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# STRENGTHENING OF DEMOCRATIC GOVERNANCE IN SIERRA LEONE

8<sup>TH</sup> QUARTERLY REPORT: PROGRAM ACTIVITIES  
JANUARY 1, 2007 THROUGH MARCH 31, 2007

**April 2007**

This publication was produced for review by the United States Agency for International Development. It was prepared by Ritchie Jones, Management Systems International.

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Strengthening of Democratic Governance in Sierra Leone

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# I. HIGHLIGHTS OF THE QUARTER

Notable events during the quarter included the following:

## **DEPUTY CHIEF-OF-PARTY RECEIVES TRAINING IN WASHINGTON, DC**

DCOP Mr. Ritchie Jones visited MSI-Washington in January where he received training on logical framework, field accounting, and the Microsoft suite of computer applications in preparation for his assumption of COP duties later this year. Mr. Jones gave a brown bag presentation to staff in Washington that outlined the SDG approach, and also to the Friends of Sierra Leone, an organization representing the Sierra Leone Diaspora.

## **SHORT TERM TECHNICAL ASSISTANCE PROVIDED BY MSI-WASHINGTON**

Ed Comstock, SDG's Master Trainer, spent three weeks in Sierra Leone in January and February doing preparatory work and key interviews for SDG's upcoming symposium for Paramount Chiefs; working with SDG subcontractors on issues related to gender, children's rights and conflict mitigation; and meeting with a number of civil society organizations that have requested SDG support.

Alisha Eisenstein, SDG's Program Manager, spent the month of March in Sierra Leone. She led the training on MSI and USAID financial procedures for the newly recruited Match Fund Managers. She also visited the MSI office in Kono and the Bumpah and Small Sefadu communities in the Kono District, and helped to explain the new SDG match fund program to select communities.

## **TDS-SDG COLLABORATIVE WORKSHOP**

A one-day workshop was held in Kailahun where areas of further collaboration in the field were detailed. The roles both SDG and Talking Drum Studio Sierra Leone will play in the coming National Elections were also clarified in light of plans to work with National Elections Watch (NEW) and CCYA (Center for the Co-ordination of Youth Activities).

## **FIFTH ROUND PARTICIPATORY FORUMS**

Participatory forums were held in Kabala and Kailahun. The Kabala forum topic was *Understanding the Steps Involved in Achieving Credible and Acceptable Elections that will Lead to Good Governance*. In Kailahun, the topic was *Political Tolerance Leads to Democratic Elections*.

## **MATCH FUND MANAGER'S TRAINING**

Three Match Fund Managers—one each for Koinadugu, Kono and Tongo Fields, and Kailahun—

were hired to work with the communities to facilitate the award of SDG Match Funds as part of Community Plans for Participation in Governance (CPPGs). An explanation and guidelines for the SDG Match Fund can be found in Annex A.

## 2. PROGRAM ACTIVITIES DURING QUARTER

This section of the report is ordered in accordance with the Second Annual Work Plan, and follows the logic of the program's Special Objective (Democratic Governance Strengthened) and the two Intermediate Results directed towards achieving it:

- broadened political participation, and
- citizens, local government and CSOs better-informed

### 1. BROADENED POLITICAL PARTICIPATION (IRI)

This intermediate result consists of:

- communities participating in decentralized governance,
- participatory forums, and
- local leaders fulfilling their roles.

#### COMMUNITY PARTICIPATION IN DECENTRALIZED GOVERNANCE

##### *Community Plans for Participation in Governance (CPPGs)*

CPPGs remain the main tool for SDG engagement with the communities and the advancement of the implementation of projects in the communities. Burning issues addressed in the CPPGs include rehabilitation of wells, the construction of VIP latrines, and road rehabilitation. The Pendembu community in the Kailahun District, through the support of their Council, has contracted a local technician to rehabilitate their wells.

There are still challenges in implementing the CPPGs. Some of these include:

- Failure of some councilors to present the communities' burning issues to the Council,
- Community burning issues are not reflected in the Council's District Development Plan, and
- Absence of councilors at Ward Committee and District Council meetings.

To build community confidence and to encourage communities to engage with Councils about community development projects, SDG has put in place a matching funds strategy (see Annex A for details). The fund is intentionally designed not to absolve the responsibility of the Council to promote development, but to complement the effort of the Council to carry out its mandate to address community burning issues. Through this strategy, SDG anticipates matching a maximum of 10 million leones that communities obtain from their Council or the chiefs for particular CPPG goals. This will enable the community to implement viable projects while engaging with local government towards the resolution of some of their needs. The CMs are currently informing their communities about the criteria for obtaining SDG matching funds and coaching the communities in soliciting funds from the Councils and Paramount Chiefs. The SDG team is optimistic that the

matching funds will provide enough incentive for the various parties to work collectively on projects in many of the program's target communities.

In all SDG program areas (except Koinadugu), the Diamond Area Community Development Fund (DACDF) is available to Paramount Chiefs for development activities for their communities. These funds qualify for SDG match under the program's matching funds strategy. As the DACDF monies are now distributed through District Councils, it is hoped that relationships and cooperation will improve between the Council and the chiefs, resulting in increased benefit to the communities.

***Public Attendance at Ward Committee Meetings***

The table recording ward committee meetings indicates an average of 38% occurrence during the quarter (Annex B), based on a target of one meeting per month. Kailahun and Tongo Fields have just above average figures while Koinadugu and Koidu Town Council are far below average. Only one ward committee of the seven covered by SDG in Koinadugu District met each month during the quarter, while three did not meet at all. In Koidu Town, only one ward committee meeting was held, while two of the three committees did not meet.

District	Period January-March 2007		
	No. of Wards	No of Meetings	Average per ward
Kailahun	21	30	1.43
Koinadugu	7	6	0.86
Kono DC	13	13	1
Koidu T.C	3	1	0.33
Tongo Fields	6	7	1.17
<b>Aggregate</b>	<b>50</b>	<b>57</b>	<b>1.14</b>

The general drop in attendance compared to the last quarter could be attributed to the numerous political meetings that are being held in the communities in light of the pending Parliamentary and Presidential National Elections, as well as the campaign underway to register voters nationwide (26<sup>th</sup> of February to 17<sup>th</sup> of March 2007). Most of the councilors and some of the ward members have been involved in the registration process, which may explain their inability to call Ward Committee meetings. This situation has made it even more difficult to assess the interest and attendance of the broader community at Ward Committee meetings. Communities in Kono, Tongo Fields and Kailahun have, prior to this period, demonstrated keen interest in attending Committee meetings.

***Councilor Representation and Feedback to Wards***

Some councilors are still not residing in their communities and consequently do not represent the communities' burning issues to Council. Now that Ward Committee training is complete, the members of Ward Committees understand the role of the councilor in representing them in Council and reporting back to them. Councilors who attended the training should also have this understanding; however, there are a handful of councilors who have vacated their ward to take another job or who have died and are yet to be replaced. In these circumstances, some communities have taken bold steps to appoint someone to represent them in Council. In Bumpah, Kono District, for instance, a female Ward Committee member is now representing her

community in Council, replacing the councilor who is not resident in his ward, but in Freetown, where he has a permanent job.

## **PARTICIPATORY FORUMS**

A fifth round of forums was held during the quarter, but only two forums were administered. There were no forums in Kono and Tongo fields as the SDG program is transitioning to community-level CSO-run forums, per the recommendations of the mid-term assessment. Next quarter, all forums will have transitioned to this way of functioning with the hope that issues will be more focused on community needs and more accessible to a wider number and range of community members.

In Koinadugu, the forum was held on the 3<sup>rd</sup> of March 2006. The topic was *Understanding the Steps Involved in Achieving Credible and Acceptable Elections that will Lead to Good Governance*. National Electoral Commission (NEC) officials facilitated discussions among the 95 attendees from communities, civil society organizations, NGO members, District Council representatives and Ward Committee members. Major issues discussed included the lengthy distances of registration centers, conflict during campaigns, intimidation of citizens by traditional rulers, registration of under-age voters, and the need for political parties to observe the Code of Conduct put out by the Political Parties Registration Commission (PPRC). Attendees agreed on the following as the way forward:

- NEC officials to remain neutral;
- Voter education provided in the entire district, not just the headquarter towns and cities;
- All eligible voters should be enabled to register, irrespective of distance from headquarter towns and cities (voter registration should be conducted in all schools);
- Press releases needed to stop chiefs from being involved in political party politics; and,
- Hosting of public forums for political aspirants.

In Kailahun, the fifth forum in that district was held in the Regional Information Community Center on the February 26, 2007. There were 120 participants and the forum was facilitated by the Kailahun District Coordinator for National Elections Watch (NEW), a civil society organization currently active throughout the country. Not surprisingly, the topic was similar to the topic in Koinadugu and centered on the pending national elections: *Political Tolerance Leads to Democratic Elections*.

Tegloma drama group in Kailahun gave a performance which was followed by a discussion with audience members. Issues brought out by the drama group included the use of money by politicians to gain popularity and the misuse of youths for campaigns (and the resulting provision of drugs to youths by politicians themselves). The drama group also illustrated how some local authorities only allow political parties of their choice to campaign in their communities, how hypocrisy and favoritism lead to poor personal and political relationships, and how the culture of silence undermines democracy. The end of the performance emphasized the need for political tolerance for all parties.

The forum concluded by outlining the following suggestions:

- Local authorities, Paramount Chiefs and political parties should be fully educated about the Code of Conduct for political parties;
- All eligible and registered parties should be given equal access to public infrastructure (community centers, halls, etc.);
- Adequate voter education should be provided, especially in the interior communities and schools; and,

- Youth should be educated on their rights and obligations during elections.

The exit surveys showed a 93.2% satisfaction rating in Koinadugu, and a 95.6% satisfaction rating in Kailahun. More data will be provided on these results, once tabulated, in the coming quarter.

### *Attendance by Relevant Leaders and Stakeholders*

There were similarities between the leaders present at the forums held in Koinadugu and Kailahun. Because the topics centered on the next national elections, the NEC District leaders and the NEW District Coordinators were present. Senior Council representatives were also present, as well as heads of CSOs.

## **LOCAL LEADERS FULFILL THEIR ROLE**

### *Training of Ward Committees*

All 50 wards within the target program areas have received full formal training facilitated by SDG Community Mobilizers. Follow-up activities and coaching on the roles and responsibilities of Ward Committee members and councilors are ongoing. This quarter, the Decentralization Secretariat conducted Ward Committee trainings in Tongo Fields, duplicating the 2<sup>nd</sup> phase of training provided by the SDG program in April 2006. As stated by the Decentralization Secretariat in their last report, although it is a duplication of what has already been delivered, it should be viewed rather as a refresher training.

### *Paramount Chiefs' Place within the Democratic Ward Structure*

The relationship between the Paramount Chiefs and the councilors remains strained, and the central government has yet to clarify the roles and functions of the Chiefdom Council and District Councils. Though each Ward Committee includes a Paramount Chief as a committee member, many did not attend the training provided by this program. In addition, Paramount Chiefs rarely attend Ward Committee meetings—preferring to send representatives. The Chiefs have accused some of the councilors of trying to undermine their authority, alleging that some councilors have openly stated that they are the highest authority in the ward. It is therefore necessary that something be done to bring the chiefs and the councilors together to work in unison for the benefit of the communities.

SDG, with support from DecSec, is planning an Effective Leadership Symposium for Paramount Chiefs in September of this year. It is anticipated that, after this training and subsequent coaching by SDG staff, the chiefs will be more supportive of the local government structures and processes. To ensure that this is the appropriate course of action and to prepare the training materials for such an intervention, MSI's Ed Comstock traveled to Sierra Leone and conducted interviews with Council staff, Paramount Chiefs, civil society organizations, SDG partner agencies, Council staff, Ward Committee members, and a cross-section of community members. He visited all program areas in the target districts. In the coming quarter, Mr. Comstock will prepare and vet the training design and materials with the SDG team and with DecSec in preparation for the September symposium, currently scheduled for September.

### *Monitoring of Councils' Functioning in Accordance with their Mandate*

All program staff, including the field officers from our collaborating partner Talking Drum

Studio, are directly involved in monitoring district Council performance. Information concerning allocations made to the District Council and their disbursement is passed to the communities so that communities can hold their councilors accountable. In most of the communities, as the time for payment of the yearly local tax nears, people are asking the Council to indicate how the last revenue collected from local tax was spent. They are also demanding that councilors account for funds received from the Council. In Kono, for example, the communities in Bumpeh have asked their Council to reclaim 11 million Leones given to a non-resident councilor over a year ago for the implementation of the Rapid Result Initiative program which, until now, has not been executed nor accounted for.

In order to have an internal assessment of Council work, the DPCs have been collaborating with the Council coaches. As a result of this collaboration, information was obtained on how the Council prepares its annual budget and to what extent the community is involved in the process. As stated in the last report, DecSec published a performance grading for all Councils which placed some of the Councils in the program areas far above average. Kono District Council scored the highest and won a cash prize that will be used for the development of the district.

## **2. CITIZENS, LOCAL GOVERNMENT & CSOS BETTER-INFORMED (IR 2)**

This intermediate result consists of:

- the Regional Information and Community Centers (RICCs),
- Councils and their different elements being more aware of their role, and
- civil society organizations better representing their constituents.

### **REGIONAL INFORMATION AND COMMUNITY CENTERS (RICCS)**

#### *Establishment of RICCs*

All but one of the SDG Regional Information and Community Centers (RICCs) is open and has been inaugurated. The remaining center in Kono has been completed and an inauguration ceremony is planned for the coming quarter. The Kono RICC is housed in a structure originally constructed by the Pakistani UNAMSIL forces and required internal repairs, maintenance, and new equipment to be able to function as a resource center for the community.

#### *Resource Materials for RICCs*

Each RICC has a stock of standard materials—the Local Government Act, the National Youth Policy and other government legislation; general health and development literature; local information such as Council minutes and financial statements. Courtesy of World Vision’s “Gifts in Kind” program, the RICC in Tongo Fields also has a substantial number of donated books of general interest.

The SDG program continues to make direct appeals to CSOs, INGOs and government institutions for materials for the RICCs. These materials can include, but are not limited to, information from various development sectors. The intention of the establishment of the RICCs was to provide a neutral space where community members could engage in activities that build social capital. With that in mind, SDG will continue its efforts to solicit a variety of resources—including sports

equipment and other recreational materials—for these centers.

One potentially ideal partnership opportunity exists with the Sierra Leone Library Board. This government institution has outlined to SDG its policies of revitalizing the libraries with not only resource materials but also qualified personnel. Additional areas of interest to the Library Board are provision of resources for the non-literate population, for example providing audio-cassettes and the conduct of public forums on topics of community interest. The SDG team is exploring the possibility of a partnership with the Library Board, whereby staff would be provided to continue to run the RICC once the SDG program has closed down.

### *Utilization of RICCs*

The RICCS have increasingly become the centers of attention for various activities in the districts. Apart from providing information, they are a venue for discussions, the repository of information about District Council affairs, and—in the case of Kailahun RICC—the location of adult literacy classes for women. In addition, the program currently has staff in place in Kailahun and Kabala who attend to the users of the RICC and give them the information they seek. These assistants can speak the local languages and are able to relate with the public and provide necessary services. It is expected that similar assistants will be put in place in the RICCs in Kono and Tongo Fields during the next quarter.

### *Community Events Held at the RICCs*

In addition to events run by the program, the RICCs provide space for other purposes. Following is a list of events held in the RICCs during the quarter:

<b>DATE</b>	<b>EVENT</b>	<b>ORGANIZER</b>
<b>KONO RICC</b>		
12-13/03/07	Refresher Training of Ward Committee members in K.N.S.C.C Ward 1 and representatives of vulnerable and marginalized groups	Community Mobilizers
16/03/07	Training of Food Handlers in Kono district	Health & Sanitation Committee of the Koidu New Sembehun City Council in collaboration with Ministry of Health and Sanitation
19/03/07	Training of Community Nurses on the treatment of Onchocerciasis	Ministry of Health & Sanitation
21/03/07	Training of Drama Group	Search for Common Ground/TDS
30/03/07	Koidu New Sembehun City Council General meeting (10:00 am – 3:30 pm)	
	Settling of dispute among drama group members	DPC/TDS
<b>TONGO FIELDS RICC</b>		
7-9/02/07	Recruitment of registration staff.	National Election Commission
10/02/07	Consultative Workshop.	Foundation for Environmental Security.

<b>DATE</b>	<b>EVENT</b>	<b>ORGANIZER</b>
12/02/07	Visit. Christine Sheckler, USAID Country Program Manager	WVI
15/02/07	Forum discussion on youth activities	NMJD/Lower Bambara Youth Council
27/02/07	Training on stones	IDMP
18/03/07	Monthly meetings of Field staff	WVI
<b>KAILAHUN RICC</b>		
22-01-07	National Meeting	National Elections Watch (NEW)
29-01-07	Training on voter Registration	National Electoral Commission
02-02-07	Meeting	Agricultural Business Unit
09-02-07	Meeting	Save the Children and IRC Liberia
20/21-02-07	Training on voter registration officers, Photographers and Laminators	National Electoral Commission
22-02-07	Security Training	IRC
26-02-07	District Level Forum	IRC/SDG
27-02-07	Training on Electoral Administration/Electoral laws Act 2002.	IRC/SDG&NEC
28-02-07	CPPG Evaluation Meeting	IRC/SDG
02-03-07	Training of Election Monitors	NEW
06-03-07	Collaborative meeting- SFCG/TDS and MSI/SDG Teams	TDS and MSI/SDG
26-03-07	RICC Resource Sensitisation Meeting for Secondary Schools	IRC/SDG
28-03-07	CPPG Evaluation Meeting	IRC/SDG
29-03-07	Training on Electoral Administration/Electoral Laws Act 2002	IRC/SDG and NEC
<b>KOINADUGU RICC</b>		
12-01-07	Women's Peace Building Meeting	UNDP
12-01-07	Meeting	NEC in collaboration with PPRC and NCDHR
17-01-07	Interview	NEC in collaboration with SDG, NEW & CGG
22/23-01-07	Workshop	CARE - LINKS
12-02-07	Meeting	NEC
22-02-07	Women's Forum	50/50 Group from Freetown
5/7-03-07	Workshop for new secretaries	CARE - LINKS
12/13-03-07	Refresher course for old Secretaries	ARC International
15-03-07	Meeting	NEC

## **LOCAL COUNCILS AND THEIR DIFFERENT ELEMENTS MORE AWARE OF THEIR ROLE**

In most of the wards in the program areas, roles and functions, especially of the councilors and the Ward Committee members, are clearly understood. It is envisaged that the role of the chiefs in the decentralization process and systems will be made clearer after the pending leadership

symposium for the chiefs. Even the communities are becoming more knowledgeable about the various structures and elements in the system and how they work. They know that community development priorities must be taken to the councilors through their Ward Committees and the councilors must present these to the Council and bring feedback for the communities. Some communities without councilors have appointed a community member to represent them in Council meetings to ensure that they do not lose out entirely. Apart from this, the SDG District Participation Coordinators also assist in articulating the communities' wishes to the Council as they have a good rapport with the Council coaches and get vital information on whom to lobby that they then pass along to community members.

### *Council Staff*

Work with staff of Councils has been limited to date, apart from that already established with the coaches assigned by the Decentralization Secretariat (these are volunteers provided to the Councils by PADCO under NaCSA funding). In all program areas, these coaches have close contact with the Council Chairman, the deputy chair and the chief administrators.

## **CIVIL SOCIETY ORGANIZATIONS BETTER REPRESENTING THEIR CONSTITUENTS**

### *Self-Reflection of Civil Society organizations*

A one-day workshop was organized for the civil society organizations with which the SDG team has met in the past, facilitated by Ed Comstock. The intention of this event was to clarify why none of the CSOs' proposals to SDG in previous months were accepted, and to discuss future possible collaboration between the CSOs and the SDG program. First, an explanation was given as to why the proposals submitted were unsuccessful. It was explained that the activities the CSOs proposed were in large part redundant of the activities being undertaken by SDG, in spite of the guidance provided in the request. Second, SDG staff provided an update on the current status of the program and the changes taking place as a result of the mid-term assessment. Finally, the meeting ended with a candid discussion of possible future collaboration, though no immediate synergies were tabled. A number of the attendees expressed disappointment as they realized that funding was not forthcoming. The program left an open door for CSOs to indicate their interest in organizational development training to build their capacity.

## **3. WORK WITH FREETOWN CITY COUNCIL**

In keeping with the recommendations of the midterm assessment, work with the Freetown City Council has been terminated.

# 3. MANAGEMENT, PROGRAM DEVELOPMENT, MONITORING & EVALUATION

## DOCUMENTS SUBMITTED TO USAID

In accordance with contractual requirements, the following documents were submitted to USAID during the quarter:

- The program's 7th Quarterly Report (for the period October- December 2006)
- The outline of SDG field indicators for the proposed USAID/Sierra Leone Operational Plan

## INTERACTION WITH USAID OFFICE AND US EMBASSY

Alisha Eisenstein, MSI Program Manager in Washington, met with Abdulai Jalloh, SDG CTO, regarding the financial position of the program.

Ed Comstock debriefed CTO Abdulai Jalloh and Christine Sheckler, the USAID Country Representative, at the conclusion of his TDY.

Christine Sheckler and Jenneh Jalloh traveled to Kono, Tongo Fields and Kailahun, where they interacted with Council officials, SDG District Participation Coordinators and Community Mobilizers, and some civil society organizations.

In Kailahun, Christine Sheckler requested that SDG collaborate with women's groups such as Amuloma, which is concerned with issues affecting women like sexual abuse and gender-based violence. She also had an audience with a group of women who are being trained by an adult literacy tutor employed by the IRC SDG program in Kailahun. She encouraged the tutor to register women councilors and Ward Committee members who are illiterate and are willing to learn to read and write.

## ONGOING PROGRAM ACTIVITIES AND COLLABORATION

### STAFF DEVELOPMENT

DCOP Mr. Ritchie Jones visited MSI-Washington for more than three weeks in January where he received training on logical framework, field accounting, and the Microsoft suite of computer applications in preparation for his assumption of COP duties later this year. Mr. Jones gave a brown bag presentation to staff in Washington that outlined the SDG approach, and also to the Friends of Sierra Leone, an organization representing the Sierra Leone Diaspora.

Three Match Fund Managers (MFMs) were recruited in February and took up appointment on the 1st of March 2007. The MFMs are directly involved in the management of matching funds by

providing material supplies or paying for services to enable the implementation of projects outlined in communities' CPPGs and which qualify for matching funds per the SDG design. A three-day training was held in Freetown for the MFMs to ensure that they are knowledgeable about both USAID's and MSI's financial procedures. During the training, they engaged in practical exercises on how to assist the communities in drawing up their action plans and the subsequent budgets. Alisha Eisenstein, SDG Program Manager, was the lead facilitator for this training, assisted by Fatmata Denton, Financial Manager.

## **PROGRAM MANAGEMENT TEAM**

The Program Management Team met during the quarter and was briefed by the Chief-of-Party on the programmatic changes resulting from the midterm assessment. A revised program diagram (Annex C) was presented, highlighting the new areas of focus, namely:

- the contracting of CSOs to decentralize the forums within the program communities in the districts,
- the education of the communities on local governance issues using dramatic performances in all the wards,
- the provision of matching funds to enable the implementation of the CPPGs,
- the need for attention to resources provided to the RICCs
- the planned leadership symposium for Paramount Chiefs, and
- the continuous coaching of the Ward Committee members and councilors.

In addition, MSI's Ed Comstock met individually with SDG partners IRC, CCF and World Vision to discuss their substantive contributions to the program (respectively, gender, children's rights, and conflict mitigation), as outlined in the original proposal. These have not yet been realized and need the attention of SDG management. As a result of these discussions, he gained the concurrence of the partners on the following next steps:

- IRC to provide copies of radio programs and materials relating to gender-based violence to the RICCs,
- IRC should utilize the budget on gender to create more awareness radio and video programs,
- CCF should implement youth programs in all SDG program areas,
- WVI to utilize the budget for conflict management and educate communities in the program areas,
- SDG should encourage the CMs and DPCs to facilitate more discussions on gender issues in the various communities.

## **COLLABORATION WITH TALKING DRUM STUDIOS**

Field collaboration between Talking Drum Studios Field Producers and the DPCs continued during this quarter in Kabala, Tongo Fields and Kono, and Kailahun. In Kono, there are still problems in accessing the radio air-time of Radio Kordia, especially after the TDS Field Officer resigned. Her position has recently been filled, so the SDG team anticipates improvement in this area in the coming quarter. In the two areas where forums were conducted, TDS was involved in the final selection of the forum topics. In Kabala in the Koinadugu district, apart from the radio discussion program on youth and female participation in the electioneering process, radio Bintumani continued to air the weekly governance program. In Kailahun, the newly appointed TDS producer had a discussion with Radio Moa so that the allotted Council Hour could be effectively utilized.

The second collaborative and activity planning workshop between TDS and SDG was held in Kailahun on the 21<sup>st</sup> of February 2006. Areas discussed at the workshop included:

- Updates on action points from the last workshop in Makeni
- Updates at the district level on activities and areas of collaboration
- Feedback on best practices

In conclusion, new areas of collaboration were mapped out:

- NEW and the voter registration
- Youth and women issues
- Community participation
- Council work and minutes published
- Council meetings/radio weekly discussions
- Council budgets
- Matching funds process
- Forums management by CSO
- Collaboration with the Center for the Coordination of Youth Activities (CCYA)

## **INTERACTION WITH CIVIL SOCIETY ORGANIZATIONS**

SDG field staff and DPCs collaborated with National Election Watch (NEW), attending a number of meetings and training workshops on voter registration and monitoring. SDG staff participated in the voter registration process in most of our target communities. A number of CSOs in the field had almost daily contacts with the SDG team, including the National Movement for Justice and Development (NMJD), Oxfam, Campaign for Good Governance (CGG), the National Democratic Institute (NDI), and the National Electoral Commission (NEC).

The DPCs also attended a number of meetings and seminars organized by the Center for the Coordination of Youth Activities (CCYA). CCYA is implementing a USAID program on youth participation in the National Elections process. Specific objectives of the project included:

- Enhancing the capacity of young men and women through trainings, information dissemination, and games and sports to enable them to engage in the democratic and electoral process.
- Increasing the community response to the democratic process through mobilization of inhabitants and resources to support District Councils and representatives.

## **MONITORING AND EVALUATION**

Monitoring of program activities continued with the SDG M&E Specialist collecting and collating data on all public forums held at the RICCs and on Ward Committee meetings held throughout program areas. Given USAID Sierra Leone's new Operational Plan and the new set of indicators, supplemental methods will be included in the program's M&E plan to obtain the relevant data.

## **FINANCIAL STATEMENT**

A financial statement showing program expenditure through March 31, 2007 is attached as Annex D.

## 4. MAJOR ACTIVITIES PLANNED FOR THE UPCOMING QUARTER

During the coming quarter, the following activities are anticipated:

- The official opening of the RICC in Kono.
- A rapid increase in the number of CPPGs being implemented by target communities.
- Contracted CSOs will fully manage the forums, each now to be held at the community level.
- Drama groups will be contracted to convey messages and information about local governance issues to the various wards.
- Collaboration with NEW and CCYA will continue as the elections near.
- Data will be collected and analyzed on the new indicators for governance for USAID/Sierra Leone's Operational Plan.
- TDS/SDG will jointly host a collaborative workshop.
- Follow-up with the Library Board to further discussions on the potential partnership in staffing and supplying the RICCs.

## ANNEXES

<b>ANNEX A</b>	<b>MATCH FUNDS CRITERIA</b>
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# ANNEX A

## STRENGTHENING DEMOCRATIC GOVERNANCE PROGRAM

### MATCHING FUNDS

#### The Program

USAID's Strengthening Democratic Governance (SDG) program aims to support Community Plans for Participation in Governance (CPPGs) in its 80 target communities. To do so, SDG has established a matching fund to complement the investments made by the community and local government in the communities' priority areas of development. This document outlines the parameters and procedures for allocating SDG matching fund monies to implement CPPGs.

#### Community Plans for Participation in Governance

Community Plans for Participation in Governance (CPPGs) have been developed by each of the 80 communities in a participatory process facilitated by the program's Community Mobilizer (CMs). During this process, the "burning issues" of concern to the community have been identified, and various means of addressing them analysed and agreed. Each community's CPPG contains a number of "burning issues" – and these are neither exclusive nor static. As new issues of concern arise, they can be added to the CPPG, as long as the participatory process is repeated in each case.

#### Matching Funds

In order to provide some assistance to communities and their Local Council in resolving some of their burning issues, a small fund has been established. The fund is not intended to cover the whole cost of any particular project, and it is intentionally designed not to absolve the council of its responsibility to promote the development of the district, but rather to offer an incentive to the council to undertake its mandate and to demonstrate cooperative interaction between community and council, and responsive local government in action. For this reason, the amount to be contributed will match the amount provided by the council.

#### General Conditions

1. SDG will provide matching funds for the resolution of ONE burning issue per community
2. The burning issue put forward for funding must be on an existing CPPG
3. The timeframe for completion of the entire project is a maximum of 6 months from SDG approval date
4. The maximum cost of the entire project (all contributions) is 25 million leones
5. The amount available as match from SDG is equal to the amount provided by the council, up to a maximum of 10 million leones
6. SDG funds match local government or NaCSA funding only, except in those areas where the Diamond Areas Community Development Fund (DACDF) is available
7. Where the DACDF is available, apart from council or NaCSA funding, the Paramount Chief's allocation of the DACDF may be used to qualify for SDG match
8. SDG looks favorably on community contributions, and a good percentage will increase the likelihood of approval for SDG match

### **Outline of Process**

1. The community chooses the priority burning issue and ensures that it meets SDG requirements
2. The community completes the budget and action plan forms showing clearly who will do what and how much is required of the different contributors
3. The completed plan and budget are approved at a community meeting and signed
4. The community presents its plan for obtaining SDG match funds to the ward committee for consideration - using the action plan and budget forms
5. The ward committee must vote to endorse the plan and then forward it to Council (through the Councillor, who signs the forms) with a covering letter of support
6. The Council must agree to provide the funds, either from its own resources, or through a NaCSA allocation. If it agrees, a letter of commitment signed by the Council Chairman must be provided to the community and copied to SDG. This letter should refer to the minutes of the meeting at which Council agreed to provide its share of the funds
7. The Community submits budget, action plan and letter from Council to SDG (to the DPC, via their Community Mobilizer) for consideration
8. SDG replies to community within 2 weeks
9. If approved, SDG will provide the necessary support for the implementation of the project
10. Applications received by SDG up until the end of June 2007 will be considered

### **Roles of Deputy Chief-of-Party, District Participation Coordinators, Community Mobilizers and Matching Fund Managers**

### The Role of the Deputy Chief-of-Party (DCOP)

The DCOP takes an overall supervisory role in the implementation of the matching funds process in the districts.

The DCOP assists DPCs in explaining the process to Local Councils (and, where applicable, Paramount Chiefs).

The DCOP oversees the review process for each application, in conjunction with DPCs and MFMs.

The DCOP is available to clarify issues and procedures as necessary throughout the process.

### The Role of the District Participation Coordinators (DPCs)

DPCs, with the assistance of the DCOP, introduce SDG's matching funds to the Local Council (and, where applicable, Paramount Chiefs) and explain what is required of them (should they choose to support the burning issues), and how they can facilitate the process.

DPCs support CMs in helping their communities with the application process.

DPCs, with the help of the Match Fund Managers, review applications and, under the overall supervision of the DCOP, decide if an SDG award should be provided.

DPCs are available to the CMs for assistance, if needed, during the implementation of CPPGs.

### The Role of Community Mobilizers (CMs)

During the application and implementation processes, CMs encourage the communities to represent themselves and their needs as much as possible.

Before the communities work on the plan and budget for the selected burning issue, the CM ensures that it meets the criteria for SDG match funds.

CMs work with the community to develop a detailed plan and budget and help them present their proposal to the ward committee.

CMs are available to answer questions (or relay answers from the community) during the application review process.

CMs act as liaison between MFMs and community during CPPG implementation.

### Role of the Match Funds Managers (MFMs)

MFMs should be available to answer questions about the matching funds during the application process.

MFMs provide technical input and advice to CMs and communities in developing their proposals and in particular on the budget.

MFMs (using SDG partner organizations – i.e. WV, IRC, CCF – as a resource, if necessary) ensure bills of quantities and costs are reasonable.

MFMs participate in the application review process, specifically giving input on the budget submission.

Once matching funds are awarded, MFMs handle all of the procurement and delivery costs of materials to communities.

MFMs pay for all labor, and obtain receipts for payment from individuals.

MFMs assist CMs and communities to document all community contributions (whether labor or materials).

MFMs are responsible for submitting all receipts to SDG Finance Assistant for all items for each award.

## Frequently Asked Questions

Q: If there is no response from the Local Council or NaCSA (or, where applicable, the Paramount Chief), can I still access SDG match funding?

A: Not as match. If a community does not get a response from local government or NaCSA in response to its request for collaboration on a CPPG, the CM will access support from SDG to help the community overcome this communication problem.

Q: If the Council simply refuses to support the project, what help can SDG provide?

A: In this case, the project does not qualify for match funding. The CM can, of course, help the community to plan to make sure that its development priorities are built into the next revision of the District Development Plan, and the DPC can encourage the Council to implement the prescribed district development planning process. But in terms of SDG match funding, the project must be rejected. It may be that an alternative project from the community's CPPG can be selected and another attempt made to obtain Council funding for it.

Q: If the community itself decides to contribute the money needed, can that be matched by a contribution from SDG?

A: No. The objective of this fund is to demonstrate the link between communities and their council, not simply to support a project. That is why the SDG support is designed to match only what comes to the project from public funds.

Q: Does the community manage the SDG contributions (money)?

A: No. Because of USAID regulations, SDG Match Funds Managers are responsible for procurement of everything SDG provides for the CPPG (including labor payments).

Q: Why do some people get paid for their work, while others don't?

A: In the creation of the budget, the community outlined the labor that would be paid—and who would be paying for it (community contribution, local government, or SDG). This is the community's decision. SDG is happy to pay for labor, but also expects communities to contribute to the CPPG as well.

Q: Can the Council provide labor as its contribution (for example, the technical team to dig a well)?

A: Yes – but this should be costed, and the SDG matching amount will equal this value.

## **STRENGTHENING DEMOCRATIC GOVERNANCE PROGRAM MATCHING FUNDS - DIAMOND AREAS COMMUNITY DEVELOPMENT FUND (DACDF) OPTION**

### **General Conditions**

1. SDG will provide matching funds for the resolution of ONE burning issue per community
2. The burning issue put forward for funding must be on an existing CPPG
3. The timeframe for completion of the entire project is a maximum of 6 months from SDG approval date
4. The maximum cost of the entire project (all contributions) is 25 million leones
5. The amount available as match from SDG is equal to the amount provided by the Chiefdom Council from its DACDF allocation, up to a maximum of 10 million leones
6. SDG looks favorably on community contributions, and a good percentage will increase the likelihood of approval for SDG match

### **Outline of Process**

11. The community chooses the priority burning issue and ensures that it meets SDG requirements
12. The community completes the budget and action plan forms showing clearly who will do what and how much is required of the different contributors
13. The completed plan and budget are approved at a community meeting and signed
14. The community presents its plan for obtaining SDG match funds to the ward committee for consideration - using the action plan and budget forms
15. The ward committee must vote to endorse the plan, have the plan and budget signed by the Councillor (chair of the Ward Committee) and then forward it with a covering letter of support to the Chiefdom Council through the Paramount Chief or his representative at the meeting
16. The Chiefdom Council must agree to provide the funds from its DACDF allocation. If it agrees, a letter of commitment signed by the Paramount Chief must be provided to the community and copied to SDG. This letter should give details of the meeting at which the Chiefdom Council agreed to provide its share of the funds
17. The Community submits budget, action plan and letter from Paramount Chief to SDG (to the DPC, via their Community Mobilizer) for consideration
18. SDG replies to community within 2 weeks
19. If approved, SDG will provide the necessary support for the implementation of the project
20. Applications received by SDG up until the end of June 2007 will be considered

# ANNEX B

## STRENGTHENING DEMOCRATIC GOVERNANCE PROGRAM MONTHLY WARD COMMITTEE MEETINGS TRACKING TABLE

KAILAHUN DISTRICT		NUMBER OF WARD COMMITTEE MEETINGS					
COMMUNITY	WARD	OCT	NOV	DEC	JAN	FEB	MAR
Koindu	Kissi Teng 2	1	0	1	0	1	0
Kangama	Kissi Teng 1	1	1	0	1	1	0
Dia	Kissi Kama 1	0	0	0	0	0	0
Buedu	Kissi Tongi 2	0	2	0	0	0	0
Kailahun	Luawa 1	1	1	1	0	1	1
Nyandehun	Luawa 5	1	1	1	0	1	0
Mofindor	Luawa 4	0	1	1	0	1	1
Kpandebu	Luawa 8	1	1	0	0	1	1
Pendebu	Upper Bambara 2	1	1	0	0	1	0
Sياما	Upper Bambara 1	1	1	0	0	1	0
Levuma	Mandu 2	1	1	0	0	1	1
Mobai	Mandu 1	1	1	1	0	1	0
Kuiva	Mandu 1						
Jojoima	Malema 1	0	0	1	0	1	0
Baiwala	Dea 1	0	1	1	0	1	1
Daru	Jawei 1	0	1	0	0	1	1
Kortuma	Jawei 1						
Segbwema	Jalauhun 1	1	0	1	1	1	0
Bunumbu	Peje West 1	0	0	1	1	0	1
Jokibu	Peje West 1						
Peja-Baoma	Peja West 1						
Bandajuma	Yawei 1	1	0	1	1	1	0
Manowa	Peje Bongre 2	0	0	1	0	0	0
Mamboma	Peje Bongre 1	0	0	0	1	1	0
Woroma	Penguia 1	1	1	0	0	1	1

STRENGTHENING DEMOCRATIC GOVERNANCE PROGRAM

**MONTHLY WARD COMMITTEE MEETINGS TRACKING TABLE**

KOINADUGU DISTRICT	WARD	NUMBER OF WARD COMMITTEE MEETINGS					
		OCT	NOV	DEC	JAN	FEB	MAR
Dankawalie	Sengbeh 2	0	0	0	0	0	0
Kasunya	Sengbeh 2						
Kamadugu Sokuralla	Sengbeh 2						
Yiraia	Sengbeh 2						
Gbenekoro	Sengbeh 1	0	0	0	0	0	1
Yogomaia	Sengbeh 1						
Kondeya	Sengbeh1						
Bambukoro	Sengbeh 1						
Koinadugu	Sengbeh 1						
Yomadugu	Sengbeh 1						
Heremakono	Wara Wara Yangala 1	0	0	0	0	0	0
Yataya	Wara Wara Yangala 1						
Gbawuria	Wara Wara Yangala 1						
Katombo 2	Wara Wara Yangala 1						
Madina Gbonkobon	Kasunko 3	1	1	1	1	1	1
Kassassie	Kasunko 2	1	0	0	0	0	1
Thankorosidia	Kasunko 2						
Kamasapie	Kasunko 2						
Manan	Dembelia Sinkunia 1	1	0	1	0	0	0
Yaedia	Dembelia Sinkunia 1						
Sinkunia	Dembelia Sinkunia 1						
Gbidi	Dembelia Sinkunia 1						
Gberefeh	Mongo Bendugu 3	0	0	0	0	0	1
Sinikoro	Mongo Bendugu 3						
Serekolia	Mongo Bendugu 3						
Tumania	Mongo Bendugu 3						

**STRENGTHENING DEMOCRATIC GOVERNANCE PROGRAM**

**MONTHLY WARD COMMITTEE MEETINGS TRACKING TABLE**

<b>KONO DISTRICT</b>		<b>NUMBER OF WARD COMMITTEE MEETINGS</b>					
<b>COMMUNITY</b>	<b>WARD</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>
Yardu	Gbense 3	0	0	0	0	0	0
Tombodu	Kamara 1	1	1	1	1	1	1
Peyima	Kamara 2	1	1	1	1	1	1
Baiama	Tankoro 1	0	1	0	0	0	0
Tongoro	Tankoro 1						
Njagbwema	Fiama 1	1	0	0	0	0	0
Waima	Fiama 1						
Jaima Sewafe	Nimiyama 1	0	0	0	0	0	0
Masabendu	Nimiyama 1						
Jaima Sewafe	Nimiyama 2	0	0	0	0	0	0
Jaima Sewafe	Nimiyama 3	0	0	0	0	0	0
Tefeya	Sandor 1	0	0	0	1	1	0
Yamandu	Sandor 2	0	1	0	1	1	0
Jaiama Town	Nimikoro 5	0	0	0	0	0	0
Bumpeh	Nimikoro 5						
Ngaiya (Yengema)	Nimikoro 3	0	1	0	0	0	0
Simbakoro	Nimikoro 2	1	1	1	1	1	1

<b>KONO DISTRICT / KNSTC</b>		<b>NUMBER OF WARD COMMITTEE MEETINGS</b>					
<b>COMMUNITY</b>	<b>WARD</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>
Koakwima	KNSTC 3 (South)	1	1	0	0	0	0
Bongalow							
Koeyor	KNSTC 1 (East)	1	1	0	0	0	0
Sinnah Town							
Small Sefadu	KNSTC 2 (West)	1	0	0	0	1	0

**STRENGTHENING DEMOCRATIC GOVERNANCE PROGRAM**

**MONTHLY WARD COMMITTEE MEETINGS TRACKING TABLE**

<b>KENEMA DISTRICT / TONGO FIELDS</b>		<b>NUMBER OF WARD COMMITTEE MEETINGS</b>					
<b>COMMUNITY</b>	<b>WARD</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>
Panguma	Lower Bambara 6	0	1	1	1	0	0
Kamboma	Lower Bambara 6						
Lalehun	Lower Bambara 1	1	0	0	1	1	0
Tokpombu	Lower Bambara 1						
Foindu	Lower Bambara 3	1	1	0	0	1	0
Wuima	Lower Bambara 5	0	0	1	0	0	0
Lowuma	Lower Bambara 2	1	0	0	1	0	0
Konjo	Lower Bambara 4	1	0	1	1	1	0

# ANNEX C

## STRENGTHENING DEMOCRATIC GOVERNANCE IN SIERRA LEONE: PROGRAM DIAGRAM Revised April 2007

