

## The Challenge

Rebuilding a nation to embrace good governance and promote democratic values, peace, security and economic growth across all levels of society is the challenge facing the Government of Sierra Leone (GOSL) and the international donor community. The GOSL, with international support, has demonstrated its commitment to rebuilding the nation by adopting a three-year roadmap contained in the Poverty Reduction Strategy Paper (PRSP). However, corruption, abuse of power and disrespect for human rights are still rampant. Most youth and women are unemployed and marginalized. Sound management practices for generating national revenues to improve security and economic growth are absent. Most Sierra Leoneans believe the root causes that led to the violent civil war have not been adequately tackled.

## Objectives, Sectors and Workforce

Mission Director: Jack Winn

MCA Status: Currently Not Eligible

PEPFAR Focus Country: No

Provided or Received Services From Other Missions: Received

Program Budget (Appropriations by Objective)	FY 2004 (\$000)	FY 2005 (\$000)	FY 2006 (\$000)	FY 2007 (\$000)	Percent Change FY 04-07	2005 SO Performance Score	Direct SO Admin. Cost Ratio
636-001 Reintegration	3,968	6,118	0	0	N/A		0.06
636-002 Strengthening Democracy	4,788	4,534	0	0	N/A	1.18 Exceeded	0.07
636-003 Strengthening Good Governance	0	0	9,993	6,620	N/A	N/A	N/A
PL 480 Title II not Allocated to a Strategic Objective	12,953	13,277	7,051	11,000	-15.1%		
<b>Country Total</b>	<b>21,709</b>	<b>23,929</b>	<b>17,044</b>	<b>17,620</b>	<b>-18.8%</b>		

Program Budget (Appropriations by Account)	FY 2004 (\$000)	FY 2005 (\$000)	FY 2006 (\$000)	FY 2007 (\$000)	Percent Change FY 04-07
Child Survival and Health Programs Fund	100	100	297	300	200.0%
Development Assistance	3,685	4,600	3,756	3,820	3.7%
Economic Support Fund	4,971	5,952	5,940	2,500	-49.7%
PL 480 Title II	12,953	13,277	7,051	11,000	-15.1%
<b>Total</b>	<b>21,709</b>	<b>23,929</b>	<b>17,044</b>	<b>17,620</b>	<b>-18.8%</b>

Program Budget by Sector and Account	FY 2004 (\$000)	FY 2005 (\$000)	FY 2006 (\$000)	FY 2007 (\$000)	Percent Change FY 04-07
Agriculture and Environment DA	1,148	1,444	1,190	1,210	5.4%
Economic Growth DA	720	1,314	525	534	-25.8%
ESF	0	3,260	0	0	N/A
Human Rights ESF	1,000	0	0	0	N/A
Democracy and Governance DA	1,817	1,842	2,041	2,076	14.3%
ESF	1,971	2,692	5,940	2,500	26.8%
Conflict Management / Humanitarian Assistance ESF	2,000	0	0	0	N/A
Child Survival and Maternal Health CSH	100	100	297	300	200.0%
PL 480 Title II not Allocated to a Sector	12,953	13,277	7,051	11,000	-15.1%
<b>Total</b>	<b>21,709</b>	<b>23,929</b>	<b>17,044</b>	<b>17,620</b>	<b>-18.8%</b>

Workforce	FY 2004	FY 2005	FY 2006	FY 2007	Percent Change FY 04-07
US Direct Hires	0	0	0	0	N/A
US Non Direct Hires	1	1	1	1	0.0%
Foreign Nationals	6	7	7	7	16.7%
<b>Total</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>14.3%</b>

Mission Summary	FY 2004	FY 2005	FY 2006	FY 2007
Program per US Direct Hire (\$000)	N/A	N/A	N/A	N/A
Program per All US (\$000)	21,709	23,929	17,044	17,620
Program per Position (\$000)	3,101	2,991	2,131	2,203

### Other Major Donors:

Bilateral: United Kingdom, Ireland, Germany, Netherlands, Norway, France, Italy.

Multilateral: European Union (EU), World Bank (WB), United Nations Integrated Office of Sierra Leone (UNIOSIL), UNHCR, UNDP, World Food Program (WFP), African Development Bank.

## Sierra Leone PROGRAM SUMMARY

(in thousands of dollars)

Accounts	FY 2004 Actual	FY 2005 Actual	FY 2006 Current	FY 2007 Request
Child Survival and Health Programs Fund	100	100	297	300
Development Assistance	3,685	4,600	3,756	3,820
Economic Support Fund	4,971	5,952	5,940	2,500
PL 480 Title II	12,953	13,277	7,051	11,000
<b>Total Program Funds</b>	<b>21,709</b>	<b>23,929</b>	<b>17,044</b>	<b>17,620</b>

STRATEGIC OBJECTIVE SUMMARY				
636-001 Reintegration				
CSH	100	100	0	0
DA	1,868	2,758	0	0
ESF	2,000	3,260	0	0
636-002 Strengthening Democracy				
DA	1,817	1,842	0	0
ESF	2,971	2,692	0	0
636-003 Strengthening Good Governance				
CSH	0	0	297	300
DA	0	0	3,756	3,820
ESF	0	0	5,940	2,500

Mission Director,  
Jack Winn

## Sierra Leone

### **The Development Challenge**

Rebuilding a nation to embrace good governance and promote democratic values, peace, security and economic growth across all levels of society is the challenge facing the Government of Sierra Leone (GOSL) and the international donor community. The GOSL, with international support, has demonstrated its commitment to rebuilding the nation by adopting a three-year roadmap contained in the Poverty Reduction Strategy Paper (PRSP). However, corruption, abuse of power and disrespect for human rights are still rampant. Most youth and women are unemployed and marginalized. Sound management practices for generating national revenues to improve security and economic growth are absent. Most Sierra Leoneans believe the root causes that led to the violent civil war have not been adequately tackled.

### **Other Major Donors**

**Bi-Lateral Donors:** United Kingdom, Ireland, Germany, Netherlands, Norway, France, Italy.

**Multi-Lateral Donors:** European Union (EU), World Bank (WB), United Nations Integrated Office of Sierra Leone (UNIOSIL), UNHCR, UNDP, World Food Program (WFP), African Development Bank.

## Data Sheet

<b>USAID Mission:</b>	Sierra Leone
<b>Program Title:</b>	Strengthening Good Governance
<b>Pillar:</b>	Democracy, Conflict and Humanitarian Assistance
<b>Strategic Objective:</b>	636-003
<b>Status:</b>	New in FY 2006
<b>Planned FY 2006 Obligation:</b>	\$297,000 CSH; \$3,756,000 DA; \$5,940,000 ESF
<b>Prior Year Unobligated:</b>	\$307,000 ESF
<b>Proposed FY 2007 Obligation:</b>	\$300,000 CSH; \$3,820,000 DA; \$2,500,000 ESF
<b>Year of Initial Obligation:</b>	2006
<b>Estimated Year of Final Obligation:</b>	2008

**Summary:** In FY 2006, USAID created a new governance strategic objective that integrates all elements of the USAID Sierra Leone program. Under this single objective that runs through FY 2008, USAID will work with Civil Society Organizations (CSOs) and the Government of Sierra Leone (GOSL) to: 1) increase disenfranchised youth and women's participation in and demand for good governance (including the upcoming Presidential and Parliamentary elections), transparency and accountability at the local and national levels; and 2) reduce discontent and ensure engagement of more citizens in the political process while increasing transparency and fairer distribution of benefits nationwide (e.g., youth/women job creation, community development fund, etc.). Specifically, in the involved sectors (e.g., agriculture), the USAID program will address decentralization, corruption, accountability, transparency, increased access to information, and better management of natural resources, with special attention to the alluvial diamond sector. The USAID program will promote respect for human rights to combat attitudes and practices that condone abuse, with activities like alternative dispute resolution. In addition, funding will be provided to support the Special Court for Sierra Leone.

### Inputs, Outputs, Activities:

#### FY 2006 Program:

Mitigate Conflict and Support Peace (\$5,940,000 ESF). The program will provide funding to support the operations of the Special Court for Sierra Leone. Principal contractors and grantees: to be determined.

Promote and Support Anti-Corruption Reforms. Using funds obligated in previous years, USAID will address corruption, primarily in Sierra Leone's mining sector, by strengthening the ability of the GOSL and local communities to manage diamond resources. With other donors, USAID will continue to test the government's political will to remain engaged in dialogue with other principal stakeholders. Through USAID support, a High Level Steering Committee on Diamonds, comprised of top government officials, donors and diamond sector stakeholders, will encourage and create fair and transparent processes consistent with best practices in the industry. USAID will continue to support the Kimberly Process to encourage legitimate and transparent trade in diamonds. Rehabilitation of infrastructure will help to promote transparent and responsive economic activities, modeled on best practices that will strengthen the participation of marginalized youths. Principal contractors and grantees: Management Systems International (MSI).

Strengthen Civil Society (\$1,715,000 DA; \$297,000 CSH). USAID will support the Regional Information and Community Centers (RICCs), which encourage and promote citizen participation by hosting public meetings/events addressing the needs of the community and at the same time serving as an information resource center. Local communities will develop their own Community Plans for Participation in Governance by defining their own priorities and the steps they would take to resolve them. USAID will provide assistance to advance the establishment of additional community radio stations in Kono and Tongo alluvial diamond mining fields and ensure effective media networks. USAID will increase agricultural production and stimulate economic growth to benefit private-sector entrepreneurs, local farmers' organizations, women's and youth groups and small scale businesses (e.g., youth and women job creation). Child Survival and Health Funds (CSH) funds will be used to enhance the health of children in order to make them become productive citizens. Principal contractors and grantees: MSI, Search for

Common Ground (SFCG), CARE International Consortium, Helen Keller, and the World Health Organization (WHO).

Support Democratic Local Government and Decentralization (\$2,041,000 DA; \$307,000 prior year ESF). The USAID program will continue to build on the gains of previous years by broadening community-based political participation. USAID funding will enhance the responsiveness and institutional capacity of newly-formed local government councils and civil society by promoting open debate, improving the expertise of local Ward Committees, providing effective advocacy skills to community based organizations, bridging the gap between national and local institutions (such as engagement with Parliament) and informing citizens of their rights and responsibilities. Principal contractors and grantees: MSI and SFCG.

Activities notified under the Strategic Objective are part of a new strategy statement that is pending approval. Should funding levels or activities in this data sheet change substantially upon approval of the strategy statement, a new notification will be submitted prior to the obligation of any funds.

**FY 2007 Program:**

Promote and Support Anti-Corruption Reforms (\$1,500,000 ESF). USAID will expand anti-corruption activities beyond the diamond sector with the aim of increasing citizen's access to justice and to address key human rights issues, and mismanagement in local and district governance processes. Principal contractors and grantees: MSI and SFCG.

Promote and Support Credible Elections Processes (\$700,000 ESF). USAID will fund activities that will engage and support civil society in the electoral process (e.g., Local elections). Support will continue for electoral reforms and processes and related logistical support. Principal contractors and grantees: to be determined.

Strengthen Civil Society (\$1,744,000 DA; \$300,000 CSH; \$300,000 ESF). USAID will continue its nationwide multimedia civic education and public information campaign to promote informed participation in local governance. Technical assistance and materials will be provided to promote community radio. Additional efforts to promote good governance, protect human rights and promote access to justice will also be applied. USAID will undertake activities to stimulate local economies, support the re-establishment of productive enterprises, continuing to rebuild war-affected populations. Activities will include providing micro-credit, business skills and related training to entrepreneurs (particularly women and youth). USAID will promote effective management of forest and rehabilitation of mined-out areas with a focus on addressing governance and youth employment issues. CSH funds will be used to enhance the health of children in order to make them become productive citizens. Principal contractors and grantees: MSI and SFCG.

Support Democratic Local Government and Decentralization (\$2,076,000 DA). USAID will continue activities which provide good governance, civic training and advocacy skills for local councils, community leaders, civil society organizations and community participants to ensure responsive governance, transparency and accountability at all levels of the GOSL. The program will continue to work with Ward Committees and their councilors to bridge the divide between the citizens and their leaders. Principal contractors and grantees: MSI and others to be determined.

**Performance and Results:** By the end of FY 2008, peace, security and stability will be better entrenched, war-affected communities will be strengthened to make them economically and socially viable, with women and youths being key stakeholders in the decision-making process. Agriculture production will increase through the provision of improved market information systems to farmers. The business environment will improve through the establishment of focused micro-enterprises interventions and the equipping of local micro-enterprises institutions. Through decentralization programs, district councils will be more responsive to citizens' needs, the mining sector will become increasingly transparent and responsive to the needs of local communities, and the successful undertaking of free and fair Presidential, Parliamentary and Local Elections will increase the accountability of politicians as well as improve citizens' confidence in the political process.

## US Financing in Thousands of Dollars

Sierra Leone

636-003 Strengthening Good Governance	CSH	DA	ESF
<b>Through September 30, 2004</b>			
Obligations	0	0	0
Expenditures	0	0	0
Unliquidated	0	0	0
<b>Fiscal Year 2005</b>			
Obligations	0	0	0
Expenditures	0	0	0
<b>Through September 30, 2005</b>			
Obligations	0	0	0
Expenditures	0	0	0
Unliquidated	0	0	0
<b>Prior Year Unobligated Funds</b>			
Obligations	0	0	307
<b>Planned Fiscal Year 2006 NOA</b>			
Obligations	297	3,756	5,940
<b>Total Planned Fiscal Year 2006</b>			
Obligations	297	3,756	6,247
<b>Proposed Fiscal Year 2007 NOA</b>			
Obligations	300	3,820	2,500
Future Obligations	0	0	0
Est. Total Cost	597	7,576	8,747