

**USAID/Sierra Leone**

**Operational Plan**

**FY 2006**

June 2, 2006

## **Please Note:**

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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**Program Performance Summary FY 2005:** USAID/Sierra Leone's primary aim is the consolidation of peace, security and stability. Sierra Leone is rebuilding its governmental and political institutions following a decade-long war which resulted in the loss of many lives and disruption of economic and social infrastructures. However, the fact that Sierra Leone is rebuilding with many of the same actors, attitudes and practices that contributed to the conflict does not portend well for the future. Under USAID's current Transition Strategy (FY2002-FY2007), USAID/Sierra Leone has made significant progress towards reintegration and promoting democratic governance. But the enormity of the country's problems confirms that the rebuilding process has only just begun. The transitional efforts implemented so far support the National Poverty Reduction Strategy which focuses mainly on (i) restoring national security and good governance; (ii) re-launching the economy; and (iii) providing basic social services to the most vulnerable groups. To move the country forward, USAID's program has interventions that: (i) leverage resources to fight corruption and poverty; (ii) enhance and maintain food security and economic stability; (iii) Increase citizen participation in governance; and (iv) restrict the use of diamond resources to support armed conflicts and terrorist activities.

According to the World Development Report 2005, Sierra Leone suffers from mass illiteracy (adult literacy 29.8%) and gross unemployment (80%). A legacy of bad governance, mismanagement and systemic corruption, and the lack of citizens' confidence in their government's ability to deliver basic services continue to undermine the well-being of the country. Youth constitute approximately two-thirds of the country's population of 5 million and together with women are the largest unemployed and marginalized group. With an HIV/AIDS prevalence rate approaching the threshold figure of 5%, there is a real threat to livelihoods in a country designated in the UN Human Development Index (UNHDI) to be the poorest of the poor. Mineral resources are the country's leading foreign exchange earner and the sector employs approximately 120,000 Sierra Leoneans - mainly youth - working in sub-standard conditions for less than a dollar a day. The government is bankrupt and over 60% of the country's budget is donor supported. The government's inability, sometimes unwillingness, to harness the country's diamond resources to benefit citizens has been cited by the Truth and Reconciliation Committee as the main contributing factor to the decade-long war. The resultant uncontrolled trade in diamonds provides a breeding ground for the return of armed groups, including terrorists.

One of the key deliverables of the USAID program is to broaden economic opportunities for target communities by stimulating production to increase productivity levels in agriculture and micro enterprises. USAID provides assistance to address key issues affecting decentralization, civil society participation in governance and the fight against corruption. USAID is assisting the government of Sierra Leone to reform its diamond sector through policies that enhance government control and increase the revenues from diamond mining that go to communities. The USAID program is also stimulating citizen's collective awareness of specific governance issues while strengthening the advocacy capacity of local and national civil society organizations. With national elections approaching in 2007, USAID will play a major role in the process to ensure a free and fair election by reforming the electoral commission and supporting civil society participation.

**Challenges:** The biggest challenge facing the rebuilding program is the lack of political will of the GOSL, coupled with a shortage of human resources to effect the required change. Corruption is pervasive in all institutions, and the lack of a concerted effort at the national level to address corruption questions the GOSL's integrity and willingness to undertake meaningful reforms. Decades of authoritarian one-party dictatorship has reinforced complacency, and a corrupt judiciary is toothless in guaranteeing basic human rights. Consequently, the implementation of much needed political and economic reforms is seriously lacking. Furthermore, the decade-long war of the 1990s resulted in Sierra Leone being ranked the poorest of the poor in the UNHDI. Low incomes, long periods of hunger and food insecurity have culminated in over two-thirds of the country's work force barely surviving on subsistence farming. The fact that diamonds continue to be smuggled out of Sierra Leone deprives the government of much-needed revenue to finance basic services, including its ability to provide safety and security to its citizens. Communities are also disenfranchised limiting their participation in and benefits from diamond mining. The resultant illicit diamond trade discourages legitimate foreign investment and provides a perfect opportunity for international money laundering that supports the subversive activities of armed groups, including terrorists.

## Key Achievements

**Advancing Reintegration of War-Torn Communities:** USAID activities through the LINKS program, a consortium of six partners, address the re-establishment of livelihoods to enable the poor and vulnerable groups to take advantage of opportunities to generate income to support their households. The baseline data collected on the average farm size for all targeted crops is computed at 1.67 acres. This is indicative of low levels of efficiencies ranging from overcrowding of seedlings to significant post-harvest losses. Data collected from economic activities in target households confirm earnings that are strongly correlated with the current low level of economic diversification. On average, each household surveyed had earned \$31.81 per year. This is an average of gross incomes obtained from all the different economic activities of surveyed-households undertaken in the previous 12 months before the baseline survey was established. It is important to note that agriculture production accounts for more than one-half (52%) of the rural household's gross earnings. The USAID LINKS program has also started the establishment and expansion of micro enterprises (businesses). Tracking "average value of assets generated by agro and other businesses receiving funds from USAID" will, therefore, help the LINKS program to assess progress made by program participants towards broadening economic activities. This indicator will also address the "viability" and likely sustainability" of USAID -supported businesses. The baseline data report shows the average value of assets of these businesses valued at \$365.56 with targets for 2006 set at 10% above the baseline and the Life of the Activity target set at 25% above the base line.

**Strengthening Democratic Governance:** In June 2004, the Government of Sierra Leone (GOSL) put in place a decentralized system of governance, after three decades of an autocratic and highly centralized system of governance. The USAID program worked with 82 local communities to help them develop community participatory plans on governance around which members were able to unite to identify activities to better their lives. These plans reinforced the interaction of members with elected local government entities (Ward committees and local councils) to promote citizen-state working relationships and accountability of elected officers. The program also identified local, national and civil society organizations to promote cooperative advocacy skills within various communities.

Another USAID program trained over 100 community members, miners and diggers in small diamonds identification, thereby increasing their capacity to monitor mining activities within their localities. The USAID media program enjoyed a 70% listenership in the focus Districts of Kono, Kailahun, Koinadugu and Tongo Fields in the Kenema District. Two-thirds of the radio listeners are young people between the ages of 15-35 years and approximately 90% of listeners have appreciated local language programming. Radio programs are thus being used in many areas of the country to resolve civic issues. For example, in Kailahun District a simmering civil disobedience campaign to dissuade citizens from paying their local taxes to their District Councils was diffused through an innovative weekly 45-minute USAID-sponsored radio program called "Council Hour."

By increasing the stake of local populations in the management of diamond resources, many communities are beginning to realize the positive impact of diamond mining through more effective use of the Diamond Area Community Development Fund (DACDF.) USAID, through its partner organizations, continues to be a key player in artisanal diamond management and is assisting the government of Sierra Leone implement the Kimberly Process to guarantee clean diamond trading. While smuggling constraints still remain, the value of legally-traded diamonds increased by 11.2%, from \$120 million in FY 2004 to \$135 million in 2005. USAID activities have also increased the proportion of legally-traded diamonds and reduced the role of conflict diamonds as a source of domestic and regional instability.

**Gender:** Sierra Leone is plagued by massive gender-based discrimination evidenced by the low- status roles ascribed to women. For example 80% of children abducted during the war were girls and 50% of all women have been victims of sexual violence. Only 21% of students in primary, secondary and tertiary education are girls. Only 107 of 1115 candidates contesting local elections in 2004 were women. Less than 15% of seats in parliament are held by women, and only 13% of ministerial level positions went to women. Various forms of discrimination persist under the guise of traditional custom and law, and little is done to educate the population on the benefits of gender-sensitive development. A 2005 USAID-

sponsored survey under the LINKS program revealed that 70-75% of the agricultural labor force is women and that 13-15 % of rural households are headed by women. The study further revealed that less than 1% of rural women own land and less than 20% of women have access to and control over agricultural resources. The USAID programs focused on gender concerns by helping women-owned businesses increase sales and access credit. In 2005, the majority of the USAID-supported micro-credit clients were women. The USAID program promoted the participation of women in agricultural technology transfer programs, policy analysis and decision-making. Approximately 46% of farmers participating in the Farmer Field Schools are women. Girl-child education is a priority for USAID/ Sierra Leone. Under the Ambassador's Girls Scholarship Program (AGSP), 3000 girls received educational support in 2005. The program also provided information on improving access to justice for women who have been victims of violent crimes. Training for women to become better leaders and promoting their role in democratic governance also featured prominently in the 2005 program.

Global Development Alliance and Partnerships: Although USAID/Sierra Leone does not have any formal GDAs, it did leverage over \$200,000 from the government of Sierra Leone, DFID and the World Bank to strengthen the objectives of the Peace Diamond Alliance (PDA), an organization that promotes a transparent, fair and safe alluvial diamond market that delivers equitable and sustainable benefits to local miners, diggers, and the extended community. In addition, a USAID-implementing partner, through the PDA, leveraged \$75,000 from two major diamond buyers to support the Kimberley Process. Two Presidential Initiatives; The Africa Education Initiatives and the Ambassador's fund for HIV/ AIDS (managed from by USAID/WARP) are prominent features of USAID/ Sierra Leone's assistance.

**FY 2006 Program****SO: 636-003 Enhance Inclusive Governance****Mitigate Conflict and Support Peace**

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**

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**

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 & Decentralization**

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**

## **SO: 636-003 Enhance Inclusive Governance**

### **Promote And Support Anti-Corruption Reforms**

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 contactors and grantees: MSI and SFCG.

### **Promote and Support Credible Elections Processes**

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 contactors and grantees: to be determined.

### **Strengthen Civil Society**

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 & Decentralization**

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.

## **Results Framework**

### **636-001 Reintegration of War-torn Populations in Targeted Communities Advanced** **Program Title: Reintegration**

- 1.1: Micro-enterprises established/expanded
- 1.2: Agricultural production and marketing increased
- 1.3: Community infrastructure and services improved

### **636-002 Democratic Governance Strengthened** **Program Title: Strengthening Democracy**

- 2.1: Broadened political participation
- 2.2: Citizens, local government, and CSOs better informed
- 2.3: Improved management and accountability over national resources

### **636-003 Enhance Inclusive Governance** **Program Title: Strengthening Good Governance**

**TBD**