



Joint Vision for Sierra Leone

of the
United Nations' Family



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United Nations Integrated Peacebuilding Office
United Nations Country Team

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Supporting Sierra Leone A Joint Vision of the United Nations' Family

I. Developing a Joint Vision

We, the UN organisations, agencies and programmes working in Sierra Leone recognise our joint responsibility for a fully integrated peacebuilding mission as called for by the UN Security Council and agree to combine our efforts and resources behind this Joint Vision in support of the Government of Sierra Leone and the people of this country. In this Joint Vision for Sierra Leone, we define the common priorities that will guide our activities and outline a set of underlying criteria and comparative advantages which will shape our programmes and projects through a conflict-sensitive approach. In this Joint Vision we set out a number of joint planning, implementation and coordination mechanisms with the aim of enhancing the impact of the United Nations' assistance as part of the international communities' efforts of consolidating peace and promoting sustainable development in Sierra Leone.

The Joint Vision defines our contribution to implementing the **Government's Agenda for Change**, to accomplishing the mandate given to us by the Security Council and to supporting the goals and work of the UN Peacebuilding Commission. With the Joint Vision, we intend to put into practice the main principles of the Paris Declaration on Aid Effectiveness under the leadership of the Government. In parallel to the Agenda for Change, the Joint Vision will cover the initial period from 2009 to 2012. We estimate that the total resources required for implementing our Joint Vision over the four years will be **US\$ 349 million, of which we would require US\$ 204 million (59%) in new funding.**

This Joint Vision establishes the general framework for our cooperation. The benchmarks of these five priority areas, programme outlines and joint programme implementation and operational support mechanisms are described in the ANNEXES to this document.

II. Working together: One & Four Priorities

We, the UN family agree to combine our efforts behind one overall priority of furthering the consolidation of peace in this country and four programmatic priorities: the economic integration of rural areas, the economic and social integration of the youth, an equitable access to health services and an accessible and credible public service. The overall priority and four programmatic priorities were chosen in order to maximize the UN family's contribution to the Government's Agenda for Change within our respective organisational mandates, specialisation and expertise. As we are part of a wider international group of development partners, we selected these priorities in view of building our joint programmes on the comparative advantages that the UN family possesses in Sierra Leone.

Our one & four priorities are not all-inclusive; each UN agency or programme may continue to pursue additional activities according to their specific mandates and outside of these priority areas. However, these priorities represent a set of common goals behind which we will join forces and will rally our resources and programme activities in order to ensure that our combined actions have a greater and more tangible impact.



1. Consolidation of peace and stability

Our overall aim is to work together with the Government and other national and international stakeholders to consolidate the peace and stability that has been achieved over the last six years and to advance opportunities to all Sierra Leoneans. More specifically, we will continue to support multi-party dialogue and other forums for conflict prevention and resolution aimed at enhancing political and ethnic tolerance, and promoting national cohesion and the observance of human rights. In so doing, we will build on the exceptional religious tolerance that exists in this country, on the achievements in promoting democratic processes, on traditional forms of social solidarity as well as on the progress made in establishing modern government institutions.

We will continue to promote the rule of law, human rights, the rights of marginalized groups, women and children, and to assist in the review of Sierra Leone's Constitution. We will support a number of core democratic institutions such as the Parliament, the National Electoral Commission, the Political Party Registration Commission, the Anti-Corruption Commission, the Decentralization Secretariat and the Independent Media Commission. In particular, we intend to help create one of the first independent public radio stations in Africa with a national coverage.

We realize that international drug trafficking has become an increasing external threat to the peace and stability of this country. We will therefore enhance our support to the Sierra Leonean police and other law enforcement agencies in their fight against illicit drug trafficking and international crime. In addition, we will continue to support the capacity building of Sierra Leone's national security agencies (especially the Sierra Leone Police) in highly specialized policing areas, such as airport and border security, human trafficking, gender-based violence, crime investigation and related fields.

2. Integrating rural areas into the national economy

The continuing gap between the urban and rural society of Sierra Leone remains worrying. Rural marginalization, urban migration and in particular the divide between Freetown and Sierra Leone's provinces are all contributing factors to a deteriorating social climate. However, with its abundant water and land resources and with about 70% of the population living in rural areas, Sierra Leone has all the preconditions not only to become self-sufficient in food production but also to become a regional food exporter. We, the UN family, therefore enthusiastically support the President's national priority of developing the agriculture sector.

We want to contribute to helping increase access by the rural poor to markets and social services, and to justice and information, in an effort to widen their economic and social opportunities. We intend to conduct a variety of programmes and projects that are designed to increase local food production and better integrated farming methods, including the use of improved seeds and better marketing. We also want to facilitate the introduction of appropriate technologies for food processing through rural growth centers and rural youth education and training.

3. Economic and social integration of the youth

The marginalization of Sierra Leone's youth, and in particular its rural youth, was a key contributing factor to the civil war. That sense of marginalization among the youth has remained. Over 60% of them are unem-



ployed, many of whom crowd aimlessly in the streets of Sierra Leone's cities. Much remains to be done to address this urgent difficulty. The arrival of illicit hard drugs in West Africa, particularly cocaine, poses a serious threat to the youth, and ultimately the security of the nation, underlying the urgency to take tangible actions for their economic and social integration.

We realize that the magnitude of the youth problem may require large-scale and non-bureaucratic solutions for the masses of uneducated and unemployed youth. Unorthodox solutions must also be found for the increasing numbers of unemployed educated youth. We, the UN family will work with the Government and other development partners to develop and implement innovative solutions and programmes. Inter alia, we want to contribute to the promotion of quick-impact public works that employ large numbers of the youth, through the introduction of new labour-intensive methods in agricultural services, through public works schemes, and through more adequate vocational training schemes and small-credits, to help youth increase their self-employment opportunities. We also want to support educational opportunities for those youth that have the potential to take up medium level managerial positions and to become local leaders.

4. Equitable and affordable access to health

Sierra Leone has one of the weakest health services in the world which has resulted in low coverage of quality care, inequitable access and is unaffordable to the majority of people. We must enable the government to ensure sustainable delivery of priority health interventions. To this effect, we, the UN family, will work together to strengthen national health systems by improving human resource development and management, planning and budgeting, management of health financing, procurement and supply chain management, health management and information systems, monitoring and evaluation and operational research.

In order to ensure that the priority health interventions are implemented, we the UN family have agreed to pull our resources together to improve the organisation of health services and maximise the use of our resources. As an entry point, we will support priority health interventions through Reproductive and Child Health and nutrition programmes to reduce maternal and child mortality rates, and other Health MDGs. We will also continue to help national authorities to fight HIV/AIDS, malaria and other major communicable diseases. This means that we will work together to improve primary health care facilities throughout the country and to develop the national human capacities of medical staff. This will include development for doctors with selective specializations, midwives, nurses, disease prevention and control officers and administrators and will also reinforce health support systems.

5. Accessible and credible public services

Good governance is a fundamental pre-condition for peace consolidation; it lays the ground for economic development and future prosperity. We, the UN family want, therefore, to support the Government's efforts, through concrete programmes and projects, in public sector reform processes and in improving public accountability. In particular, we will support the President's efforts to root-out corruption. We will support the decentralization process and the reform and capacity building of key national institutions such as the Parliament, and the electoral institutions including the National Electoral Commission, the Human Rights Commission, the justice sector, local district councils and the new Sierra Leone Broadcasting Corporation. We will work together to strengthen Sierra Leone's law enforcement organisations to fight international crime and to maintain high level policing standards.



All of our programmes and projects that are designed to improve good governance would be closely linked to our support to political facilitation and our technical assistance to policy development, especially in the areas of constitutional reform, elections, the parliament, the police, anti-corruption and decentralization.

All of the five priority areas of this Joint Vision are designed to be mutually reinforcing. For example, the training of rural-based health workers will contribute to increasing the coverage of health services, to rural integration and even to enhancing aspects of good governance. Similarly, a programme designed to develop rural growth centers will contribute to engaging the youth as well as to integrating rural areas; or a programme for school feeding that procures much of its food from local farmers will not only contribute to the education of the youth but also help promote the economic integration of rural areas.

The four programmatic priorities will add credibility among Sierra Leoneans in the work of the UN family and hence contribute to our activities in peace consolidation. They will further provide sound technical inputs into UN sponsored multi-party talks and its other conflict prevention activities. On the other hand, the peace consolidation work of the UN family will provide the political analysis and political outreach that in turn will help strengthen development programmes. In order to maximize the integration of our activities, all existing programmes and projects of the UN family will be reviewed and new programmes and projects will be designed to advance one or more of the five priorities.

III. Maximizing Synergies: Cross-Cutting Issues

Furthermore, additional substantive synergies of our activities will be achieved through six underlying programmatic issues and special considerations:

Capacity building

The central task of the UN's political and development mandates is to build national human capacities, systems and institutions. On the other hand, capital and infrastructural investments into the three main areas of the PRS: energy, transport and agricultural is best left to international financial institutions, major international donors and private sector investors. The UN family's main contribution to the Government's second PRS will be to help strengthen the underlying human development and national capacity dimensions that are required for sustainable development.

Millennium Development Goals

The Government is determined to move the country away from the bottom of the Human Development Index. Our support in the one plus four priority areas will contribute to the achievement of the MDGs and respective programmes and projects will be assessed in light of their contribution to reaching the MDGs.

Human rights protection

Fortunately, Sierra Leone has overcome the massive human rights abuses that gripped the country during the years of its civil war. But the past must be a warning for the future and all efforts must be made to consolidate these human rights gains. Today's human rights concerns are more social and economic in nature and we are thus committed to include human rights-based principles in our programmes and projects.



Gender equality

In Sierra Leone, women and girls continue to face extensive discrimination in the political, economic, social, cultural and civic domains. For example, only 14% of Parliamentarians are women, over 65% of women have no-education, there is a rise in the reported cases of Gender based violence, 94% of women aged 15-49 have undergone Female Genital Cutting and 62% are married before age 18. For these reasons, the UN Family through its various programmes will promote the rights of women through the accelerated implementation of CEDAW, Resolutions 1325 and 1820 as well as Sierra Leone's National Gender Strategic Plan.

Poverty reduction

It is estimated that about 70 % of Sierra Leoneans live below the poverty line of \$ 1.25 per day. Under the Global Hunger Index, Sierra Leone is classified as “extremely alarming”. It is therefore of particular importance that the reduction of poverty and hunger are an integral part of all our programmes and projects and respective programmes and projects will be assessed in light of their contribution to reaching the MDGs.

Sub-regional cooperation

Lasting peace and sustainable development in Sierra Leone is closely intertwined with developments in the sub-region, especially those of the country's immediate neighbours. With an enhanced and effective sub-regional cooperation and integration, the potential of each country in the above priority areas could be harnessed to meet the common challenges facing the countries of the sub-region. The UN in Sierra Leone will therefore intensify its support through collaboration with the UNCTs in the Mano River Union (MRU) countries and the MRU Secretariat based in Freetown.

Building on Comparative Advantages

The UN family in Sierra Leone is part of a much larger community of bilateral and multilateral development partners and, in order to maximize the impact of our contribution to peace and prosperity of Sierra Leone, we will focus on maximizing our comparative advantages in designing and implementing our programmes and projects:

Linking political and development mandates

The UN Security Council has given the integrated peacebuilding mission in Sierra Leone both a political and a development mandate. It is this combination of political and development issues that gives the UN family a unique advantage. For example, decentralization raises developmental as well as political issues. Similarly, the integration of the youth has a developmental as well as political side and will therefore be part of UNIP-SIL-supported multi-party talks and other forums for conflict prevention and resolution. Strengthening Sierra Leone's security forces in facing the threat of international organised crime has both a capacity-building as well as a wider political aspect.

Wide range of expertise

The UN family consists, in addition to UNIPSIL, of 14 UN agencies and programmes as well as of the World Bank, the IMF and the African Development Bank (AfDB). Together, we have the largest number of professional staff working in Sierra Leone, with the widest range of expertise among all development partners. For these reasons, we will give preference to programme and project activities that are more labour and risk intensive and that, if proven viable could later be replicated in larger investment projects by other donors.



Provincial outreach

Except for some international NGOs, the UN family is the only international development partner that maintains a permanent presence outside of Freetown. We agree to four joint regional field offices and four sub-regional field offices throughout the country. As we also have the logistical support of our helicopters to reach the provinces easily, we plan to open our regional and sub-regional offices to all development partners and provide them with office facilities, logistical support and local contacts. We invite them to use our field structures as platforms for their missions and activities in the provinces.

Social outreach

Among international development partners the UN family also has the largest number of national professionals who are deployed throughout the country. They possess a deeper knowledge of local traditions, values and customs and hence have a unique insight into the thinking and preoccupations of local communities. For these reasons, we will concentrate on programmes and projects that require greater harmonisation with and social penetration into, local communities. In an effort to increase our outreach, we will invite the Sierra Leone Association of Non-Governmental Organizations (SLANGO) to open regional offices within the four UN regional offices and provide them with meeting places with internet access for local NGOs.

V. Joining Forces for Implementation

With the view of increasing aid efficiency, we have agreed to combine a number of important implementation systems and manage them jointly:

Sharing of responsibilities

We agree on an internal division of responsibilities, whereby UNIPSIL will focus on political facilitation and outreach with local political stakeholders, promotion and advocacy of international standards as well as in developing assessments, reviews and evaluations of issues of common concern. The UN agencies will engage in the operational and programmatic activities. For this reason, UNIPSIL will not implement its own programmes but make use of its in-house expertise to support UN agencies in developing and implementing their respective programme activities.

Joint funding mechanism

In furthering the priorities of this Joint Vision, we agree to establish a joint multi-donor trust fund (MDTF). The fund will be administrated by UNDP and its resources will be made available to all UN agencies. The MDTF will be designed to particularly attract donors who have no representation in Sierra Leone and who want to use the infrastructure of the UN family for their support. It would hence help widen the donor base for this country at a time of global resource constraints. In order to increase the fund's transparency and acceptability, the MDTF will follow a set of common, unified and simplified procedures for selection and approval of projects. It will also lay down a common approach to project implementation, monitoring, financial and substantive reporting and evaluations.

Joint programming and evaluations

Together with Government, we intend to conduct joint programming missions in each of the four programmatic priority areas in order to create a joint framework for developing and implementing respective agency programmes and projects. Similarly, we will put in place a joint system of monitoring, reporting and evaluating the progress made in reaching common objectives in each of the joint programme priority areas. Other development partners will be invited to join our programming and evaluation exercises.



Joint regional office

The joint regional and sub-regional offices will serve as our principal conduits for our interaction with provincial, local and traditional authorities. Through our network of regional and sub-regional offices, we will strive to foster a greater integration of our respective programmes and activities at the local level with the aim of increasing the impact of our interventions and aid efficiency.

Joint operational infrastructure

Programme integration will be supported by an increase in operational integration. For this purpose, we all have signed up to a joint Memorandum of Understanding for the management of our joint field offices, to a joint UN security service, a joint medical clinic, a joint vehicle repair facility and the joint use of UNIPSIL's air assets.

VI. Reaching Out to Sierra Leoneans

It is important to reach all sections of Sierra Leone's population, especially Sierra Leone's rural and urban poor population. For this reason, we will make greater efforts in developing partnerships with a wide range of Sierra Leonean organizations and institutions. In addition to our network of field offices, we will work with the local media and the Sierra Leone Association of Journalists (SLAJ). In particular we will help in transforming the UN radio, with its national outreach, into one of the first independent public broadcaster in Africa. We will also seek closer cooperation with national and international NGOs and civil societies as well as with Sierra Leone's Inter-faith Council and the First Lady's WISH initiative. They will help us to carry messages of tolerance and peace as well as to promote specific normative issues, such as observing universal human rights, protecting the rights of women and children, promoting the millennium development goals, addressing the HIV and AIDS threat or fighting against the spread of illicit drugs. This outreach would also be important for maintaining a national debate about the review of Sierra Leone's Constitution and for increasing the acceptance of Sierra Leone's new security forces.

VII. Helping Coordinate International Assistance

We will continue to strengthen our internal coordination through our weekly UN Country Team (UNCT) meetings that bring together all heads of UN agencies, the World Bank and the African Development Bank under the chairmanship of the ERSG. In addition, the UNCT will form four sub-teams, for each of the programmatic priority areas. Furthermore, we will continue to form ad-hoc theme groups dealing with specific issues such as human rights, gender or programme management harmonisation.

We will be a constructive and supportive partner in the coordination of international aid to Sierra Leone and look to the Government to take the lead. The ERSG and the representative of the World Bank will continue to co-chair with the Minister of Finance the regular Development Partnership Committee (DEPAC) meetings. The ERSG and the representative of the World Bank will also co-chair monthly informal meetings that bring together all international development partners. For both, the DEPAC and the informal development partners' meetings a number of theme groups will be formed and chaired by respective substantive donor or UN agencies.

The following UN organisations and agencies agree to the Joint Vision for Sierra Leone:

FAO, ILO, IOM, OHCHR, UNAIDS, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNIFEM, UNDP, UNODC, UNOPS, WFP, WHO as well as UNIPSIL

The following organizations associate themselves to the Joint Vision for Sierra Leone:

The WB and the AfDB



ANNEX I

Programme Benchmarks

This document outlines a number of **tangible benchmarks** that we, the UN family and our partners, expect to achieve by the end of the Joint Vision's planning period in December of 2012. These benchmarks provide our diverse programme activities with a clearer focus and overall orientation. They will also serve as **yardsticks during our regular joint reviews and programmatic evaluations.**

These benchmarks create strong links between the President's Agenda for Change and the UN family's Joint Vision by showing how our programme activities contribute to the Government's targets. They should equally help us to coordinate our efforts with those of our international and national development partners.

In setting these benchmarks, we are fully aware that they represent an optimistic view of what it may be possible to achieve within the next four years. We deliberately want to set our bar rather high in order to promote a positive 'can do' attitude that in itself contributes to an upbeat stance that we feel is very necessary for a successful developmental process.

We are also fully aware of the fact that we can only achieve these benchmarks in collaboration with the Government and our partners in the development community here in Sierra Leone. For these reasons, we pledge to work closely together with our Governmental partners and the development community in maintaining policy dialogue as well as in planning, implementing, monitoring and evaluating all of our programmes and projects.

Consolidation of Peace and Stability

By the end of the year 2012 we, the UN in Sierra Leone, together with the Government and the international community represented by the UN Peacebuilding Commission, want to have contributed to the following:

- A **Sierra Leone** that, in accordance with the agreements in the Joint Communiqué of 2 April 2009, maintains a constructive, peaceful, stable and democratic political climate that makes it possible to have:
 - free, fair and non-violent presidential and parliamentary elections in 2012 that are conducted and supervised by a professional National Election Commission;
 - a regular and constructive political party dialogue on all major national, political, social and developmental issues facilitated by the Political Party Registration Commission (PPRC);
 - a Sierra Leone that has credible institutions of governance capable of ensuring the entrenchment of democracy including a parliament that exercises its constitutional mandate of oversight over all branches of government;
 - a public debate that prepares for the adoption of a new Constitution for Sierra Leone, and that ensures the country and its institutions are ready to face the challenges of the 21st century, so creating a more democratic, progressive and just society



- A Sierra Leone that is able to overcome any existing or emerging regional tensions or ethnic divisions among the political parties as well as within the state institutions;
- A Sierra Leone that is able to increasingly adapt or align traditional roles and customs with those of the modern state and its institutions for the benefit of all, in particular for the large proportion of women living in rural areas;
- A Sierra Leone that is capable of maintaining security throughout the country through its Police force and its Armed Services. These should be accepted by all Sierra Leoneans as professional and impartial national institutions that meet high international standards;
- A Sierra Leone that puts effective systems in place to bring corruption under control and has created the necessary positive business environment that will attract international investment and promote market confidence;
- A Sierra Leone that is successfully controlling the threats of international illicit drug trafficking and hence responding strongly against the destructive impact of organised crime on the social, economic and political elements of society;
- A Sierra Leone that manages its natural, marine and mineral resources in a more sustainable manner for the benefit of present and future generations;
- A Sierra Leone that manages a free, independent and professional media that includes an independent public broadcasting corporation that provides high-quality, impartial, objective and educative radio broadcasts for all Sierra Leoneans;
- A Sierra Leone that continues to make progress towards the protection of human rights, facilitates better access to justice and ensures gender equality;
- A Sierra Leone which celebrates its unity in diversity where all citizens live in harmony and one that has in place a mechanism for resolving conflicts among segments of society;
- A Sierra Leone that has moved toward the implementation of the recommendations of the Truth and Reconciliation Commission, in particular in areas that have, thus far, been largely neglected, such as reparations for war victims;
- A Sierra Leone that has practical examples on how to achieve peace, democracy and stability that sets the standard for others in the region to follow.

■ ■ Integrating Rural Areas into the National Economy

By the end of the year 2012 we, together with the Government and our international development partners, want to have contributed to a rural population that is less isolated and has greater access to information, agricultural and vocational training, market opportunities, financial services, security, justice and land through the following:



- Rural areas which have access to community growth centres that can provide basic communication services, including internet where possible, that would:
 - give farmers basic information about markets, prices, weather conditions, etc.;
 - provide farmers with basic training in agricultural practices, such as agro processing, zero waste technologies, entrepreneurship, accountancy, and the management of livestock, forests, and fisheries, as well as broader livelihood skills such as literacy, health and nutrition;
 - develop local and international money transfer systems alongside farm commodity shops;
 - give access to TV programmes, including educational programmes, and entertainment channels
- Rural areas in which farmers throughout the country can have access to farmer field schools to improve their farming practices;
- Rural areas in which industrial growth centres support micro, small and medium enterprise development and can serve as district level apex businesses to process, package and market local agricultural products for domestic and international markets;
- Rural areas in which people have access to markets to sell their products;
- Rural areas in which the rural population has better access to mini hydroelectricity for homes for small and medium enterprises;
- Rural areas in which farmers have better and more secure access to land through the codification of the land distribution system;
- Rural areas in which farmers have better access to fertile land through improved environmental and sustainable agricultural management practices;
- Rural areas in which the population has access to improved justice through better local courts that dispense customary laws;
- Rural areas in which the rural population has greater access to security through the re-introduction of the Chiefdom police;
- Rural areas that have the basic infrastructure to facilitate the commercialisation of agriculture.

Economic and Social Integration of the Youth

By the end of the year 2012 we, together with the Government and our international development partners, want to have contributed to the improved economic and social integration of the youth so that:



- Sierra Leone's youth find increasing opportunities to contribute to the growth of the nation as stakeholders that participate fully and constructively in the political fabric of the country without resorting to political violence;
- Sierra Leone's youth are given greater national representation that is championed by the National Youth Commission that helps promote, sponsor and oversee youth employment and empowerment programmes throughout the country;
- Sierra Leone's youth can benefit from a national public works programme that is designed to absorb at least 200,000 young men and women in public works projects such as feeder road construction, urban and rural improvement projects, water and sanitation projects, etc.;
- Sierra Leone's youth can benefit from a national youth empowerment programme that provides focused basic education and market demand driven vocational training programmes as well as programmes for sports, public song festivals and other social and cultural events;
- Sierra Leone's youth can benefit from a public - private sector cooperation scheme that provides a channel for the private sector to play an increasing role in absorbing young men and women in long-term gainful and decent employment;
- Sierra Leone's youth can benefit from a national service scheme for university graduates that absorbs at least 5,000 young men and women with university degrees in central and local Government administrations;
- Sierra Leone's youth can benefit from a scheme for young entrepreneurs that provides easy access to Business Development Services such as administration and financial support for those young men and women that want to create their own small enterprise schemes.

Equitable and Affordable Health Services

By the end of 2012 we, together with the Government and our international development partners, want to have contributed to improved national health services through:

- A national health system that is able to provide more equitable and accessible health care across the country through:
 - a better human resource management system that ensures quality health service delivery through increasing the number of staff and upgrading their skills, including a functional national capacity for health emergency response;
 - a harmonized procurement and distribution system that ensures uninterrupted equitable access to medicines and medical supplies;
 - a national reference laboratory that is able to offer referral and quality control services to the regional laboratory network that meets international standards;
 - a viable system that ensures the capture and utilization of reliable and quality data for the purposes of planning and monitoring health interventions at all levels



- A reproductive and child health care programme that will help reduce Sierra Leone's appalling child and maternal mortality rates through the following:
 - The upgrading of the integrated reproductive and child health system and other primary health care services throughout the country to deliver a minimum package of services as defined by the Ministry of Health & Sanitation;
 - The improvement of all health facilities to meet a minimum criteria that ensures at least five PHUs in each district are capable of delivering Basic Emergency Obstetric Care and all district hospitals can deliver Comprehensive Emergency Obstetric care services;
 - The up-scaling of the national capacity to reduce and prevent malnutrition with a focus on vulnerable groups;
 - Strategic use of immunization services to deliver other reproductive and child health services nation wide
- A national infectious disease control programme that will help control the two of the most dangerous infectious diseases for Sierra Leone through:
 - Providing universal access to cost-effective malaria control interventions including long lasting insecticide treated nets;
 - a national response to AIDS that can provide universal access to HIV prevention, treatment, care and support.

■ ■ Accessible and Credible Public Services

By the end of the year 2012 we, together with the Government and our international partners, want to have contributed to an improved Public Service system; a more accessible justice system; and an increased capacity to raise Government funding to pay for its civil and legal systems through the following:

- A Public Service that has a more responsive and professional Sierra Leonean Civil Service which is able to serve the people of Sierra Leone by providing:
 - a civil service that is more pro-active, efficient, accountable and performance oriented;
 - a civil service that is the right-size for serving the population of Sierra Leone and that has a merit-based recruitment and promotion system;
 - a civil service that has a performance-based salary enhancement scheme for at least the core staff;
 - a civil service that is much better trained at all levels of Government to fulfill its tasks of providing services
- A Public Service that is increasingly able to devolve its basic services from central Ministries to the local councils with better staffed, trained and equipped local council offices;
- A Public Service that is able to deliver effective basic services through the district and city councils;



- A Public Service that is able to augment national resources for funding of its public services by improved capability to conclude and manage mining, fisheries and private sector contracts and concessions;
- A Public Service that generates reliable data and maintains a national database for planning and monitoring development plans and programmes that contributes to good governance at national and district levels;
- A Justice System that is more accessible through improved legal infrastructure of magistrate courts throughout the country and the creation of a commercial court in Freetown;
- A Justice System that incorporates more systematically the traditional court system of Sierra Leone that serves approximately 70% of the population through increased codification of customary law and procedures as well as through better training of local court officials;



Annex II

■ Programme Outlines

The Joint Vision will be delivered through a total of twenty-one programmes. Each programme will have specific objectives, outputs, activities and funding requirements. Programmes will also be the main 'unit' for the purposes of evaluations and reporting to the donors as well as for assessing their contribution to achieving the benchmarks set against the Joint Vision's five priority areas.

For operational reasons, programmes may be sub-divided into a number of separate projects. For example, if several UN agencies participate in the same programme, separate projects will be assigned to each of these agencies in order to maintain clear agency responsibilities for their implementation. The same applies if one programme aims to support several Government counterpart agencies. Also in this case the programme may be sub-divided into separate projects in order to clarify counterpart responsibilities.

All programmes are based on the agreed distribution of responsibilities between UNIPSIL and the UN agencies. All programmes and projects will be implemented by respective UN agencies. To reflect its temporary character, UNIPSIL will only act in a supportive capacity and restrict its activities to political guidance, promotion, technical advice, assessments and evaluations. Given its general role, we have not specifically mentioned UNIPSIL in any of the programme outlines.

UNIPSIL will make its various experts available to all UN agencies to prepare and initiate technical and operational back-stop programmes and evaluate their impact on the overall priority of creating peace and stability. UNIPSIL will support UN agencies in particular in areas of its political mandate such as political dialogue and reconciliation, rule of law, human rights, democratic institutions, media development, independent public broadcasting and all aspects of national security and the mitigation of external threats to peace and stability.

For the purposes of brevity and clarity only the programmes, not the projects, have been listed in this Annex. This Annex is divided into three parts according to the level of programme preparation:

(a) On-going programmes. These are programmes that are already underway and are planned to be extended to form an important element of the Joint Vision. They only require programming extensions to be reformulated under the Joint Vision. If further funded, there would be little or no delay in their implementation

(b) Planned programmes. These are programmes for which either all or the majority of the programme formulation and preparation has been completed. Once the required funding is obtained these programmes could be initiated within a relatively short timeframe

(c) New programmes. These programmes represent new ideas that the UN would like to develop under the Joint Vision. Their formulation and preparation would thus require considerable time and it is unlikely that their implementation will begin before the end of this year



PART (A)

EXTENSION OF ON-GOING PROGRAMMES

Programme 1: Democratic Elections and Political Dialogue

UN Lead Agency:	UNDP
Participating Agency:	UNIFEM, UNOPS
Government Counterparts:	NEC, PPRC
Development Partners:	Denmark, DFID, EC, Irish Aid, Japan, Norway
Agenda for Change:	Chapter Eight – Democracy and Good Governance

Brief: The objective of the programme is to provide support to the National Electoral Commission (NEC) in the implementation of the 2012 elections, in which three elections are scheduled, -presidential parliamentary and local councils. (Also to be anticipated is the possibility of presidential run-off elections). The programme also seeks to support the Political Party Registration Commission (PPRC) in its role to maintain dialogue among political parties as well as to carry out critical tasks in support of the aforementioned elections. In addition, the programme will strengthen CSOs to act as effective watch-dogs and promote civic and voter education. Overall the proposed programme will help develop sustainable human and institutional capacities of the NEC and PPRC.

To the credit of all concerned and with strong international community support through the UNDP managed Election Basket Fund, the 2007 presidential and parliamentary elections in Sierra Leone as well as the 2008 local council elections were overall peaceful and credible. However, despite these successes, a number of challenges are still apparent. Since the elections, NEC has commendably conducted a number of local council and parliamentary by elections but its capacity to conduct full scale national elections remains weak and requires continued augmentation by the international community. These challenges are further amplified by limited Government financial resources that reinforce the need for continued support to the major democratic institutions in the country.

In spite of its difficulties, the Political Parties Registration Commission performed commendably in the 2007 and 2008 elections. It carried out, in accordance with its mandate, a number of high profile inter and intra-party mediation exercises and through its District Code of Conduct Monitoring Committees provided critical forums for dialogue by the political parties. However, a series of bloody inter-party clashes in Freetown and the interior in mid-March 2009 was the worst spate of political violence in Sierra Leone since the end of the war in 2002 and underscored the need for an effective Commission that will play a major role in addressing political intolerance and in promoting national reconciliation. The confrontation between party-affiliated youths resulted in scores of severe injuries, including sexual assaults, the destruction of the opposition party headquarters in the capital, and the first postponement of a scheduled election in Sierra Leone's post-war period, all of which indicate the fragile political situation in the country.

To enable the Commission to respond appropriately, it requires immediate assistance to carry out a much needed restructure as well as to recruit and train permanent staff to replace current personnel who are civil servants deployed from other Ministries. Funding is also necessary for the PPRC to run important 'in-between election programmes' that are geared, amongst others, towards ensuring adherence to the Code of Conduct as well as



minimizing the adverse impact of the ethnic and regional divisions in the country, which have manifested themselves in recent cases of political intolerance. Very importantly, the PPRC, through the programme, would improve political party finance reporting.

NEC and the PPRC, through its engagement with political parties, are also well placed to work with other stakeholders in improving the political representation of women as well as weak political party organisations. These issues require a concerted effort for change and ongoing support from the international community. Also divisions along ethnic and regional lines expose the underlying fragility in the system for which in planning for the 2012 elections, a careful and strategic response by NEC, the PPRC, and other national and international stakeholders is required.

Joint Vision Priority Areas:

Peace	X	Rural	Youth	Health	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNDP	\$3,000,000	UNDP	\$18,000,000	
Total:	\$3,000,000	Total:	\$18,000,000	Total: \$21,000,000

Programme 2: Access to Justice and Human Rights

UN Lead Agency:	UNDP
Participating Agency:	IOM, OHCHR, UNICEF
Government Counterparts:	Attorneys General, Human Rights Commission, Justice Sector Coordination Office, Ministry of Justice
Development Partners:	DFID, Irish Aid
Agenda for Change:	Chapter Eight - Equitable and Affordable Justice and Human Rights

Brief: Post-conflict Sierra Leone continues to be characterized by a dual system of justice, with approximately 70 percent of the population living under the jurisdiction of customary/traditional law which is practiced in the majority of the one hundred and forty-nine Chiefdoms across the country. Access to justice, particularly for the poor and vulnerable, remains weak. There is an underlying tension between the customary law and human rights which is particularly clear when considering the rights of women and children. There is great reliance on traditional dispute resolution methods, i.e. through the Paramount Chiefs, while the formal justice system is hardly utilized. This is often due to the distance of the justice system infrastructure from the population.

This programme will build on the successful interventions of the DFID-funded Justice Sector Development Programme (JSDP) and the UNDP-implemented Peace Building Fund interventions. These programmes are aimed at strengthening the national justice system for effective and timely delivery of judicial and legal services to the



people. This programme also seeks to increase access to justice and rule of law and enhance the provision of security services at a local level. This programme will encourage civilian oversight and management capacities of security institutions. Support to the prevention and prosecution of sexual and gender based violence cases will also be an element within the programme. The programme will continue current efforts to strengthen the national institutions of human rights to monitor the situation of human rights in the country through the creation and strengthening regional offices.

During 2007 and 2008 the National Human Rights Commission was successfully established. Under this programme we will continue to provide technical and financial assistance to the commission and help it to provide tangible services to the population throughout the country.

Joint Vision Priority Areas:

Peace X	Rural	Youth	Health	Public X
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
IOM	\$ 1,000,000	IOM	\$1,000,000	
UNDP	\$ 4,000,000	UNDP	\$5,000,000	
Total:	\$ 5,000,000	Total:	\$6,000,000	\$11,000,000

Programme 3: Finance for Development

UN Lead Agency:	UNDP
Government Counterparts:	MoFED, Office of the President,
Development Partners:	All Development Partners
Agenda for Change:	Chapter Eleven - Effective management of natural resources

Brief: Sierra Leone continues with inadequate resources for its development needs and depends on external aid, which is currently estimated at 30% of GDP and 70% of the Government budget. The Millennium Development Goals (MDG) Needs Assessment undertaken in 2008 clearly indicated that the country will be unable to meet the MDG targets in 2015 unless it expands its domestic resources-base and improves the effectiveness of development aid.

This programme aims at strengthening Government capacity for contract negotiations particularly in the mining, fisheries and other economic sectors. It will also support the necessary processes for the establishment of a monitoring, control and surveillance system to protect Sierra Leone's territorial waters so maximize Government revenue from marine resources. In addition, the programme will improve Sierra Leone's ability to attract private investments in tourism, agriculture, mining and infrastructure development. There will also be efforts to maximize diaspora remittances for development purposes. This programme will strengthen aid coordination mechanisms



and processes as well as the Government's efforts to implement the Paris Principles on Aid Effectiveness. To this end it will facilitate donor-Government dialogue, and increase the availability and dissemination of information necessary to both identify and activate sectoral strategies and programmes for development cooperation in the medium- and long-term.

Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	Health	Public	X
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:	
UNDP	\$ 2,000,000	UNDP	\$5,000,000		
Total:	\$2,000,000	Total:	\$5,000,000	Total: \$7,000,000	

Programme 4: National Agricultural Response Programme

UN Lead Agency: FAO & WFP
Government Counterparts: District Councils, Ministry of Agriculture, Ministry of Fish - eries and Marine Resources
Development Partners: AfDB, Government of China, DFID, EC, GTZ, IFAD, Irish Aid, ISDB, Italian Cooperation, JICA, KfW, USAID, World Bank
Agenda for Change: Chapter Six – Enhancing Productivity in Agriculture and Fisheries

Brief: The National Agricultural Response Programme (NARP) is the main entry point for many of the UN's programmes in the rural areas, where about two thirds of the population lives, of which it is estimated that about 70% live below the poverty line. The first component of the NARP includes safety net support such as Food for Work, Food for Training, School Feeding and youth employment. The second component is to stimulate food production, local markets and the economy. Over a thousand Agriculture Business Centres (ABCs) are planned through NARP. The centres promote concepts founded on democratic processes because the boards that run the ABCs on a day-to-day basis are elected by the membership. Typically each centre has two full-time staff members; a shop keeper and a mechanic. The centres offer seeds and fertilizers, often on credit schemes, as well as machines that can be borrowed, either as an individual or as a community, as well as advice / short courses on processing, storage and packaging. The Centres help to link safety net food purchases to national production Centres through the Purchase for Progress (P4P) initiative.

Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	X	Health	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
FAO	\$ 22,000,000	FAO	\$ 10,000,000	
WFP	\$ 16,000,000	WFP	\$2,000,000	
Total:	\$38,000,000	Total:	\$12,000,000	Total: \$50,000,000

Programme 5: Rural Industrial Growth and Renewable Energy

UN Lead Agency: UNIDO
Government Counterparts: Ministry of Trade and Industry, Ministry of Agriculture, Forestry and Food Security, and Ministry of Energy and Water
Development Partners: China, GTZ, IFAD, Irish Aid,
Agenda for Change: Chapter Ten - Growing the Private Sector

Brief: The Government’s Agenda for Change (Sierra Leone’s second generation PRSP) lists some of the major problems of rural communities/farmers in Sierra Leone as low agricultural productivity, huge post-harvest loses and limited value addition along the production-marketing chain. There is need to promote appropriate tools and equipment, which can be used to carry out agricultural operations more efficiently and introduce profitable agro-processing and marketing activities. The programme for industrial growth, sustainable energy and water intends to address these challenges by up-scaling three existing UNIDO projects/initiatives.

One such project focuses on the rehabilitation/establishment of rural growth or agro-enterprise centres which aim to provide grassroots support for the rapid development of micro, small and medium scale industries in Sierra Leone. Under the framework of the UNIDO Integrated Programme in Sierra Leone, the buildings of three Industrial growth centres (one each in Bombali, Kenema and Pujehun Districts) have recently been rehabilitated and furnished with workshop and food processing equipment. The growth centres will serve as centres for appropriate technology development, demand-led training, agro-processing, packaging and marketing; thereby linking rural industries to larger markets, reducing post harvest loses and promoting value addition. Following several requests from Communities and Government Ministries, UNIDO now seeks new funding to establish additional growth centres in strategic locations across the country.

The second project under this programme focuses on the construction of off-grid small hydropower stations with the possibility of integrating water supply/irrigation systems as add-on components. Particular effort will be made to link the renewable energy supply systems and achieve synergies.

The third project focuses on training, enterprise development and access to finance. The training will focus on the development of entrepreneurial spirit and skills through specially designed and tested modules and provide scope for business incubation. Trainee entrepreneurs will be helped to develop bankable business plans and linked to local or international financing/partnership opportunities. The training of Agri-business Entrepreneurs will be done along the philosophy and principles of the innovative Songhai Model in Benin, with its emphasis on integrated systems and experiential learning.



Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	Health	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNIDO	\$ 1,000,000	UNIDO	\$ 6,000,000	
Total:	\$ 1,000,000	Total:	\$6,000,000	Total: \$7,000,000

Programme 6: HIV/AIDS and Malaria Programme

UN Lead Agency: UNAIDS & WHO
Participating Agency: UN Theme Group on HIV/AIDS & UNCT Health Theme Group
Government Counterparts: Ministry of Health & Sanitation, National Aids Secretariat,
Development Partners: Global Fund, Irish Aid, KFW, Roll Back Malaria (RBM), US Department of Defense,
Agenda for Change: Chapter seven – Human Development

Brief: HIV/AIDS: Reaching the MDG Goal on HIV/AIDS by 2015 - to halt and reverse the spread of the epidemic of HIV/AIDS and the incidence of malaria - also makes reference to commitments made by Governments in the Political Declaration on HIV and AIDS adopted in June 2006, to scale up their response to AIDS towards universal access to HIV prevention, treatment, care and support by 2010. The UN will support the national multisectoral response to AIDS based on the priorities set in the National Strategic Plan on AIDS (2006-10). It includes providing support to the [National AIDS Secretariat](#) and the [National HIV/AIDS Control Program](#) to work towards achieving universal access to HIV prevention, treatment care and support by 2010 through a coordinated multisectoral response. Support goes to the decentralised national AIDS response to strengthen the District AIDS Committees to ensure a coordinated response at the various constituencies and Chiefdom levels. UN support also includes promoting the meaningful involvement of People Living With HIV in the national response through capacity building programmes.

Brief: Malaria: To achieve the goal of halting and beginning to reverse the incidences of malaria by 2015 requires concerted efforts by all stakeholders. The availability of tools to bring about a major reduction in deaths and illness from malaria, and the political commitment as shown in several resolutions and declarations globally and regionally, enforces the need for scaling up cost-effective malaria interventions in all high malaria transmission areas. The UN, as part of the Roll Back Malaria (RBM) partnership, will work with public and private sectors as well as communities to improve malaria control and treatment services throughout the country. Complementing the funding made available through the global fund and other sources, the UN's support will enhance the all-out efforts to ensure that the comprehensive package of malaria control interventions are implemented progressively in the same geographical area and eventually cover the whole country, in order to make an impact on people's lives. This accelerated control will require: universal access to Artemisinin-based combination therapy (ACT) treatment; area focused integrated vector control management; and undertaking mass campaigns to quickly scale up ITN distribution, sustained by a well designed routine distribution system and by promotion of rational use using community based approaches.



Joint Vision Priority Areas:

Peace	Rural	Youth	Health X	Public
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Programme Finances:

Secured Funds:	Est. Additional Funds:	Programme:
UN Theme Group	WHO	
\$6,000,000	\$ 5,000,000	
Total: \$6,000,000	UN Theme Group	
	\$ 3,000,000	
	Total: \$ 8,000,000	Total: \$ 14,000,000

Programme 7: Reproductive and Child Health and Nutrition Programme

UN Lead Agency: UNICEF
Participating Agency: WFP, WHO, UNFPA, FAO
Government Counterparts: Ministry of Health & Sanitation, Ministry of Social Welfare Gender & Children's Affairs, Ministry of Energy and Water Resources and Ministry of Local Governance
Development Partners: AfDB, DFID, EC, Irish Aid, WB,
Agenda for Change: Chapter seven – Human Development

Brief: The Reproductive and Child Health (RCH) Strategic plan was developed by the Government of Sierra Leone in response to a scant health service that was unable to cope with the demands being placed on it. The strategy paper was launched by His Excellency the President in February 2008. This strategic plan provides a clear framework through which the UN family through the Joint UN programme on RCH can work alongside the Government in a joint effort to reduce the rate of maternal and child mortality and malnutrition.

Reproductive and Child Health and Nutrition and other Primary Health Care services will be realized through an approach that aims to "Reach Every District" (RED). The UN, in partnership with the Government and NGOs, aims to improve the organisation of RCH services, maximize the use of available resources and guarantee sustainable and equitable coverage for every eligible woman and child in the country. At the core of RED there is the inherent expectation that the planning, management and monitoring of health services will need to be upgraded. If successful, RED will improve RCH coverage, positively increase the quality of health care and promote partnerships between districts, health care providers and communities.

Four out of ten children below 5 years in Sierra Leone are chronically malnourished (stunted) and about 10 percent are acutely malnourished. Sierra Leone is therefore pursuing strategies proposed in the global initiative called - Renewed Efforts Against Child Hunger and Under nutrition (REACH). Malnutrition is not only one of the main contributing factors to the high mortality rates among children but also means that a large proportion of the next generation cannot live up to its full physical and mental potential. UN will assist the Government in promoting and implementing the scaling up of proven effective interventions in the five priority areas of improving maternal and infant nutrition, treatment of severe acute malnutrition, increase of micronutrient intake for children and mothers, improvements in hygiene and parasite control, and an increase in food availability, accessibility and diversity.



The UN is running a joint programme for Child and Reproductive Health since 2007. The participating agencies are UNICEF, WHO, UNFPA, WFP and FAO. A trust fund is supporting the joint programme, and is administered by UNICEF. This trust fund will remain operational and will continue serving as the main funding vehicle for the UN joint programme for Child and Reproductive Health, until the MDTF fully materialises.

Joint Vision Priority Areas:

Peace	X	Rural	Youth	Health	X	Public
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Programme Finances:

Secured Funds:\$		Est. Additional Funds:		Programme:
WFP	\$24,000,000	WFP	\$ 5,000,000	
UNICEF	\$10,000,000	UNICEF	\$ 10,000,000	
WHO	\$ 1,000,000	WHO	\$ 12,000,000	
UNFPA	\$ 3,000,000	UNFPA	\$ 3,000,000	
Total:	\$ 38,000,000	Total:	\$ 30,000,000	Total: \$ 68,000,000

Programme 8: School Feeding Programme

UN Lead Agency: WFP
Government Counterparts: Ministry of Education, Youth and Sports
Development Partners: German Government, JICA, Saudi Arabian Government
Agenda for Change: Chapter Seven – Human Development

Brief: The children of today are the youth of tomorrow so keeping children in school where they can learn basic skills and enjoy a normal childhood with all the social advantages that involves is a high priority for the UN. In addition to direct support to the Ministry of Education, the UN runs a school feeding programme that currently stretches across eleven districts and helps keep 341,000 children nourished whilst at school. The scheme also includes a pilot initiative in two districts (Koinadugu and Kambia) where 5,000 girls at primary school at grades 4 to 6 are given a take home ration of 2.5kg of pluses a month if they attend 80% of their classes. This serves as an incentive for girls to attend and complete primary school.

Joint Vision Priority Areas:

Peace	Rural	X	Youth	Health	X	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
WFP	\$23,000,000	WFP	\$ 20,000,000	
Total:	\$23,000,000	Total:	\$ 20,000,000	Total: \$ 43,000,000



Programme 9: Child Protection

UN Lead Agency: UNICEF
Government Counterparts: Ministry of Social Welfare Gender & Children's Affairs
Development Partners: DFID
Agenda for Change: Chapter Seven – Human Development

Brief: UNICEF will support the Government in strengthening the child protection system to better protect children against abuse, violence and exploitation. Child protection failures have a negative impact on the development of children, their health and their access to education and are a violation of their human rights. The Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) is the responsible Ministry in the area of child protection. The UN will support that Ministry in developing and expanding its knowledge base on child protection issues and dynamics in the country to better understand what interventions are needed and where. On the basis of outcomes of research, assessments and a child protection database (to be developed), the UN will support the MSWGCA to develop appropriate child protection policies, standards and referral mechanisms. It will help the Ministry at national and district levels to strengthen its role in the coordination of implementing partners (NGOs and CBOs) and the information flow between the local and national levels and among the relevant Ministries, UN agencies and NGOs. Furthermore the UN will further build the Ministry's capacity in monitoring the work of service-delivering partners and the child protection situation in the country. The Child Rights Act of 2007 lays out a structure of child welfare functions at village, chiefdom and district levels. The UN will support the Government in setting up these structures, where lacking, and in building their capacity on their child protection responsibilities.

Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	Health	X	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:	
UNICEF	\$ 2,000,000	UNICEF	\$ 2,000,000	Total:	\$ 4,000,000
Total:	\$ 2,000,000	Total:	\$ 2,000,000		

Programme 10: Reparations to War Victims

UN Lead Agency: IOM
Participating Agency: OHCHR
Government Counterparts: NaCSA
Agenda for Change: Chapter seven – Human Development

Brief: This programme aims to ensure the sustainability of the reparations process for the victims of the civil war. The Reparations Programme follows the recommendations of the Sierra Leone Truth and Reconciliation Commission (TRC). The Sierra Leone Reparations Programme was set up by the National Commission for Social Action (NaCSA) and assists people who have, as a result of the war, suffered in the following way: amputees, war wounded, victims of sexual violence, war orphans, war widows and their direct dependents. The three million US dollars



that were made available through the PeaceBuilding Fund was only the starting point for the TRC's recommendations. It is estimated that eighteen thousand eligible victims are entitled to direct assistance. More resources and more time are needed to provide meaningful reparations to all the eligible victims. This programme will support the Government to deliver on its commitment to the reparations process that will continue for at least another five years.

Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	X	Health	X	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
IOM	\$3,000,000	IOM	\$8,000,000	
Total:	\$3,000,000	Total:	\$8,000,000	Total: \$11,000,000

Programme 11: Public Sector Reform

UN Lead Agency: UNDP
Participating Agency: IOM, FAO, WHO
Government Counterparts: MoFED, Office of Diaspora Affairs, Office of the President, PSRU,
Development Partners: ADB, DFID, EC, OECD, Soros Foundation, WB
Agenda for Change: Chapter Thirteen - Building Capacities for Implementation

Brief: Despite the support provided by development partners since the end of the war, the public sector in Sierra Leone, by all accounts, is dysfunctional and unable in its current form to provide strategic direction for the implementation of key Government macroeconomic and social policies, including the Agenda for Change. The combined effect of the war and the poor conditions of service are having a serious impact on Government capacity to administer the day to day planning and management tasks as well as to deliver key social services.

The Agenda for Change identifies capacity gaps across the Government as a huge challenge for the Government of Sierra Leone. It recognizes that a weak public sector impedes economic growth and development. Of great concern too, is the absence of a coherent civil service/public sector reform strategy that negatively affects the coordination of donor support to the public sector. Unintentional duplication of efforts and weak State accountability to the citizenry are also features of a civil service that is struggling to meet the demands placed upon it.

This programme will support the joint EC/DFID/WB/UNDP-formulated Public Sector Reform (PSR) initiative. The overall objective of this PSR programme is to establish a leaner, performance-oriented, well motivated, modern and efficient civil service that delivers high quality services to its clients in a timely, accountable, responsive and cost effective manner. The reform should also take into the regional and political divides in the country as well as consultation with the Government to ensure a broad representation of all ethnic groups in various cadres of the public sector. To achieve its objective, the programme will focus on: short and long-term capacity replenishment; training; systems re-engineering and retooling; promoting accountability for results and communication through e-governance; and strengthening technical and advisory support to the Presidency for strategy formulation and coordination and the Open Government Initiative.



Another element of this programme is to assist the Office of Diaspora Affairs in the Office of the President. This office is responsible for encouraging qualified and experienced nationals in the Diaspora to return home and participate in the development of their country. The overall objective of the Office is to coordinate and optimise the contribution of the experience, know-how and, where appropriate, financial and other resources from Sierra Leonean Nationals in the diasporas for the social, political and economic development of their country of origin. The initiative will solidify Sierra Leone's peace-building process and boost its institutional capacity.

Joint Vision Priority Areas:

Peace X	Rural	Youth	Health	Public X
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNDP	\$4,000,000	UNDP	\$ 13,000,000	
		IOM	\$ 2,000,000	
Total:	\$4,000,000	Total:	\$ 15,000,000	Total: \$ 19,000,000

Programme 12: Data Collection, Assessments and Planning

UN Lead Agency: UNFPA
Participating Agency: FAO, IOM, UNAIDS, UNDP, UNICEF, WFP
Government Counterparts: Ministry of Agriculture, Ministry of Health & Sanitation, Ministry of Social Welfare Gender & Children's Affairs, Statistics Sierra Leone
Development Partners: DFID
Agenda for Change: Chapter Fourteen – Mainstreaming Statistics into PRSP

Brief: Research based on the collection of field data assists planners to find the most effective way to help vulnerable groups, build up the capacity of key institutions and identify procurement requirements. It also helps find the most efficient way to allocate resources that get to the root of a series of complex problems. UN agencies are constantly collecting information that, once processed, guides the UN planners and their Government counterparts on how best to deliver projects and programmes. Five UN agencies are involved in large assessments that are included within the Joint Vision. These are WFP, Food Security and Vulnerability Assessment, UNICEF, Social Policy, Monitoring and Evaluation, FAO, Monitoring of Agricultural Statistic, IOM, Behavioural and Attitudinal Change, UNFPA, Data for Development and UNDP Poverty Assessment Studies.

Joint Vision Priority Areas:

Peace	Rural X	Youth	Health X	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:	
UNICEF	\$ 1,000,000	UNICEF	\$ 1,000,000		
UNFPA	\$ 1,000,000	UNFPA	\$ 2,000,000		
		WFP/FAO	\$ 1,000,000		
		IOM	\$ 1,000,000		
		UNDP	\$ 1,000,000		
Total:	\$ 2,000,000	Total:	\$ 6,000,000	Total:	\$ 8,000,000



PART (B)

PLANNED PROGRAMMES

Programme 13: Mitigating External Threats to Security

UN Lead Agency:	UNODC & UNOPS
UN Participating Agency:	UNDP
Government Counterparts:	ONS, SLP, Customs, Fisheries Marine Wing
Development Partners:	DFID, EC, USAID
Agenda for Change:	Chapter Fourteen – Managing Risk

Brief: Sierra Leone faces a number of threats from abroad to its internal peace and security, above all from illicit drug trafficking and from transnational criminal elements who are using West Africa, including Sierra Leone, as a major transit point for Europe bound drugs, cocaine in particular, from South America. This program is designed to help the Government and its security agencies to mitigate these risks.

The programme will have three components:

On transnational crime: International illicit drug traffickers are increasingly using Sierra Leone as a major transit point for European bound cocaine shipments. The increase in the trafficking of cocaine into Sierra Leone also threatens to facilitate the increase other forms of organized crime such as money laundering, corruption, terrorism and human trafficking. This program will enhance the capacity of law enforcement agencies to apprehend and investigate transnational organized crime syndicates and to build the capacity of the judiciary to investigate and prosecute serious organized crime cases.

On illicit drug trafficking: Illicit drug trafficking through Sierra Leone is threatening the stability of the sub-region. A recent UNODC report in October 2008 estimates that at least 50 tons of cocaine transit West Africa annually bound for Europe where it is worth approximately \$2 billion dollars a year on the streets of European cities. This program will enhance the capacity of Security Sector and Law Enforcement entities by providing vital equipment, logistics and training to aggressively interdict, investigate and apprehend national and international criminals involved in the illicit drug trade.

On coastal security: Under the programme will help the Government to have a fully integrated, effective and cost-efficient system of controlling its territorial waters that brings together its Fisheries Ministry, its Marine Wing, the Sierra Leonean Police, the Ministry of Finance (customs) as well as the Office for National Security. To achieve this, the programme will help setting up a joint Monitoring, Surveillance and Control Center that coordinates the surveillance of Sierra Leone's coastal water among all relevant government agencies and collects, analyses and disseminates information.



Joint Vision Priority Areas:

Peace	X	Rural	Youth	Health	Public	X
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNODC	\$3,000,000	UNOPS	\$5,000,000	
UNOPS	\$2,000,000	FAO/IOM	\$2,000,000	
Total:	\$ 5,000,000	Total:	\$ 7,000,000	Total: \$12,000,000

Programme 14: Security Sector Reforms

UN Lead Agency: UNOPS
Participating Agency: FAO, IOM, UNDP, UNODC
Government Counterparts: CHISECs, Ministry of Internal Affairs, ONS, Prisons, SLP
Development Partners: DFID, EC, USAID
Agenda for Change: Chapter Eight – Ensuring National Security

Brief: Providing safety and security is one of the most important functions for governance institutions in post conflict countries. Despite the remarkable progress made by the Government during the last ten years, in part due to the assistance of key development partners, the security forces in Sierra Leone remain a potential source of instability and an important factor in the country's fragility. Large numbers of people still feel increasing frustration at political and social exclusion, corruption, high inequality, centralization of power and resources in Freetown, and high unemployment. In addition, there is still a lack of coherence and proper coordination between the conventional security organs themselves on the one hand and between them and civilian bodies with democratic oversight role over them on the other hand. There is an early warning system in place with provincial and district level security committees that deal with community security issues that are then reported to the Office of National Security (ONS). However, the Chiefdom police need to be supported in terms of training and equipment, especially in the border areas where there is little or no accountability. Corruption is still an issue and oversight is crucial. The Government is now in the process of establishing the Chiefdom Security Committees which will require some financial and capacity building assistance in order to assure its effectiveness. Recent cases of the existence of large scale cannabis sativa farms underscore the need for the Chiefdom Security Committees which can improve security coverage at Chiefdom level.

The emergence of new threats such as drug and human trafficking, the expansion of international crime, and insecurity in the bordering countries of Guinea, Liberia and Cote d'Ivoire constitute additional challenges to the security sector, and which the international community should continue to support if we are to prevent the country from relapsing into conflict.

The objectives of the expanded security sector programme are to build on the achievements of the International Military Assistance Training Team (IMATT) and UN in: enhancing early warning systems and community security; to improve the operational, disciplinary and human resource capacity of the Sierra Leone Police (SLP) to provide impartial and professional services to lives and property; to strengthen the Anti-crime Task Force to deal with po-



tential threats of terrorism and financial corruption; and provide technical and operational support to the Illicit Drug Interdiction force.

Joint Vision Priority Areas:

Peace X	Rural	Youth	Health	Public X
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNOPS	\$1,000,000	UNOPS	\$ 8,000,000	
Totals:	\$1,000,000	Totals:	\$ 8,000,000	Totals: 9,000,000

Programme 15: Support to Democratic Institutions

UN Lead Agency: UNDP
Participating Agency: UNIFEM
Government Counterparts: ACC, APRM, IMC, Office of the President, SLBC
Development Partners: DFID, EC, World Bank
Agenda for Change: Chapter Eight - Democracy and Good Governance

Brief: Democratic gains made in Sierra Leone through the acclaimed 2007 presidential and parliamentary elections as well as the 2008 local council elections will not in itself assure the entrenchment of democratic values in the country. Other democratic institutions in the country will continue to require the assistance of the international community so as to complement the achievements secured through 'electoral democracy'. In particular, the Independent Media Commission (IMC), will continue to play a leading role in arbitrating between the media and the Government and the public at large. Through its work, it will also set standards for journalism in the country which though admirable still requires considerable professional enhancement. Combating anti-corruption - a major risk identified in the Government's Agenda for Change - necessitates stronger support for the Anti-Corruption Commission (ACC) through, amongst other things, the construction of dedicated facilities for the Commission, further training for its staff and the provision of equipment. Overall governance standards in the country can be boosted with support to the AU-sponsored African Peer Review Mechanism. The commitment to strengthen democratic institutions has been reconfirmed in the Joint Communiqué agreed by the political parties after the March 2009 incidents. An important element of this programme is designed to support the implementation of the Joint Communiqué. It will focus on the strengthening of key democratic institutions such as the Anti-Corruption Commission, Independent Media Commission, Public Broadcasting Corporation and the Parliament. It will also support the Constitutional Review Process and the African Peer Review mechanism.

Joint Vision Priority Areas:

Peace X	Rural	Youth	Health	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:	
UNDP:	\$3,000,000	UNDP/UNIFEM	\$7,000,000		
Total:	\$3,000,000	Total:	\$ 7,000,000	Total:	\$10,000,000

Programme 16: Local Governance and Decentralisation

UN Lead Agency: UNDP
Participating Agency: FAO, UNCDF, UNICEF, WHO
Government Counterparts: Ministry of Internal Affairs and Local Government
Development Partners: DFID, World Bank
Agenda for Change: Chapter Eight - Local Governance and Decentralisation

Brief: The decentralisation process is now in its second phase of implementation, that being the devolution of powers and functions. To date the decentralisation process has enabled local people to participate in many aspects of their own local affairs and drive forward programmes and projects in their areas. However, while local councils in some areas are active and have made some progress in extending services, they are often constrained by poor organisation and a lack of trained personnel and technical expertise. All the inherited weaknesses of the old administrative system remain intact and the huge infrastructural problems resulting from the war still persist. Whilst decentralisation is being pursued according to the 2004 Local Government Act, many constraints still hamper the reform. Breaks to progress are mainly caused by a lack of capacity of the local councils, including lack of financial management skills, coupled with delays in fiscal transfers from central Government and low levels of local resource mobilization. One of the main challenges to the decentralisation is the lack of clarity between the respective roles and responsibilities of the local councils, the paramount chieftaincy and the central Government. Therefore finalisation of a review of the Local Government Act and its harmonisation with other legislation that affects the devolution process is important.

Furthermore, the absence of basic structures and services in the rural areas contribute to the growing inequality between opportunities in the rural areas compared to the cities. Whilst increasing food production is an important part of any rural development strategy, the UN promotes the view that it is also essential that planners respond to the needs and growing expectations of rural communities, in particular that they should be involved in the processes by which the whole country develops and is governed. In essence, living in rural areas should be an attractive option that allows the citizen to enjoy all their rights to the full.

Building on the initiatives that are already under way and that are also supported by the Government and development partners, the programme will help each district and council to formulate and implement development policies and plans that are based on natural resources and local business opportunities. It will in addition build the capacity of the Ministry of Internal Affairs and Local Government at the national level to effectively deliver its mandate on rural development and decentralised governance. Where possible the programme will try to link local initiatives with national initiatives to ensure coherent positive change can occur.



Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	Health	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNDP\$	\$ 1,000,000	UNDP	\$6,000,000	
Totals:	\$1,000,000	Total:	\$6,000,000	Total: \$7,000,000

Programme 17: Promoting Gender Equality and Women's Rights

UN Lead Agency: UNIFEM
Participating Agency: The UN Gender Theme Group
Government Counterparts: Ministry of Social Welfare, Gender and Children's Affairs
Development Partners: DFID, EC, Irish Aid, JICA, OXFAM, USAID
Agenda for Change: Chapter Seven – Human Development

Brief: The National Gender Strategic Plan of Sierra Leone and the Convention on the Elimination of all Forms of Discrimination against Women are the entry points through which the UNCT Gender Theme Group is implementing its programmes. The unequal status and marginalization of women and girls in Sierra Leone has been exacerbated and solidified by the eleven year civil conflict, in which rape and sexual violence were used as weapons of war. The post-conflict period continues to marginalize the importance of including women as equal participants in social, political and economic life as a way of consolidating peace and advancing sustainable development for all.

Women, and especially rural women, have a low status in Sierra Leone's highly patriarchal society. Women are poorly educated and suffer from high illiteracy rates of up to 80% among rural women. As a consequence, women lack access to economic opportunities and suffer from food insecurity. The few women engaged in politics cannot get party sponsorship or support and there is only 13.7% female parliamentary representation, far below the 50% target of the African Union. Women swell the ranks of the unemployed and unemployable, and particularly those who have been traumatised by GBV and Female Genital Cutting (FGC). A staggering 94% of women in Sierra Leone aged 15-49 have undergone FGC, while 62% of women in the same group were married before the age of 18. Women are disadvantaged by high birth rates and also suffer the highest maternal mortality rate in the world, at 1,300 deaths per 100,000 births. In addition, more women than men are infected with HIV and AIDS.

This programme aims to support changes that empower women in such a way that they can enjoy all their political, social, economic and civil rights.

Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	X	Health	X	Public
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Programme Finances:

Secured Funds:		Est. Additional Funds:		Programme:
UNIFEM	\$2,000,000	UNIFEM	\$3,000,000	
Total:	\$2,000,000	UNFPA/ IOM	\$2,000,000	
		Total:	\$5,000,000	Total: \$7,000,000



PART (C)

NEW PROGRAMMES

Programme 18: Rural Community Empowerment

UN Lead Agency:	UNDP & FAO
Participating Agency:	UNAIDS, UNFPA, UNHCR, UNIDO, UNIFEM
Government Counterparts:	Ministry of Agriculture, Ministry of Social Welfare Gender & Children's Affairs, Ministry of Education, Ministry of Fisheries and Marine resources
Development Partners:	DFID, GTZ, World Bank
Agenda for Change:	Chapter Eight – Democracy and Good Governance Chapter Ten – Growing the Private Sector

Brief: Although much progress has been made through the joint efforts of the Government and international partners since the cessation of the conflict marginalisation of rural communities continues to be a major impediment for the consolidation of the peace process and the promotion of sustainable development in the country. Rural communities are too often disconnected from the mainstream national economy and lack basic necessary services and infrastructures to be part of and promote economic development.

The objective of the programme is to provide scalable models for rural communities to enter into the local and national dialogue while building on the initiatives already underway as described in this joint vision supported by both the Government and development partners. This programme will ensure participation of rural men and women in community-based development programmes that affect their livelihoods, such as access to adult education, market opportunities, communication networks and financial services through community-level and district-level support centres and farmer schools. The programme will also assist communities to upgrade local markets and assist in the negotiations for better and more secure access to traditional land in rural and town areas. The programme will ensure that gender equity and women's empowerment issues are mainstreamed in decision-making and service delivery. UNDP will focus on the strategy and financing of the services while the other UN agencies will focus on the delivery of the service.

Joint Vision Priority Areas:

Peace X	Rural X	Youth X	Health	Public
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Programme Finances:

Secured Funds: nil	Est. Additional Funds: Total: \$10,000,000	Programme: Total: \$10,000,000
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Programme 19: Youth Development and Employment

UN Lead Agency: ILO & UNDP
Participating Agency: UNAIDS, UNESCO, UNFPA, UNIDO, UNIFEM, WFP,
Government Counterparts: National Youth Commission
Development Partners: GTZ, World Bank
Agenda for Change: Chapter seven - Youth Employment and Empowerment

Brief: The youth population is estimated at 33% of the total population, with 60% of the youth being unemployed, under-employed or working in the informal economy. This represents the highest youth unemployment in the world. School enrolment is at a dismal level with more than 70% of all children not enrolled in primary school. Many of the youths that roam the cities and rural areas were former children/youths associated with fighting forces and groups. The many years they spent directly engaged in violent conflict has not prepared them for conflict resolution in non-violent ways.

Due to a lack of livelihood opportunities for the youth, they are vulnerable to re-recruitment for criminal and violent activities. If peace is to be consolidated in Sierra Leone, then the youth must be actively engaged in renegotiating their roles in society and included in the solutions that lay the foundations for political and social stability, economic prosperity and poverty alleviation.

Sierra Leone has prepared the way for a National Youth Commission which will be central to the strategic direction of the youth employment and empowerment schemes. Capacity will be built within the National Youth Commission to deal with youth employment and empowerment. There are ongoing youth employment initiatives, but new approaches will focus on relating the current projects to employment and income generation and decent work, rather than a concentration on skills training. The UN will foster an environment that links all skills training directly to labour market demands and initiate programmes for work with public works schemes that provide the transition from vocational training and university studies to work, through placements, internships and apprenticeships in the public and private sectors as well as in the UN and NGOs.

Joint Vision Priority Areas:

Peace	X	Rural	X	Youth	X	Health	Public
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Programme Finances:

Secured Funds: Total: \$1,000,000	Est. Additional Funds: Total: \$12,000,000	Programme: Total: \$13,000,000
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Programme 20: National Health Systems

UN Lead Agency: WHO
Participating Agency: UN Health Theme Group
Government Counterparts: Ministry of Health & Sanitation
Development Partners: DFID, EU, Irish Aid
Agenda for Change: Chapter Seven – Human Development

Brief: The health service in Sierra Leone is impeded by problems at all levels. These multi-layered problems conspire to give a low geographic coverage of state-run health facilities. Even if health facilities are available they are frequently unaffordable for the majority of the people that need them, and often provide an inadequate range of services for the diverse needs of the population. Human resource management is a key area that is highlighted for improvement in the work of the Ministry of Health & Sanitation. Sierra Leone lost approximately 50% of its trained human resources as either a direct or indirect result of the civil war. The health sector needs to build its human resources for health in number and quality in order to recover from the heavy national loss of skilled health workers. It should also be noted that those working inside the health sector are often demoralised because of the very low salary remuneration and very slow public service recruitment procedures, which fuels an exodus of health workers abroad. There are also many people helping out in rural clinics who are working on a voluntary basis, and whilst this is commendable in the short term, it does not form a strong basis for a sustainable and reliable work force in the longer term. The procurement and supply chain management is in disarray requiring an immediate solution if necessary medicines, equipment and other much needed supplies are to reach where they are needed. The weak laboratory services at all levels of the public health facilities compromises the quality of patient care and detection of outbreaks that potentially could be of national, regional and international concerns. This is further complicated by lack of a national reference health laboratory to provide quality control and quality assurance services to ensure that the tests meet international standards. Such systematic problems require attention for which long term and highly structured investment is necessary.

Currently, the Ministry of Health and Sanitation supported by UN and other partners is developing a National Health Sector Strategic Plan to be able to address the different bottlenecks systematically. The development of the strategic plan is to move to a “one health plan, one funding mechanism, one monitoring and evaluation matrix and one report mechanism” as a step for implementation of the International Health Partnership for achieving the health MDGs. The UNCT will work with the MOHS and MOFED towards achieving this goal.

Joint Vision Priority Areas:

Peace	Rural	Youth	Health X	Public X
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Programme Finances:

Secured Funds: Total: \$1,000,000	Estimated Additional Funds: Total: \$8,000,000	Programme: Total: \$9,000,000
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Programme 21: Environmental Cooperation for Peacebuilding

UN Lead Agency: UNEP
Participating Agency: FAO, UNDP
Government Counterparts: Ministry of Agriculture; Sierra Leone Environmental Protection Agency
Development Partners: EC
Agenda for Change: Chapter Eleven – Managing the Environment

Brief: Given the significant role that natural resources played in the 1991-2002 civil war and during the post-conflict reconstruction period, along with the vital importance of natural resources to Sierra Leone’s economy, the good management of environment and natural resources is essential to continued peace consolidation and development. Linked to youth estrangement and rural alienation, many of the conditions for conflict that existed before 1992 continue today, aggravated by concerns about unfair distribution of benefits, opaque processes and inefficient and unsustainable practices.

Significant opportunities exist however to harness natural resources and environment for peace consolidation through investing in alternative livelihoods, collaborative community-based resource management (CBRM), and capacity building in the districts and in Freetown. The ECP programme would have: a focus on water, land use, land cover and alternative livelihoods in Kenema and perimeter villages around the Gola Forest Reserve; capacity building for the new Environmental Protection Agency, Forestry Division and associated Government units; and better natural resource allocation and urban planning on the Western peninsula.

Joint Vision Priority Areas:

Peace X	Rural X	Youth X	Health	Public
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Programme Finances:

Secured Funds: nil	Est. Additional Funds: Total: \$5,000,000	Programme: Total: \$5,000,000
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ANNEX III

Joint Programme Approval, Implementation and Evaluation

In the spirit of the **Paris Declaration on Aid Effectiveness**, we, the UN Family in Sierra Leone, agree not only to align our country specific strategy, the Joint UN Vision to the national development strategy, the **Agenda for Change**, but also to align our programmes and projects to the organisational and operational frameworks as they are determined by the Government.

Coordination with Government

Irrespective of the sources of funding for our activities, we all agree on following a programme cycle that emphasizes our partnership with the Government and our joint responsibilities for the formulation, appraisal, approval, implementation, monitoring, evaluation and reporting of programmes and projects. To assist in the overall coordination efforts of the Government, we further agree to give regular and reliable information and data to the Ministry of Finance's Development Assistance Database (DAD).

Notwithstanding our respective responsibilities for the use of the resources entrusted to each of our agencies we recognize the primacy of the Government in setting priorities and in approving all programmes, projects and activities that we will carry out together with our national counterparts in Sierra Leone. We also agree that the implementation of programmes and projects as well as their monitoring and evaluations are conducted jointly with respective Government counterpart agencies.

Agency Responsibilities

Further, we agree to better integrate the programmes, projects and activities in the Joint Vision to prevent overlaps. For this reason, we will jointly organise and implement programme formulation and joint programme evaluation missions.

In the case of single agency programmes the programme formulation and evaluation will remain with that agency. In the case of multi-agency programmes all the participating agencies will assist in the programme formulation and evaluation.

At the same time, we all recognize the ultimate responsibility by each UN agency for the use of the resources entrusted to them. Therefore, all the projects that make up the programmes continue to be managed by single UN agencies. In each case this agency will remain responsible for the quality of the project's formulation, for the resource mobilization for the project, for the implementation of the project and for all substantive and financial reporting for the project.

Programme and Project Approval

We agree to follow the Government's policies and direction for programme and project approvals and to submit jointly with our counterpart agencies our programmes and projects for approval to a central Steering Committee



that is chaired by the Minister of Finance. The detailed procedures and approval processes as well as the membership of the Steering Committee will be determined by the Minister of Finance at a later stage.






Prior to submitting a programme or project proposal to the Steering Committee for approval, the Government counterpart agency and the UN implementing agency shall each prepare a separate technical appraisal document and submit them to the Committee for its consideration at the time of the approval.

The Government counterpart agency shall prepare an appraisal of how the proposed programme or project under consideration will contribute to achieving the aims and results of the Government's Agenda for Change. The Minister of Finance will determine the criteria and format of this appraisal document.

The UN implementing agency shall prepare an appraisal of how the proposed programme or project under consideration will contribute to implementing the Joint Vision of the UN Family. For this purpose, the UN appraisal will apply three sets of criteria:

The Contribution to UN Vision Priority Areas







Under this set of criteria, the UN appraisal shall determine to what extent the submitted programme will contribute to the achievements of one or several of the five priority areas that are outlined in the Joint Vision document:

-  Consolidation of peace and stability;
-  Integration of rural areas into the national economy;
-  Economic and social integration of the youth;
-  Equitable and affordable health services and
-  Accessible and credible public services

For this purpose, the agreed benchmarks for each of the five priority areas will serve as a general guide to help orientate the UN's activities towards that of the Joint Vision and its contribution to the Agenda for Change.

The Advancement of Cross-cutting Issues

Under this set of criteria, the UN appraisal shall determine to what extent the submitted programme or project will contribute to advancing the six cross-cutting issues that are outlined in the Joint Vision document:

-  Building of national capacities;
-  Achieving the millennium development goals (MDGs);
-  Protecting human rights;
-  Advancing gender equality;
-  Reducing poverty and
-  Promoting sub-regional cooperation

The Adherence to the UN's Comparative Advantages

Under this set of criteria, the UN appraisal shall determine to what extent the submitted programme or project will be founded on our strengths and make maximum use of the four comparative advantages of the UN family in Sierra Leone as outlined in the Joint Vision document:



- Our ability to bring political and development mandates together;
- Our ability to maintain a high rate of implementation through a wide range of available agencies and expertise;
- Our ability to penetrate local societies through a large number of national UN officers and staff and
- Our ability to reach out to the mainly rural population in virtually all parts of the country through our network of regional field offices, our outreach initiative and our mobility due to available air assets



ANNEX IV

■ Programme Funding (2009 – 2012)

We estimate that the total financial requirements to implement the twenty one programmes of the Joint UN vision are estimated to be around US\$ 350 million for the four-year planning period from 2009 to 2012. These funding requirements apply to all 17 UN agencies and UNIPSIL that work in Sierra Leone, and that have agreed to help implement programmes and projects under the Joint Vision.

Of these total financial requirements, UN agencies have already secured about US\$ 150 million or just over 40% total estimated requirements. The remaining resources of **about US\$ 200 million or just less than 60% of total requirements will still have to be raised.**

Under **secured** funds we have combined regular headquarter allocations from UN agencies' core resources and funding that agencies have either already received of for which they have clear pledges from various donors in support of one or the other of their programme activities. Under present global financial conditions, even these so-called secured funding sources may no longer be that secure.

Under **additional** funding we have simply listed our best estimates of additional resource requirements for each of the programmes. Some of the planned and all new programmes have not yet been sufficiently formulated to determine their precise financial requirements. For this reason, the amounts shown as required additional funds are only rough estimates.

Given the global financial situation, we realize that we must undertake some exceptional fund-raising activities. Taking this in mind, we, the UN organisations and agencies agree to coordinate and mutually support our respective fund-raising activities through four joint approaches:

First, we will present our Joint Vision at the Special Session of the Peacebuilding Commission for Sierra Leone in New York and issue a joint appeal to donors to help finance our planned activities in support of Sierra Leone. For this purpose, we will provide the donors with a well integrated list of programmes and projects along with their financial requirements. If a donor country or a development institution decides to support a particular programme it can hence be assured that they will contribute to a well coordinated overall UN peacebuilding effort.

Second, we have agreed to jointly open a Multi-donor Trust Fund in support of the Joint Vision that would allow donors to pool their contributions in support of the Joint Vision and one or the other of its programmes. Whilst currently most donor related funding is given to specific UN agencies and their projects/programmes directly, it is hoped that, in the spirit of the Paris Declaration on Aid Efficiency, donors will increasingly use the Multi-Donor Trust Fund to support the Joint Vision and its programmes in the future.

Third, we will together present our Joint Vision at the Consultative Group meeting in London on 19 and 20 November. Before that time, we will approach a number of non-traditional donors directly and organise visits to a selected number of capitals.



Fourth, we will make additional efforts to instil greater donor confidence in the UN system by achieving the maximum possible transparency with respect to the funds received and disbursed by all UN agencies to all of our stakeholders. For this purpose, the joint UN strategic planning unit (UN-SPU) will maintain an overview of the financial status of all programmes and projects under the Joint Vision. This will include the resources allocated to the programme / project by source of funding as well as the status of programme / project delivery and expenditures. This information will be made available at a number of routine internal and external coordination meetings in Sierra Leone. This information will also flow into the Resident Coordinator's Annual Report as part of the country level reporting and assessment procedures set out by the rules and regulations of the UN system.



ANNEX V

Management of Risks

Implementing an ambitious and intrepid strategy such as the Joint UN Vision in Sierra Leone that includes 21 separate programmes for a total amount of about US\$ 350 million bears considerable risks. We are fully aware that, by setting the bar for our programme benchmarks and programmes relatively high, and by taking a deliberately optimistic view on what can be achieved within four years, we may have exposed ourselves to greater risks of failing.

It is therefore necessary that we try to identify at least the main risks and put in place measures through which we can mitigate them as far as possible:

Risk of in-country political instability

Risk issues: As we have seen during the March 2009 events, the political situation in Sierra Leone remains fragile. However, we have also seen a determined Government and political party leadership that were able to deal with the emerging situation and agreed on a Joint Communiqué that re-confirmed the path for the country's democratic development.

Risk mitigation: Under its peacebuilding mandate, the UN family has the unique opportunity to engage the Government and political leaders at the political level as well as assisting in advancing the country's development agenda. Through UNPSIL, the UN will continue to identify potential conflict lines, to support political reconciliation and promote multi-party dialogue in order to mitigate political risks.

Risk of not achieving tangible results

Risk issues: With so many programmes and projects, there is a risk that we could concentrate too much on implementation and on attaining specific outputs but miss the broader picture of peace and stability. This is of particular importance for a peacebuilding mission that pursues a wide range of political and development aims that are not easily quantifiable.

Risk mitigation: In order not to lose ourselves in programme and project implementation without regard to the broader picture of what we want to achieve, we have determined a series of programme benchmarks for each of the five priority areas of the Joint UN Vision. We will use these benchmarks as a general guide and orientation during our programme monitoring and evaluations.

Lack of coordination with the Government

Risk issues: Any success to achieve the programme benchmarks of our Joint Vision will largely depend on the degree at which the Government and our Government counterpart agencies will take ownership of the programmes and projects that we support.



Risk mitigation: In order to ensure full national ownership, we have aligned all of our programmes directly to the Government's Agenda for Change; for each of the programme outlines that are listed in the Joint Vision we have therefore indicated clearly to which of the Government programmes and policies they will contribute. We have also agreed to submit all of our programmes and projects to a transparent approval and evaluation mechanism in which the Government, through the Ministry of Finance, will take the lead.

Lack of national capacities

Risk issues: During the transition from a post-conflict to a growth agenda, the Government suffers considerable shortages in national capacity to manage and implement programmes and projects. This is often due to a lack of well motivated and well remunerated human resources. This could seriously delay or even jeopardize our programme and project implementation.

Risk mitigation: The lack of implementation capacity on the side of the Government will remain one of the most intractable problems for implementing the Joint Vision. However, the UN family in the past has been able to maintain high implementation rates under these conditions. The main reason for this is that the UN family together has probably the largest number of staff, in particular of national staff, and the widest regional outreach through its network of regional field offices.

Lack of programme sustainability

Risk issues: The greatest risk to the sustainability of programme achievements is the lack in Government revenues to maintain the operations of national institutions once they have been set up with UN agency support or to keep the staff members that were trained by the UN once we leave a project. We have started to pay salaries for key Government officials but may soon face the prospect of not being able to continue this. With the financial crisis slowly descending also on Sierra Leone, we must assume that the Government revenues will become even tighter and that it may become increasingly difficult for the Government to meet its obligations to pay for salaries and maintain the operations of many reform projects and programmes.

Risk mitigation: The lack of national resources to ensure sustainability of achievements will remain one of the highest risks for achieving our programme benchmarks. We try to mitigate this risk to a small degree by concentrating our efforts under programme three to assist the Government in collecting a fairer share of the mining or fishing revenues from international companies. We also hope that the generous budgetary support that the EC, the United Kingdom, the World Bank and now also the African Development Bank provide, can, at least partially, fill the gap in Government funding.

Lack of coordination with development partners

Risk issues: The UN family is only part of a larger international effort to support the Government and our success in achieving the programme benchmarks will therefore depend equally on our international development partners.

Risk mitigation: We will seek better programmatic coordination with all our development partners by reviving, together with the World Bank, the monthly informal donor coordination mechanism and by instituting separate theme groups that will deal with specific sector issues.



Lack of inter-agency coordination

Risk issues: Our success will further depend on how well the UN agencies that form the UN Country Team and UNIPSIL will be able to work together, to build on each agency's comparative advantage and to mutually support each others' activities.

Risk mitigation: All UN agencies are fully behind the Joint Vision and agreed on the twenty-one programmes, on agency implementation responsibilities, on indicative funding requirements as well as on joint programming and evaluation. To help implement these agreements, we have set up the Joint Strategic Planning Unit that has as its prime task the promotion of and assistance to inter-agency coordination.

Lack of donor support

Risk issues: The total financial requirements of the 21 programmes under the Joint Vision are estimated to amount to about \$ 350 million. Of this amount, only about \$150 million (or 40%) have been identified and secured so far; a total amount of \$ 200 million will still have to be mobilized. Under the present financial constraints of most donor countries, it may become increasingly difficult to mobilize these additional funds for Sierra Leone. As a result our Joint Vision may remain under-resourced.

Risk mitigation: In order to mobilize the additional resources for the Joint Vision, we will launch a joint appeal during the Special Session of the Peacebuilding Commission. We will also open a Multi-donor Trust Fund with the aim of attracting especially non-traditional donors who are not represented in Sierra Leone but want nonetheless make a contribution to this country's future. We will further present our Joint Vision at the Consultative Group Meeting in London later this year and complement this with selected visits to donor capitals. Our resource mobilization efforts will be closely coordinated with those of the Government.


Lack of in-house technical capacities


Risk issues: The Joint Vision covers a very broad range of programmes and projects that will require also a very wide range of technical expertise. These experts may be difficult to find or to mobilize at the right time. Recruitment generally may prove more difficult as allowances for UN staff in Sierra Leone are reducing following administrative changes. UN agencies may therefore not have the expertise necessary, which in turn would jeopardize the quality of programme implementation.

Risk mitigation: The responsibility for the implementation of the twenty-one programmes are spread over fourteen resident and three non-resident UN agencies, each with their own pool of expertise in the field of their specialization. This should help spread this risk. Furthermore, UNIPSIL has built up expertise in many programme areas such as security, anti-drug trafficking, anti-corruption, decentralisation, rule of law, media and radio reforms, etc. UNIPSIL will make its experts available to UN agencies for preparing, initiating and implementing programmes. Also UNDP's Bureau for Crisis Prevention and Recovery has agreed to fill key gaps in expertise during the critical phase of extending on-going programmes, launching pipeline programmes and designing new programmes.



Lack of programme delivery

 **Risk issues:** Due to gaps in Government capacities virtually all UN programmes and projects are implemented directly by UN agencies. This has put particular burden on those offices to manage recruitments, procurements and other services. It has also put strains on UN offices to produce timely financial reports, etc. These problems will largely depend on the makeup and character of respective programmes and will hence affect UN agencies unevenly.

 **Risk mitigation:** Each UN agency is in the process of reviewing its in-house implementation capacities to meet the challenges of delivering the programmes and projects of the Joint Vision.



ANNEX VI

Joint Multi-Donor Trust Fund (MDTF) in Support of the Joint Vision

The overall aim of the Sierra Leone Multi-donor Trust Fund (SL-MDTF) will be to move towards an enhanced state of coherence and efficiency for our programmes and projects at the country level, whilst creating a joint funding window that corresponds to and supports the programmatic integration that we are seeking to accomplish under the Joint Vision.

The SL-MDTF will be consistent with the Paris Declaration on Aid Efficiency, including national ownership, alignment with national priorities, harmonisation and coordination. It will also respond to the Delivering as One Initiative and the Secretary General's efforts to improve the integration of UN political, development and humanitarian activities in the UN system through an increasing network of integrated UN field offices.

Objectives of the Multi-donor Trust Fund

The objectives of the Multi-donor Trust Fund for Sierra Leone will include:

- Enhancing the UN's capability to partner with the Government and development partners to support national development plans and priorities, including the PRS;
- Supporting the Joint Vision through obtaining greater programme cohesion, harmonisation and effectiveness;
- Providing for a coherent and streamlined platform for the mobilization of additional donor resources (from resident and non-resident donors), fund allocation and reporting of the programmatic priorities of the Joint Vision;
- Funding and implementation are undertaken with special attention to transparency and accountability as well as to prompt delivery and efficient utilisation of resources.

Donor contributions

The Multi-donor Trust Fund for Sierra Leone will receive grant contributions from all bi-lateral and multi-lateral donors as well as from other financial institutions for the purpose of supporting the Joint Vision or any of its programmes.

Donors may contribute to the Multi-donor Trust Fund in a number of different ways:

- 'Un-earmarked' funds that can be placed in the MDTF for which the Steering Committee will subsequently allocate the funds to programmes and projects based on an ongoing assessment of needs
- 'Soft earmarked' funds that identify one of the twenty-one programmes, after which the Steering Committee will allocate the funds to projects contained within the selected programme
- 'Strong earmarked' funds that identify the programme and the agency and fund specific projects within the programme, after which the Steering Committee will simply acknowledge the donation



For this purpose, the administrator of the SL-MDTF, UNDP's MDTF Office, will create 'programme baskets' within the SL-MDTF that would allow for ring-fencing of donor contributions to specific programmes, projects and/or agencies. For example, there will be programme baskets for the Democratic Elections Support Programme, the Public Sector Reform Programme or the Youth Employment Programme, etc.

Governance arrangements

The SL-MDTF will have an internal management and external decision-making arrangements.

Internal oversight: Based on the information provided by UNDP's MDTF Office in New York and the UN-SPU, the UN Country Team will regularly review the status of the MDTF and its contribution towards the implementation of the Joint Vision. In particular, the UNCT will ensure that a balanced approach is taken in raising and allocating funding to the various programmes and projects under the Joint Vision. For non-earmarked contributions, the UNCT will make proposals to the Steering Committee for their allocation to programmes and projects.

Steering Committee: All other programmes and projects irrespective of whether they are partly or fully funded by the MDTF shall be approved by the Steering Committee. They fall under the same monitoring, evaluation and reporting arrangements as those governed by the Joint Vision (see also Annex III). The Steering committee will be chaired by the Minister of Finance and the ERSG/ RC.

Implementing UN agencies

All UN agencies that have signed up to the Joint Vision can also participate in receiving funding from or through the SL-MDTF. In this case, they become UN implementing agencies for the SL-MDTF.

The implementing UN agency will be responsible of the use of SL-MDTF resources allocated to any of its programmes or projects. The implementation of resources will fall under the respective agency's financial rules and regulations and its application will be subject to the agency's internal audit.

The implementing UN agency will also be responsible for regularly monitoring the implementation of programmes and projects that have received funding from the SL-MDTF. As with any other programme, the implementing agency is also responsible for preparing and distributing regular financial and substantive reports.

Administrative UN agent

All the donations that support the UN's Joint Vision in Sierra Leone will be administered through the MDTF office in New York, which will provide fund management services as per the UN's rules and regulations. The MDTF Office in New York will provide the UNCT (through the UN-SPU) with monthly updated information on the receipt and disbursements of funding for the SL-MDTF. Once a programme or project is approved, the MDTF Office will release the respective funding directly to the implementing UN agency.

Reporting and evaluations

In addition to the regular financial and substantive reports, UN-SPU with support from the MDTF Office in New York will provide a quarterly update on the SL-MDTF to the Government, donors and the UNCT.

Otherwise, all monitoring, evaluation and reporting requirements will apply as described in Annex III.



Fees and overheads

As is general practice with other MDTFs, the MDTF Office in New York will take 1% administration fees while the implementing UN agency will be entitled to a 7% overhead for administrative costs.



ANNEX VII

Joint UN Strategic Planning Unit

The Joint Vision is a quite complex strategy that, in order to be successful, will require substantial coordination among and with:

- the **seventeen UN agencies and organisations** that have come together in implementing the Joint Vision;
- the **Government and its various Ministries** and departments that the programmes and projects of the Joint Vision are intended to support;
- the community of **development partners and donors** who support the UN family financially and operationally in implementing its Joint Vision and finally;
- the **UN governing bodies** that regularly review and discuss the progress Sierra Leone is making in achieving peace and stability, above all the Security Council and the UN Peacebuilding Commission.

To assist the ERSG in effectively performing the role of coordination among the aforementioned four target groups, UNIPSIL and the UN Country Team has set up a joint Strategic Planning Unit (UN-SPU) that includes staff from UNIPSIL, the resident coordinator's office and the peacebuilding support office.

In particular, the UN-SPU will conduct the following functions:

- prepare, organise and follow up on the weekly meeting of heads of UN agencies and facilitate its subsidiary working groups such as the various theme groups and the operations managers' group meetings;
- prepare, organise and follow up the monthly meetings of international development partners and facilitate the working of the theme groups;
- act as the focal point of the UNCT for DEPAC meetings and meetings with DACO; support the ERSG in his function as the co-chair of the DEPAC;
- function as the secretariat for the Government Steering Committee for programme and project approvals;
- act as the focal point for the UN Peacebuilding Commission and for the Peacebuilding fund;
- help organise, coordinate and facilitate programming and programme evaluation missions, disseminate their results / reports and administrate ONE UN resources for funding those missions on behalf of the UNCT;
- coordinate the preparation of the following regular reports:
 - An annual progress report on the implementation of the Joint Vision (combined with the RC Annual Report);
 - The bi-annual report to the UN Peacebuilding Commission;
 - A quarterly report on the financial status of the MDTF;
 - Any other report that requires the inputs for all UN agencies;



ANNEX VIII

Joint Regional Field Offices

In order to support peacebuilding efforts throughout the country, the UN Country Team and UNIPSIL agreed on the need to establish regional field offices with the aim:

- to enable the UN family to have easier and more regular access to local authorities and the population outside of Freetown;
- to develop a better understanding of their needs and requirements;
- to be in a better position to support the Government's decentralisation programme;
- to be able to better coordinate local development initiatives with local authorities including with local Mayors, local district councils, local Paramount Chiefs, local civil society and other local institutions;
- to improve coordination among UN agencies and other development partners at the local level;
- to serve as an operational base for implementing and monitoring of UN programmes and projects in the provinces.

An important additional role for the regional fields offices will be to serve as a local model for introducing new development concepts. For example, it is planned to construct future office buildings with environmentally-friendly low cost materials or to introduce the use of solar energy for office lights and water pumps.

The regional field offices act as a local development service centre and provide:

- all **UN agencies** with a single joint office location for their resident staff and to act as a joint operational base for all visiting UN experts in the field;
- international development partners** with a base for their field visits, contacts with local authorities etc.;
- national civil society and NGO's** with a focal point to coordinate their activities.

For this purpose, regional field offices will not only provide offices for UN agency staff but also for visiting missions of development partners as well as an office for a local coordinator for civil society and NGOs. Each office will have common meeting rooms and a common security service; they will be equipped with power generators, independent water supply and communications equipment including access to the Internet.

In total eight regional field offices will be established, three in the three provincial centres of Makeni, Bo and Kenema and five in the local district centres of Koidu, Kabala, Kailahun, Pujehun and Port Loko (see attached map). The offices in Koidu and Makeni have already been officially opened; the offices in Bo and Kenema are in their final stages of being completed. All other offices should be fully functioning by the end of this year.

Each regional field office will be managed by one partner UN agency but all common costs will be shared according to an agreement reached by the UNCT as follows:



1. Makeni	UNICEF
2. Bo	UNIPSIL
3. Kenema	UNHCR
4. Koidu	UNDP
5. Kailahun	WFP
6. Port Loko	WFP
7. Kabala	UNDP
8. Pujehun	UNIDO

Connecting regional field offices





Given the difficult road infrastructure in the country, UNIPSIL will maintain a helicopter service to connect all regional offices with Freetown. In the same spirit of the regional field offices, the [helicopter service](#) will also be available to our international development partners who want to send missions into the provinces.



Map No. 4345 UNITED NATIONS
September 2008 (Colour)

Department of Field Support
Cartographic Section

Join UN Regional Field Offices

 UN Agencies Country Offices	 Join UN Offices but not officially open
 Planned new offices	 Join UN Offices but not officially open



ANNEX IX

Joint Outreach Initiative for Peacebuilding

For peacebuilding we must be able to reach Sierra Leoneans wherever they live. This is of particular importance in a country in which over 70% of the population live in the provinces, often in isolated villages that are difficult to reach by road or any other means. In doing this we will have to overcome two fundamental problems: first, over 70% of the population is illiterate and can therefore only be reached through voice messages and mouth-to-mouth communications. Second, Sierra Leone consists of 19 different ethnic groups with many different languages.

In order to overcome these obstacles, UNIPSIL and the UN Country Team have come together to jointly develop a creative outreach programme through a number of partnerships with Sierra Leonean institutions and organisations that should help us in reaching out to a large number of Sierra Leoneans.

With this outreach programme, we hope to transmit messages of peace and development that are adapted to the various languages and cultures in this country. Through the network of Sierra Leonean institutions and organisations we hope to be able to develop special packages that deal with core issues of peacebuilding from promoting political tolerance to promoting human rights, from disseminating information about development and environmental issues to raising issues of violence against women and gender equality.

The outreach programme will hence make an essential contribution to providing access to information and education to all Sierra Leoneans, in particular those who otherwise remain largely isolated in their rural areas. In this sense, the joint outreach programme makes a particular contribution to the Joint Vision's programme priority of supporting the increased social and economic integration of Sierra Leonean's rural areas. The outreach programme will not only be open to carry messages of all UN agencies, funds and programmes that work in Sierra Leone, but it will also be available to all other national and international development partners.

The joint outreach programme will be managed on behalf of the entire UN family by UNIPSIL's Democratic Institutions Unit and UNDP. In order to strengthen the outreach of each of our partners, we will provide each of them with technical and logistical assistance. The outreach programme complements the joint regional field offices of the UN family in Sierra Leone.

Outreach Partnerships

The Sierra Leonean Broadcasting Corporation (SLBC): The most important means of communicating with Sierra Leoneans is through the radio. The most listened to radio stations are presently the UN Radio followed by the Government's Sierra Leone Broadcasting Service (SLBS). Both radio stations presently reach about 85% of the population.

With support from the UN, the Government has decided to merge the UN Radio and its own SLBS in order to create one of the first independent public radio stations in Africa, the Sierra Leonean Broadcasting Corporation. The establishment of an independent public broadcaster would be a great achievement for the democratic de-



velopment of the country but also a signal for the entire region. In fact, it would be one of the first times in modern history that a State has decided to abandon its Government-owned radio station in favor of an independent public radio. With the creation of the SLBC, the Government also fulfills a specific request made by the UN Security Council for an independent public radio in Sierra Leone as a means to consolidate peace.

The Sierra Leone Broadcasting Corporation is designed to produce and disseminate high-quality information and educational programmes that can reach all Sierra Leoneans. For this purpose, its transmission capacity is planned to be further expanded to increase the coverage to 100% of the population. The UN system will not only support the new SLBC financially but also UN agencies will help in developing radio programmes that deal with a wide range of issues that will be important to promote peace and development throughout the country.

In particular, a professional national broadcaster would replace the existing political party radio stations that may have contributed to the disturbances in March 2009. Instead, the SLBC will provide Sierra Leoneans with balanced political news and assessments, a forum for public discussions on political issues such as the decentralisation of the review of the constitution and a voice for political tolerance and reconciliation. Through the extraordinary outreach of a national radio station, we hope to promote issues of national importance such as the prevention of malaria and HIV/AIDS, of violence against women, of the observation of human rights, to mention only a few. Furthermore, the radio could especially help in educating the rural population in important development issues such as sustainable agricultural practices, environmental protection, market information, etc.

We also consider engaging the radio to improve basic education for children by supporting a programme that would bring radio programmes to rural schools by providing cheap solar-driven radio sets.

The Sierra Leonean Inter-faith Council: Sierra Leone is a very religious country with the largest part of the population belonging to one or the other of the many various Muslim and Christian sects and denominations. Surprisingly, this high diversity has not led to inter-religious tensions. In fact, Sierra Leone is known for its religious tolerance, a tolerance that is far greater than its political tolerance. During the civil war, all religious communities had been voices of moderation and had tried to reduce its impact on the civilian population.

The Sierra Leone Inter-faith Council combines representative of virtually all Muslim and Christian denominations and together may have an even greater outreach than the radio. One can find in all villages of the country at least one mosque and one church, each with their own imams or priests; religious services are usually well attended. The unique advantage of the Inter-faith Council is its ability to reach out through person-to-person contacts, a quality that a radio station does not have.

The Inter-faith Council and UNIPSIL has agreed to work together with the UN family in creating a central information unit within the council through which messages on a number of burning social issues will be prepared and agreed upon. The Council will, on its side, call on all its members to disseminate those messages to their communities throughout the country.

Sierra Leonean Artists for Peace: The large numbers of mostly unemployed and disillusioned youth probably build the most dynamic and also the most critical group for maintaining peace and stability in the country. They are difficult to contact through normal radio broadcasts or religious communities. However, most are reachable through music. For this reason, the creation of the Artists for Peace provides a unique opportunity to “speak” also to a large section of the youth that would otherwise be difficult to reach.



In the wake of the sudden outbreak of political violence and intolerance of March 2009, a number of the most famous Sierra Leonean musicians and singers have formed a new group called “Artists for Peace”. They combine a wide range of musicians from different backgrounds such as rock-singers, hip-hop singers, comedians and even gospel singers. Following the signing of the Joint Communiqué between the two main parties that ended their open conflict, they have composed two songs in which they promote the message of tolerance and non-violence.

The two songs have been officially launched in the presence of the President, leaders of the governing and opposition parties as well as representatives of various youth organisations at the Statehouse. Now the Artists for Peace are touring the country. In fact, the Artists for Peace have turned out to be great crowd pullers wherever they perform in the country; through no other means could we ever hope to reach so many young men and women.

The UN family will continue to work with the Artists for Peace, to help them to establish a more permanent organisation that will not only continue to spread the message of peace but also look after the social and economic interests of its members.

Sierra Leonean Civil Societies and NGOs: Sierra Leone has an unusually vibrant variety of local civil societies and local NGOs which are organised in a number of umbrella organisations such as the Sierra Leonean Association of NGOs (SLANGO).

The men and women are mostly highly talented, educated and eager to make a contribution to the progress of their country. Many have worked previously for international NGOs during and immediately after the civil war to assist war victims, to help rebuild local institutions and to promote political tolerance and reconciliation. Today, many of those international NGOs have left the country and their former local colleagues have formed a large number of civil societies and NGOs. Unfortunately, all these civil societies and NGOs are mostly very poor with little access to funding or information.

For these reasons, the UN family has agreed to support the local civil societies and NGOs and help to turn them into a stronger local force for bringing political tolerance and economic development to local communities. UNDP has formed the Forum of Civil Societies that meets regularly to discuss issues of common interests. The UN family has also agreed to provide local civil societies and NGOs with a privilege access to our regional field offices, to provide them with office space and access to the Internet.

The UN family will provide the funding for one focal point to be recruited and be given an office in each of the eight regional field offices. We are also considering developing a dedicated Internet website for Sierra Leonean civil societies and NGOs that would allow each of them to present themselves to the world public and to raise funds for their activities. Once in place, donors with small grant programmes could also communicate with local civil societies and NGOs through this Internet website.

Sierra Leonean Association of Journalists: The press enjoys a great degree of freedom in Sierra Leone with 52 newspapers and 35 private radio stations operating throughout the country. There are about 700 registered journalists, most of them organised in the Sierra Leonean Association of Journalists (SLAJ) and its affiliated Reporter’s Union and Association of Women Journalists.

At the same time, almost all Sierra Leonean journalists suffer great economic hardships with extremely low payments for their services and virtually no security in the case of illness, accidents or in their old age. Despite the importance of the free media for the democratic development of this country, the Association of Journalists does not have its own meeting place.



A well supported and vibrant media will generate quality and specialized news for the public, in addition to contributing immensely to the country's development agenda. The UN family plans to work with SLAJ in order to improve the quality of journalism on the one hand while improving the economic conditions of journalists on the other. Through these actions we hope to further develop responsible journalism that fulfills its democratic functions.

The Office of First Lady: The office of the First Lady of Sierra Leone has emerged as a viable, non-partisan institution, supporting advocacy and development programmes that are reaching communities and are utilizing community, traditional and religious leaders and other community-based channels for the dissemination of messages of peace and of development initiatives. The Office has become the voice of the voiceless, especially of women, children and marginalized groups in the country.

Thus, the Office of the First Lady offers advocacy services through a number of initiatives such as the National Forum for Community, Traditional and Religious Leaders, the Women's Initiative for Safer Sex, Long Vacation Youth Camp and education for marginalized and poor girls. It seeks to address and contribute to women's maternal mortality reduction, child survival rates, girls education, and youth development. These are all programme priority areas of the UN Joint Vision and the National Agenda for Change.

The UN plans to support the Office of the First Lady through technical and logistical inputs to allow the First Lady to expand her advocacy work throughout the country. These will include campaigning against violence against women, for greater access of women to health care services, for greater awareness of the treatment and prevention of HIV/AIDS and malaria, for the promotion of girls' education and for youth development at community level. At the central Government level, the First Lady would help promote international guarantees for the human rights of women and greater commitments towards the gender-based targets of the Millennium Development Goals (MDGs).



ANNEX X

Joint Operational Support Services

UNIPSIL and the UN agencies, programmes and funds have decided to pool their resources together to jointly finance and manage a number of essential operational support services. This is done with two aims: first to provide higher quality and more reliable operational support services than any UN agency could do alone, and second, to increase financial efficiency and save on the administrative costs of providing those services.

In total, we have agreed on four important joint operational support services. For each of these services we have established a separate MOU that outlines the respective responsibilities of each participating UN agency as well as the calculation of their cost-sharing contributions.

The oversight for the four joint operational services lies with the Operation Managers' Team (OMT). The OMT combines the operation managers or heads of administration of all resident UN missions. They meet at least one a month. The chairperson is elected for six months.

Joint regional field offices

In all eight locations for regional field offices, we have decided to maintain only one integrated office and to share the rent, communication, security, common meeting rooms as well as other facilities such as power generation and water supplies. The cost for all those services will be distributed on a pro-rata basis; the details are determined in the MOU.

Each field office will be managed by one participating agency that is responsible for managing that particular office and all the common services and agreements associated with it. A number of development partners have expressed a wish to join our regional field offices on a cost recovery basis.

Joint medical services

Reliable quality medical services are very difficult to obtain in Sierra Leone and the UN system depends largely on its own in-house medical services. UNIPSIL and the UNCT have now agreed to combine their previously separate medical services and share the cost on a pro-rata basis.

By combining the medical services we are now in a position to employ three medical doctors and hence ensure emergency services and medical coverage throughout the year. By pooling resources, we are in a position to upgrade the medical dispensary to a medical clinic, to improve our laboratory equipment and have a stronger basis to procure medical supplies. The new clinic is now in a larger and more adequate facility at the UNIPSIL HQ and accessible to all national and international UN staff.

The UN medical clinic is supervised by an interagency board chaired by the representative of WHO. Some development partners have expressed interest in joining the UN medical services at a cost recovery basis.



Joint security services

UNIPSIL and the UN country team have also agreed to expand the standard security services and share the costs on a pro-rata basis. The additional security related services include:

- a joint night-time patrol that regularly checks the residences of UN staff members or responds to emergency calls;
- a joint operations centre that operates 24 hours every day of the week, and is able to receive emergency calls and organise a quick response;
- a joint card-issuing service that allows the issuance of more secure UN identity cards for all resident UN agencies;
- a joint electronic registration system that includes essential information for all UN staff and visiting experts such as their address, telephone numbers, blood type, any special medical conditions, next of kin, etc.
- a joint directory of all staff members by agency and location.

Joint vehicle repair workshop

Reliable vehicle repair shops with an available stock of spare parts are difficult to find in Sierra Leone. UNIPSIL and the UN country team have therefore come together and agreed to expand the technical, logistical and warehouse capacities of an existing WFP workshop to accommodate vehicle maintenance and repairs for most UN agencies. WFP has kindly agreed to manage the workshop in behalf of the UN family and charge participating agencies on a pro-rata and vehicle basis.



ANNEX XI

Financial Summary (in US\$) 2009 – 2012

Ongoing Programmes			
Programmes	Secured* Funds \$	Est. Additional Required Funds \$	Programme Totals
1 Democratic Elections	3,000,000	18,000,000	21,000,000
2 Access to Justice & Human Rights	5,000,000	6,000,000	11,000,000
3 Finance for Development	2,000,000	5,000,000	7,000,000
4 National Agriculture Response	38,000,000	12,000,000	50,000,000
5 Rural Industrial Growth	1,000,000	6,000,000	7,000,000
6 HIV/Aids & Malaria	6,000,000	8,000,000	14,000,000
7 Reproductive, Child Health & Nutrition	38,000,000	30,000,000	68,000,000
8 School Feeding	23,000,000	20,000,000	43,000,000
9 Child Protection	2,000,000	2,000,000	4,000,000
10 Reparations to War Victims	3,000,000	8,000,000	11,000,000
11 Public Sector Reform	4,000,000	15,000,000	19,000,000
12 Data Collection Assess & Planning	2,000,000	6,000,000	8,000,000
Totals	127,000,000	136,000,000	263,000,000

Planned Programmes			
Programmes	Secured* Funds \$	Est. Additional Required Funds \$	Programme Totals
13 Mitigating External Threats	5,000,000	7,000,000	12,000,000
14 Security Sector Reform	1,000,000	8,000,000	9,000,000
15 Support to Democratic Institutions	3,000,000	7,000,000	10,000,000
16 Local Government & Decentralisation	1,000,000	6,000,000	7,000,000
17 Gender Equality & Womens Rights	2,000,000	5,000,000	7,000,000
Totals	12,000,000	33,000,000	45,000,000

New Programmes			
Programmes	Secured Funds \$	Est. Additional Required Funds \$	Programme Totals
18 Rural Community Empowerment	0	10,000,000	10,000,000
19 Youth Development & Employment	1,000,000	12,000,000	13,000,000
20 National Health Systems	1,000,000	8,000,000	9,000,000
21 Environmental Co-op & Peace Building	0	5,000,000	5,000,000
Totals	2,000,000	35,000,000	37,000,000

Grand Totals	141,000,000	204,000,000	345,000,000
Percentages	41%	59%	100%

Joint Vision Total	345,000,000
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See definition of Secured Funds in Programme Funding Section above.



Glossary of Terms

A-E

- ACC - Anti-Corruption Commission
- ACT - Artemisinin-based combination therapy
- AfDB - African Development Bank
- CBO - Community-based Organisation
- CBRM - Community-based Resource Management
- CCM - Country Coordinating Mechanism
- CEDAW - Convention on the Elimination of All Forms of Discrimination against Women
- CHISECs - Chiefdom Security Committees
- DACO - Development Assistance Coordination Office of the Government of Sierra Leone
- DAD - Sierra Leone Ministry of Finance Development Assistance Database
- DEPAC - Development Partnership Committee
- DFID - Department for International Development of the British Government
- EC - European Community
- ERSG - Executive Representative of the Secretary General

F-J

- FAO - Food and Agriculture Organisation (of the United Nations)
- GTZ - Deutsche Gesellschaft für Technische Zusammenarbeit (German development agency)
- IFAD - International Fund for Agricultural Development
- ILO - International Labour Organisation
- IMATT - International Military Assistance Training Team
- IMC - Independent Media Commission
- INGO - international non-governmental organisation
- IOM - International Organisation for Migration
- ISDB - Islamic Development Bank
- ITN - Insecticide Treated Net
- JICA - Japan International Cooperation Agency
- JSDP - Justice Sector Development Programme

K-O

- KfW - Kreditanstalt für Wiederaufbau (German Government Reconstruction Credit Institute)
- MDG - Millennium Development Goal
- MDTF - Multi-donor Trust Fund (also referred to as SL-MDTF)
- MMR - Ministry of Mineral Resources
- MoA - Ministry of Agriculture
- MoFED - Ministry of Finance and Economic Development, Sierra Leone Government
- MoFMR - Ministry of Fisheries and Marine Resources
- MOHS - Ministry of Health & Sanitation
- MoT - Ministry of Tourism
- MoTI - Ministry of Trade & Industry
- MPPA - Ministry of Presidential & Public Affairs
- MRU - Mano River Union
- NaCSA - National Commission for Social Action
- NARP - National Agricultural Response Programme
- NEC - National Electoral Commission
- NGO - Non-Governmental Organisation
- OECD - Organisation for Economic Cooperation and Development
- OHCHR - Office of the High Commissioner for Human Rights
- ONS - Sierra Leone Government Office of National Security



P-T	
PPRC	- Political Party Registration Commission
PRS	- Poverty Reduction Strategy
PRSP	- Poverty Reduction Strategy Paper
PSRU	- Public Sector Reform Unit
RBM	- Roll Back Malaria
RCH	- Reproductive and Child Health
RED	- Reach Every District (RCH and primary health care services rollout plan)
REACH	- Ending Child Hunger and Undernutrition Initiative
RIGCs	- The Rural Industrial Growth Centres
RSLAF	- Republic of Sierra Leone Armed Forces
SLAJ	- Sierra Leone Association of Journalists
SLANGO	- Sierra Leone Association of Non-Governmental Organizations
SLBC	- Sierra Leone Broadcasting Corporation
SLBS	- Sierra Leone Broadcasting Service
SLIPA	- Sierra Leone Investment and Promotion Agency
SLP	- Sierra Leone Police
TRC	- Sierra Leone Truth and Reconciliation Commission
U-Z	
UNAIDS	- The United Nations Joint Programme on HIV/AIDS
UNCT	- United Nations Country Team
UNDP	- United Nations Development Programme
UNEP	- United Nations Environmental Programme
UNESCO	- United Nations Educational, Scientific and Cultural Organization
UNFPA	- United Nations Populations Fund
UNHCR	- United Nations High Commissioner for Refugees
UNICEF	- United Nations Children's Fund
UNIDO	- United Nations Industrial Development Organization
UNIFEM	- United Nations Development Fund for Women
UNIPSIL	- United Nations Peacebuilding Office in Sierra Leone
UNODC	- United Nations Office on Drugs and Crime
UNOPS	- United Nations Office for Project Services
UN-SPU	- United Nations Strategic Planning Unit
USAID	- United States Agency for International Development
WB	- World Bank
WFP	- World Food Programme
WHO	- World Health Organisation





