

**United Nations Human Development
Programme in Sierra Leone**

**POVERTY REDUCTION AND
HUMAN DEVELOPMENT (PHD) UNIT**



PROGRESS REPORT

FOR THE PERIOD

JANUARY – DECEMBER 2007

POVERTY REDUCTION AND HUMAN DEVELOPMENT UNIT: ANNUAL REPORT FOR JANUARY – DECEMBER 2007

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1 **INTRODUCTION:**

This Annual Report outlines key achievements of the UNDP Country Office through its Poverty Reduction and Human Development (PHD) Unit (Project 00049414 under Award 00042671) during the period under review. Against the background of national as well as corporate (UNDP) priorities spelt out in various diagnostic and prescriptive documents, the report highlights important programme results and the resources utilized to achieve them, major challenges and how they were met, lessons learnt and emerging issues for 2008. Please refer to Table 1 at the end of this report for a matrix summarising the key issues discussed .

2 **BACKGROUND:**

While post-conflict economic growth has settled at around 6%-7% (2006/2007), the country continues to face severe poverty levels in rural areas and among the youth of the country. The human development index and poverty related social indicators are among the worst in the world. Over 70% of Sierra Leoneans live below the \$1 per day poverty line, and this has been so for decades. It is compounded by related problems of illiteracy, hunger and malnutrition, which all translate into an unacceptably low standard of living, with women and children being the hardest hit. In particular food security constitutes a major challenge and increase in agricultural production is constrained by very low usage of productivity raising inputs, rudimentary technology, lack of access to markets and poor rural infrastructure. The poor national infrastructure and the small size of the private sector pose significant impediments to the achievement of higher and more equitable growth required to effectively address poverty and unemployment. This contrasts sharply with the country's rich agricultural and natural resource endowments.

As part of the efforts towards the transition from post-conflict recovery and medium to long-term sustainable development, UNDP's activities in 2007 were guided by the Country Programme Document 2004-2007 and the Results Framework therein, which contributed to the priorities set out in the United Nations Development Assistance Framework (UNDAF), and the Poverty Reduction Strategy (PRS) of the Government of Sierra Leone. The 2005-7 PRSP was designed to build on the gains made with the I-PRSP and National Recovery Strategy, thereby laying a solid foundation for addressing key national challenges. These include revamping the economy for poverty reduction, addressing unemployment, particularly among the youth, food security, and promoting good governance through the strengthening of frontline institutions and agencies of Government that champion national development processes, including poverty reduction.

3 PROGRAMME RESULTS AND ACHIEVEMENTS:

3.1 Rationale and Scope of Interventions:

In response to these challenges, the Poverty Reduction Programme 2007 integrates UNDP's continuing assistance in support of the implementation of the PRSP. The overall objective was to assist with policy level support and interventions for national institutional capacity building, private sector development and strengthening civil society for the PRSP and the MDGs. The programme priorities/ key result areas were therefore identified to meet the national challenges and development priorities stated in some key national and UN programme documents such as the National Recovery Strategy, Poverty Reduction Strategy, MDGs and the UNDAF. These result areas revolved around six major clusters including Pro-poor policy, Microfinance, Aid coordination, Capacity Building, Private Sector Development and Food security.

3.1.1 Pro-Poor Policy Formulation, Advocacy and Awareness:

The cardinal objective of this component is to enhance the capacity of government and civil society to formulate and implement, in a participatory manner, a well-targeted pro-poor strategy and MDG-based planning processes. It also focuses on strengthening national capacities for pro-poor policy advocacy and monitoring of progress towards targets; tracking of national budget inputs and outcomes through expenditure and service delivery surveys; promoting MDG campaigns and monitoring systems, including support to global poverty and human development commemorative activities.

3.1.2 Sustainable Microfinance and Microenterprise Development for the Poor:

It is estimated that at least 160,000 potential clients are in need of credit particularly in the rural areas. In partnership with other donors, this component of the poverty programme addresses the funding and capacity needs of the microfinance sector, and focuses mainly on training and funding (through grants and loans) of MFIs and Community Banks in order to provide an inclusive and sustainable financial services to the poor.

3.1.3 Donor Coordination, Aid Management, PRSP Monitoring and Evaluation:

This component provides a framework for support to the Development Assistance Coordination Office (DACO) of the Government of Sierra Leone (GOSL), which is charged with coordinating the implementation of the PRSP and ensuring the effective tracking, monitoring and evaluation of all types of aid flows.

3.1.4 Institutional Capacity for Poverty Reduction and Programme Delivery:

To enable government drive the development process, there was need to enhance the human resources and logistical support in the Offices of the President and the Vice-President to fulfill their constitutional responsibilities of state management. This project was therefore primarily designed to provide UNDP's assistance and that of other donors to support the capacity needs in the Presidency (Offices of the

President and Vice-President) and other key Ministries such as the Ministry of Foreign Affairs and International Cooperation, and the Ministry of Development and Economic Planning. This component also includes overall programme support services by UNDP for effective implementation and delivery.

3.1.5 Private Sector Development for Poverty Reduction:

Addressing the high level of poverty and unemployment in Sierra Leone cannot be attained without a vibrant private sector. This component of the programme therefore recognizes the important role of the private sector in poverty reduction. It seeks to address some of the fundamental constraints that inhibit the growth and performance of the sector through support to the Ministry of Trade and Industry. It focuses on assisting government in providing a sound enabling environment for businesses to thrive, such as an efficient legal and regulatory system, promotion and protection of property rights, access to credit, and efficient taxation system, among many others. In particular, it facilitates the implementation of a multi-donor funded Integrated Framework (IF) programme, which seeks to mainstream trade issues into the country's development agenda.

3.1.6 Support to Food Security:

The main thrust of this intervention is in line with government priorities as captured in the Poverty Reduction Strategy Paper pillar 2 and the United Nations Millennium Development Goals that are aimed at improving the quality of life of the rural poor. As outlined in the Sierra Leone Poverty Reduction Strategy Paper (PRSP), agriculture represents roughly 32% of total GDP (2000-2003) and employs almost 80% of the total population. 79.4% of farmers are poor and the intensity and severity of poverty for farmers is higher than any other occupational group. Transformation of the economy and of the lives of the poor must therefore begin with the transformation of the agricultural sector.

This programme is put in place in order to empower rural communities through the Farmer Field School approach which is about adult learning based on an innovative, participatory and interactive learning approach among farming groups through trials, enquiries and investigations as a way to identify the most profitable and appropriate cultivation methods that fetch higher yields to the varied farming systems. The programme would create the enabling environment for all institutions having similar objectives to come onboard to jointly support national efforts at reduction of hunger and poverty and also create job opportunities for youths and women in the districts which will result in increased availability and use of nutritious diversified food supplies and income levels. This is being done in collaboration with FAO and the Ministry of Agriculture and Food Security.

3.2 Key Achievements

3.2.1 Policy Support and Advice

The main outcome here is the *enhancement of Government capacity for the development and implementation of macro and pro-poor policies and strategies*, including advocacy and coordination of relevant development players to enhance the effectiveness of aid in line with the Paris declaration. To this end our unit provided strategic support to government efforts to design a credible macroeconomic framework for MDGs and build the capacity of all key institutions involved in that process, including technical and financial assistance to Technical Units in the Offices of the President and Vice President (e.g. DACO), key Ministries, Departments and Agencies (MDAs) for policy implementation and monitoring.

The unit assisted with the development of evidence-based proposals/documents as a means for informing, engaging and influencing policy formulation and implementation by government, development partners and other actors at various levels. As a result there has been marked improvement in the preparation of analytical reports and policy documents in line with national priorities, international commitments and best practices. This has been demonstrated in, for example, the preparation, implementation and monitoring of PRSP 2004-2007, the drafting of a national Aid Policy, the introduction of the Development Assistance Database the ongoing preparation of the second generation PRS, the preparation of the Sierra Leone MDG report, MDG needs assessment and costing, the preparation and launch of the 2007 National Human Development Report, the conduct of the Diagnostic Trade Integration Study (DTIS) and the Public Expenditure Tracking and Service delivery surveys in the country.

The Sierra Leone **National Human Development Report** (SL-NHDR) was prepared and launched by the Vice President on 7th December 2007, with senior government ministers delivering policy statements in line with either the NHDR or the Global Human Development Report on Climate Change which was also launched on the same date. The launching was followed by technical sessions that saw heated debates on the challenges and benefits of implementing the recommendations contained in the NHDR as well as the Global Human Development Report on Climate Change. This NHDR, with the theme: 'Empowering Local Government for Sustainable Development and Poverty Reduction', is the third so far for Sierra Leone and the first to be published since the end of the civil war, and follows the enactment of the 2004 Local Government Act and government's decision to adopt decentralisation and local empowerment as a key strategy for consolidating peace and reducing poverty.

Another specific policy support achievement that is worth highlighting is the completion of the **Millennium Development Goals Needs Assessment and Costing exercise (MDGNA)**. As Sierra Leone moves from the post-conflict stage of recovery and reconstruction towards growth and sustainable development, there is need for scaling up of investments in key sectors. As such, the main objective of this MDGNA was to provide the basis for accelerating progress towards peace

consolidation and the achievement of the Millennium Development Goals. MDG baseline data were collected and primary assistance needs were identified, which indicated that USD 20 billion would be necessary to achieve the MDGs in Sierra Leone. The exercise helped provide the Government of Sierra Leone with a comprehensive diagnostic tool and long-term investment strategy to meet the International Goals.

As a way of empowering the government to identify viable policy options to achieve MDGs, the UNDP supported scoping mission found that a macro-economic framework model (which provides implications for various policy options) could be introduced and used to enhance negotiating power of the government vis-à-vis donors, International Financial Institutions and other development partners (MDG goal 8). The main objective of the scoping mission was to assess the possibility of applying the MF in Sierra Leone to assist in strengthening the MDG-based 'Pro-Poor Growth and Poverty Reduction Strategy' (PPGS). The mission's key recommendation is that implementing UNDP's Macroeconomic Framework (MF) in Sierra Leone is eminently feasible. The MF should become a central part of the policy analysis and national planning practice capability of GoSL, and the output from the MF would offer robust contributions to future iterations of the PPGS and the MDG Needs Assessment.

3.2.2 Programme Support

Here the main intended outcome was *improved livelihood opportunities for the poor through access to productive resources and assets*, especially sustainable microfinance and enterprise development programmes. The Unit undertook and/or promoted the implementation of practical measures or programmes that will help reduce poverty and provide a secure means of sustaining and improving the livelihoods for the people of Sierra Leone.

In the area of **microfinance**, the main form of support included capacity building of MFIs and Community Banks through a special Microfinance Technical Assistance Facility; grant funding to MFIs and Community Banks for enterprise skills training and access to credit and savings opportunities by women and youth. This has contributed to the enhanced capacity of 10 Microfinance institutions, including community banks, to provide sustainable microfinance services to the economically active poor. An estimated total of 60,000 job opportunities have been created for women and youth through income generation activities (small businesses), thus contributing to improving the livelihoods of the poor. Other microfinance specific achievements include

- Increased total client base from 44,500 in 2006 to 50,500 in 2007. These additional 6,000 clients were mainly women who received capital to embark on small enterprise development in rural areas.
- Facilitated the sale of Community Banks' shares to the public as a means of mobilizing additional capital and finalized discussions with KfW for additional 3,000,000 Euros upon submission of a new Project Document and MOU.
- To provide an enabling environment, training was conducted on MFI regulation and supervision framework for Central Bank officials and facilitated

the re-registration of ten MFIs with MODEP for subsequent operations in the country.

- In collaboration with NaCSA and the Association of MFIs, three bulletins were produced to disseminate information on MFI activities and established international networks to exchange information on Microfinance Best Practices.

Support to the **private sector** has gained increased importance for *improved livelihood opportunities for the poor through access to productive resources and assets*. The Poverty Reduction and Human Development Unit, as acting Donor Facilitator in 2007, assisted the Integrated Framework National Focal Point housed in the Ministry of Trade and Industry with the formulation, appraisal and pre-implementation process of the IF Action Matrix Projects.

Throughout the course of the year, priority areas within the Action Matrix were identified and project proposals were drafted to reflect these areas. Proposals were drafted in the areas of Tourism, Fisheries and Trade Policy. One of the two Tourism Projects was approved by the Local Project Appraisal Committee (LPAC) for funding under Window II of the IF Trust Fund. The other Tourism project was put on hold for funding through the Enhanced Integrated Framework due to start in 2008. The Trade Policy project was also approved by the LPAC for Window II funds. The Fisheries Project was put on hold for Enhanced Integrated Framework funding. The key contributions by the Unit throughout this process have been:

- Assisting the Ministry of Trade and Industry, The Ministry of Fisheries and Marine Resources, the Ministry of Tourism and Culture, the Sierra Leone National Tourist Board and the Monuments and Relics Commission in formulating and appraising IF project proposals under the IF implementation modalities.
- Providing regular briefing updates to donors on IF progress in an effort to harmonise on-going donor initiatives.
- Informing the National IF Focal Point on developments with the Enhanced Integrated Framework process and initiating its commencement.

Throughout this process strong partnerships were built with the Ministry of Trade and Industry as well as the line ministries involved in each project. Strong links were also built in other state institutions such as the National Tourist Board and the Monuments and Relics Commission. The job creation and poverty reduction potential of the sectors highlighted under the DTIS has been acknowledged by all stakeholders and this ongoing support to the government of Sierra Leone by the Unit has been greatly appreciated and has led to the Ministry of Trade and Industry requesting further support up to and during the Enhanced Integrated Framework process. The funding allocated for projects designed in 2007 amounted to just under US\$ 1 million and the IF Trust Fund is due to release these funds in early 2008. This led the government to decide to push ahead with the Enhanced Integrated Framework process that will provide a total of US\$ 14 million to be spent over 5 years on EIF projects in Sierra Leone.

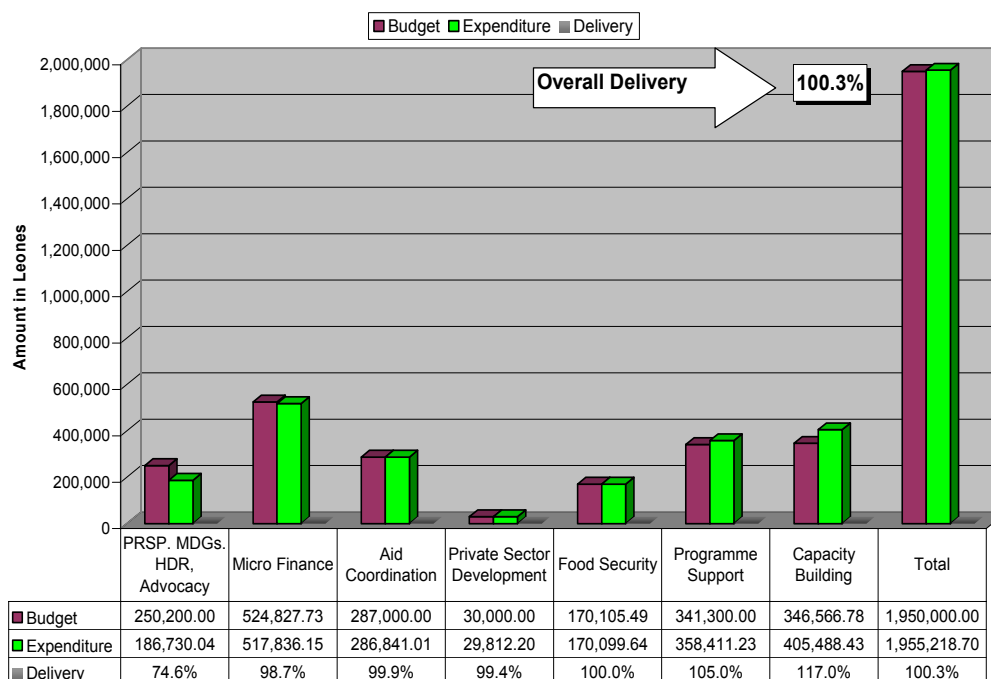
As regards **Food Security**, the support included the provision of financial and technical assistance to the Ministry of Agriculture and Food Security and the Food and Agricultural Organization to implement the Farmer Field Schools (FFS) agricultural extension approach. The results of such support are as follows:

- Successful merger of the Agricultural Business Unit (ABU) and Farmer Field School (FFS) program which were parallel agricultural programs supported by two Units in the Country Office.
- 12,500 farmers have acquired new skills and knowledge in production, processing and marketing through field participation and experimentation. These farmers were grouped into 500 FFSs as such the number of FFSs in the country increased from 1,465 to 1,965 as at December 2007.
- The capacity of 12,500 farmers has been enhanced to practice farming as a business through literacy and record keeping trainings.
- Graduates from the 500 FFSs have been supported with processing equipments to function as economically viable entities.
- Farm news bulletins, jingles and agricultural development music were produced and disseminated; all geared towards the positive transformation of farmers attitudes towards farming.
- All these contributed, among others to an overall increase in the domestic production of food, including the rice which is the staple food in the country.

The delivery mechanism to achieve the output targets involved the DEX implementation modality using various stakeholders' and partner agencies such Ministry of Development and Economic Planning (MODEP), Ministry of Finance (MOF), Bank of Sierra Leone (BSL), Microfinance Investment and Technical Assistance Facility (MITAF), Microfinance Institutions, Non- Governmental Organizations and Community Banks, UNCDF, Cord Aid and KfW.

Our financial performance is equally impressive. As shown below, a total of Le 1,950,000 was budgeted for the year, mostly from core resources. The unit achieved a delivery rate of slightly over 100% (compared to 90% in 2006), with the additional 0.3% falling within permissible in budgetary performance variance of +/- 5%.

Figure 1: Budgetary Performance and Delivery for 2007



4 KEY CONSTRAINTS AND CHALLENGES

In spite of what we could describe a highly successful year of programming and implementation, the PHD unit had to grapple with a number of internal as well as external challenges and constraints. This section highlights the critical ones and how they were met or managed.

4.1 External Constraints and Challenges

Externally, some of the major challenges and constraints include:

- Difficulty in establishing national ownership and a clear exit strategy especially for multi-year and multi-donor funded programmes. For instance, UNDP came under increasing pressure to support the creation of a national outfit that will succeed the Microfinance and Technical Assistance Facility. The unit helped manage differences in opinions and interests among partners, including government through regular and transparent information sharing, high level consultations and joint decision making. In particular, a national microfinance forum was convened as way of promoting ownership and support for a revised project document, which will include the identification of a national structure to understudy MITAF as part of its exit strategy. A key challenge remains on how to help increase the rural outreach of microfinance institutions and community banks.
- On the other hand, the weak capacity of a number of national entities poses a serious challenge for the proper implementation of the National Execution

Modality (NEX). This was reflected in limited planning and reporting compliance in line with UNDP standards. A barrage of adhoc requests, were received from important MDAs, and these were often tabled with a high level of urgency with little option to say no and/or search for alternatives. Moreover, the regime change ushered in by the just concluded Presidential and Parliamentary elections, resulted in transitional delays and uncertainty about government's priorities and programme of action. We tried to deal with this important constraint vigorously following up on reports, and in some cases providing much needed guidance and hands-on assistance.

- Divergent approaches and opinions of key donors on policy issues and programme support. This was sometimes reflected in limited donor support for the implementation of certain interventions. Direct bilateral meetings and focused dialogue with donors through DACO, DEPAC and other fora facilitated donor coordination and joint programming. As a result, donor good will has been secured for the continued funding of DACO related functions beyond the initial project end date of December 2007.

4.2 Internal Constraints and Challenges

The key internal challenges and constraints include:

- Fragmented support to programmes within the same or similar thematic/practice area focus. It has not always been easy to rationalise, for example, UNDP's support to agriculture and micro enterprise development through the PHD unit and that channeled through other units to often the same clients (beneficiaries). We tried to overcome this through direct feedback to management and forging cooperation with other units, especially at the level of field operations.
- Delays in funding decisions/allocations. Even in some cases where a given implementing partner has submitted a request on time, internal UNDP limitations or requirements result in delayed responses/funding of activities, some of which may have a tight implementation schedule. Where the unit was responsible for the delays, it has been largely due to work overload/limited staffing. This constraint (and its impact) became less pronounced as we adopted better work planning, delegation and negotiation skills, including full participation in ATLAS in-house trainings. Failure to start the implementation of the joint UNDP-UNIDO programme for the development of the private sector was largely due to internal constraints, especially given that funds had already been provided by Irish Aid.
- Closely associated with funding/implementation delays is a sub-optimal administrative/service support. Given the delays in granting Atlas access rights to the IF Donor Facilitator, assistance had to be sought from other staff members, with already heavy workloads, in order to input the project documents and other details into this software. The documents were eventually input in the system and awards numbers were generated

so no delay was acknowledged by the government partners, however for the Enhanced Integrated Framework (EIF) process due to begin in 2008 with more projects as well as monitoring of existing ones, it is an imperative that such an operational constraint be resolved otherwise delays in delivery be inevitable.

- A major internal challenge striving to achieve right mix of incentives for staff to ensure their work is adequately valued and sufficiently rewarded. Recognising the importance of a just and adequate reward system for staff motivation and quality of work, the unit continued to create room for participation in learning activities, including peer mentoring, and a strong team spirit that recognises even 'little' successes/contributions. This remains a serious challenge though, as we, for example, still find it difficult to access training opportunities in the midst of the growing work load and complexity.

5 LESSONS LEARNED AND EMERGING ISSUES

As we can confidently say that in 2007, UNDP's poverty reduction and human development programme portfolio contributed to increasing the government's capacity to monitor poverty and MDG status, empowering the farmers and the poor to enhance their livelihood, and developing the country's trade capacity, it is important to highlight some important lessons and emerging issues for the next programming period.

- In providing and facilitating support to the private sector, we have learned that due to the wide portfolios of the development partners and the government stakeholders, progress in the new IF process relied heavily on constant dialogue and nurturing of the core IF principles in the minds of the partners and stakeholders. It can be difficult for a new multi-partner initiative to take-off in the minds of stakeholders when different but existing initiatives are already underway. Support for the process was eventually solidified through such nurturing and dialogue that involved a strong presence at the regular multi donor Private Sector Sub group meetings, local and international conferences, and frequent open dialogue with the key government counterpoints. Similarly, for the IF process to continue under its Enhanced format in 2008 and for government to have more ownership of the process, it is necessary to establish a separate National Implementing Unit to manage the whole IF process. Funds are made available to set up and maintain such a Unit under the EIF Trust Fund.
- From our interaction with our partners in the microfinance sector, it has become vividly clear that the implementation of best practices, while generally desired, often requires constant political dialogue to ensure that technical solutions are followed through. Similarly, we have realised that little can be achieved by agitating for deep rural outreach without the requisite development of the national infrastructure that will make such an expansion economically viable for the Microfinance institutions.

- In agriculture, the traditional approach of direct support to government institutions to provide technical services and farm inputs is difficult to sustain. Private initiative/enterprises seem to hold the future for the development of agriculture in the country beyond subsistence level. There is growing need to support and promote individual entrepreneurs as well as group ventures.
- Development is as much a political process as it is a technical process. High level initiatives, and hence support of key government decision-making institutions and individuals, are more likely to produce significant impact than often disjointed micro-programmes.
- Downstream/programme support activities require effective monitoring to ensure maximum results.

Moreover, we will need to keep our focus on a number of Policy and programme support areas in order to remain relevant and responsive to the need of the country. These will include support to the Presidency on development visioning, structuring and prioritization; capacity strengthening for policy and development management; formulation of next PRS with pro-poor growth as focus; responding to high-level of poverty and youth unemployment; supporting growth and partnership with the private sector.

Overall, in strong partnership with the government of Sierra Leone, development partners, UN agencies and the civil society, UNDP has made a significant contribution in the areas of poverty reduction and human development, fostering democratic governance and crisis prevention and recovery. As part of the UNDP, the PHD unit shares the responsibility of being the partner of choice that promotes coordination and harmonisation among all development stakeholders to ensure that Sierra Leone remains on the path of economic prosperity, social justice and democratic principles.

Table 1: Summary of 2007 Poverty and Human development Unit Report

KEY RESULT AREA	MAIN OUTPUTS	2007 OUTPUT TARGETS	ACHIEVEMENTS	CONSTRAINTS/ CHALLENGES	SPENT (Le)	KEY PARTNERS
Pro-Poor Policy Formulation, Advocacy and Awareness:	Improved pro-poor policy formulation, advocacy and awareness through sensitization campaigns on IDEP, MDG, NHDR and Public expenditure tracking surveys	At least three development sensitization campaigns conducted at national level (IDEP, Launchings and Discussion Fora). Three discussion papers/policy documents (NHDR, MDG, etc.) produced Two Public Expenditure Tracking Surveys (PETS) conducted.	MDG needs assessment and costing completed NHDR prepared and launched together with the GHDR. Three IDEP mini projects implemented Conducted the Public Expenditure Tracking and services delivery Surveys.	Weak capacity of national institutions to implement programmes and report in time. Delay in programme implementation with MDAs as a result of the regime change. Problem of donor coordination as a result of divergent approaches and opinions on policy issues and programme support.	186,730	MOFED, SSL, DACO, CSM, MOLGIARD
Improved livelihood opportunities for the poor (Microfinance)	Increase access to financial services (Microfinance) to 93,000 poor clients Strategic partnerships established for resource mobilization The provision of improved environment for sustainable microfinance	Ten MFIs and 50 staff trained, and two new Microfinance Institutions (MFIs) identified to provide microfinance to 5,000 new clients Additional \$ 500, 000 mobilized from partners. 10 MFIs registered with either MODEP or BSL and ensure they operate within Policy framework. Information on microfinance	Provided financial services to 6,000 women clients to embark on small enterprise development. Facilitated resource mobilization for Community Banks and with KfW for additional 3,000,000 Euros. Trained Central Bank officials regulation and supervision and facilitated the re-registration of ten MFIs	Difficulty in establishing national ownership and clear exit strategy for MITAF. Ineffective Coordination and communication within UNDP and amongst stakeholders on programme activities. Increased outreach to more rural areas due	517,836	MITAF, BSL, MOFED, CB, MFIS, UNCDF, KFW, CORDAID

KEY RESULT AREA	MAIN OUTPUTS	2007 OUTPUT TARGETS	ACHIEVEMENTS	CONSTRAINTS/ CHALLENGES	SPENT (LE)	KEY PARTNERS
	facilitated. Sound Microfinance principles disseminated and adopted.	best practices shared.	with MODEP. Produced three News letters and bulletins in collaboration with NaCSA and the Association of MFIs, and established networks for information dissemination Microfinance Best Practices.	to poor infrastructure.		
Donor coordination for improved aid effectiveness in the country	Improved aid coordination and management for PRSP implementation, monitoring and evaluation	Development Information/ assistance databases revived, integrated and effectively managed A draft national aid policy produced Four improved quarterly reports on aid coordination and management produced.	Personnel at DACO and SSL trained to maintain database and review national information system (DAD and DevInfo software) Drafted the national aid policy. Monitored and reported on the implementation of PRSP 2004-2007, and established a road map for the implementation of PRSP 2008-2010.	Weak capacity of national institutions to implement programmes and report in time Problem of donor coordination as a result of divergent approaches and opinions on policy issues and programme support.	286,841	DACO, SSL, EC & DFID
Improved institutional capacity and framework for trade and Private Sector Development	Improved capacity for Private Sector Development through trade policy formulation, investment promotion, and increased national participation in	Trade policy and investment promotion improved through national mechanism. Five IF/DTIS action matrix projects implemented by line Ministries.	Developed action matrix projects proposals in Tourism, Fisheries and Trade, and now approved for implementation. Assisted the MTI to access additional resources of \$12m for the Enhanced IF	Weak capacity of national institutions to implement programmes and report in time Problem of donor coordination as a result of divergent	29,812	MTI, UNCTAD, UNIDO, MOTCA, MOMR

KEY RESULT AREA	MAIN OUTPUTS	2007 OUTPUT TARGETS	ACHIEVEMENTS	CONSTRAINTS/ CHALLENGES	SPENT (LE)	KEY PARTNERS
	global trade and investment activities (WTO, IF, etc.)		for five years.	approaches and opinions on policy issues and programme support.		
Support to Food Security.	<p>Skills and knowledge for increased food crop and livestock production acquired by farmers.</p> <p>Viable farm and off farm enterprises established.</p> <p>Food processing and marketing enhanced</p>	<p>25,000 farmers trained on FFS and small scale enterprise development, literacy and village savings scheme.</p> <p>150 extension workers and 300 farmer facilitators trained.</p> <p>25,000 farmers provided with access to post harvest and processing equipments</p> <p>Facilitate the processing of food crops to add value for better prices.</p> <p>Loan recovery of equipment cost.</p>	<p>Established over 500 FFS in the country.</p> <p>Trained 12,500 farmers in improved farming, processing and marketing techniques</p> <p>Provided post harvest and processing equipment to over 12,500 farmers.</p>	<p>Synchronizing fund allocations with seasonal agricultural calendar</p> <p>Limited joint monitoring of filed implementation</p>	170,100	MAFS, FAO, LC
Enhanced capacity of government institutions to lead and manage development processes and players.	1.6 Improve institutional capacity and support to key MDAs, and enhanced performance of Unit staff.	<p>Five key MDAs (MODEP, Agriculture, Finance, Foreign Affairs and Presidency) provided with logistics and human resource support</p> <p>19 Planning officers assigned to local councils.</p>	Provided Motor Bikes and ICT equipments to the Ministry of Foreign Affairs and the office of the President.		405,488	OP, OVP, MFAIC, MOFED,