



*Empowered lives.  
Resilient nations.*



# **UNDP Sierra Leone** **2017 ANNUAL REPORT**

The next phase of development



*Empowered lives.  
Resilient nations.*

UNDP partners with people at all levels of society to help build nations that can withstand crisis and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspectives and local insight to help empower lives and build resilient nations.

In Sierra Leone, UNDP aims to address poverty, inequality and exclusion in an integrated approach supporting communities and government to achieve sustainable and inclusive economic growth. Our programmes are delivered in consultation and partnership with a broad range of stakeholders including the Government of Sierra Leone, civil society organizations, independent bodies, development partners and other UN agencies.

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Thomas Allieu, a UNDP Special Needs Advisor, trains another visually impaired person on the use of the tactile ballot guide ahead of the March 2018 elections.



# Foreword

*"I applaud the people of Sierra Leone for the sense of responsibility that they have demonstrated in successfully completing the elections in a peaceful manner."* (ANTÓNIO GUTERRES, United Nations Secretary-General)



**A**s I write, in mid-April 2018, Sierra Leone has just successfully concluded an impressive democratic process to elect a new President, a new Parliament, mayors, and local council members. The four elections held concurrently on 7 March, and which were followed by a run-off on 31 March for the Presidential position, were noteworthy as the first to be conducted since the end of the country's 11-year civil war in 2002 without the supervision of a United Nations mission under a Security Council Mandate.

In these auspicious circumstances, I congratulate the people of Sierra Leone on the successful elections, just as I congratulate those elected, at all levels, as well as those who participated peacefully in, and otherwise contributed to, the democratic process, whether as candidates, voters or activists; or as part of the institutions which were so important in preparing for and conducting, and indeed securing, the electoral process.

In introducing this review of UNDP's activities and results in Sierra Leone in 2017, I note – with some organizational pride – the role of UNDP in supporting the electoral process. With funding from Canada, Ireland, Norway, the United Kingdom, and the European Union, as well as from UNDP's own resources, throughout the year, and indeed prior to it, UNDP has worked with the Government, the people, and other key strategic partners on issues that ranged from the technicalities of delimiting electoral constituency boundaries and civil and voter registration, to more human-centred activities focused on enabling participation by everyone in the

electoral process, irrespective of their ability, and ensuring peace and preventing violence.

While enabling and supporting the conduct of peaceful and credible elections was a priority for UNDP in 2017, the organization continued to contribute to Sierra Leone's development in a wide range of other areas, primarily in support of the Government's Agenda for Prosperity (2013-2018), throughout the year. Guided by the global 2030 Agenda for Sustainable Development which with the visionary aim of 'leaving no one behind' has reinvigorated ambitions towards global progress, UNDP activities in Sierra Leone have included work to reduce poverty and increase opportunities, especially for young and marginalized people, and women, enhance governance and rule of law, and to mainstream issues associated with energy, the environment, resilience, and the equitable and sustainable management of natural resources.

Amid the well-earned electoral celebrations, I'm sure everyone involved with development in Sierra Leone will agree that there is still much work to be done. The country remains one of the poorest nations on earth, and the indicators – from macro-scale assessments of human development, multidimensional poverty and inequality, for example, to more granular assessments of life expectancy, maternal and child mortality, gender equality and access to energy, for example – are sobering. Similarly, the tragic mudslide of 14 August 2017, with its final official toll of 1,141 people dead or missing, is a stark reminder of how vulnerable the country is to climate change.

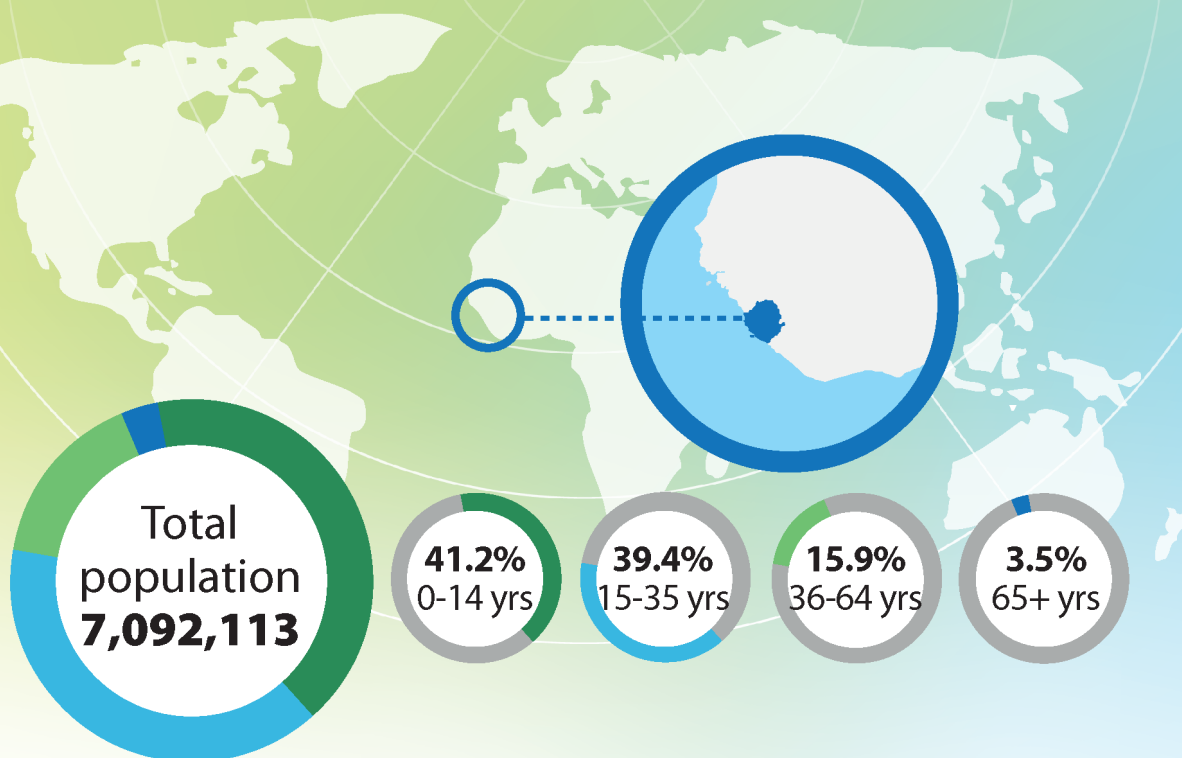
The successful elections of March 2018 are, however, a critical and historical step towards delivering the peace, stability and respect for rule of law that are essential for development to be sustainable. With this, in 2018, Sierra Leone should now be ready to move on to the next phase of its development.

**SUNIL SAIGAL**

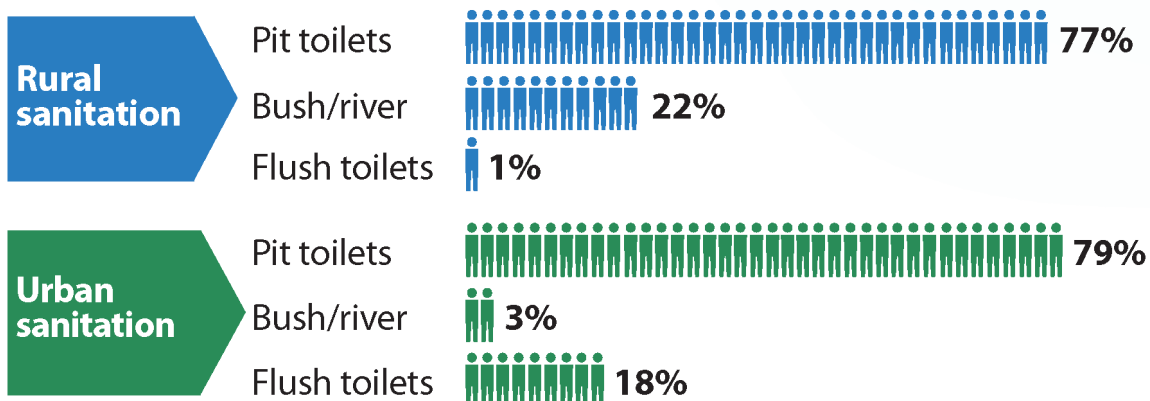
UN Resident Coordinator  
and UNDP Resident Representative



# Sierra Leone

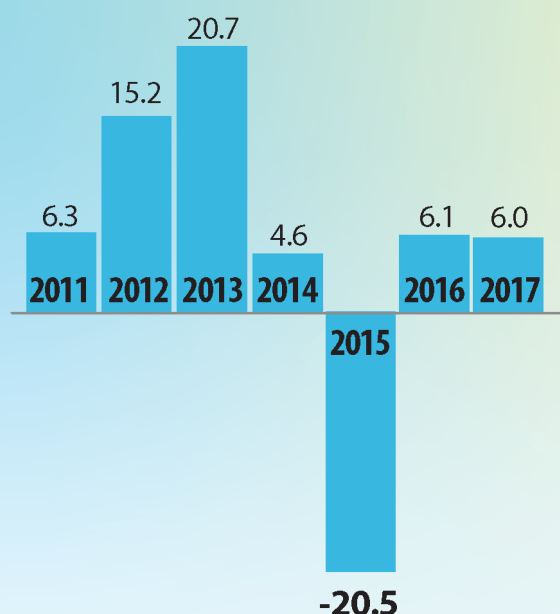


The lowest life expectancy in the world	♂ <b>49.3</b> years ♀ <b>50.8</b> years
The highest maternal mortality rate in the world	<b>1,360</b> deaths per 100,000 live births
The 4 <sup>th</sup> highest under-five mortality rate in the world	<b>156</b> deaths per 1,000 live births
Stunted children under five	<b>38%</b>

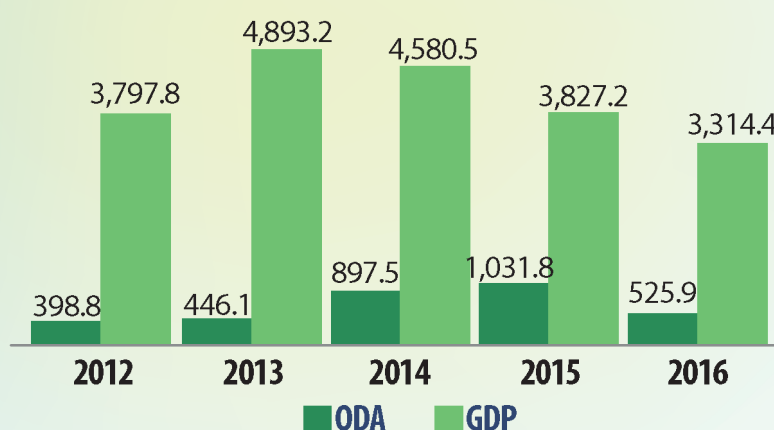


# At a glance

Real Gross Domestic Product growth 2011-2017 (%)



Official Development Assistance and Gross Domestic Product 2012-2016 (US\$ millions)



The economy experienced two **shocks** in 2014 and 2015: the **Ebola Virus Disease** epidemic and the collapse of **iron ore prices**

Sierra Leone is one of the **poorest countries** in the world

Human Development Index rank **179/188**

Over half the population live on less than **\$1.90** per day

Working age literacy  
♂ **53.4%**  
♀ **32.0%**

**98** mobile phones  
**12** internet users per 100 people

Access to electricity  
**11%** urban  
**1%** rural

Farming, fishing or forestry occupy **61.1%** of the working population

Estimated forest loss  
 **70%**

**0.7%** annual deforestation rate

The **24<sup>th</sup>** most vulnerable country in the world to climate change



**“Having a disability is an ability,”** says Aminata Kamara.  
**“I can do anything.”**



UNDP worked with the National Electoral Commission (NEC) and the National Commission for Persons Living with Disabilities to ensure that every eligible voter was able to exercise his or her right to cast their ballot in the March 2018 elections.

In October and November 2017, the NEC conducted 16 workshops across the country, engaging people with disabilities to identify their greatest challenges - as voters and as potential candidates - and determine ways to address them.



# UNDP in action

## Building partnerships and collaboration

**O**n the ground in more than 170 countries and territories, UNDP combines global perspectives with local insights to empower lives and build resilient nations. Working to eradicate poverty and reduce inequalities and exclusion while protecting the environment, UNDP helps countries develop stronger policies, institutions, partnerships and skills so that they can become more resilient and sustain their development progress.

In line with its 2014-2017 strategic plan, UNDP focuses on helping countries to build and share solutions in three principal areas: sustainable development; democratic governance and peacebuilding; and climate change and disaster

resilience. In all our activities, we encourage the protection of human rights and the empowerment of women, minorities, and the poorest and most vulnerable.

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. At UNDP we see this as a huge opportunity to advance human progress. UNDP's new 2018-2021 strategic plan is anchored in the 2030 Agenda. It is committed to the principles of universality, equality and leaving no one behind. Our aim is to help countries eradicate poverty in all its forms and dimensions, accelerate structural transformation for sustainable development, and build resilience to crises and shocks. ■



Residents of Kebawana village, Kailahun district, accessing clean water from a UNDP-rehabilitated well.





Women in Shaikia Village Saving Scheme, a UNDP-supported initiative, celebrate their profits.



# UNDP in Sierra Leone

## Executive Summary

**G**uided by the National Agenda for Prosperity (A4P) 2013-2018, Sierra Leone continues to transition to its next phase of development. The successive peaceful elections which followed the end of the civil war in 2002, and the subsequent launching of the Constitutional Review Process in 2013, indicate the collective aspirations of the people of Sierra Leone to enhance social cohesion and improve their social and economic prospects.

Having persevered through prolonged periods of violent conflict and other disasters, Sierra Leone is currently well-positioned in a transitional stage of development, as defined in the 'fragility to resilience' spectrum of the New Deal for Engagement in Fragile States. As evidenced in the deliberate pursuit of peace, stability and state building by consecutive Governments and development partners, the nation is doubtlessly determined to build the resilience of and empower its citizens.

There has been encouraging institutional reforms: many of the appropriate laws, policies, processes and structures for democratic governance and social and economic stability are in place. According to World Bank data, socio-economic indicators have improved, with the country growing at an average annual rate of 7.8 percent between 2003 and 2014, and the gross domestic product (GDP) per capita reaching an all-time high in 2014. Tragically, these improvements and Sierra Leone's development progress were badly affected by the 2014-2015 Ebola virus disease outbreak and the slump in the price of iron ore—the country's leading export

commodity. The effects of the crises continue into 2017 with economic growth remaining below 5%.

It is against this background that UNDP continues its support to the Government and people of Sierra Leone to achieve the objectives of the national A4P and the Sustainable Development Goals (SDGs). In 2017, UNDP partnered with relevant Government Ministries, Departments and Agencies (MDAs), local councils and small and medium enterprises to work in the following areas:

**Democratic Governance** – In line with the A4P Governance and Public-Sector Reform pillar, UNDP facilitated a governance environment that is politically and socially cohesive and accountable through support to:

- Electoral management systems for the organization of transparent and credible elections.
- The Human Rights Commission of Sierra Leone (HRCSL) for the promotion of human rights principles.
- The Justice, Security and Public sectors to improve service delivery and effectiveness.
- Peacebuilding and social cohesion initiatives through public engagement and strengthening civil society.
- The strengthening of the National Civil Registration Authority to ensure everyone counts in the national sustainable development efforts.

Having persevered through prolonged periods of violent conflict, Sierra Leone has earned its current position in the transitional stage of development.



### Inclusive Growth and Sustainable Development

– Building on projects established in previous programme cycles, the socio-economically marginalized, vulnerable groups and Ebola-affected communities were targeted to ensure inclusivity and equity in the benefits of development and national prosperity. UNDP provided support to:

- Help create decent, equitable and sustainable employment opportunities especially for youth.
- Facilitate income-generating schemes and skills development for low-income households, targeting mainly women.
- Facilitate policy dialogues especially at local levels and strengthening institutional and local capacities to promote inclusive growth and sustainable livelihoods.

- Address the impact of Ebola on especially hard-to-reach border communities.

### Energy and Environmental Sustainability

– The Global Environmental and Climate Change Vulnerability Index ranks Sierra Leone as extremely vulnerable to climate-related disasters. Sound economic growth and development go hand-in-hand with environmental sustainability. UNDP supported the:

- Reforestation of depleted woodlands and forests.
- Building environmental resilience through managing environmental degradation and pollution; and disaster risk reduction.
- Promotion of clean and sustainable energy for cooking.



Disaster risk reduction training for women in the market at Waterloo, Western Area, Freetown.

The 2017 Mo Ibrahim Foundation's Index for African Governance now ranks Sierra Leone 26<sup>th</sup> (scoring 51.7%) out of the 54 African nations.

## EFFECTIVE DEVELOPMENT COOPERATION

Sierra Leone receives important aid inflows from the bilateral and the multilateral donor community and there is a recognized need to improve coherence between different development partners to ensure harmonization and alignment. UNDP therefore supports the Government to make the best use of all available resources to realize the national development goals as formalized in the A4P (2013-2018), particularly in the context of the New Deal for Engagement in Fragile States. This involves supporting Sierra Leone's policy and institutional mechanisms to enhance the synergy, complementarity and quality of development cooperation and partnerships, all critical elements for the achievement of the Sustainable Development Goals (SDGs).

UNDP provides catalytic support for strengthening multi-stakeholder partnerships for development impact through country-led monitoring on effectiveness of cooperation and strengthening information management systems on development cooperation. Through UNDP's support, a Development Assistance Coordination Office (DACO) was established in the Ministry of Finance and Economic Development in 2004 and mechanisms were instituted to foster dialogue between the Government and its development partners. This included establishing the Development Partners' Committee (DEPAC) which is co-chaired by the Minister of Finance, the World Bank Country Programme Manager and the

United Nations Resident Coordinator. Once a year, the President of the Republic takes the place of the Minister. The Development Assistance Database (DAD), an online open-access aid tracking system, was also established and continues to be supported by UNDP.

In 2017, two DEPAC meetings were organized. In March 2017, the first DEPAC was held at State House and chaired by President Ernest Bai Koroma. Discussions focused on the electoral process, especially funding for the 2018 elections, and included an update of the Presidential Recovery Priorities for the post-Ebola period. The second DEPAC, which was held in December 2017 and chaired by Hon. Momodu Kargbo, the Minister of Finance, saw the launch of the Development Assistance Report, which gives an analysis of aid inflows and disbursements. Two training workshops on the use of DAD were organized in 2017 for key staff at relevant agencies.

Improving coherence  
between Sierra Leone's  
development  
partners to ensure  
harmonization  
and alignment.





Sierra Leoneans helping to disseminate information, education and communication material on the Constitutional Review Process.



# Democratic governance

## Enhancing democracy, human rights and public services

**D**emocratic governance promotes peaceful and secure societies and provides the stability needed to deliver inclusive sustainable growth. In Sierra Leone UNDP is working with the Government and the people to create an enabling environment for inclusive and effective governance. This work includes advancing democratic institutions and processes, strengthening the legal and judicial systems, and enhancing the delivery of public services. Effective and inclusive government is not just an important end in itself, but it also enables and underpins a range of critical objectives in health, education, poverty reduction, environmental protection, conflict prevention and more.

An effective government is responsive to the needs of the people. Engagement with and between government, the courts, civil society and the media, as well as with bodies such as anti-corruption and human rights commissions, is necessary to shape policy and ensure accountability. Government openness and transparency are also essential. Transparency in budgeting, expenditure and procurement leads to better service delivery. Citizens have a right to know how revenue and resources are generated and used, and well-informed citizens are better able to engage in policy development and assess government performance. Investment also benefits from the free flow of information.

The rule of law is critical to democratic governance. This does not just promote equity, gender equality and inclusion by protecting basic rights such as legal identity, property ownership and access to resources; but it also means that collaboration can occur reliably between government, the private sector, and individuals. Conversely corruption, which has a disproportionate impact on the poor and marginalized, is a major hindrance. Corruption is bad for health, education, equity, rule of law, and foreign investment.

## Ensuring human rights

UNDP's "Support to the Human Rights Commission of Sierra Leone (HRCSL)",

### RESULTS IN NUMBERS

**19**

**correctional facilities audited, and their managers trained to implement UN Standard Minimum Rules for the Treatment of Prisoners.**

**45**

**professional staff recruited to provide technical and administrative support to Parliament.**

**3.2**

**million voters registered and issued with voters' cards.**

**2**

**million non-voters registered.**

**500**

**journalists trained on conflict sensitive reporting.**

**58**

**judges, magistrates and registrars trained in bail and sentencing guidelines.**

**550**

**police prosecutors, criminal investigators and family support officers trained.**

**200**

**lawyers, paralegals and civil society legal aid providers trained using new legal curricula.**



an independent body established in 2004, has strengthened the institutional capacity of the Commission and assisted it in accomplishing its strategic goals, which include enhanced regional outreach, strengthened monitoring and research, and increased responsiveness to human rights complaints. The civil population and government actors are now more aware of the role of the Commission and of their own rights and responsibilities. In addition, a formal annual publication now allows regional and international human rights bodies to provide support and recommendations.

In advance of the 2018 elections, UNDP together with the HRCSL provided training for District Human Rights Committees – coalitions of civil society organizations working to enhance civic solidarity and collaboration – to equip them with the knowledge and skills needed to identify and report human rights violations, particularly those that may occur before, during and after the election period.

The HRCSL also monitors human rights in prisons and other detention centres, and an innovative approach has allowed people to lodge complaints at mobile clinics in four districts. Despite funding challenges and institutional capacity gaps, HRCSL's increased commitment to deliver has earned it an 'A' status from the Global Alliance for National Human Rights Institutions.

All human beings have inalienable rights, and humane prison conditions are a prerequisite of fair criminal justice systems. The "From Prisons to Corrections" project, which run from 2016 to date with funding from the US State Department, is therefore working to bring the institutional

## Humane correctional facilities are a crucial element of a fair and just society.

capacity of Sierra Leone Correctional Services (SLCS) up to international standards – for both inmates and staff – and to strengthen staff capacity.

In 2017 the project completed a mapping exercise of all the 19 correctional facilities and helped to formalize a set of recommendations for improving the state of correctional facilities. These initiatives were welcomed and implemented by SLCS; the recommendations were also used to generate funds to enable among other things, more humane conditions for inmates. For instance, inmates are now able to work and receive skills training; moreover, the inmates now receive three meals a day from just once daily, and an accommodation master plan was developed to inform the renovation and rehabilitation of the facilities. Additionally, managers of all the 19 facilities and regional commanders have been trained to implement the UN Standard Minimum Rules for the Treatment of Prisoners.

With support from the Minister of Internal Affairs, UNDP also supported the review of the 2014 Correctional Act and the 1961 Prison Rules, and three human rights audits based on the Mandela Rules. These led the SLCS to enacting a national action plan which, among other improvements,

### IMPERFECT PROGRESS

The 2017 Mo Ibrahim Index of African Governance suggests that Sierra Leone has seen 'annual average improvement over the decade, but decline in the last five years'. The World Justice Project Rule of Law Index 2017-2018 ranks Sierra Leone 93<sup>rd</sup> out of 113 countries worldwide (and 10<sup>th</sup> out of 18 countries in Africa), recording an

improvement in rank by two and classifying the country as 'below the global median but improving'. Conversely, Transparency International's 2017 Corruption Perceptions Index ranks Sierra Leone 130<sup>th</sup> out of 180 countries worldwide (equal with Gambia, Iran, Myanmar and Ukraine) with a score that has changed little over the past five years.



An inmate learns to weld at the Freetown Male Correctional Centre on Pademba Road in Freetown.

## The critical link between efficient parliamentary processes and effective peacebuilding is well-known.

provided for the separation of remand prisoners from those already convicted, and allowed inmates to receive visits from family members as well as engaging them in leisure activities.

### Sustaining peace and stability through Parliament

Since 2007, UNDP's "Support to Parliament" project has been enhancing the professionalisation of parliamentary operations, including its legislative committees, and facilitating the development of Members of Parliament (MPs) and parliamentary staff. The project has enabled the recruitment of 45 professional staff and the establishment of 10 departments of a new parliamentary service, separate from the civil service, which provides technical and administrative support and advisory services. An integrated management system for

human resources, finance and ICT now exists with clearly defined internal audit mechanisms, and a Parliamentary Assistance Coordination Office is fully operational, responsible for coordinating support from different development partners. This reduces transaction costs and ensures strategic use of resources.

South-South cooperation has enabled peer learning visits and the participation of MPs at global conferences. Following a request from Parliament, it also facilitated the contracting of two officials from Uganda's Parliament to guide MPs and staff of the newly formed Parliamentary Budget Office. Other important achievements in 2017 included the establishment of a Parliamentary Committee on the SDGs and the convening of a series of workshops to brief MPs and staff on the development of the national SDG framework,



along with the provision of technical advisory support to Parliament. Although still imperfect, gender balance in the parliamentary administration has been improved by the appointment of women to the Parliament's Table Office, and to head the Parliamentary Assistance Coordination Office.

## Making every citizen count

Working initially with the National Registration Secretariat – now the National Civil Registration Authority (NCRA) – and NEC, the “Support to the Integrated National Civil Registry” project works to harmonize existing government databases and deliver an improved and continuously updated civil registry that provides an accurate record of the civil status of the country's citizens and residents, whilst ensuring the security and integrity of private data.

In partnership with UNICEF and Plan International, direct technical support to NCRA and NEC has improved the technical competency of all

institutions in the process. This has enhanced access to services, allowed better targeting of social protection initiatives, and made voter registration processes more efficient. In the long term, access to public services such as education, healthcare, social assistance, and disability benefits will all benefit, along with the administration of driving licences, pensions and passport applications, for example.

In addition, a five-year strategic plan for 2018-2022 has been developed, along with communications and resource mobilization strategies, an ICT Road Map, and a related capacity development plan. In all, 5.2 million of the country's 7.1 million population have now been legally registered, and an electronic database has been compiled with biometric data on over 2.7 million voters.

## Support to the National Electoral Commission (SNEC)

In 2017, UNDP received support from the governments of Ireland, the United Kingdom (UK)

Civil registration centres will become ‘one stop shops’ for citizens.



A Paramount Chief represents his community during the constitutional review consultations.





**The late Justice Edmond Cowan (right), Chairman of the Constitutional Review Committee (CRC) supported by UNDP, receives a position paper from a Paramount Chief.**

and the European Union (EU) for its work at the National Electoral Commission (NEC). Throughout the year, UNDP supported NEC in the registration of voters and in the preparations for the presidential, parliamentary and local council elections held in March 2018.

While the Government had established the National Civil Registration Authority (NCRA) to conduct civil registration, since the institution was in its infancy, NEC needed to take the lead in organizing the field operation for collection of registration data, public information and stakeholder liaison. With UNDP support, NEC opened 3,300 registration centres for six weeks to collect data from the voting age population. NEC later processed this data to formulate the voter register. The voter registration exercise was subsequently completed by September 2017 with technological support and expertise provided by UNDP.

During the registration process, significant challenges were experienced due to government decisions on administrative boundaries that necessitated a re-examination of the electoral boundary process concluded in 2016. UNDP provided expert advice and support throughout this extended process. At the same time, the

NCRA announced in mid-2017 that the planned biometric national identity cards would not be issued in time for the March 2018 elections. Drawing upon its global expertise in electoral procurement, UNDP mobilized additional support and procured voter identity cards to be used in 2018. Despite all these challenges, NEC ended 2017 with a complete voter register based on new boundaries and having distributed over three million voter cards.

In parallel with the work on voter registration issues, UNDP supported NEC to undertake a full examination of the results management process based on NEC's preferred model that was finalized by October 2017. Furthermore, intensive work was undertaken to develop procedures, set up the required IT and supporting plans for implementation ahead of March 2018. The underlying factor to ensuring effective outcomes for our support to NEC was the extensive stakeholder outreach and information sharing.

For instance, NEC and UNDP in close collaboration with the National Commission for Persons with Disabilities (NCPD) conducted an intensive consultation exercise to draw up the first ever national assessment of access to elections for persons with disabilities.

## REVIEWING THE CONSTITUTION

On 24 January 2017 the Constitutional Review Committee presented its final report at State House in Freetown. The ceremony marked a milestone in Sierra Leone's journey towards a modern constitution, developing an equitable national framework for good governance, and consolidating democratic gains. The report represents the most significant revision of the Constitution since independence in 1961 and will shape governance in Sierra Leone for future generations.

Since 2014, with funding from UK Aid and the European Union, UNDP has supported the 80-strong Committee, which was made up of national political parties, democratic institutions, NGOs, the media and key independent bodies. With the aim of enabling an inclusive, transparent, participatory and peaceful process of reform, it was recognized at an early stage that the review was a political as well as a technical process, and that Committee members would require dialogue, negotiation, mediation and conflict mitigation skills.

One element of the project therefore focused on training and building the capacity of Committee members. Aside from technical support in matters such as document preparation, the project also facilitated the training and embedding of over 20 specialist lawyers to provide professional legal advice, and funded familiarization visits to Kenya and Ghana. In total, the Committee reviewed the Constitutions of 75 countries, and over one hundred 15-day sub-committees reviewed reports, position papers and public feedback, and collated and analysed consultation data to inform and guide 25 plenary meetings.

UNDP also facilitated public consultations and confidence building events across Sierra Leone. One critical initiative involved bringing together more than 20 leading Civil Society Organizations to lead public engagement through

the establishment of 394 Constitution Kiosks and a two-month long series of Open Public Consultations. In addition, over 13,000 households were contacted by 788 trained volunteers during a month-long door-to-door public information campaign. Public forums were also organized with women's groups, political parties, young people, MPs, paramount chiefs, councillors and ministries, and other government departments and agencies.

Mass media was used to reach every segment of society, particularly people living in remote areas. Over 20,000 hours of material was broadcast via the Sierra Leone Broadcasting Corporation and 18 local radio stations, and the Committee website, a newsletter and social media applications such as Twitter, WhatsApp, YouTube and Facebook were used extensively.

### IN NUMBERS:

#### Nationwide civic education, public outreach and consultation activities included:

- **21,600** hours of programmes broadcast on 18 community radio stations.
- **30,000** combined copies of the Constitution and the PTRC report printed and distributed.
- **70,000** public submission forms printed and distributed.
- **20,000** USB flash drives produced and distributed.
- **4,000** translated copies of the Constitution printed and distributed.
- **5,000** representatives engaged in stakeholder consultations.
- **198** ministries, departments and agencies, commissions, religious groups and other institutions consulted.
- **80** expert engagements on key constitutional issues conducted.

**As a trusted partner and a respected neutral broker in Sierra Leone since the end of the civil war, UNDP was recognized by all parties to have played a crucial role in the review process. A strong 'One UN' approach meant that the UN's longstanding engagement across multiple sectors could be leveraged, and the organization's multilateral status was an important benefit in a potentially politically charged area.**



UNDP continued to support NEC in the implementation of the resulting recommendations and implementation in the run up to the 2018 polls.

## Conflict prevention and mitigation

Since April 2017, the “Conflict Prevention and Mitigation during the Electoral Cycle” project, funded by the United Nations Peacebuilding Fund (PBF), Government of the UK’s Department for International Development (DfID) and the Government of Canada, has been supporting the Government, the people, and electoral management bodies and other institutions to ensure that the 2018 elections could be prepared and conducted peacefully. With a focus on women and youth and their role in preventing violence, priorities have included ensuring public security and civil protection. Training and logistics have been provided for early warning and response systems, including the strengthening of a situation room, along with support to the judiciary to enable the rapid resolution of election-related disputes, and the creation of high-level platforms dedicated to preventing violence.

Mindfully taking into account the sensitivities associated with elections and political processes, towards the end of 2017, UNDP continued to prioritize focus on supporting Sierra Leone to build capacity of its electoral institutions. Working with electoral management bodies and processes in place through voter and civic education. Given the low level of civic awareness recognized in previous elections, particularly concerning citizens’ rights and responsibilities, and those of the Government and elected politicians, attention has focused on human rights and the representation of women, youth and people with disabilities, who are often excluded from political processes.

An independent Political Parties Registration Committee (PPRC) was set up to facilitate the signing of codes of conducts for political parties, women and youths and this was followed by establishment of District Code Monitoring Committees across the country to provide oversight and monitoring to political

parties’ compliance with the codes of conduct. This was followed by establishment of Eminent Persons Groups (EPG) as an independent group of individuals with no affiliation to the PPRC, a structure that was instrumental in enhancing dialogue and mediation between and among political parties. The EPG ensured political dialogue and cohesion among political parties and significantly contributed to high level prevention and mitigation of electoral violence. Given that the EPG was stationed at national level, it played a significant role in creating a link with the Local-Level District Code Monitoring Committees (DCMC) to promote effective communication, dialogue and mitigation of electoral violence across the country. In support of peace and stability, PPRC hosted a high-level dialogue that was led by the former President of the Republic of Ghana-H.E John Dramani Mahama with top leadership of Political Parties, which resulted in the signing of the Peace Pledge by Presidential Candidates on the 28<sup>th</sup> of February.

A “Women’s Situation Room (WSR)” was also established to provide a platform for women’s groups to strategize, plan and respond rapidly to election related issues that could culminate into violence in a coordinated manner. The WSR established a network of women peace activists (national and international) who were equipped with the requisite skills knowledge and experience to prevent and respond to violence during elections. This network played a significant role in constructively launching preventive measures to ensure elections took place in a peaceful environment and in an all-inclusive manner.

Elections strengthen  
the legitimacy  
of government  
and provide the  
foundation for peace  
and sustainable  
development.

## Developing free and fair media

The “Support to Media Development” project, which ran from January to December 2017, focused on four areas. First, the capacity of the Media Reform Coordinating Group (MRCG), the organization charged with implementing the project, was developed. In addition to forging international links and researching and writing a State of the Media Report, the MRCG subsequently trained 500 journalists on conflict sensitive reporting, established a Media Situation Room, and monitored media coverage of the 2018 elections. Media monitoring findings are now compiled in a monthly national publication, IMC Media Watch.

Second, the project worked to improve media ethics, initiating discussions on libel law reform, supporting the Sierra Leone Association of Journalists to form a complaints committee, and creating a database of qualified training organizations. Third, to promote an enabling environment, the project facilitated discussions and studies on subjects that included spectrum allocations for broadcasting services, a

## COORDINATING MEDIA REFORM

Members of the Media Reform Coordinating Group include the Independent Media Commission, the Ministry of Information and Communications, Guild of Editors, Women in Media in Sierra Leone, Sierra Leone Association of Journalists, Sierra Leone Reporters Union, Independent Radio Network, Cotton Tree News, and the Mass Communications department at Fourah Bay College.

minimum wage for journalists, the availability of printing facilities, the governance of community radio stations, and a national accreditation system for journalists and media stakeholders.



The Support to Media Development project trained 500 print, radio, TV and online journalists.



The MRCG successfully hosted training workshops on subjects that included reporting on human rights, health, business and economics, and a pilot mentoring scheme engaged with 15 young reporters.

## Promoting transparency in the judiciary

The “Promoting Transparency in Sierra Leone’s Judiciary” project, with funding from the US Department of State’s Bureau of International Narcotics and Law Enforcement Affairs (INL), has strengthened the legal framework of the judiciary by supporting the development of bail and sentencing instruments. These instruments comply with international standards, and have been used to train judges and court staff to apply them. The bail regulations have been approved by the mandated judicial authority – Rules of Court Committee, and are hence binding on all courts. Both bail and sentencing instruments were presented to Parliament in December 2017 and await final approval.

Related training curricula were developed in partnership with the Judicial and Legal Training Institute which include core subjects such as legal ethics, judge craft and judgement writing, as well as guidance on the new instruments. The curriculum has formed the basis for training 55 judges and magistrates and three registrars (42 males and 13 females), 550 police prosecutors, criminal investigation and family support officers (400 males and 150 females), and 200 Legal Aid Board lawyers, paralegals and civil society legal aid providers (135 males and 65 females). In December 2017, as part of UNDP’s electoral support project, the curriculum received its first formal addition with the inclusion of a module on electoral law.

The project also helped establish a public relations office that engaged with over 1,200 citizens (one-third of them female). In addition, an electronic criminal case management system, the Justice Application, was developed. The mobile application allows the Chief Justice and senior court management and staff to monitor implementation of the new instruments and to follow the progress of cases in real time and respond to issues quickly. ■



**A Court Clerk inputs cases into the Mobile Justice Application in Freetown Magistrate Court.**





A representative of the District Health Management Team (DHMT) engages residents of Foah village in Kono district on health and hygiene promotion support.



# Inclusive growth

## Reducing poverty, inequality and social exclusion

**U**NDP promotes strategies for inclusive growth that make real improvements to people's lives, increasing their economic and social opportunities while ensuring environmental sustainability. Three broad priorities guide this work: coordinated and integrated planning, the creation of decent work along with redistributive actions to address poverty, inequality and exclusion, and mobilizing and scaling up financing. Through its contribution to the creation of sustainable livelihoods and greater incomes for marginalized members of society, UNDP recognizes that inclusive growth is central to achieving the Sustainable Development Goals.

In Sierra Leone UNDP's work focuses on young people and women who experience high levels of unemployment and poverty. It also specifically engages with those living in geographically remote and vulnerable communities, and those who are recovering from shocks and disasters.

In addition to generating employment and livelihood opportunities, UNDP works to build institutions that ensure accountability and efficient service delivery for all citizens, especially the most vulnerable and marginalized. This involves working to promote and enable economic diversification, to produce an appropriately skilled and educated workforce,

to enable access to finance and investment, and to ensure that regulatory frameworks exist that both support employment creation and protect workers' rights.

## Linking local governance and economic development

The "Local Governance and Economic Development Joint Programme", which ran from January 2014 to December 2017, worked with the Ministry of Local Government and Rural Development (MLGRD) and the Ministry of Finance and Economic Development (MOFED) to strengthen decentralization processes, enhance local council service delivery, and encourage pro-poor economic development through participatory planning.

The programme has led to a successful review of rural development policy by MLGRD and MOFED, along with the production of an action plan to enhance inclusive growth and economic diversification, which was validated for the attention of the Cabinet. In addition, a MLGRD-led validation of the policy is now ready to be presented to Parliament, and a citizens' engagement forum has disseminated information about the responsibilities of local councils.

The programme has established new ICT and management systems to guide policy makers and coordinate local council activities.

## ERADICATING POVERTY IN ALL ITS FORMS AND KEEPING PEOPLE OUT OF POVERTY

### UNDP work on inclusive growth and poverty reduction focuses on:

- Expanding employment opportunities, particularly for youth, women and marginalized people.
- Boosting employability, entrepreneurialism and business development through skills training.
- Maximizing the employment potential of key growth sectors, including agriculture.
- Building the capacity of local government to promote pro-poor economic activities.
- Increasing the planning and policy analysis capacity at the Bank of Sierra Leone.
- Facilitating public-private partnerships in key productive sectors.
- Enhancing access to microfinance services and community banks.

As a result, local council revenue collection, mobilization and utilization have improved, along with the management of property tax and business licence receipts. Local council members are now fully aware of their roles and responsibilities, and from 2018 every local council will be monitored.

Small and mid-sized enterprises (SMEs) have also benefited. Fifty have acquired skills in agricultural value chain development and financial management and can now expand their business activities. A further 25 SMEs have benefited from grants to add value to their products and avoid losses, and two value chain mapping exercises have helped integrate local economic development into district development planning. SMEs in the areas where the programme has been implemented are now better equipped to engage in business with local councils.

## Strengthening access to healthcare

The “Strengthening Access to Health and Community Led Development” project, was designed following the devastating 2013-2016 Ebola Virus Disease outbreak to improve access to basic health services, and to promote livelihoods and economic recovery in vulnerable and remote border communities. Across the three target districts (Kailahun, Kono and Kambia), 88 water wells and pit latrines were built thus improving the delivery of health services in 70 communities. For maintenance and sustenance of these Water, Sanitation and Hygiene (WASH) facilities, UNDP supported the establishment of village development committees to manage the facilities,

Monitoring and evaluation reports show a 90 percent reduction of diarrhoea and other waterborne disease cases.

## RESULTS IN NUMBERS

**360**

women trained in hygiene and sanitation, including handpump maintenance.

**70**

Village Savings and Loan Associations created.

**50**

SMEs equipped to expand business activities.

**88**

new wells and latrines completed.

**45**

participatory community health plans developed.

**45,000**

people with improved access to health services, water and sanitation.

**41**

Youth and Chiefdom council representatives trained in civic affairs and peace management.

**3,990**

low income youths from insecure households with access to full time work.

**732**

youths trained in business development.

**8**

staff at the Office of the President trained in PPP best practice.





**"It makes me feel happy to be useful and able to fix problems that affect members of my community like broken water pumps,"** says Isata Kamara from Mafaray, a remote community in Kambia district, Northern Province.

As part of the Strengthening Access to Health and Community Led Development project, UNDP worked with UN Women to train 360 women in various aspects of hygiene and sanitation, including handpump maintenance. The handpump in Isata's village serves approximately 1,000 people from 12 nearby communities.



**Mama Isata, trained as a water hand-pump mechanic in Kambia district repairs their community water pump.**





**A UNDP-renovated healthcare workers' staff accommodation in Kambia district.**



**A local handpump repair team at work in Port Loko district.**

and supported the training of teams to repair the water pumps. Under the same project, UNDP also supported the Ministry of Health and Sanitation (MoHS) to distribute medical supplies.

## Empowering youth for employment

The “Youth Employment and Empowerment” Programme has been working since 2011 with the Ministry of Youth Affairs and the National Youth Commission (NAYCOM) to increase institutional capacity and support a range of projects aimed at providing careers advice, work placement and graduate internship services to young people, and developing youth employment opportunities in agriculture and small businesses. In anticipation of the 2018 elections, a further activity in 2017 involved providing workshops on civic education and peace management to 41 Youth and Chiefdom council representatives in 14 districts.

Strengthening access to health aided local economic recovery and resilience.

## THE GRADUATE INTERNSHIP PROGRAMME (GIP)



Supporting the Government of Sierra Leone to tackle youth unemployment, UNDP in partnership with NAYCOM enables determined and hardworking fresh graduates from universities and other higher learning institutions to access the much needed work experience through on-the-job training placements.





A UNDP-facilitated savings scheme has been introduced in 70 communities of two border districts. Members of the associations make small weekly contributions so as to take out micro loans. Seima is a member of one and with her loan, she opened a small roadside retail business which provides villagers with basic household items they previously had to travel to buy. Through this business, she has been able to clear off her micro loan, provide for her family and start saving some money.



**"Things are getting better,"** says Seima Bangura, who lives in Kambia, northern Sierra Leone. **"The loan meant I could start a small business and we no longer have to worry about feeding the family and school fees."**

The Bangura family outside their new business.



In 2017, a cumulative total of 3,990 (2,384 male and 1,606 female) youths from low-income households accessed full-time or part-time employment as a result of the programme, with some starting their own businesses. In addition, 132 (75 male and 57 female) obtained internships under the “Graduate Internship Programme (GIP)”, 176 (97 male and 79 female) received business, planning and financial management training, and 150 (90 male and 60 female) received entrepreneurship and

ICT training under the “Business Development Services (BDS)” project. Of these individuals, 45 (9 male and 36 female) won a business plan competition and received grants of Le 4,000,000. The combination of increased skills, incentives and seed funding has equipped and inspired them to innovate and build and expand business opportunities. Additionally, in Kono district, 600 (360 male and 240 female) youth received business development training.

## FACES OF TRAINING



**Driving lessons.**



**Construction work.**



**Automobile mechanics.**



**Autoclave maintenance.**





**Women in Freetown selling pepper as part of the Small and Medium Enterprise Project.**



**Village savings and loan membership books in Shaikia village, Kambia district.**

## Promoting private and financial sector development

The private sector's role in the development of Sierra Leone is a key strategy of the Government in its A4P. In line with this, the "Private and Financial Sector Development" project has since 2014 been working towards enabling public-private partnerships (PPPs) at both national and local levels. With the overarching aims of improving the delivery of public services and providing inclusive access to financial services, the project has so far equipped staff at the Office of the President's PPP unit with skills in economic viability analysis, best practices in procurement, and effective negotiation strategies. The staff trained were deployed in the implementation of two solar and hydro power projects.

[Note paragraph break inserted here]

In addition, UNDP supported the upgrading of ICT infrastructure at the Bank of Sierra Leone to improve management and oversight of an inclusive digital financial system, which should in turn allow the Bank to develop more robust capital market operations.

As part of the project, a range of PPP-related literature has also been produced. Overall,

Promoting community participation in rural development creates enabling conditions for inclusive growth.

improved familiarity and expertise with the PPP model has increased innovation in target local councils. A variant of the model (public-private community partnerships, which explicitly involve the local community) has enhanced local infrastructure and service delivery, increased employment, and improved the revenue base of local councils. Makeni and Kenema city councils, for example, increased revenue collection in 2017 by an average of 50 percent compared with a 25 percent increase in the previous year. ■





A UNDP staff member inspects reforested land at Moyamba Junction, Southern Province.



# Energy and the environment

## Building environmental sustainability and economic prosperity

**A**ddressing energy and environmental challenges is central to UNDP's mission of eradicating poverty and inequality. Tackling the dual dangers of climate change and disaster risk is essential to achieving the Sustainable Development Goals. Climate change is a fundamental threat to sustainable development and the fight against poverty. Through its impact on agriculture and food production, water and other natural resources, it has the potential to stall and even reverse human development. And by exacerbating the effects of extreme weather events, it increases the risk of high-impact disasters.

UNDP's work on energy, environment and natural resource management centres on delivering social and environmental sustainability through climate change adaptation and disaster risk management mechanisms. At national, district and community levels, activities are simultaneously directed at enhancing the legislative environment and increasing capacity to implement policy. With an emphasis on linking good governance, economic development, climate change and food security, gender-sensitive approaches are prioritized.

Many conflicts are triggered, exacerbated or prolonged by competition over natural resources, and climate change will only make the situation worse. Protecting the environment helps prevent conflict and sustain peace as well as promoting sustainable economic growth.

## Improving land management institutions

The Environment and Natural Resources Management project focuses on improving environmental legislation and increasing government capacity to manage natural resources equitably. One strand of the project has engaged groups living in protected areas to enhance the legal, policy and regulatory frameworks for natural resource revenue sharing. This simultaneously aids the equitable distribution of revenue and increases local commitment to sustainable land management.

### RESULTS IN NUMBERS

**3,000**

**copies of the 2015 National Land Policy distributed.**

**40**

**law enforcement and security officers trained to protect official nature reserves.**

**200**

**District Development Committees instructed in new hazard profiles.**

**8**

**new weather stations installed.**

**36**

**Ministry of Water Resources staff trained.**

**8**

**public buildings equipped with pilot rainwater harvesting systems.**

**200**

**households in the Freetown area with improved spring water supplies.**

**1,000**

**rural households, institutions and businesses using energy efficient charcoal stoves.**

**1,000**

**energy efficient charcoal production kilns installed.**

**"We only see electric light twice every week where I live," says Mohamed Kamara, "so I built a generator from scrap metal we scavenged from a dump site."**



Kamara won the Star Prize at UNDP's 2017 Social Good Summit, a global event designed to unlock the potential of youth, technology and new media and find solutions to the world's most pressing challenges. He has now gained a place at university to study mechanical engineering and is looking for financial support to help solve one of Sierra Leone's biggest problems.



Mohamed (left) receives compliments from the UNDP Sierra Leone, Country Director after emerging winner of the 2017 Social Good Summit.



Mohamed recycles scrap in his Dwazark community to make the 'spoon generator'.



## LIFE ON AND BEYOND THE LAND

Sierra Leone is well endowed with mineral, agricultural and fishery resources, but the situation in the country demonstrates the stark link between environmental and human insecurity.

Sierra Leonean livelihoods are largely dependent on nature including farming, fishing, forestry and hunting – factors that exert pressure on the environment pressures.

Poor water management, land degradation, erosion and the silting of dams and reservoirs are other environmental problems recognized

besides unregulated fishing, timber logging, firewood collection, mining, and unplanned settlements.

To date, the country is estimated to have lost over 70 percent of its forest cover, with less than 5 percent of the original forest remaining in isolated reserves. Overall deforestation rates are estimated to be 0.7 percent annually.

The above concerns merged with the fact that firewood and charcoal account for over 75 percent of national energy consumption, the threatens the environment are deeply concerning.

Working in partnership with Food and Agriculture Organization (FAO), UNDP printed and distributed more than 3,000 copies of the transformative 2015 National Land Policy whilst popularizing its stipulations through media outreach and stakeholder meetings. The project also supported training for 40 law enforcement and security officers (30 men and 10 women), who are now better equipped to prosecute poachers in order to protect wildlife and the natural environment in officially protected areas.

In the extractive sector, UNDP worked to increase monitoring capacity at the Environmental Protection Agency (EPA). As a result, environmental records have been digitized, a cadastre system established, and the application process for environmental management licences has been formalized. Staff have also been trained on the use of an online portal for easy access and reporting of environmental assessment information. This has helped improve the effectiveness and accountability of the EPA.

UNDP has also enhanced national and local capacity to anticipate, plan and mitigate the effects of natural disasters. An inter-institutional, multi-sectoral coordination platform for mainstreaming disaster risk management interventions has been established, and over 200 District Development Committees have been trained using updated hazard profiles. Work has focused on improving the capacity of community volunteers to act as first respondents.



**Disaster risk reduction sensitization in Waterloo market, Freetown.**



**A climate change mitigation workshop in Kenema, Eastern Province.**





The site of the August 2017 landslide disaster.



## Learning from disaster management



A joint UN Disaster Assessment team planning to carry out a mapping exercise for households affected by the August 2017 disaster.

**Under national leadership, a three-fold Risk Management and Recovery Action Plan is being implemented to enable Government and other partners to make evidence-based decisions concerning settlement planning and sustainable urbanization, as well as to develop approaches to address meteorological and environmental challenges and leverage existing work around hazard assessment for risk-informed decision making.**







**Early responders at the site  
at Mount Sugar Loaf in Freetown.**

**E**arly in the morning on 14 August 2017, after three days of heavy rain, a portion of Sugar Loaf Mountain collapsed on the outskirts of Sierra Leone's capital Freetown causing a devastating mudslide which buried many residents inside their homes. The rains at the same time, overwhelmed the city's drainage system, turning many streets into churning rivers. The worst damage and mortality occurred in the Regent district, where over 300 houses along the banks of the Juba river were destroyed. By the end of August, more than 500 deaths had been confirmed, including over 100 children, with over 800 people reported as still missing. In all, nearly 6,000 people are estimated to have lost their homes in the disaster, including 1,000 children under the age of five and 400 pregnant or nursing women.

Alerted by a staff member who lived nearby, UNDP was among the first responders, providing basic equipment such as shovels, pickaxes and megaphones to help in the early search and rescue efforts. Other UN and non-UN organizations quickly joined the action and combined efforts. The International Organization for Migration (IOM) released \$150,000 in emergency funds, and FAO secured satellite images of the disaster area, which were later enriched by drone imagery produced by the United Nations Office for Project Services. Simultaneously, other humanitarian partners provided emergency assistance to the injured and bereaved, and those placed in temporary accommodation.

In the aftermath of the event, UNDP has been working with Sierra Leone's Office of National Security (ONS) – the body responsible for coordinating disaster response – to strengthen its analytical, information management and coordination role. A contribution of generators, computers, rain gear and other equipment has enhanced the capacities of ONS emergency coordination centres, and a UNDP urban risk reduction expert, debris management specialists, and a geo-technical landslide expert have provided support to the national Environmental Protection Agency. In addition, in collaboration with the World Bank, UNDP is working on an urgent review of Sierra Leone's hazard profile map.

Combined with existing, longer term environmental projects focused on disaster risk management, improving legislation, increasing private sector participation, and understanding the region's climate better, UNDP's response to Sierra Leone's unique vulnerability adds up to a powerful example of an important shift towards a new way of working. This involves acting early and preventively, reinforcing rather than replacing national and local systems, strengthening coherence and collaboration among humanitarian, peacebuilding, human rights and other development actors, and underpinning these efforts with innovative and flexible financing arrangements and partnerships.



**UNDP staff taking account of affected  
residents in the aftermath of the disaster.**



## UNDERSTANDING CLIMATE CHANGE

With the overarching aim of understanding the region's climate better, the "Climate Information and Early Warning Systems" project, established a new network of meteorological and hydrological monitoring stations and introduced new ICT-based geographical information systems with the objective of developing a one-stop digital portal to provide real-time and reliable climate information.

With funding support from the Global Environment Facility, UNDP through the Ministry of Transport and Aviation installed a synoptic weather

station at Lungi international airport, and procured hydrological equipment for installation in 13 river basins across the country.

Technical support and capacity building is crucial for the success of the project. Therefore: Six staff from the Ministry of Water Resources were trained in monitoring and hydrological modelling in Accra, Ghana; 30 technicians were locally trained in water sampling, quality assessment, field office management and reporting; and six technical staff from the Metrological Department were trained

at the World Meteorological Organization (WMO) in Lagos, Nigeria. At the community level, new equipment has been provided to radio stations in high-risk areas, and women and youths have been trained in early warning terminology.

Whilst Sierra Leone's capacity to collect, analyse and disseminate climate-related hazard data has improved, work to create a full profile for the country is on-going. The aim is to map all disaster-prone areas and recommend strategies for hazard management in the most vulnerable areas.



**Volunteers in Kamayama, rural Freetown, working to prevent erosion.**

## Managing water for sustainability

The "Adaptive Capacity of Water Services to Climate Change" project increased public and private sector participation in managing the sensitivity of water supply services to climate change. Policy makers, local communities and business operators are now

more informed and engaged regarding the impact of climate change on water management. Bottom-up approaches, which give voice to community and private sector concerns, are being prioritized and a stakeholder mapping process is underway which will institutionalize policy, practice and private sector interactions.



Pilot demonstrations of roof-top rainwater harvesting systems have been established at eight public buildings (five schools and one hospital), one drought-resilient gravity fed water distribution system has been designed and installed, and over 200 households in the Freetown area are benefiting from improved spring water supplies. These initiatives will inform scale-up and replication of the technology.

In addition, more than 50 officers from the Water Policy Planning Coordinating Unit at the Ministry of Water Resources and the Environmental Protection Agency have been provided with new risk management guidelines and training on how risk and vulnerability assessments can be used to inform policy making and planning. Water management training capacity has also been enhanced at the University of Sierra Leone, which will improve infrastructure design and encourage the adoption of innovative technologies in the future.

## Innovation for the environment

By promoting innovative technologies and private sector involvement in both the sustainable production of charcoal and more energy efficient cookstoves, the “Utilization of Charcoal through Innovative Technologies and Private Sector Involvement” project, which is running from May 2015 to December 2019, is delivering economic, social and environmental benefits which include improved human health and reduced greenhouse gas emissions.

Through a mapping exercise supported by UNDP to identify policies and regulations, in 2017, Sierra Leone’s first Renewable Energy Efficiency policy was launched and popularized by the Ministry of Energy.

The project has also supported public-private initiatives and helped increase private sector investment. A scoping exercise has identified funding gaps and informed the design of a mechanism for delivering and monitoring grants. Innovative incentives including carbon finance, microfinance, rebate and loan guarantee schemes have been devised that will help increase production and uptake.

In all, the project has supported the production, installation and operation of energy efficient stoves in 14,000 rural households, 700 institutions

such as schools, prisons and hospitals, and 300 local enterprises such as bakeries, palm oil processors and fish smokers. In addition, 1,000 locally produced energy efficient charcoal production kilns have been installed and 48 hectares of woodland have been planted. With women’s involvement specifically targeted, the reforestation activities have improved woodland management and increased income generating opportunities. With environmental sustainability linked with poverty reduction, conserving biodiversity, maintaining ecosystem services and sustainably managing natural resources that are fundamental to UNDP’s mission.



**Charcoal is one of Sierra Leone’s primary cooking fuel.**

## Learning for the future

In 2017, UNDP’s work in Sierra Leone faced a number of challenges including the following from which lessons have been learned:

- Considering Sierra Leone’s dynamic context, development projects and the application of financial resources available should be more flexible. The 2014-2015 Ebola crisis, for example, dramatically changed national priorities, as did the 14 August 2017 mudslide. These events required the adjustment and re-orientation of nearly all project work; but accommodating the changes in existing agreements and obtaining the necessary donor approval in a timely manner proved challenging. UNDP Sierra Leone has learned that improving the risk-informed design of projects designs and clearly agreeing on this design with partners at the outset will help address this challenge.

The risk-based approach that UNDP adopted in the management of its elections projects, resulted in an ability of all partners, including donors, to exercise flexibility in response to evolving circumstances. This was achieved because the donors and Government partners were part of the analysis and design of risk mitigation strategies throughout the implementation of the projects.

- The August 2017 mudslide highlighted a second persistent challenge. The inconsistencies that often exist between policies and regulations as they exist formally, and their implementation by the relevant agencies on the ground. The large number of deaths in the August mudslide, for example, was a result of disaster-prone land, which had been marked for environmental protection by one agency, being allocated for habitation by another. Recurrent disasters due to floods and the degradation of protected areas affect the most vulnerable population by undermining efforts to lift them out of poverty. Coherence of policies and their implementation will go a long way to prevent the negative impact.

- The reality of life on the ground presents wider challenges not always anticipated in project design. Implementing the “Energy Efficient Cook Stoves” project is a case in point. The project aimed to tackle climate change through developing and popularizing more sustainable and cleaner energy sources for cooking. While the production was a success, it became obvious that the reality of a weak economy means that many people are simply unable to afford to buy and run alternative and cleaner sources of energy. The boundary delimitation project is a second case in point. Although the project was successfully implemented, the Government decided to redraw the boundaries in a province to increase the number of districts, ahead of an electoral cycle. It is not enough to make a normative case for development challenges or assume that the changes proposed would be readily embraced. UNDP needs to do more to link project implementation to the macroeconomic trends, as well as changes in household incomes. Also, real-time tracking of political risks and decisions is vital to sustaining outcomes of development projects. Going forward UNDP and its national partner need to do more to strengthen cost benefit and political risk analysis of proposed development solutions, as well as appropriate engagement with stakeholders, at the stage of project design

in order to ensure that project results can be sustainable.

- Inadequate funding to build the capacities of and empower local councils and stakeholders has resulted in weak monitoring and reporting of development projects. This is partly a result of not factoring in community social accountability costs in project design and partly a result of weak capacity of local councils. In the future, project designs should factor in skills training and related resources for local councils and community leaders to monitor project implementation and outcomes. Without such social accountability it will be difficult to achieve locally owned quality results and contribute to the goal of ‘leaving no one behind’.

- To track development progress and make development count, real-time data is required, along with a sophisticated analytical capacity and the means to disseminate the learning derived from it. In Sierra Leone, data harvesting is very weak across nearly all relevant government institutions. Although UNDP has over the years invested in supporting Statistics Sierra Leone, the institution still lacks the capacity to provide robust development data and analysis. The new Government has promised to prioritize the strengthening of its data capacity, and the establishment of the National Civil Registration Authority (NCRA) is a positive step in this direction. In an era of evidence-based development, UNDP will step up its investment in this area by ensuring that the rich data obtained through the national civil registration exercise is linked to national development planning and service delivery. UNDP will also increase support to statistics Sierra Leone through south-south cooperation and investment in new technology; and advocate for increased government support to the institution, as part of government’s commitment to account for the implementation of the SDGs.

- It is recognized that there is a pressing need to diversify funding sources. A considerable number of UNDP catalytic projects continue to be supported through UNDP’s own core resources, despite their remarkable results. Marketing the successes of these initiatives to attract donor support and the commitment of government to contribute through budget support will be key to sustaining and scaling up development results, and to freeing up UNDP’s limited core resources for future catalytic activities. ■



# Moving forward



**Rural farmers plant new trees in Makolerr, Northern Province.**

**W**ith the success of the March 2018 elections now history, Sierra Leone continues to face three major development challenges. The first is poverty. Despite significant mineral wealth, the country is ranked 179<sup>th</sup> out of 188 countries and territories in the Human Development Index, on a level with Eritrea. Currently, Sierra Leone is among the countries with the lowest life expectancy; the highest maternal mortality rates; and with over half the population living on less than \$1.90 per day.

Second, Sierra Leone is one of the most vulnerable countries in the world to climate stresses and related natural disasters. Yet deforestation – largely driven by the population's need for cooking fuel – continues at a pace (just 1 percent of the rural population have access to electricity), and with water in short supply in some areas, erosion silts dams and reservoirs, while unregulated fishing and pollution increasingly degrading coastal and marine environments. Third, but perhaps of pre-eminent importance, governance in Sierra Leone remains weak, with corruption.

In this context, UNDP Sierra Leone has a vision: an inclusive and resilient Sierra Leone with no poverty. Setting the 2030 Agenda and the Sustainable Development Goals at the heart of everything we do, our mission is clear: to work in partnership with the people and the Government to eradicate poverty, achieve inclusive growth, entrench democratic governance, and protect and preserve the environment.

Going forward, our strategy to fulfil this vision has two basic pillars. First, we will continue supporting upstream efforts directed at building the capacities of national Government and national institutions on the basis that improvements at the national level will benefit the population across the country. Second, we will increase our presence and the intensity of our activities at the local level, where exciting new opportunities exist to engender more inclusive and effective governance and ensure that the delivery of public services to the poorest, most marginalized, and most vulnerable people is enhanced.

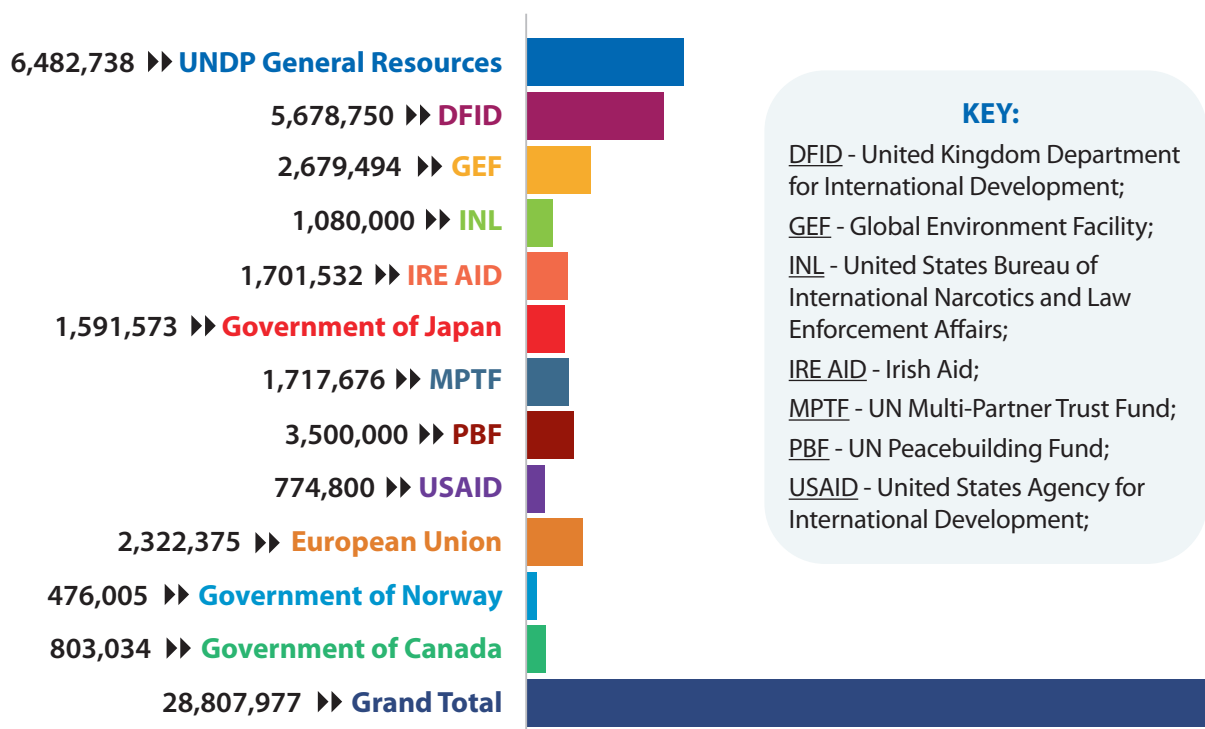
Another refreshed and refocused emphasis for the future is to ensure that all development that occurs in Sierra Leone is risk-informed and orientated around mitigating the vulnerabilities of the country and its population to climate change. Our efforts in governance and inclusive growth will benefit from this shift as much as our work in environment, energy and natural resources management, as we adopt a more holistic approach that accepts the interlinked vulnerabilities and needs of people and the environment, and the profound connections that exist between climate change adaptation, disaster risk management, governance, resilience and sustainable livelihoods. In this work we recognize that we need to invest more in strengthening the regulatory regimes that have impact on the environment, including pressing issues such as habitation, and the systems for power, water and sanitation that affect how people live every day.

As appropriately functioning democratic structures solidify, this is how UNDP sees Sierra Leone's next phase of development. ■

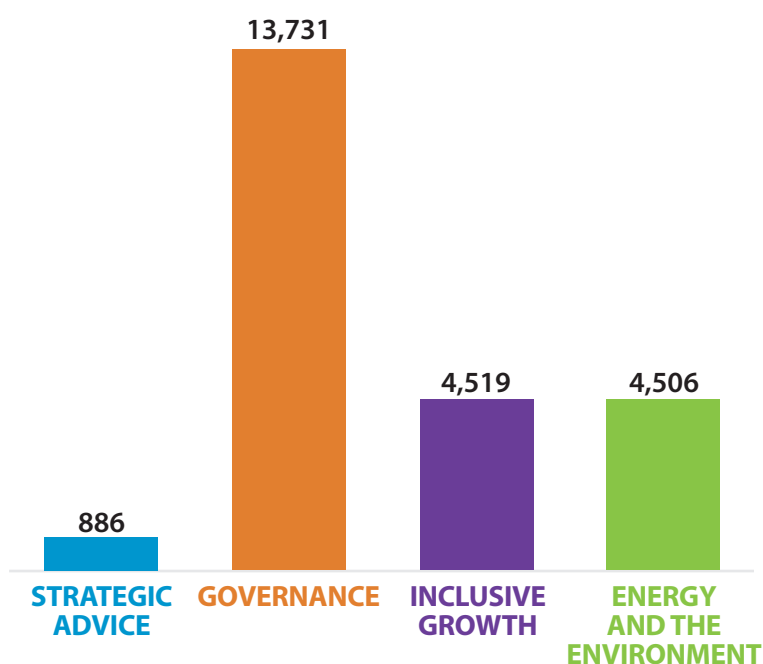
# Income and expenditure

UNDP in Sierra Leone is grateful for the generous contributions and support of donors and partners who make our work possible. In 2017, we were supported by the following donors.

## 2017 DONOR SUPPORT



## 2017 PROGRAMME EXPENDITURE





# Acronyms and abbreviations

<b>A4P</b>	Agenda for Prosperity
<b>ACP</b>	African, Caribbean and Pacific Group of States
<b>AfDB</b>	African Development Bank
<b>AU</b>	African Union
<b>BDS</b>	Business Development Services
<b>CRC</b>	Constitutional Review Committee
<b>DACO</b>	Development Assistance Coordination Office
<b>DAD</b>	Development Assistance Database
<b>DCMC</b>	(Local-Level) District Code Monitoring Committees
<b>DEPAC</b>	Development Partners' Group
<b>DfID</b>	(United Kingdom) Department for International Development
<b>DIM</b>	Direct Implementation Modality
<b>ECOWAS</b>	Economic Community of West African States
<b>EPA</b>	Environmental Protection Agency
<b>EPA</b>	Eminent Persons Groups
<b>EU</b>	European Union
<b>EVD</b>	Ebola Virus Disease
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environmental Facility
<b>GIP</b>	Graduate Internship Programme
<b>GIS</b>	Geographical Information System
<b>HDR</b>	Human Development Report
<b>HRCSL</b>	Human Rights Commission of Sierra Leone
<b>ICT</b>	Information Communication Technology
<b>IMC</b>	Independent Media Commission
<b>INL</b>	United States (of America) Bureau of International Narcotics and Law Enforcement Affairs
<b>IRE AID</b>	Irish Aid
<b>MCRG</b>	Media Reform Coordinating Group
<b>MDAs</b>	(Government) Ministries, Departments and Agencies
<b>ML-GRD</b>	Ministry of Local Government and Rural Development

<b>MOFED</b>	Ministry of Finance and Economic Development
<b>MPs</b>	Members of Parliament
<b>MPTF</b>	(United Nations) Multi-Partner Trust Fund
<b>MW</b>	Megawatts
<b>NCPD</b>	National Commission for Persons with Disabilities
<b>NCRA</b>	National Civil Registration Authority
<b>NEC</b>	National Electoral Commission
<b>NGOs</b>	Non-Governmental Organisations
<b>NAYCOM</b>	National Youth Commission
<b>ODA</b>	Official Development Assistance
<b>ONS</b>	Office of National Security
<b>PBF</b>	(United Nations) Peacebuilding Fund
<b>PBO</b>	Parliamentary Budget Office
<b>PPP(s)</b>	Public-Private Partnership(s)
<b>PPRC</b>	Political Parties Registration Commission
<b>SDGs</b>	Sustainable Development Goals
<b>SLCS</b>	Sierra Leone Correctional Services
<b>SMEs</b>	Small and Medium Enterprises
<b>SNEC</b>	Support to the National Electoral Commission
<b>SSL</b>	Statistics Sierra Leone
<b>UK</b>	United Kingdom
<b>UNDP</b>	United Nations Development Programme
<b>UN</b>	United Nations
<b>USAID</b>	United States Agency for International Development
<b>US</b>	United States (of America)
<b>UNICEF</b>	United Nations Children's Fund
<b>VSL</b>	Village Saving Scheme
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WSR</b>	Women's Situation Room
<b>WMO</b>	World Meteorological Organization



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