



**Second Consolidated Annual Progress Report on Activities Implemented
under the Peacebuilding Fund**

**Report of the Administrative Agent of the Peacebuilding Fund
for the Period 1 January to 31 December 2008**

PART TWO

**Multi-Donor Trust Fund Office
Bureau of Management
United Nations Development Programme
www.undp.org/mdtf**

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SECTION III: SIERRA LEONE

Executive Summary

Table 0.1: Summary of Projects as of 31 December 2008

	Total allocated (\$000)	Amount transferred (\$000)	Expenditure (\$000)	Implementation rate ¹³ (%)	No of projects
SIERRA LEONE	35,000	32,670	17,465	53	14
BY PRIORITY AREA					
A. Democracy and Good Governance	7,500	5,750	1,820	32	3
B. Justice and Security	13,700	13,490	9,242	69	8
D. Youth Empowerment and Employment	4,100	4,081	2,415	59	1
E. Capacity Building of Public Administration	500	348	137	39	1
I. Support to Increased Energy	9,000	9,000	3,852	43	1
Unallocated (Emergency Facility)	200	-	-	-	-
BY RECIPIENT ORGANIZATION					
IOM		4,611	1,249	27	2
UNDP		27,256	16,146	59	11
UNICEF/UNIFEM		803	70	9	1

Summary

On 12 October 2006, Sierra Leone was made eligible for the receipt of PBF-funding under Window I and in March 2007 a country envelope of \$35 million was approved in support of the PBF Sierra Leone Priority Plan. In order to include the addition of a fifth Priority Area, "Support to Increased Energy", the original Priority Plan was revised in October 2008 and currently includes five Priority Areas:

- Democracy and Good Governance
- Justice and Security
- Youth Empowerment and Employment
- Capacity Building of Public Administration
- Support to Increased Energy

¹³ Expenditure as a proportion of amount transferred.

In the course of 2008, seven projects¹⁴ were approved for a total value of \$16.7 million, with five projects approved in 2007 still operational. Of the projects approved in 2008, all were approved between August and November, therefore the reporting period for these covers only up to four months of implementation. In total, as of 31 December 2008, 14 projects have been approved by the Sierra Leone PBF Steering Committee, amounting to \$32.7 million, or 93 percent of the overall country envelope of \$35 million.

Across the portfolio, projects have reported a number of achievements. The establishment of Secretariats in support of critical institutions is improving operational and strategic planning capacity, and all projects report having raised awareness at local levels. In the area of Justice and Security, projects report having a marked effect in improving access to justice, especially in rural areas.

Six projects (including one approved in 2008) have extended their expected duration, and a further project has proposed an extension. Delays have been primarily due to the need to get local staff and counterparts up to speed with administrative and management procedures, delayed budget approval and procurement, and issues of coordination and relationships with government and other partners.

Of the overall country envelope of \$35 million approved by the Sierra Leone PBF Steering Committee, \$32.7 million had been transferred to 14 projects by 31 December 2008. Programme expenditures as of 31 December 2008 amounted to \$17.5 million, giving an overall financial implementation rate of 53 percent. This reflects a range across Priority Areas from 69 percent for the Justice and Security Priority Area to 32 percent for the Democracy and Good Governance Priority Area. For the seven projects approved in 2007, the cumulative financial implementation rate as of 31 December 2008 was 70 percent (\$11.2 million expended of \$16 million transferred).

¹⁴ PBF/SLE/A-2: Support to Capacity Building and Programmes of the National Anti-Corruption Strategy Secretariat; PBF/SLE/A-3: Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding; PBF/SLE/A-4: Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission; PBF/SLE/B-7: Support to the Office of National Security; PBF/SLE/B-8: Contribution to Improved Reformation, Justice and Security for Prison Inmates; PBF/SLE/I-1: Emergency Support to the Energy Sector; PBF/SLE/E-1: Support to Government's Capacity for Engagement on Peacebuilding Issues

1. PBF Strategic Framework and Benchmarks

Considerable progress has been made in the Sierra Leone peacebuilding process since the end of the protracted conflict in 2002. State authority and the provision of basic services have been restored and extended throughout the country. Presidential and parliamentary elections were held in 2002, coupled with the implementation of a Disarmament, Demobilization, and Reintegration plan (DDR), the conclusion of the work of the Truth and Reconciliation Commission, the adoption and currently ongoing implementation of a Poverty Reduction Strategy (PRS), the establishment of a National Human Rights Commission, and the adoption of a decentralization and devolution plan and of a National Anti-Corruption Strategy.

The Government's Peace Consolidation Strategy (PCS) provides an analysis of the critical threats to long-term peace and stability and proposes specific interventions to address them in order to create and support an enabling environment for the implementation of the country's long-term development objectives and for building national capacities for conflict prevention and resolution.

In October 2006, Sierra Leone was included under Window I of the PBF, and in March 2007 a country envelope of \$35 million from the Peacebuilding Fund was approved in support of the Sierra Leone PBF Priority Plan. The review and approval of project activities is conducted by the Sierra Leone PBF Steering Committee, managed by the Government of Sierra Leone and the United Nations Integrated Office in Sierra Leone (UNIOSIL)¹⁵. The Steering Committee comprises representatives of government ministries and other implementing partners, multilateral and bilateral donors (EC, World Bank, DFID, Irish Aid), international and national NGOs. It met three times in 2008.

The Steering Committee reviews and approves projects in line with the national Priority Plan which originally identified four Priority Areas:

- Democracy and Good Governance
- Justice and Security
- Youth Empowerment and Employment
- Capacity Building of Public Administration

A revision to the Priority Plan in October 2008 added a fifth Priority Area:

- Support to Increased Energy

In 2007, seven projects were approved; with a further seven projects approved in 2008. These were:

- Democracy and Good Governance
 - PBF/SLE/A-2: Support to Capacity Building and Programmes of the National Anti-Corruption Strategy Secretariat (UNDP, \$349,034 approved)
 - PBF/SLE/A-3: Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding (a joint programme executed by UNICEF and UNIFEM with approved amounts of \$189,390 and \$613,25 respectively)
 - PBF/SLE/A-4: Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission (IOM, \$3,000,000 approved)

¹⁵ As of August 2008, this was renamed United Nations Integrated Peacebuilding Office in Sierra Leone, UNIPSIL

- Justice and Security
 - PBF/SLE/B-7: Support to the Office of National Security (UNDP, \$1,576,538 approved)
 - PBF/SLE/B-8: Contribution to Improved Reformation, Justice and Security for Prison Inmates (IOM, \$1,610,933 approved)
- Capacity Building of Public Administration
 - PBF/SLE/E-1: Support to Government's Capacity for Engagement on Peacebuilding Issues (UNDP, \$348,125 approved)
- Support to Increased Energy
 - PBF/SLE/I-1: Emergency Support to the Energy Sector (UNDP, \$9,000.000 approved)

Annexes I, II and III provide details of all PBF projects in Sierra Leone.

2. Projects Approval and Implementation Status

2.1. Projects Approval Status

In 2007, the PBF Sierra Leone Steering Committee approved seven projects amounting to a total of \$16 million. Of these, two were operationally closed by the end of 2007, with a third very near completion.

During the current reporting period, 1 January to 31 December 2008, an additional seven projects were approved by the Steering Committee and funded for a total of \$16.7 million. Of these projects, four (68 percent of the total amount approved in 2008) were executed by UNDP, two (28 percent) were executed by the IOM and one (5 percent) jointly by UNICEF and UNIFEM.

In total, 14 projects have been approved by the PBF Sierra Leone Steering Committee, amounting to \$32.7 million, or 93 percent of the overall country envelope of \$35 million.

Implementing partners across the ongoing portfolio comprise the ministries of Youth and Sports, Social Welfare Gender and Children's Affairs, Defence, Energy and Power, Finance and Economic Development; the Anti-Corruption Commission, National Commission for Social Action, Sierra Leone Police, Human Rights Commission for Sierra Leone, Office of the Chief Justice, Office of National Security and the National Power Authority.

Of the seven projects approved in 2008, all were approved in July and started activities over a period from August to November 2008. Annex I provides details on the projects and funding approved during the reporting period, as well as in 2007.

2.2. Projects Implementation Status

As of 31st December 2008, 12 projects were ongoing in Sierra Leone – the seven approved in 2008 and five which were started in 2007. According to narrative progress reports submitted by Recipient Organizations, several of these projects have experienced various degrees of delay in implementation, caused mainly by the need to familiarize local staff and counterparts with administrative and management procedures, delayed budget approval and procurement, and issues of coordination and relationships with government and other partners. Of the 12 projects, six (including one started in 2008) were expected to run beyond the duration originally planned. Annex II provides the expected dates for operational closure of projects, as well as project implementation status reflected in the progress reports submitted by Recipient Organizations.

3. Implementation of Projects: Achievements and Challenges

With a number of projects having started in 2007, the Recipient Organizations in Sierra Leone are able to report a number of clear achievements, particularly in the Justice and Security Priority Area. Projects report improvements in the operational effectiveness of the police and public confidence in the police. The Human Rights Commission of Sierra Leone is reported to be gaining public trust under the UNDP-executed “Capacity Development of Human Rights Commission for Sierra Leone” project, with 244 complaints of human rights violations received in 2008. Projects report increased access to justice, with new magistrates courts established in three communities under the UNDP-executed “Capacity Development to the Justice System” project. Security coordination at the Office of National Security has been enhanced and, as part of an early warning system, 15 Chiefdom Security Coordinators have been engaged under the UNDP-executed “Support to the Office of National Security” project.

In the areas of Democracy and Good Governance and Capacity Building of Public Administration, where most projects were started in 2008, Secretariats and project offices have been established and staffed, and public awareness campaigns started.

The Support to Increased Energy Priority Area, which aims to provide short-term remedies while long-term solutions to energy problems are sought, has helped to ensure the stable provision of electricity for Freetown, Bo and Kenema between October and December 2008 under the UNDP-executed “Emergency Support to the Energy Sector” project, thereby contributing to the credibility of government; as well as improving the logistical capacity of the National Power Authority, Bo/Kenema Power Station and Ministry of Energy and Power which allows for more responsive service.

A particular issue across all projects and Priority Areas has been the need to spend time in the initial months building the implementation capacity of local partners.

3.1. Priority Area A: Democracy and Good Governance

Table 3.1: Democracy and Good Governance Summary

Approved for Transfer (\$)	5,750,401	% of Total Approved	21
Expenditure (\$)	1,819,778	Financial Implementation Rate (%)	32
PROJECTS			
PROJECTS	Total Approved (\$)		% of Priority Area Total
PBF/SLE/A-1: Support to National Elections Commission (NEC) Polling Staff (operationally closed) (UNDP)	1,598,727		28
PBF/SLE/A-2: Support to Capacity Building and Programmes of the National Anti-Corruption Strategy Secretariat (UNDP)	349,034		6
PBF/SLE/A-3: Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding (UNIFEM and UNICEF)	802,640		14
PBF/SLE/A-4: Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission (IOM)	3,000,000		52

The Democracy and Good Governance Priority Area aims to support government with urgent actions relating to strengthening democracy and democratization. Areas in need of immediate support are the Parliament, which is at present seriously constrained in undertaking its responsibilities, particularly with respect to consultations with and within the Parliamentarians' constituencies; the National Commission for Democracy, with its remit to promote harmony, political tolerance and national reconciliation at the community and the national levels in order to foster democratic values; and civil society participation, where support for broad-based participation in public decision-making and dialogue between all social groups complements ongoing efforts by other donors, including joint efforts to combat corruption, and promote good governance and democracy.

The Democracy and Good Governance Priority Area comprises four projects, of which one – “Support to National Elections Commission (NEC) Polling Staff” – was started and operationally closed in 2007 (see “2007 Consolidated Annual Progress Report on the PBF” for information on this project). Consequently, this Consolidated Progress Report covers the remaining three projects.

Achievements

The UNDP-executed “Support to Capacity Building and Programmes of the National Anti-Corruption Secretariat (NACS)” project has established a fully staffed and functional Secretariat (with five members of staff). Its key achievements between August and September 2008 consisted of enhancing public awareness of the NACS. Public awareness campaigns have been broadcasted on 10 radio stations based in the western area and on national television. A simplified and abridged version of the NACS strategy has been produced and disseminated to ministries, national institutions and civil society groups, and is reported to have significantly improved knowledge of issues related to combating corruption among government officials.

The “Supporting Gender Capacity, Women’s Rights Protection and Child Protection in Recovery and Peacebuilding” project is implemented jointly by two agencies, UNICEF and UNIFEM. Implementing partners include local government bodies, government agencies, local and international NGOs, community-based organizations (CBOs) and women’s organizations. In its 2-3 months of operation to the end of 2008, establishment activities have included the identification of a Project Management and Coordinating Unit office, procurement of equipment and vehicles and recruitment of staff – with 95 percent of recruitment completed. Procurement of services had also started. A Strategic Plan for the Ministry of Social Welfare, Gender and Children’s Affairs (MSWGCA) is being prepared, and an awareness campaign, focusing on the rights of children, was carried out in all districts, distributing printed copies of the Child Rights Act. Training modules and guidelines are being developed, and were 65 percent completed by the end of 2008.

The IOM-executed “Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission” project started in November 2008, so only saw two months of implementation before the end of the year. In that time, the project has established a National Steering Committee, and established and staffed a Reparations Office within the National Commission for Social Action (NaCSA). Coordination and strategic planning activities have started, and a public awareness campaign has started through radio, interviews and public debate. The project provided support in defining eligibility criteria, designing the registration form, starting the registration process, defining benefits, and allocating available reparation resources. Since the beginning of December, the project has been registering war victims across 149 chiefdoms.

Challenges

The “Support to Capacity Building and Programmes of the National Anti-Corruption Secretariat” project was delayed in the initial phase as the first two months were used to inform implementing partners on work and procurement plans, UNDP procedures, and administrative processes for the release of funds. These initial activities were considered necessary, as implementing partners were new and unfamiliar with UNDP procedures and rules.

The “Supporting Gender Capacity, Women’s Rights Protection and Child Protection in Recovery and Peacebuilding” project has experienced implementation delays, particularly under Outcome 1 (capacity building of the MSWGCA and women’s organizations) and Outcome 2 (identification of service providers in the field of sexual and gender based violence). This is attributed to initial problems with the Ministry with regard to the provision of office space and staffing, as well as a delay in the submission of the approved project to the Administrative Agent for the transfer of funds to the Recipient Organizations (two months after project approval). The project is seeking an extension to October 2009.

3.2. Priority Area B: Justice and Security

Table 3.2: Justice and Security Summary

Approved for Transfer (\$)	13,490,395	% of Total Approved	26
Expenditure (\$)	9,241,916	Financial Implementation Rate (%)	69
PROJECTS			
PROJECTS	Total Approved (\$)		% of Priority Area Total
PBF/SLE/B-1: Improved Public Order Management Capacity (UNDP)	1,042,565		8
PBF/SLE/B-2: Capacity Development of Human Rights Commission for Sierra Leone (HRCSL) (UNDP)	1,522,056		11
PBF/SLE/B-3: Emergency Support to the Security Sector (operationally closed) (UNDP)	1,822,824		14
PBF/SLE/B-4: Capacity Development to the Justice System to Prevent delays in trials and to clear backlog of cases (UNDP)	3,959,773		29
PBF/SLE/B-6: Rehabilitation of the Water and Sanitation Facilities for the Republic of Sierra Leone Armed Forces (RSLAF) barracks in Freetown (UNDP)	1,955,706		14
PBF/SLE/B-7: Support to the Office of National Security (UNDP)	1,576,538		12
PBF/SLE/B-8: Contribution to Improved Reformation, Justice and Security for Prison Inmates (IOM)	1,610,933		12

Sierra Leone has seen a “continual assault” on the rule of law, and the performance, credibility and professionalism of judicial institutions remain matters of serious concern. The lack of timely adjudication, inadequate access to justice by most of the population, the large backlog of court cases, abysmal prison conditions and the weak oversight of, and coordination among, the various judicial institutions remain serious post-conflict issues in urgent need of redress. Other issues of concern include the high number of cases adjudicated by the traditional system of justice and the chieftaincy-structure of power in rural areas, contradictions between some aspects of customary law with basic human rights, discrimination, particularly against women, lack of codification of customary law and lack of clarity of what constitutes customary law.

The Justice and Security Priority Area aims to address some of the most pressing constraints facing the judiciary, as a complement to long-term initiatives being implemented by other donors. These constraints consist of training and deployment of additional magistrates, reinforcing alternative dispute resolution mechanisms, including building the capacity of the traditional courts generally and specifically to uphold national and international

human rights laws and commitments, reducing the backlog of court cases and pre-trial detention caseloads, and strengthening coordination among the key Ministries of Justice and Internal Affairs.

The Justice and Security Priority Area comprises seven projects, five of which were started in 2007 and two in 2008. One of these, “Emergency Support to the Security Sector”, was operationally closed in 2007.

The PBF works at two levels in the justice and security sector in Sierra Leone: it works at national level building the capacity of critical institutions (the Sierra Leone Police, the Human Rights Commission for Sierra Leone, the Office of the Chief Justice, the Office of National Security); and it works at field level to improve the living conditions – mostly through rehabilitation and construction works – of those caught up in violence and insecurity (the Republic of Sierra Leone Armed Forces and inmates at the Pademba Road Central prison in Freetown).

Achievements

By the end of 2008, the UNDP-executed Improved “Public Order Management Capacity” project, designed to strengthen the Sierra Leone police’s capacity to ensure public order and reduce levels of crime, was close to completion having supported the police to become more operationally ready and effective in providing security to lives and properties, including improved security during the 2007 and 2008 elections. Public confidence in the police was reported to have improved, as well as morale within the police.

Two of the institutional capacity building projects are the UNDP-executed “Capacity Development of Human Rights Commission of Sierra Leone” project which supports institutional establishment and capacity building of the HRCSL as a means of improving the culture of respect and protection of human rights in the country; and the “Capacity Development to the Justice System” project, also executed by UNDP, which aims to clear an existing backlog of criminal and civil cases both in the magistrate’s and high court. Both projects were started in 2007, when their main establishment and procurement activities took place. Some recruitment continued into 2008. Both projects are now able to report more substantial results on the ground in terms of improved human rights norms and access to justice, and improved operational capacity of courts. The main implementing partners include the Sierra Leone Judiciary, Ministry of Justice, Ministry of Internal Affairs Local Government and Rural Development, Ministry of Social Welfare Gender and Children’s Affairs and the Sierra Leone Police, all of which are members of the Project Steering Committee. The office of the Chief Justice provides leadership and coordinates the roles among various justice institutions under the “Capacity Development to the Justice System” project.

In 2008, the HRCSL received 244 complaints of human rights violations, indicating a growing trust in its capacity. Regional offices provide improved accessibility for the rural population, and it has been monitoring human rights abuses during local election campaigns. The Commission published a first “Annual Report on Human Rights in Sierra Leone”, and completed a report of the baseline survey on the knowledge, attitude and perception of human rights in Sierra Leone. The project reports that it has been instrumental in bringing access to justice closer to the general population, making the justice system less intimidating. This project is reported to have completed 96 percent of activities in 2008.

The Special Backlog court established under the PBF, combined with salary incentives, capacity building initiatives and refurbishment of courts, is reported to have increased access to justice in all 14 districts in the four provinces – to an extent that precedes pre-war levels. New magistrates’ courts are being built in three communities, and capacity building and provision of transport is improving operational capacity. The level of knowledge on international, regional and national human rights issues among police prosecutors, officials of the Family Support Unit and local court has also improved. The first ever set of Legal Executives trained and recruited are completing State Prosecutors, court administration and legal research. Judgements which used to be hand-written are now being computerized and law reports are available; facilitating the work of judges, lawyers and court management impacting positively on the delivery of justice.

The remaining institutional capacity building project is the UNDP-executed “Support to the Office of National Security”, which started in September 2008 and aims to enhance capacity of the Office of National Security (ONS) for early warning systems and coordination of the security sector agencies. Achievements in this time are limited to the enhancement of the security coordination capacity of the Office of National Security, as well as the engagement of 15 Chiefdom Security Coordinators to provide reliable, timely information on the security situation on the ground as part of the establishment of decentralized, enhanced early warning systems.

Of the two projects focusing on physical works, one (“Rehabilitation of the Water and Sanitation Facilities for the Republic of Sierra Leone Armed Forces barracks in Freetown”, executed by UNDP) was started in 2007 and the other (“Contribution to Improved Reformation, Justice and Security for Prison Inmates”, executed by IOM) in 2008. The earlier project reports results in terms of improving the living standards of 12,000 military personnel and their families. Improved sanitation facilities have reduced the incidence of waterborne diseases. The construction of Medical Inspection rooms which started in all three barracks in November 2008 will also improve health facilities. In the prisons, procurement is reported to be on or ahead of schedule, with the bulk of items delivered. Rehabilitation and construction works had begun and were reported to be 35-40 percent completed and on or ahead of schedule. The supply of metal bunker beds and bedding is reported to have already improved the living conditions of all the prisoners; and the delivery of equipment has increased capacity for skills training activities.

Challenges

The institutional capacity building projects have run into a number of challenges relating to recruitment of staff and building their implementation capacity, as well as in some cases inadequate staffing on the part of the recipient organization. Coordination between different counterpart and implementing agencies has also proven a challenge, requiring time for relationship-building and awareness-raising. Furthermore, the 2007 and 2008 elections were a significant distraction from project activities.

The issues facing the projects focusing on rehabilitation and construction works have been primarily technical and related to procurement. The works for the RSLAF project have had to be redesigned and downscaled as they were originally under-budgeted. A lack of ownership by the stakeholders to project review resulted in the need to escalate review and approval functions to minister level; and working relationships with partner companies have not been as smooth as anticipated. This has been addressed by the appointment of a UNDP Water and Sanitation Engineer.

A major portion of the “Improved Public Order Management Capacity” project was completed within the first three months of its implementation. However, there have been protracted delays in procuring anti-riot equipment due to procurement rules and unreliability of providers which meant that the procurement process had to be repeated. The equipment is now expected to be delivered by June 2009.

3.3. Priority Area D: Youth Empowerment and Employment

Table 3.3: Youth Empowerment and Employment Summary

Approved for Transfer (\$)	4,080,907	% of Total Approved	12
Expenditure (\$)	2,414,736	Financial Implementation Rate (%)	59
PROJECTS			
PROJECTS	Total Approved (\$)		% of Priority Area Total
PBF/SLE/D-1: Youth Enterprise Development (UNDP)	4,080,907		100

Marginalization and political exclusion of youth has been one of the primary causal factors for the civil war in Sierra Leone, and continues to pose a serious threat to stability and inclusive development. It is estimated that up to 70 percent of the youth of the country are unemployed or underemployed, and youth aged 15-24 are amongst the poorest of the poor.

The Youth Empowerment and Employment Priority Area aims to provide short-term and catalytic efforts that are complementary to medium- and long-term initiatives by government and other partners. These include the creation of a Youth Employment Secretariat and the formulation of a national youth policy, the establishment of agricultural business schemes and specific enterprises for “Girls off the Street” and the launch of a Youth Employment Scheme, focusing on immediate and feasible options for employment creation. The PBF supports the Youth Employment Scheme, which provides for urgent building of capacities at the local level, throughout the country, to support job creation and skills development. The Priority Plan identifies the need for a strong gender focus as a means of addressing significant gender disparities in education and literacy.

As of 31 December 2008, one project was approved under this Priority Area, “Youth Enterprise Development”. The Project started in 2007 and aims to support the empowerment of youth through the provision of employment opportunities. This includes supporting the creation of enterprises as a potential source for self-employment, promotion of sustainable livelihoods for young people through entrepreneurship development, support to business development services, micro-finance, skills development and training and up scaling innovative projects. The project is implemented by UNDP in partnership with ILO, UNIDO, the Ministry of Education Youth and Sports, the private sector, and NGOs.

Achievements

The project supports five implementing partners to work with 4,147 beneficiaries in 10 districts to access and make the most of micro finance schemes. Plans were completed and funds committed to support an additional 17 implementing partners to work with about 11,900 youth in 11 districts. Of these, about 2,600 youth will be involved in skills development projects; 2,900 involved in enterprise development projects; and 6,400 youths involved in agriculture/agro-processing projects.

There has been a reported improvement in the strategic and operational capacity of the Youth Employment Secretariat with regard to planning, inclusive planning with stakeholders and project implementation in particular, the M&E capacity and systems are being developed in a systematic manner.

Challenges

A one-year extension to the PBF project was approved in 2008 in light of the low implementation rate of the project. The main reasons for the low rate of implementation were:

- The project was to start just before the national presidential and parliamentary elections in 2007. Youth traditionally play a significant role in campaigning and support to political parties. In such a situation, a great deal of care had to be exercised as to who and what should be financially supported. Opinions were divided and consensus difficult.
- The Steering Committee took some months to find a good working and decision-making modality.

3.4. Priority Area E: Capacity Building of Public Administration

Table 3.4: Capacity Building of Public Administration Summary

Approved for Transfer (\$)	348,125	% of Total Approved	1
Expenditure (\$)	136,815	Financial Implementation Rate (%)	39
PROJECTS			
PROJECTS	Total Approved (\$)		% of Priority Area Total
PBF/SLE/E-1: Support to Government's Capacity for Engagement on Peacebuilding Issues (UNDP)	348,125		100

Sierra Leone has seen the widespread collapse of the public service machinery, at national, district and ward levels. The Civil Service is outdated in terms of knowledge, skills and training. Over the years, the capacity of the Ministry of Finance and Economic Development (MoFED) to perform key statutory responsibilities has been considerably eroded. There have been lapses in government coordination of donor assistance, and a lack of capacity to assume a leadership role in the peacebuilding process. The Priority Plan identifies the establishment of a Peacebuilding Fund Secretariat within MoFED as a priority, in order to improve government capacity to engage on peacebuilding funds. Strengthening MoFED's capacity is essential to enhancing national ownership and ensuring sustainability. The Capacity Building of Public Administration Priority Area aims to ensure timely, effective and efficient implementation of peacebuilding projects, including meeting timely reporting and accounting schedules and deadlines.

As of 31 December 2008, one project was approved under this Priority Area, "Support to Government's Capacity for Engagement on Peacebuilding Issues", approved in 2008. The project is implemented by UNDP in partnership with MoFED.

Achievements

The project has established a PBF Secretariat, staffed by a Project Coordinator and four MoFED staff, which supports MoFED in taking ownership of and becoming more involved in the management and oversight of PBF projects. This increased capacity is evident in MoFED's active involvement in the PBF Sierra Leone Steering Committee, of which MoFED is a co-chair.

Increased coordination and monitoring is reported to have improved feedback on project implementation, and allowed for more rapid response to delivery constraints.

Furthermore, the Secretariat has supported Technical and Project Steering Committee meetings in reviewing and monitoring new and ongoing projects.

Challenges

Implementation has been affected by delays on the side of MoFED in the recruitment of staff for the Secretariat. In addition, new staff needed familiarization with the content and administration of projects under the PBF. Therefore, much of the early part of the project was used as a learning period and hence contributed to the delay of the Secretariat actually playing an active role in project coordination.

3.5. Priority Area I: Support to Increased Energy

Table 3.5: Support to Increased Energy Summary

Approved for Transfer (\$)	9,000,000	% of Total Approved	26
Expenditure (\$)	3,851,993	Financial Implementation Rate (%)	43
PROJECTS			
PROJECTS	Total Approved (\$)		% of Priority Area Total
PBF/SLE/I-1: Emergency Support to the Energy Sector (UNDP)	9,000,000		100

Sierra Leone’s energy sector, particularly the electricity sub-sector, is in a state of crisis, and one of the main challenges to economic growth and recovery, and continued progress on peace consolidation. The shortcomings in the supply of electricity constitute a critical and overarching challenge affecting all peacebuilding priorities.

While many of the challenges in the energy sector are of a long-term nature, the Support to Increased Energy Priority Area prioritizes and addresses short-term emergency issues such as generation, distribution and management of electricity supply to Freetown, Bo and Kenema.

As of 31 December 2008, one project was approved under this Priority Area, “Emergency Support to the Energy Sector”, approved in 2008. The project is implemented by UNDP in partnership with the Ministry of Energy and Power and the National Power Authority.

Achievements

The procurement of fuel, lubricants and other vital inputs for the period of October to December 2008 (value \$5 million) helped to ensure the short-term stable provision of electricity for Freetown, Bo and Kenema – supporting the ability of businesses to pursue economic activities.

In turn, this has contributed to the credibility of government, which promised more reliable provision of electricity in its election campaign, as well as improved security and stability in Freetown. Rehabilitation of a generator in Freetown contributes to sustainability of more reliable provision.

Furthermore, the procurement of vehicles and office equipment has improved the logistical capacity of the National Power Authority, Bo/Kenema Power Services and Ministry of Energy and Power. This allows for more responsive maintenance, checks and installation of power lines, distributors and poles.

Challenges

Project implementation was delayed until November 2008 (although funds were transferred in August 2008), due to required changes to the budget, which was not approved until November 2008. Other than that, no specific issues have been flagged.

Table 3.6: Summary of Achievements and Challenges

PRIORITY AREA	ACHIEVEMENTS	CHALLENGES
A. Democracy and Good Governance	<ul style="list-style-type: none"> • Secretariats/project offices staffed and functioning • Public awareness campaigns started • Registration of war victims started under Support to the Implementation of the Reparations Programme 	<ul style="list-style-type: none"> • Capacity building of local partners in administrative and management procedures has taken up much of the first 2-3 months • Issues with counterpart Ministry reported relating to provision of office space and personnel
B. Justice and Security	<ul style="list-style-type: none"> • Improvements in operational effectiveness of police, security during elections, and public confidence reported • HRCSL received 244 complaints of human rights violations • Annual Report on Human Rights in Sierra Leone published • Increased access to justice reported • New magistrates courts in three communities • Improved security coordination capacity of the Office of National Security • 15 Chiefdom Security Coordinators engaged as part of early warning system • Improved sanitation facilities in barracks, and reduced incidence of waterborne diseases • Supply of beds and bedding to prisons has improved living conditions 	<ul style="list-style-type: none"> • Capacity building of local partners in administrative and management procedures has taken time • Coordination between different counterpart and implementing agencies is reported to have been difficult • Elections in 2007 and 2008 distracted from project activities • RSLAF project had to be redesigned and downscaled due to budgetary constraints • Protracted delays in procuring anti-riot equipment for Improved Public Order Management Capacity project
D. Youth Empowerment and Employment	<ul style="list-style-type: none"> • The project has contributed to an overall expansion in coverage of micro-finance activities 	<ul style="list-style-type: none"> • Difficulties in reaching consensus over who should be supported • Steering Committee needed time to establish its working and decision-making modality
E. Capacity Building of Public Administration	<ul style="list-style-type: none"> • Secretariat established and staffed • Increased coordination and monitoring is reported to have led to more rapid response to delivery constraints 	<ul style="list-style-type: none"> • Delays reported on side of government and in recruitment of staff for Secretariat • Capacity building of local partners in administrative and management procedures has taken time
I. Support to Increased Energy	<ul style="list-style-type: none"> • Short-term stable provision of electricity for Freetown, Bo and Kenema from Oct-Dec 2008 • Credibility of government is reported to have improved • Logistical capacity of National Power Authority, Bo/Kenema Power Station and Ministry of Energy and Power improved 	<ul style="list-style-type: none"> • Budget was not approved until Nov 2008

4. Financial Performance

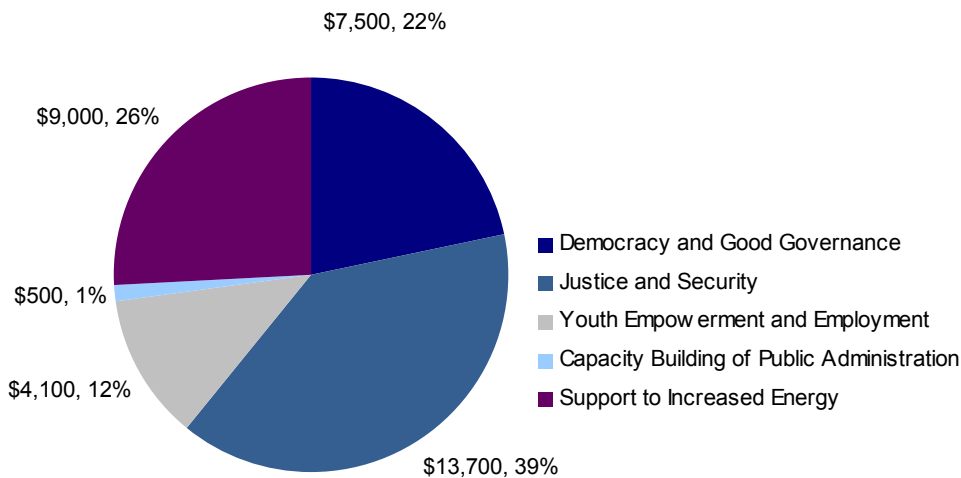
Of the overall country envelope of \$35 million approved by the Sierra Leone PBF Steering Committee, \$32.7 million had been transferred to 14 projects by 31 December 2008. Programme expenditures as of 31 December 2008 amounted to \$17.5 million, giving an overall financial implementation rate of 53 percent. This reflects a range across Priority Areas from 69 percent for the Justice and Security Priority Area to 32 percent for the Democracy and Good Governance Priority Area. For the seven projects approved in 2007, the cumulative financial implementation rate as of 31 December 2008 was 70 percent (\$11.2 million expended of \$16 million transferred).

Table 4.1: Financial Statement, 31 December 2008

Total allocated (\$000)	Amount transferred (\$000)	Expenditure 2007 (\$000)	Expenditure 2008 (\$000)	Cumulative expenditure (\$000)	Implementation rate (%)	No of projects
35,000	32,670	5,730	11,735	17,465	53	14

4.1. Fund Allocation

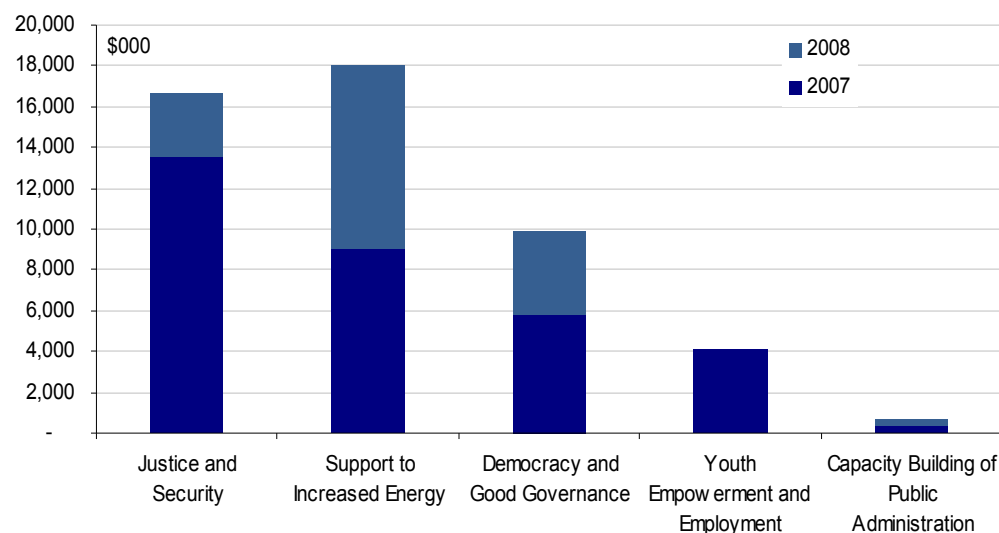
Figure 4.1: Fund Allocation by Priority Area, \$000, cumulative to 31 December 2008



The Sierra Leone PBF country envelope of \$35 million is, as per the PBF Sierra Leone Priority Plan, divided between five Priority Areas of which the largest is Justice and Security, with an allocation of \$13.7 million, 39 percent of the Sierra Leone country envelope. The second largest Priority Area is Support to Increased Energy, with an allocation of \$9.0 million accounting for 26 percent of Sierra Leone's total, followed by the Democracy and Good Governance Priority Area with 22 percent (\$7.2 million). The Youth Empowerment and Employment and Capacity Building of Public Administration Priority Areas account for 12 percent (\$4.1 million) and 1 percent (\$500,000) of the country envelope respectively.

4.2. Funds Transferred

Figure 4.2: Funds Transferred by Priority Area, \$000, 2007 and 2008

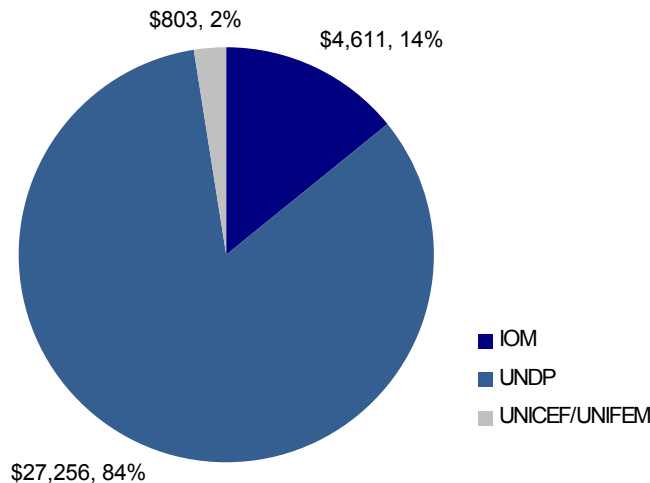


Of the \$35 million country envelope for Sierra Leone, 93 percent (\$32.7 million) had been transferred as of the end of 2008, of which 36 percent (\$11.7 million) was transferred in 2008.

Table 4.2: Funds Transferred by Priority Area, \$000, 2008, 2007 and cumulative to 31 December 2008

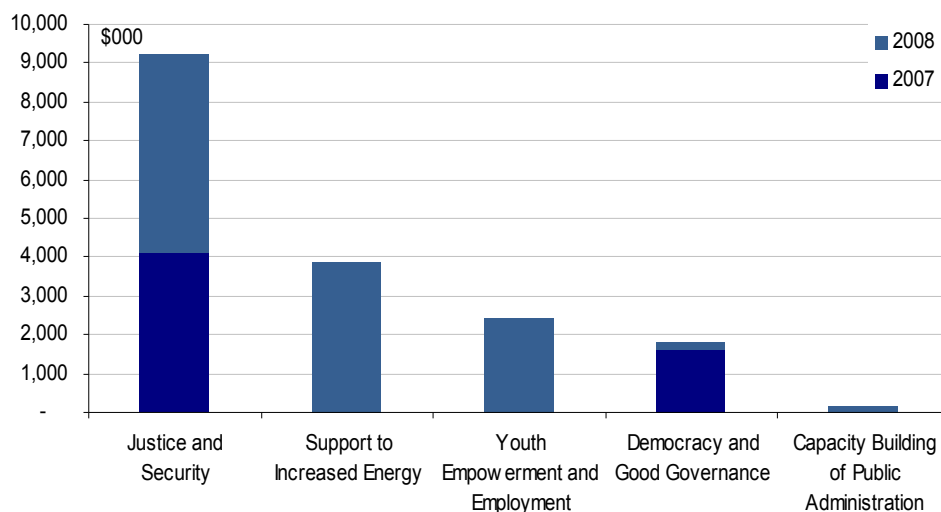
	Total allocated (\$000)	Amount transferred 2007 (\$000)	Amount transferred 2008 (\$000)	Total transferred (\$000)	Total transferred as % of total allocated
Democracy and Good Governance	7,500	1,599	4,152	5,750	77
Justice and Security	13,700	10,303	3,187	13,490	98
Youth Empowerment and Employment	4,100	4,081	-	4,081	100
Capacity Building of Public Administration	500	-	348	348	70
Support to Increased Energy	9,000	-	9,000	9,000	100
SIERRA LEONE TOTAL	34,800	15,983	16,687	32,670	94

Figure 4.3: Funds Transferred by Recipient Organization, \$000, cumulative to 31 December 2008



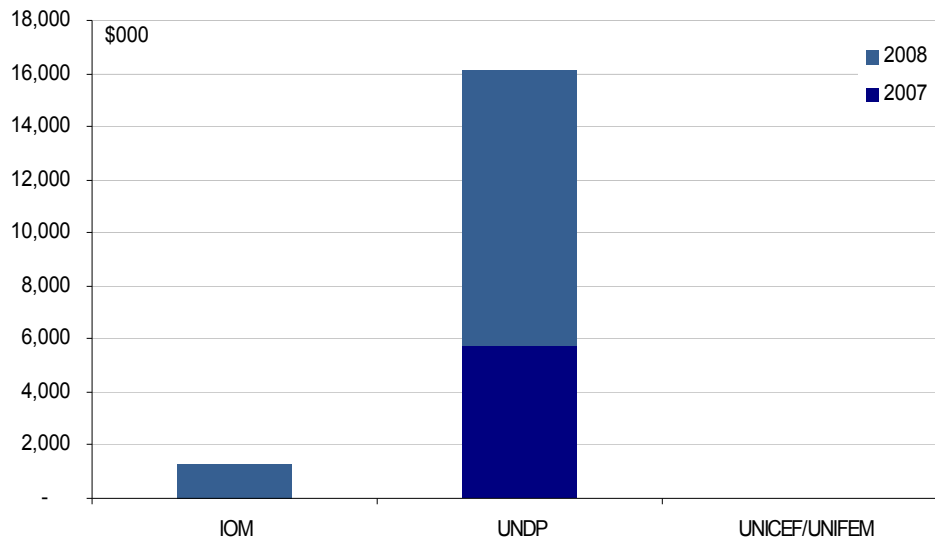
4.3. Expenditure

Figure 4.4: Expenditure by Priority Area, \$000, 2007 and 2008



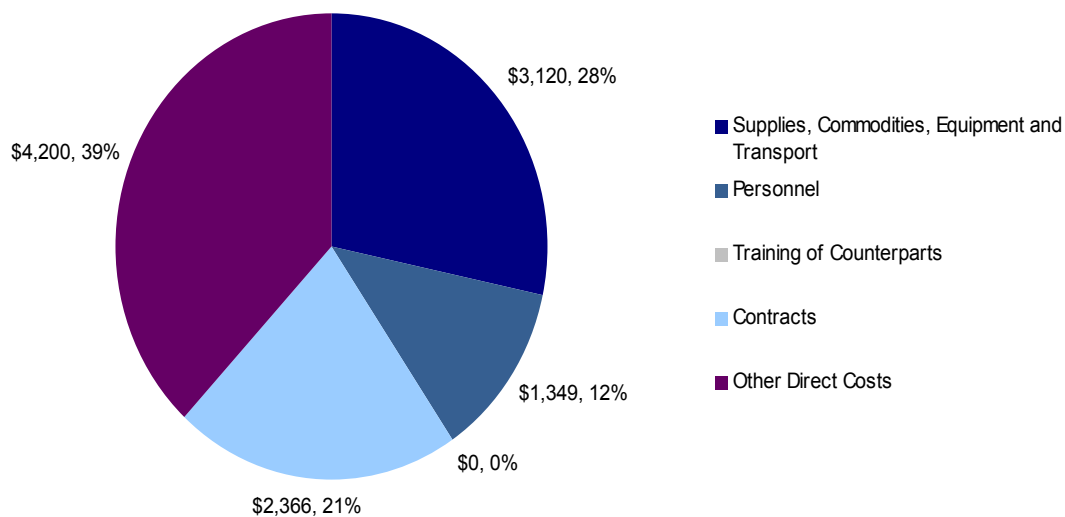
Total expenditure across the Sierra Leone PBF as of the end of 2008 amounts to \$17.5 million, of which \$5.7 million (33 percent) was spent in 2007 and \$11.7 million (67 percent) was spent in 2008. The Justice and Security Priority Area, which accounts for 39 percent of the overall programme, accounted for 53 percent of overall expenditure as of 31 December 2008. The Support to Increased Energy Priority Area, accounting for 26 percent of the overall programme, accounts for 22 percent of expenditure as of 31 December 2008. The Youth Empowerment and Employment Priority Area, which accounts for 22 percent of the overall programme, accounted for 14 percent of expenditure. And the Democracy and Good Governance and Capacity Building of Public Administration Priority Areas, which make up 12 percent and 1 percent of the Burundi PBF programme respectively, account for 10 percent and 1 percent of overall expenditure.

Figure 4.5: Expenditure by Recipient Organization, \$000, 2007 and 2008



Among the Recipient Organizations, UNDP (with 84 percent of the programme) has accounted for the largest share (92 percent) of expenditure as of 31 December 2008. IOM (with 14 percent of the programme) has accounted for 7 percent of expenditure; and UNICEF/UNIFEM (with 2 percent of the programme) has accounted for 0.2 percent of expenditure.

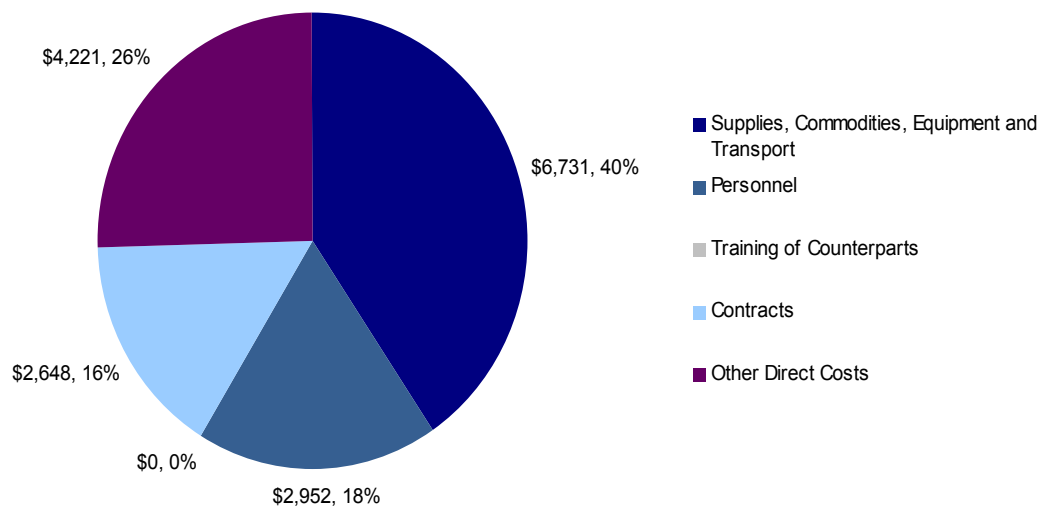
Figure 4.6: Total programme costs¹⁶ by Category, \$000, 2008



¹⁶ Total programme costs is the sum of supplies, commodities, equipment & transport, personnel, training of counterparts, contracts and other direct costs i.e. expenditure less indirect support costs.

Total programme costs across projects funded through the PBF country envelope to Sierra Leone in 2008 were \$11.0 million, of which the largest share was spent on other direct costs. The indirect support costs for this period were 6.3 percent.

Figure 4.7: Total Programme Costs by Category, \$000, cumulative to 31 December 2008



Total programme costs across projects funded through the PBF country envelope to Sierra Leone to 31 December 2008 were \$16.6 million, of which the largest share was spent on personnel. The indirect support costs for the 2007-2008 period were 5.5 percent.

4.4. Financial Implementation Rate

Across the Sierra Leone PBF, the financial implementation rate (expenditure as a proportion of the amount transferred) was 53 percent at the end of 2008, compared with 36 percent in 2007. For the seven projects approved in 2007, the cumulative financial implementation rate as of 31 December 2008 was 70 percent (\$11.2 million expended of \$16 million transferred).

Table 4.3: Financial Implementation Rate by Priority Area

	Amount transferred (\$000)	Expenditure (\$000)	Implementation rate (%)	Implementation rate 2007 (%)
Democracy and Good Governance	1,599	1,820	32	100
Justice and Security	10,303	9,242	69	40
Youth Empowerment and Employment	4,081	2,415	59	-
Capacity Building of Public Administration	-	137	39	na
Support to Increased Energy	-	3,852	43	na
SIERRA LEONE TOTAL	15,983	17,465	53	36

Table 4.4: Financial Implementation Rate by Recipient Organization

	Amount transferred (\$000)	Expenditure (\$000)	Implementation rate (%)	Implementation rate 2007 (%)
IOM	4,611	1,249	27	na
UNDP	27,256	16,146	59	36
UNICEF/UNIFEM	803	30	4	na
SIERRA LEONE TOTAL	15,983	17,465	53	36

Annex I: Approved Projects as of 31 December 2008

Project Number and Project Title	Recipient Organization	Implementing Partner	Steering Committee Approval	Approved Budget (\$)
A- Democracy and Good Governance				5,750,401
PBF/SLE/A-1: Support to National Elections Commission (NEC) Polling Staff	UNDP	National Elections Commission (NEC)	11 July 2007	1,598,727
PBF/SLE/A-2: Support to Capacity Building and Programmes of the National Anti-Corruption Strategy Secretariat	UNDP	Office of the President: Anti-Corruption Commission	15 July 2008	349,034
PBF/SLE/A-3: Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding	UNICEF/ UNIFEM	Ministry of Social Welfare Gender and Children's Affairs	15 July 2008	189,390 613,250
PBF/SLE/A-4: Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission	IOM	National Commission for Social Action	15 July 2008	3,000,000
B- Justice and Security				13,490,394
PBF/SLE/B-1: Improved Public Order Management Capacity	UNDP	Sierra Leone Police	11 May 2007	1,042,565
PBF/SLE/B-2: Capacity Development of Human Rights Commission for Sierra Leone (HRCSL)	UNDP	Human Rights Commission for Sierra Leone	22 June 2007	1,522,056
PBF/SLE/B-3: Emergency Support to the Security Sector	UNDP	Ministry of Finance	11 July 2007	1,822,824
PBF/SLE/B-4: Capacity Development to the Justice System to Prevent delays in trials and to clear backlog of cases	UNDP	Office of the Chief Justice	11 July 2007	3,959,773
PBF/SLE/B-6: Rehabilitation of the Water and Sanitation Facilities for the Republic of Sierra Leone Armed Forces (RSLAF) barracks in Freetown	UNDP	Ministry of Defence	11 July 2007	1,955,706
PBF/SLE/B-7: Support to the Office of National Security	UNDP	Office of National Security	15 July 2008	1,576,538
PBF/SLE/B-8: Contribution to Improved Reformation, Justice and Security for Prison Inmates	IOM	Sierra Leone Prisons Department	15 July 2008	1,610,933

Project Number and Project Title	Recipient Organization	Implementing Partner	Steering Committee Approval	Approved Budget (\$)
D- Youth Empowerment and Employment			4,080,907	
PBF/SLE/D-1: Youth Enterprise Development	UNDP	Ministry of Youth and Sports, Youth Employment Secretariat	11 May 2007	4,080,907
E- Capacity Building of Public Administration			348,125	
PBF/SLE/E-1: Support to Government's Capacity for Engagement on Peacebuilding Issues	UNDP	Ministry of Finance and Economic Development	15 July 2008	348,125
I- Support to Increased Energy			9,000,000	
PBF/SLE/I-1: Emergency Support to the Energy Sector	UNDP	Ministry of Energy and Power and National Power Authority	15 July 2008	9,000,000

Annex II: 2008 Projects Implementation Status

Project Number, Project Title and Recipient Organization	Transfer of Funds to Recipient Organization by the Administrative Agent	Expected operational closing date	Status
A- Democracy and Good Governance			
PBF/SLE/A-1: Support to National Elections Commission (NEC) Polling Staff (UNDP)	18 July 2007	Operationally closed Sep 2007	The project closed operationally in Sept 2007 having met its objectives
PBF/SLE/A-2: Support to Capacity Building and Programmes of the National Anti-Corruption Strategy Secretariat (UNDP)	14 Aug 2008	Jul 2009	<ul style="list-style-type: none"> • The first two months of the project saw some delays in order to familiarise partners with administrative processes • Since then, 50 percent of activities are ongoing • The project has established a fully staffed and functioning Secretariat • Strategic and action plans have been prepared and consulted on • Awareness-raising and outreach activities have started • A simplified and abridged version of the NACS strategy has been produced and disseminated to stakeholders
PBF/SLE/A-3: Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding (UNIFEM and UNICEF)	Sep 2008	Oct 2009	<ul style="list-style-type: none"> • Delays to implementation have occurred due to initial problems with the counterpart ministry and the provision of office space and personnel • The project is proposing an extension to October 2009 • 50 percent of procurement has been completed • A Project Management and Coordinating Unit office has been identified • 95 percent of recruitment has been completed • A sensitization and public awareness campaign has started • Training modules and guidelines have been developed (65 percent complete)
PBF/SLE/A-4: Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission (IOM)	4 Nov 2008	3 Nov 2009	<ul style="list-style-type: none"> • Project preparation activities started ahead of transfer of funds, enabling the project to gain early momentum • Institutional arrangements and planning activities have been completed • Coordination meetings and outreach are ongoing • Registration of war victims has started

Project Number, Project Title and Recipient Organization	Transfer of Funds to Recipient Organization by the Administrative Agent	Expected operational closing date	Status
B- Justice and Security			
PBF/SLE/B-1: Improved Public Order Management Capacity (UNDP)	18 May 2007	Jun 2009	<ul style="list-style-type: none"> • Projected end date revised from Nov 2007 • Budget revision approved Nov 2008 • Protracted delay in procurement of anti-riot equipment, which was expected to be delivered in Jun 2009 • More than 80 percent of items were procured in 2007 • Improvements seen in police capacity, security (including during elections) and public confidence in the police
PBF/SLE/B-2: Capacity Development of Human Rights Commission for Sierra Leone (HRCSL) (UNDP)	9 July 2007	Mar 2009	<ul style="list-style-type: none"> • Projected end date revised from July 2008 • A budget revision was approved in November 2008 • The HRCSL is fully staffed and operational • An Annual State of Human Rights Report has been published and distributed • Monitoring and training has started • Baseline survey completed • The HRCSL has received 244 cases of human rights violations
PBF/SLE/B-3: Emergency Support to the Security Sector (UNDP)	18 Jul 2007	Operationally closed	The project is operationally closed having met all its objectives.
PBF/SLE/B-4: Capacity Development to the Justice System to Prevent delays in trials and to clear backlog of cases (UNDP)	18 July 2007	31 Mar 2009	<ul style="list-style-type: none"> • Projected end date revised from July 2008 • Coordination among major institutions has been a major challenge • Elections in 2007 and 2008 caused delays to implementation • Inadequate staffing by UNDP, and capacity building requirements for national partners, has slowed implementation • The project has brought a functioning court to 14 districts in 4 provinces • Operational capacity has been improved and the backlog of cases reduced • Training has been provided, legal staff recruited and transport and other equipment procured • Construction of 3 magistrates courts and 5 local courts has started

Project Number, Project Title and Recipient Organization	Transfer of Funds to Recipient Organization by the Administrative Agent	Expected operational closing date	Status
PBF/SLE/B-6: Rehabilitation of the Water and Sanitation facilities for the Republic of Sierra Leone Armed Forces (RSLAF) barracks in Freetown (UNDP)	18 July 2007	31 Dec 2009	<ul style="list-style-type: none"> • Project extensions have been granted until 31 Mar 2009 • The project has improved living standards for 12,000 beneficiaries, with reduced incidence of waterborne diseases • Budgetary constraints have meant that the project has had to be downscaled • Construction has been tendered and started • Difficult working relationships with partners have caused some delays to implementation • In response, a UNDP Water and Sanitation Engineer has been recruited (starting in 2009)
PBF/SLE/B-7: Support to the Office of National Security (UNDP)	1 Sep 2008	31 Aug 2009	<ul style="list-style-type: none"> • The project has improved the security coordination of ONS • 15 Chiefdom Security Coordinators have been engaged for early warning system and community engagement initiatives • Provision of vehicles and communications equipment has improved operational capacity of security coordinators
PBF/SLE/B-8: Contribution to Improved Reformation, Justice and Security for Prison Inmates (IOM)	4 Sep 2008	3 Sep 2009	<ul style="list-style-type: none"> • Projected end date revised from Aug 2009 • Procurement and building activities are reported to be on or ahead of schedule • Existing provision under the project has improved living conditions for all prisoners
D- Youth Empowerment and Employment			
PBF/SLE/D-1: Youth Enterprise Development (UNDP)	18 May 2007	Mar 2009	<ul style="list-style-type: none"> • Projected end date revised from Mar 2008 • Funding has been provided for a training centre and delivery of training • Funding has supported the expansion of micro-finance provision in support of rural enterprises • Youth employment and skills training activities have been supported • The project has seen the capacity of the YES Secretariat improve • Difficulties in reaching consensus over who should be supported • Steering Committee needed time to establish its working and decision-making modality
E- Capacity Building of Public Administration			
PBF/SLE/E-1: Support to Government's Capacity for Engagement on Peacebuilding Issues (UNDP)	14 Aug 2008	July 2009	<ul style="list-style-type: none"> • The project has established a fully staffed and operational Secretariat • Implementation has been slowed by delays on the government side and in recruitment and capacity building of Secretariat staff

Project Number, Project Title and Recipient Organization	Transfer of Funds to Recipient Organization by the Administrative Agent	Expected operational closing date	Status
I- Support to Increased Energy			
PBF/SLE/I-1: Emergency Support to the Energy Sector (UNDP)	27 Aug 2008	26 Aug 2009	<ul style="list-style-type: none"> • Due to administrative issues, the budget was revised and only approved in November 2008 • Procurement and renovation activities have contributed to improved operational and logistics capacity

Annex III: Financial Performance

Total Expenditure, by Priority Area, 1 January 2007 - 31 December 2008 (\$000)

Project	Agency	Steering Committee Approval Date	Funds Transferred	Expenditure			Total January 2007 to December 2008	Implementation Rate
			January 2007 to December 2008	January to December 2007	January to December 2008	January 2007 to December 2008		
			\$000s	\$000s	\$000s	\$000s		
SIERRA LEONE								
Priority Area: Democratic Governance								
PBF/SLE/A-1	Support to National Elections Commission (NEC) Polling Staff	UNDP	11 Jul 07	1,599	1,595	(74)	1,521	95.1%
PBF/SLE/A-2	Support to Capacity Building and Programmes of the National Anti-Corruption Strategy Secretariat	UNDP	15 Jul 08	349	n/a	8	8	2.2%
PBF/SLE/A-3a	Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding	UNIFEM	15 Jul 08	613	n/a	40	40	6.5%
PBF/SLE/A-3b	Supporting Gender Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding	UNICEF	15 Jul 08	189	n/a	30	30	15.6%
PBF/SLE/A-4	Support to the Implementation of the Reparations Programme as part of the Recommendations of the Truth and Reconciliation Commission	IOM	15 Jul 08	3,000	n/a	221	221	7.4%
Subtotal				5,750	1,595	225	1,820	31.6%
Priority Area: Justice and Security								
PBF/SLE/B-1	Improved Public Order Management Capacity	UNDP	11 May 07	1,043	794	(288)	506	48.5%
PBF/SLE/B-2	Capacity Development of Human Rights Commission for Sierra Leone (HRCSL)	UNDP	22 Jun 07	1,522	560	887	1,447	95.1%
PBF/SLE/B-3	Emergency Support to the Security Capacity Development to the Justice System to Prevent delays in trials and to clear backlog of cases	UNDP	11 Jul 07	1,823	1,808	286	2,094	114.9%
PBF/SLE/B-4	Rehabilitation of the Water and Sanitation facilities for the Republic of Sierra Leone Armed Forces (RSLAF) barracks in Freetown	UNDP	11 Jul 07	3,960	974	1,894	2,869	72.4%
PBF/SLE/B-6	Support to the Office of National Security	UNDP	15 Jul 08	1,956	-	333	333	17.0%
PBF/SLE/B-7	Contribution to Improved Reformation, Justice and Security for Prison Inmates	IOM	15 Jul 08	1,611	n/a	1,028	1,028	63.8%
Subtotal				13,490	4,135	5,107	9,242	68.5%
Priority Area: Youth Empowerment and Employment								
PBF/SLE/D-1	Youth Enterprise Development	UNDP	11 May 07	4,081	-	2,415	2,415	59.2%
Subtotal				4,081	-	2,415	2,415	59.2%
Priority Area: Capacity Building of Public Administration								
PBF/SLE/E-1	Support to Government's Capacity for Engagement on Peacebuilding Issues	UNDP	15 Jul 08	348	n/a	137	137	39.3%
Subtotal				348	-	137	137	39.3%
Priority Area: Support to Increased Energy								
PBF/SLE/I-1	Emergency Support to the Energy Sector	UNDP	15 Jul 08	9,000	n/a	3,852	3,852	42.8%
Subtotal				9,000	-	3,852	3,852	42.8%
SIERRA LEONE Total				32,670	5,730	11,735	17,465	53.5%

Total Expenditure by Priority Area and Category, 1 January – 31 December 2008 (\$000)

WINDOWS	TOTAL ALLOCATED USD	TOTAL FUNDS TRANSFERRED USD	EXPENDITURE (Jan 08 - Dec 08)		EXPENDITURE by CATEGORY (\$)							
			USD	% of Total Funded	Supplies, Commodities, Equipment and Transport	Personnel	Training of Counterparts	Contracts	Other Direct Costs	TOTAL PROGRAMME COSTS	Indirect Support Costs	Indirect Support Costs as % of Total Programme Costs
WINDOW I - Peacebuilding Commission												
Sierra Leone	35,000	32,670	11,735	36	3,120	1,349	0	2,366	4,200	11,036	699	6.3
Democratic Governance	7,500	5,750	225	4	25	-68	0	229	0	186	39	21.1
Justice and Security	13,700	13,490	5,107	38	2,803	885	0	1,119	-176	4,631	476	10.3
Youth Empowerment and Employment	4,100	4,081	2,415	59	0	520	0	1,013	819	2,352	63	2.7
Capacity Building of Public Administration	500	348	137	39	107	13	0	5	3	128	9	7.0
Support to Increased Energy	9,000	9,000	3,852	43	185	0	0	0	3,554	3,740	112	3.0
Unallocated	200	0	0	0	0	0	0	0	0	0	0	0.0

Total Expenditure by Priority Area and Category, 1 January 2007 – 31 December 2008 (\$000)

WINDOWS	TOTAL ALLOCATED USD	TOTAL FUNDS TRANSFERRED USD	EXPENDITURE (Jan 07 - Dec 08)		EXPENDITURE by CATEGORY (\$)							
			USD	% of Total Funded	Supplies, Commodities, Equipment and Transport	Personnel	Training of Counterparts	Contracts	Other Direct Costs	TOTAL PROGRAMME COSTS	Indirect Support Costs	Indirect Support Costs as % of Total Programme Costs
WINDOW I - Peacebuilding Commission												
Sierra Leone	35,000	32,670	17,465	53	6,731	2,952	0	2,648	4,221	16,552	913	5.5
Democratic Governance	7,500	5,750	1,820	32	25	1,448	0	229	2	1,704	115	6.8
Justice and Security	13,700	13,490	9,242	69	6,414	971	0	1,401	-158	8,628	614	7.1
Youth Empowerment and Employment	4,100	4,081	2,415	59	0	520	0	1,013	819	2,352	63	2.7
Capacity Building of Public Administration	500	348	137	39	107	13	0	5	3	128	9	7.0
Support to Increased Energy	9,000	9,000	3,852	43	185	0	0	0	3,554	3,740	112	3.0
Unallocated	200	0	0	0	0	0	0	0	0	0	0	0.0