation in the annual planning, implementation and review cycle	2.5.1 Offer training to councillors, including chiefs, on their role in each stage of the planning, budgeting, implementation and review cycle, annually 2.5.2 Secure reactions to the training 2.5.3 Support their full participation in the "bottom-up" and "output-based" approach" to planning and budgeting 2.5.4 Monitor the performance of council members as a result of the training	UNCDF	100,000	10,000	15,000	20,000	25,000	30,000
	2.6 Build the capacity of village and ward development committees (VDCs and WDCs), through annually increased participation in the annual planning, implementation and review cycle	2.6.1 Offer training to WDC members on their role in each stage of the planning, budgeting, implementation and review cycle, annually 2.6.2 Secure reactions to the training 2.6.3 Support their full participation in the "bottom-up" and "output-based" approach" to planning and budgeting 2.6.4 Support the preparation of ward development plans as an input to the local council development plan 2.6.5 Monitor the performance of WDC members as a result of the training	UNDP	200,000	20,000	30,000	40,000	50,000	60,000
	2.7 Build capacity in central institutions that demand it, on various aspects of the decentralisation, development planning, PEM, infrastructure and service delivery challenge	2.7.1 Review MLGCD needs in relation to M&E 2.7.2 Ensure the provision of training on M&E 2.7.3 Consider the provision of limited hardware and software to support M&E in relation to decentralisation and local development 2.7.4 Review the needs of LGFD in relation to possible capacity needs 2.7.5 Ensure the provision of the required training	UNCDF	100,000	10,000	15,000	20,000	25,000	30,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
<b>Output 3:</b> Contribute to the national policy debate on decentralisation, and achieve policy, legal and regulatory improvements through lessons learnt, to support Outputs 1 and 2, thus giving emphasis to LED in 1, planning and PEM in 2, and gender development through 1 and 2.	3.1 Contribute to the national debate on decentralisation policy and decisions on strategy	3.1.1 Initiate and support discussions on decentralisation policy with particular regard to functional and fiscal decentralisation 3.1.2. Prepare discussion notes on issue arising, for consideration by government representatives 3.1.3. Lead the review and planning components of the Kenema experiences (below)	UNCDF	100,000	10,000	15,000	20,000	25,000	30,000
	3.2 Annual assessment of LED experience in terms of new enterprises and household income increases	3.2.1 Conduct field visits 3.2.2 Discuss issues with individual stakeholders 3.2.3 Hold a consolidating workshop 3.2.4 Submit a report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ	UNCDF GSL (in-kind)	100,000 40,000		20,000 10,000	25,000 10,000	25,000 10,000	30,000 10,000
	3.3 Annual update of the planning, budgeting, implementation and review manuals	3.3.1 Discuss the year's experience with Kenema Councils' technical departments 3.3.2 Arrange the workshop 3.3.3 Facilitate the workshop 3.3.4 Submit a report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ	UNCDF GSL (in-kind)	100,000 40,000		20,000 10,000	25,000 10,000	25,000 10,000	30,000 10,000
	3.4 Annual review of project implementation workshop	3.4.1 Discuss the year's experience with Kenema Councils' technical departments and user groups, separately 3.4.2 Arrange the workshop 3.4.3 Facilitate the workshop 3.4.4 Submit a report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ 3.4.5 Advise on actions arising from the recommendations	UNCDF GSL (in-kind)	100,000 40,000		20,000 10,000	25,000 10,000	25,000 10,000	30,000 10,000



Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
	3.5 Annual review of PEM in relation to government's commitment to results based budgeting	3.5.1 Discuss with LGFD team 3.5.2 Discuss with other technical stakeholders 3.5.3 Hold a review workshop 3.5.4 Submit a report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ	UNCDF GSL (in-kind)	100,000 40,000		20,000 10,000	25,000 10,000	25,000 10,000	30,000 10,000
	3.6 Annual review of gender development from equitable investment and empowerment perspectives	3.6.1 Discuss with GD stakeholders in government and with donors 3.6.2 Discuss with LGFD team 3.6.3 Hold a review workshop 3.6.4 Submit a report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ	Belgium (uncommitted) GSL (in-kind)	100,000 40,000		20,000 10,000	25,000 10,000	25,000 10,000	30,000 10,000
	3.7 Annual policy assessment review, towards formal national policy and potential replication recommendations, incorporating a mid-term evaluation in year 3	3.7.1 Discuss with LGFD team 3.7.2 Discuss with other technical stakeholders 3.7.3 Hold a review workshop 3.7.4 Submit a report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ	UNCDF GSL (in-kind)	150,000 40,000		20,000 10,000	75,000 10,000	25,000 10,000	30,000 10,000
	3.8 First half of 5 <sup>th</sup> year external evaluation, concerning programme impact, socio-economically and institutionally, to include recommendations for the future.	3.8.1 Discuss with LGFD team 3.8.2 Discuss with other technical stakeholders 3.8.3 Prepare ToR for Government and UNDP/UNCDF approval 3.8.4 Logistically support the external evaluation team 3.8.5 Consider the first draft, including through a stakeholder workshop 3.8.6 Submit final report to MLGCD, LGFD, CO, UNDP-SL and UNCDF HQ	UNCDF	60,000					60,000

Intended Outputs (Strategic Targets)	Output Targets (Annual Targets)	Indicative Activities	Donor	Budget US\$	2007	2008	2009	2010	2011
Output 4: Ensure sound programme management.	4.1 Establish and maintain the Project Team	4.1.1 Recruit the team 4.1.2 Provide transport, equipment, furniture and accommodation 4.1.3 Provide annual running and maintenance costs 4.1.4 Provide for local and international travel	UNCDF Belgium (uncommitted)	500,000 115,000	110,000 15,000	80,000 21,000	90,000 22,000	130,000 23,000	100,000 24,000
	4.2 Establish and maintain the Country Office team	(UNDP to provide PO and PA support, including Atlas administration).	UNDP	110,000	20,000	21,000	22,000	23,000	24,000
	4.3 Ensure the project office's production and implementation of the AWP	4.3.1 Confirm HQ's annual request 4.3.2 Verify contents of AWP in relation to Atlas	UNCDF	35,000	5,000	6,000	7,000	8,000	9,000
	4.4 Support the production of quarterly reports, through MIS and Atlas	4.4.1 Confirm quarterly reporting deadline 4.4.2 Verify contents of quarterly reports in relation to Atlas	UNCDF	35,000	5,000	6,000	7,000	8,000	9,000
	4.5 Ensure the availability of financial transfers from HQ to the project team, according to the AWP	4.5.1 Liaise closely with both PT and HQ 4.5.2 Ensure conditions are met to allow for timely transfers	UNCDF	35,000	5,000	6,000	7,000	8,000	9,000
	4.6 Support all HQ and regional technical and management missions	4.6.1 CO to ensure all logistical arrangement in place 4.7.1 PO to ensure all technical meetings are secured	UNCDF	35,000	5,000	6,000	7,000	8,000	9,000
	4.7 Fund all HQ, including regional office, missions, annually	4.7.1 Fund international travel 4.7.2 Fund local travel	UNCDF	350,000	50,000	60,000	70,000	80,000	90,000

#### 4. Management arrangements

4.1 The principle governing the proposed management arrangements is to integrate this programme with the current decentralization initiatives of government. The decentralisation secretariat (DecSec) operates from Freetown (under MLGCD and MoF). Each council also has a 'DecSec coach' to support client councils to prepare development plans. The programme management proposals are therefore to merge with these arrangements, thereby (a) increasing the prospects of immediate impact at the council level and (b) ensuring maximum influence on the policy, law, regulations and guidelines being prepared and refined, at the national level.

4.2 The project team (PT) is designed to work with the Dec Sec Coaches to provide technical support to the two councils: District and Town Councils, complimenting the efforts of the existing local government structures.. The one exception is on monitoring and evaluation (M&E). Local systems will be used for the two councils' performance assessment. However, in addition, UNCDF's corporate M&E system must also be satisfied. More explanation of this is in Part 5.

4.3 The proposed PT compliment is three technical staff: a local government development adviser and project leader (LGDA&PL); an M&E expert (M&EE) and a gender development and participation expert (GD&PE). The job descriptions (JDs) for all three are in Annexes 1 to 3. These will be local appointments. The commitment to local appointments is predicated on the assumption that for the first two years at least, there will be full technical support from UNCDF HQ (four missions in years 1 and 2), with supplementary support from the UNCDF regional office, in Dakar. Additionally, administrative support will be provided.

4.4 The most delicate and important arrangement is that concerning the interface between a programme's management and its client organization(s). This programme is to serve Kenema district and town equally. It is also to influence national policy and guidelines on decentralization and local development, through strengthened local government. The PT will be located in the edifice of the District Council and must be seen to serve both councils as well as the national policy debate.. The LGDA&PL will be located in the MLGCD in Freetown and s/he will visit Kenema on a weekly basis. Explicit counter-parting arrangements are written into all three JDs.

4.5 Whereas the PT interface with the client councils is crucial, the up-stream relationship with the country office is also fundamental to success. The normal UNCDF model is to have a programme officer (PO) and programme assistant (PA) in the UNDP office, as the UNCDF country office team (COT). Both are there to ensure a smooth support service to the PT. They are also the interface with UNDP locally and UNCDF, both regionally and at HQ. The most practical manifestation of this is UNDP's Atlas (Enterprise Resource Planning and financial management) system.

4.6 Finally, Government of Sierra Leone will provide general supervision and policy guidance to the programme. This will be done through a Project Execution Group (PEG) to be established through nomination of members by the Ministry of Local Government and Community Development (MLGCD). Suggested composition of the PEG includes: MLGCD, MoDEP, MAFS, LGFD, MSWGA, MYS UNDP etc. This will be in close liaison with the Ministry of Finance; the source of extensive guidelines on PEM (see 1.7).

4.7 In summary, the proposed staff required to support the management of the programme is as follows:

Project team:

- 1 Local government development adviser and project leader
- 2 Monitoring and evaluation expert

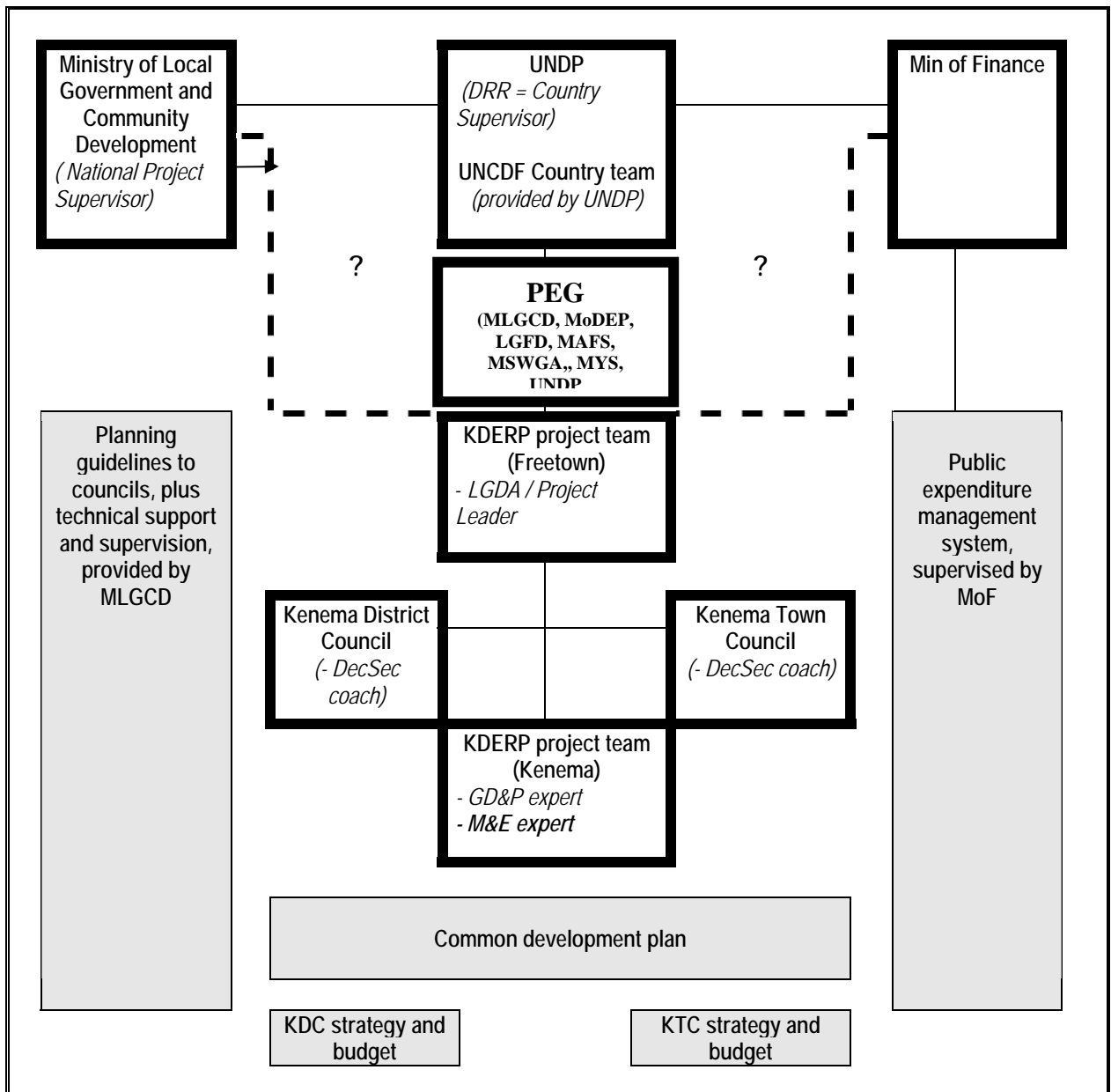
### 3 Gender development and participation expert

Country office:

- 1 Programme officer (assigned from UNDP)
- 2 Programme assistant (assigned from UNDP)
- 3 Driver (assigned from UNDP)

All posts are to be local appointments. A diagram to illustrate the essence of the management arrangements and the dynamics governing its results is as follows.

#### Management arrangements



4.8 To reiterate; LGDA will be located in the MLGCD. The important point is to embed LGDA and KDERP project leader within the part of central government most closely concerned with local government strengthening, development planning and PEM. This central location will allow for an accelerated impact on policy reviews and potential replication. Also, it offers the prospect of enhancing the capability of national institutions, particularly concerned with the decentralization challenge to LG.

## 5. Monitoring and evaluation

5.1 The project team will have two responsibilities in M&E. The first is to support the two councils in developing an M&E counterpart to their development *plans, strategies* and *budgets*. The councils must be able to report on all three, both in terms of intentions and results. The results – the impact of *all* councils' spending (from local sources, government transfers and donors) – must be understood and made known to all. Here, it is the local system of planning and evaluation, and the information systems to support that understanding, that must be harnessed.

5.2 The second M&E system is that concerning UNCDF expenditure. Here, the requirement is to report corporately, on the deployment and application of UNCDF (including partner funds, channeled through the UNCDF business unit). The system is already developed. The software must simply be transferred to PT and for full training to be provided.

5.3 In addition to the twin M&E responsibilities of PT, the country office team (COT) is required to manage all financial reporting responsibilities, including the classification of results, within the Atlas system. The crucial point here is to ensure that the financial data that is entered (and returned) in Atlas, be the same as that entered in MIS (from manual reporting systems at the local level). UNCDF MIS software now has a complete technical interface with Atlas.

5.4 For all three systems (and apart from "real-time" data available in Atlas), routine reporting will be done quarterly. Mid-year physical and financial monitoring statements will be produced, to identify serious variances in expenditure and the need for adjustments to the year's delivery intentions. The annual review will include the KDERP project inputs for the UNCDF results-oriented annual report (ROAR). Reports generated will be validated locally by the relevant stakeholders before they are sent to UNCDF H/Q.

## 6. Legal context

6.1 This project document shall be the instrument referred to as such in article 1 of the Standard Basic assistance Agreement between the Government of Sierra Leone and the United Nations Development Programme. The host country-implementing agency shall for the purpose of the SBAA refer to the Government cooperating agency described in that document.

1. The following types of revisions may be made to this project document with the signatures of the UNDP Resident Representative only, provided he is assured that the other signatories of the document have no objections to the proposed changes: Revisions in, or additions to, any annexes of the project document;
2. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are necessitated by rearrangement of inputs already agreed, or by cost increase due to inflation.
3. Mandatory annual revision, which re-phase the delivery of agreed project inputs or expert or other costs due to inflation or take into account expenditure flexibility.

## **7. Budget**

7.1 The budget, for financial management purposes, is appended at the rear of this text..

7.2 The budget is a summary version of the results and resources framework - RRF (Part 3 above). Both present the total budget and the annual expenditure predictions, per output and per target. .

7.3 Government's contribution of \$2.5m consists of the \$400,000 annual capital transfer to Kenema (\$400k x 5 yrs = \$2m) and an estimated \$320k as in-kind contributions for the project's duration.

7.4 The uncommitted column comprises the UNCDF shortfall (a possible \$230,000 capitalisation to support an inclusive financing initiative), UNDP's potential future commitments, possible partnerships with Belgium (on gender development) and ITU (on an ICT initiative). The anticipation, of course, is to encourage other partners to join this project.

**End of main text**

### **Annexes:**

1 - Local government development adviser and project leader – job description

2 - Monitoring and evaluation expert – job description

3 - Gender development and participation expert – job description

4 - "Bottom-up" and "output-based" approach to planning and budget

5 - Budget template, per target, per annum and per donor (separate file attached).



## KENEMA DISTRICT ECONOMIC RECOVERY PROGRAMME (KDERP)



**Post:** Local Government Development Adviser and UNCDF Project Leader

Post number: ???  
Grade / Salary: ??? / US\$ 48,000 p.a.  
Location: Ministry of Local Government and Community Development  
Local Technical Supervision: MLGCD (Director of Rural Development)  
UNDP supervision: Deputy Resident Representative  
UNCDF HQ Supervision: Senior Technical Adviser, NY  
UNCDF local liaison: Programme Officer, UNCDF  
Supervising: M&E Adviser, GD&P Adviser  
Duration: Two years, renewable

### Main purpose

To lead the UNCDF contribution the Government of Sierra Leone's statutory commitments to decentralization by supervising and supporting the implementation of the UNCDF, UNDP and Ministry of Local Government approved Kenema District Economic Recovery Programme (KDERP) and in so doing, to support MLGCD's responsibilities for co-ordinating decentralization policy and capacity building initiatives for local government, through advise and support to any co-ordinating body.

### Key tasks:

1. Ensure the widest knowledge and acceptance of KDERP in Kenema.
2. Transfer skills to the identified counterpart(s) in each of the Kenema local councils, including the DecSec coach for each council.
3. Support the two Kenema Councils to review and update and strengthen district development plans, taking account of all possible capital funding, including that from UNCDF.
4. Support the introduction of "bottom-up" and "output-based" planning and budgeting, in relation to government's commitment to a plan-based, integrated public expenditure management system.
5. Support the two Kenema councils to fulfill local participation obligations as a basis for identifying local projects to be funded by UNCDF, within the declared budget ceiling for the year.

6. Provide additional support as requested by each or both councils, concerning potential projects to be funded from other sources.
7. From both 4 to 6, ensure any project proposal's general conformity with both the local development plan for the specific council and by inference, national policy and supporting guidelines.
8. Within six months from commencement of duties and after full consultation at local and national levels, establish a local council's capacity building demand that can be a soft condition for the following year's capital funding allocation(s).
9. Revise the first year's UNCDF annual work plan (AWP), then prepare and revise each subsequent year's AWP, in consultation with the monitoring and evaluation (M&E) expert and the gender development and participation (GD&P) expert.
10. Implement, review and provide policy opinions on all local economic development pursued through this project.
11. Implement, review and provide policy opinions on all local government strengthening pursued through this project.
12. Contribute to national and regional policy forums as requested, initiated, and required by the project document.
13. Supervise and provide technical guidance to the M&E and GD&P advisers.
14. Liaise with the assigned Project Officer in UNDP Sierra Leone on all matters concerning the financial management of the programme.
15. Advise MLGCD on all aspects of decentralization policy, in the context of the ministry's responsibility for policy co-ordination.
16. Advise MLGCD on all aspects of capacity building strategy, in the context of the ministry's responsibility for strategic co-ordination in this regard.
17. Advise MLGCD in any forum established for its responsibilities to achieve policy co-ordination on decentralization and LG capacity.
18. Perform any other duties, reasonably expected of a UNCDF project leader.

#### **Minimum qualifications and experience**

- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- Ten years of professional experience in any or all of government reform, local economic development and development planning, with at least four years in explicit "reforming" work.

#### **Desirable additional knowledge and experience**

- Advanced knowledge of local economic or business development.



- Advanced knowledge of public expenditure management systems.

#### **Deliverables**

To be determined annually within the project's AWP.



## KENEMA DISTRICT ECONOMIC RECOVERY PROGRAMME (KDERP)



<b>Post:</b>	<b>Monitoring and Evaluation Expert</b>
Post number:	???
Grade/salary:	??\$/US\$ 36,000 p.a.
Location:	Kenema District Council
Local Technical Supervision:	Local Government Development Adviser and UNCDF Project Leader (LGDA)
Performance Supervisor:	Assigned UNCDF Programme Manager
Duration:	Two years, renewable

### Main purpose

To provide a full M&E service through the implementation of the UNCDF, UNDP and Ministry of Local Government approved Kenema District Economic Recovery Programme (KDERP).

### Key tasks:

1. Receive and understand the principles and practice of the UNCDF management information system (MIS) software in support of its corporate M&E demands.
2. Transfer skills to the identified counterpart(s) in each of the Kenema local councils, including the DecSec coach for each council.
3. Support the LGDA in revising the first year's UNCDF annual work plan (AWP), then in preparing and revising each subsequent year's AWP.
4. Provide quarterly M&E reports to UNCDF HQ and UNDP Sierra Leone
5. Liaise with and receive advice from the UNCDF HQ M&E specialist on its MIS system.
6. Support the two Kenema Councils in any request to strengthen or generally upgrade their existing M&E systems.
7. Provide additional support as requested by each or both councils, concerning any matters to which the M&E expert feels able, technically.
8. Support the LGDA's contributions to national and regional policy forums.

9. Perform any other duties, reasonably expected of an M&E expert.

**Minimum qualifications and experience**

- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- 5 years of professional experience in any or all of government reform, local economic development and development planning, with at least two in direct M&E work.

**Desirable additional knowledge or experience**

Experience in output-based budgeting will be a distinct advantage

**Deliverables**

To be determined annually within the project's AWP.



## KENEMA DISTRICT ECONOMIC RECOVERY PROGRAMME (KDERP)



<b>Post:</b>	<b>Gender Development and Participation Expert</b>
Post number:	???
Grade/salary:	??*/US\$ 36,000 p.a.
Location:	Kenema District Council
Local Technical Supervision:	Local Government Development Adviser and UNCDF Project Leader (LGDA)
Performance Supervisor:	Assigned UNCDF Programme Manager
Duration:	Two years, renewable

### Main purpose

To provide advice to achieve gender development and local participation in planning, implementation and review, through the implementation of the UNCDF, UNDP and Ministry of Local Government approved Kenema District Economic Recovery Programme (KDERP).

### Key tasks:

1. Receive and understand the principles and practice suggested in the UNCDF working paper entitled *Gender Development: Investment Methods for Greater Equity*.
2. Transfer skills to the identified counterpart(s) in each of the Kenema local councils, including the DecSec coach for each council.
3. Develop the gender dimension for the two councils, in support of their development planning and budgeting processes.
4. Support the introduction of “bottom-up” and “output-based” planning and budgeting, in relation to government’s commitment to a plan-based, integrated public expenditure management system, from both gender and local participation perspectives.
5. Provide training on gender development and local participation, at village, ward and local council levels.
6. Apply the “gender lens” and gender-responsive budgeting techniques to all projects funded by UNCDF.
7. Liaise with and receive advice from all local gender development personnel.

8. Support the two Kenema Councils in any request to strengthen or introduce the gender dimension to their work.
9. Provide additional support as requested by each or both councils, concerning any matters to which the gender development and participation expert feels able, technically.
10. Support the LGDA's contributions to national and regional policy forums as requested and initiated, as required by the project document.
11. Perform any other duties, reasonably expected of a GD&P expert..

#### **Minimum qualifications and experience**

- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- 5 years of professional experience in any role with at least two years of direct gender development work.

#### **Desirable additional knowledge or experience**

Experience in gender-responsive budgeting will be a distinct advantage

#### **Deliverables**

To be determined annually within the project's AWP.

Annex 4 – “Bottom-up” and “output-based” approach to planning and budgeting

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
<b>Villages/Ward District/Town Central ministry Implementation</b>	Start implementing the programme for this year, flowing from last December's budget approval.											<b>Start Stage 1 (Jan) slightly sooner, if necessary!</b>
<b>Part 1*</b> <i>Plan "bottom-up"</i> - Villages - Wards - District	<b>App 2*</b> <b>Stage 1:</b> <i>Village/ward participation: last year's review, this year's implementation and next year's planning; i.e. for 'raw' project definition</i>	<b>Stage 2:</b> District confirmation and initial 'practical' and budget screening	<b>Stage 3:</b> District 'no objection' through agreement to procure technical inputs, and commitment to any recurrent expenditure (i.e. O&M), if required.	<b>Stage 4:</b> District ensures project documents finalised, as a basis for budgeting	<b>Stage 5:</b> District finalises Annual Report, Plan and Budget (ARPB); submits to full council	<b>Part 3*</b> <b>Stage 6:</b> MoF consolidates LG ARPBs into consolidated budget document for RSS	<b>Information from the Annual Report disseminated as a basis for reporting performance at all levels, including use of media, boma events and other community relevant methods to impart the information</b>	Negotiation with MoF on actual budget allocation for next year	Finalise capital, O&M and capacity building budget; i.e. the integrated PB at objective (program') level	Submit work program for next year	Mobilise for new work	
<b>Part 2*</b> <i>Plan "output-based"</i> - District - Ministry	<b>Information verification; Last year's performance review; - General development challenge - Strategic development imperatives - Development objectives (i.e. programme definition)</b>		<b>- Strategic targets - Annual targets - Activities - Inputs - Costs per input ARPBs</b>									
<b>Government budgeting cycle.</b>		By end of Feb, MoF issues Budget Circular inviting every local council to prepare a budget. The request includes a summary of the policy framework, an outline of the macro-economic indicators, resulting predicted resource envelope, and the strategic guidance to be pursued to achieve MDGs through PRSP and MTEF.						By end of August, all LG budget sub-missions to MoF	MoF confirms estimates for next year's government income  Cabinet approves the budget framework	Printing of budget volumes  Budget speech and approve budget.	<b>App 1*</b> Declare indicative LDF ceiling for "bottom-up" and "output-based" planning / budgeting for next year	

\* Refer to the different parts of the supporting “bottom-up” and “output-based” approach to planning and budgeting manual.