



MID-TERM REVIEW OF THE UN JOINT VISION FOR SIERRA LEONE 2009-2010



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UNITED NATIONS

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ACRONYMS AND ABBREVIATIONS

ACC	Anti-Corruption Commission	GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
AfC	African Finance Committee	HMIS	Health Management Information System
AfDB	African Development Bank	HRMIS	Human Resources Management Information System
APPWA	All Political Parties Women Association	HRMO	Human Resource Management Office
APPYA	All Political Parties Youth Association	IFAD	International Fund for Agricultural Development
CAPS	Career Advisory and Placement Service	ILO	International Labour Organisation
CB	Community Bank	IMC	Independent Media Commission
CBO	Community-based Organisation	INGO	International non-governmental organization
CBRM	Community-based Resource Management	IRC	International Rescue Committee
CCM	Country Coordinating Mechanism	IRS	Indoor Residual Spraying
CCTT	Child Centered Teacher Training	IOM	International Organisation for Migration
CDIID	Complaints Discipline and Internal Investigation Department	ITN	Insecticide Treated Net
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	JDITF	Sierra Leone Joint Drug Interdiction Task Force
COOPI	Cooperazione Internazionale	JV	Joint Vision
CSM	Civil Society Movement	KDERP	Kenema District Economic Recovery Programme
CSO	Civil Society Organization	KfW	Kreditanstalt für Wiederaufbau
DACO	Development Assistance Coordination Office of the Government of Sierra Leone	LLIN	Long Lasting Insecticide-treated Nets
DEPAC	Development Partnership Committee	M&E	Monitoring and Evaluation
DHS	Demographic and Health Services	MAFS	Ministry of Agriculture and Food Security
DFID	Department for International Development of the British Government	MCH	Mother and Child Health
DiPS	Direct Programme Support	MDA	Ministries, Departments and Agencies
DRR	Disaster Risk Reduction	MDG	Millennium Development Goal
EC	European Community	MDTF	Multi-donor Trust Fund
EIA	Environmental Impact Assessment	MEST	Ministry of Education, Science and Technology
EITI	Extractive Industries Transparency Initiative	MLESS	Ministry of Labour Employment and Social Security
EMI	Emerging Issues	MYES	Ministry of Youth Employment and Sports
EPA	Environmental Protection Agency	MIS	Management Information System
ECOWAS	Economic Community Of West African States	MLCPE	Ministry of Lands, Country Planning and the Environment
EmONC	Emergency Obstetric and Newborn Care	MLGRD	Ministry of Local Government and Rural Development
ERSG	Executive Representative of the Secretary General	MMR	Ministry of Mineral Resources
FAO	Food and Agriculture Organisation (of the United Nations)	MoFED	Ministry of Finance and Economic Development, Sierra Leone Government
FHCI	Free Health Care Initiative		
FSA	Financial Service Associations		
FSU	Family Support Unit		
GoSL	Government of Sierra Leone		

MoFMR	Ministry of Fisheries and Marine Resources	PSM	Public Sector Management
MOHS	Ministry of Health & Sanitation	PSRU	Public Sector Reform Unit
MoT	Ministry of Tourism	QIEC	Quick Impact Employment
MoTI	Ministry of Trade & Industry	RAID	Real-Time Analytical Database
MoU	Memorandum of Understanding	RBM	Roll Back Malaria
MPPA	Ministry of Presidential & Public Affairs	RCH	Reproductive and Child Health
MSWGCA	Ministry of Social Welfare, Gender and Children's Affairs	REACH	Reducing and Ending all Child Hunger
MTR	Mid-Term Review	RIGCs	Rural Industrial Growth Centres
NACS	National Anti-Corruption Strategy	RSLAF	Republic of Sierra Leone Armed Forces
NaCSA	National Commission for Social Action	SGBV	Sexual Gender Based Violence
NARP	National Agricultural Response Programme	SLANGO	Sierra Leone Association of Non-Governmental Organizations
NASSIT	National Social Security and Insurance Trust	SLBC	Sierra Leone Broadcasting Corporation
NAYCOM	National Youth Commission	SLBS	Sierra Leone Broadcasting Service
NEC	National Electoral Commission	SLIPA	Sierra Leone Investment and Promotion Agency
NEW	National Election Watch	SLOIC	Sierra Leone Opportunities Industrialisation Centre
NGO	Non-Governmental Organisation	SLP	Sierra Leone Police
NGC	National Governing Council	SLRP	Sierra Leone Reparations Programme
NHRI	National Human Rights Institution	SOP	Standard Operating Procedure
NPOA	National Programme of Action	SSL	Statistics Sierra Leone
ODA	Official development assistance	STI	Sexually Transmitted Infection
OECD	Organisation for Economic Cooperation and Development	TOCU	Trans-national Organized Crime Unit
OHCHR	Office of the High Commissioner for Human Rights	ToR	Terms of reference
ONS	Sierra Leone Government Office of National Security	TRC	Sierra Leone Truth and Reconciliation Commission
PBC	Peace Building Commission	TVET	Technical and Vocational Education and Training
PBF	Peace Building Fund	UPR	Universal Periodic Review
PCMH	Patient Centered Medical Home	UNAIDS	United Nations Joint Programme on HIV/AIDS
PCV	Pneumococcal Vaccine	UNCDF	United Nations Capital Development Fund
PHU	Public Health Units	UNCT	United Nations Country Team
PMTCT	Prevention of Mother to Child Transmission	UNDAF	United Nations Development Assistance Framework
PIRS	Personal Information & Registration System	UNDP	United Nations Development Programme
PMG	Programme Managers Group	UNECA	United Nations Economic Commission for Africa
PPRC	Political Party Registration Commission	UNEP	United Nations Environmental Programme
PRS	Poverty Reduction Strategy	UNFPA	United Nations Populations Fund
PRSP	Poverty Reduction Strategy Paper	UNHCR	United Nations High Commissioner for Refugees
PSC	Public Service Commission	UNICEF	United Nations Children's Fund

UNIDO	United Nations Industrial Development Organization	UN-SPU	United Nations Strategic Planning Unit
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women (formerly UNIFEM)	UNJV	United Nations Joint Vision (Sierra Leone)
UNIPSIL	United Nations Peacebuilding Office in Sierra Leone	WACI	West African Coast Initiative
UNODC	United Nations Office on Drugs and Crime	WASH	Water, Sanitation and Hygiene
UNOPS	United Nations Office for Project Services	WB	World Bank
UNPOL	United Nations Police	WFP	World Food Programme
		WHO	World Health Organisation
		WVTF	War Victims Trust Fund

INTRODUCTION

THE UN JOINT VISION IN SIERRA LEONE

Presented during a Special Session of the Peacebuilding Commission on June 10th 2009, the Joint Vision was welcomed as an innovative effort to contribute to the Government's Agenda for Change integrating the political mandate of the mission with development and humanitarian mandates of agencies, funds and programmes.

Through 21 programmes and an attached MDTF, the Joint Vision is the integrated strategic plan that is guiding the UN interventions in Sierra Leone during the period of 2009 to 2012, in compliance with the Secretary General decisions of June 25th, 2008.

The Joint Vision was written to ensure that the design of activities, the use of funds and the review of programmes are carried out jointly by the various parts of the UN system in Sierra Leone. In support of the programmes common premises and services, as well as integrated structures, have been put in place.

This approach has allowed the UN Agencies, Funds and Programmes, together with the mission, to focus on strategic peacebuilding priorities and to come up with a limited number of programmes the UN can realistically deliver in a collaborative manner. Furthermore, in the spirit of "one UN", this approach naturally paved the way for a funding mechanism promoting joint programming, and ensuring greater accountability and alignment on government's priorities.

The Government of Sierra Leone welcomed the Joint Vision as a sincere drive to harmonize and align UN support to the Agenda for Change (PRSP II)¹. The participation of the Ministry of Finance, Economy and Development in the MDTF governance structures was designed to allow for readjustments on route, ensuring the UN was in line with the government's priorities all along the implementation of the Joint Vision. This set up also aimed at ensuring a constant dialogue on the modality of aid delivery including the use of the Government's systems.

In support of the operationalisation of the Joint Vision, the UN family in Sierra Leone has equipped itself with a shared planning and monitoring capacity through an integrated Strategic Planning Unit, in compliance with the Decision of the Secretary General of June 08.

The Joint Vision focuses on five priority areas: Consolidation of peace and Security, Integrating Rural areas into National Economy, Economic and Social Integration of the Youth, Equitable and Affordable Health Services and Access to Credible Public Services, all supported by 21 programmes in an iterative mutually supporting manner. After two years of implementation, the UN Family has paused and reflected on achievements so far, discussed challenges with the partners and analyzed its effectiveness and efficiency in order to usher in improvements for the second half of the programme cycle.

PURPOSE OF THE MID-TERM REVIEW

The General Assembly resolution A/RES/62/208 on the triennial comprehensive policy review underscored that the Resident Coordinator, supported by the United Nations Country Team, should report to national authorities on progress made against results agreed in the United Nations Development Assistance Framework. Instead of an annual reporting, the UNCT in Sierra Leone chose to conduct a comprehensive mid-term review of its strategic plan, the UN Joint Vision for Sierra Leone that will feed into the next planning process for the Joint Vision 2013-2014, which will be rolled-out immediately after the review is completed.

By reviewing the UN Joint Vision, the UN system in Sierra Leone is aiming at enhanced mutual accountability and dialogue between the UN system and the GoSL. It is hoped that this will promote partnership, aid coordination, and ultimately contribute to better aid effectiveness in Sierra Leone. The outcome of the review will also support the UN system's decision making by providing reliable information on the overall performance of the UN in the country that will directly inform the next planning cycle and support the transition towards a UN presence without a peacebuilding mission.

The primary objective of the MTR is to assess the UN contribution to the country progress in the five priority areas of the Joint Vision and to report on programme deliverables in terms of how their achievement has contributed to the benchmarks defined in the UNJV.

The MTR should allow the UNCT to identify if, where and how the JV programmes must be reorganized and/or revised. To this end, the exercise will review the programmes and assess their continued relevance of their contribution to the country context.

¹ With the new government appointed in 2007, national priorities were revised and the formulation of the PRSP II was significantly delayed, the document was completed during the first quarter of 2009

METHODOLOGY

UNCT agreement

A draft concept note was presented to the UNCT that discussed it in detail and made amendments. A second draft was produced and used for the consultation of the national partners.

Initial consultation with National Partners

Before starting in the review, the UN system and its partners exchanged their views on the purpose of such exercise and the expected outcome of the review. During a meeting between the UN's Strategic Planning Unit (SPU) and Development Assistance Coordination office (DACO) the aforementioned concept note was shared. Soon afterwards the UNCT met with the Development Secretary to agree on the review's concept note and way forward.

Internal review exercise, consultations of partners at technical level and report writing

An inter-agency MTR team led by the SPU was formed with staff from UNDP, WHO, UNAIDS and UNICEF. The team designed the review, undertook the research activities and drafted the MTR report for the UN Country Team.

The progress report section was put together with the help of the Programme Managers group and the programme officers involved in the Joint Vision programme teams. After a selection of key performance indicators within the list of the Joint vision M&E framework, the UN agencies were mobilized to measure those indicators and provide baseline. A zero draft report was drafted by the SPU and then circulated through the PMG to all agencies for inputs.

The review of the Joint Vision programme implementation was aimed at aid effectiveness issues that surround common planning.

More precisely, questions asked the following:

- Delivery: What has been done?
 - Delivery of results, challenges
 - Approach to gender, human rights and capacity building
- Finance: What resources have been used?
 - Allocated resources, expenditure rate, remaining funding gap
 - Relevance of joint funding strategy
- Coordination: How has the UN collaborated?
 - Programmatic coherence, Involvement of Participating Organizations
 - Level of collaboration (joint, coordinated, parallel delivery)
 - Unexplored collaborating areas
- Relevance: What should be revised?
 - Linkage with priority areas and contribution to achievement of benchmarks

- Changes in planning assumptions, risks and emerging opportunities and subsequent revision of programme design
- Relevance of indicators
- Linkages with other programmes and possible synergies (in view of reduction of programmes number)

The UNCT also reflected on the JV programming process and analyzed:

- Planning process, participation of organizations, involvement of national partners, development partners, civil society
- JV document and Benchmarks design
- Programmes design (deliverables)
- Programmes coordination structure and tools
- Joint funding allocation processes
- Financial management arrangements

Throughout the exercise, the MTR team stressed that the review was not an evaluation. Hence, recommendations are made on the basis of organizational learning and information knowledge management. The information sources used were as follows:

Programme Focus Groups:

The programme managers of each of each Joint Vision programme met under the facilitation of the MTR team and discussed their programme with reference to a standard set of prompt questions, through a semi-structured discussion. The prompt sheet is found at annex I.

Questionnaires:

The MTR team sent out the questionnaire that is shown in annex II to every programme manager in each programme. In some cases programme managers were required to complete the questionnaire several times, one for each programme that they were associated with. The questionnaires were anonymous.

Focus Group discussion with the Programme Managers Group:

The PMG members were invited to join a meeting where a discussion on broader issues concerning the structure, design and implementation of the whole Joint Vision that was facilitated by the MTR team. This allowed the programme managers to step outside their own programmes and consider the broader aspects of the Joint Vision (Annex III).

One-on-one consultations with Heads of Agencies:

Following (a), (b) and (c), the emerging findings were shared individually with those Heads of Agencies that were in Freetown at that time by a member of the MTR team. In each of these meetings the views of the Head of Agency about the findings and recommendations were noted and in many cases additional information and recommendations were incorporated into the study. Due to the time of year, i.e.

summer holidays, some Heads of Agencies were not available for these one-on-one discussions.

Internal consultations were carried out at first to ensure consensus around the initial recommendations. The draft progress report and the emerging findings and recommendations from the review were then used as a basis to consult the programme partners.

Technical consultations of national partners:

These consultations were prepared and organized in a bid to obtain precise and targeted results. Ahead of the event, the programme partners received individual and customized invitations to relevant sessions along with the draft report and a tentative agenda and list of participants, allowing them to prepare for a focused discussion. The consultations took place during two days and were organized following the structure of the national strategy, the Agenda for Change (AFC). The main objective was to review jointly the contribution of the UN in Sierra Leone to the country progress in the areas of focus of the AFC.

The Joint Vision Programmes were therefore discussed through six sessions as described in the annex IV. This

methodology fostered a high level of both qualitative and quantitative participation (84 participants).

After the consultations, some notes summarizing the discussions were shared with all participants for comments.

Formulation of conclusions and recommendations:

This section was written in an effort to capture the most strategic directions the UN should follow while designing the Joint Vision 2013-2014 in order to improve its support to the government of Sierra Leone. The intention was to highlight the recommendations formulated jointly with partners during the consultations as well as select the key recommendations on the JV programme implementation from the internal review exercise.

High-level validation by the UN and national Partners:

After submission of the final draft to the Government through the Development Coordination Office of the MoFED, and incorporation of final inputs, the document was validated at a retreat launching the planning of the Joint vision 2013-2014. This was done together with the validation of the Common Country Analysis.

SUMMARY OF RECOMMENDATIONS FROM THE MID-TERM REVIEW TO CARRY FORWARD TO THE JV2013-2014

This section attempts to capture the recommendations that emerged from the Mid-Term Review to be considered for the up-coming planning exercise of the next UN Joint Vision in Sierra Leone. It does not contain all the detailed findings that are described in the document, neither reiterates what has been observed regarding the on-going programmes, but rather provide forward-looking information for the UN Country strategic planning retreat of the next UN Joint Vision 2013-2014. As a result, the section is organized around thematic areas rather than the structure of the current Joint Vision as the lay-out of the next Joint Vision is still unknown.

I. UN SUPPORT IN KEY SECTORS UNDER THE JOINT VISION 2013-2014

Good Governance

The UN in Sierra Leone has played a significant role in the area of good governance as part of the Joint Vision Strategy. Issues that must be taken into consideration in order to sustain and improve this support are described below.

The **decentralization** process is making progress (46 functions devolved out of 80) but a lot still needs to be accomplished, in particular, to develop local councils' capacity including revenue collection capacity. This should translate into more support to the MLGRD's capacity to manage a decentralized system and increased support to develop a roll-out plan for the devolution of the 34 remaining functions. In addition to reinforcing central and local capacities, the UN's role is also to help increase coordination with partners especially among all initiatives of support to the local councils, which at the moment are not all aligned to a common strategy. **The UN Country Team must take the opportunity of the JV2013-2014 planning to redefine its programme of support to the Decentralization process and refocus on the above-stated needs.**

The UN's support has been critical to support the development of an **independent media**, in particular through the establishment of regional offices of the Independent Media Commission in Bo and Makeni, the peer-review mechanism "Guild of Editors", and Monitoring Unit at IMC. **The three main priorities for the UN should be to reinforce the capacity of the IMC Monitoring Unit, to support better interagency and institutional collaboration and coordination, and to increase media quality through training and use of independent resource persons.**

The UN's support to the **access to justice** remains highly relevant, in particular since many TRC recommendations still need to be implemented. However, future support can only have some impact if a

partnership with the institutions of the Justice sector is revitalized with commitments with regards to coordination, popularization of the revised Local Court Act and data collection. Furthermore, UN support in the area of justice has focused on access to justice for victims of SGBV and Human Rights, and increasingly on bringing together traditional justice institutions and modern ones. **The next Joint Vision should build on the basis already set and upscale in each area to meet demand.**

Capacity of Public Administration

While the Government of Sierra Leone and its development partners acknowledge the urgency of **reforming the public sector**, progress has been slow as the capacity to implement this reform is insufficient. It is important that the recently completed Capacity Assessment of the Public Sector is being shared and used to strengthen the dialogue among partners and ensure coordination and effective partnership in the area of PSR. **Any renewed support from the UN in the area of Public Sector Reform should build on the findings of the Capacity Assessment and a common UN approach to capacity building of the Sierra Leone administration. This will also affect the design of the UN support in many other areas where UN agencies focus on building systems and government's capacities to implement public policies and deliver services. To increase the coherence of the UN support to PSR and capacity of Sierra Leone's public administration, the UN must ensure that the PSR programme and the capacity assessment are known by the whole UN system, and activities are carried out in a coordinated and complementary fashion, also linking with the UN's Direct Programme Support (DiPS) process.**

The partnership between the UN and Sierra Leone Statistics need to be strengthened. While the Government's Leadership is perceived as too weak by the UN in particular with regards to coordination of **data collection** and dissemination, the UN comes across as too focused on small and disparate projects, without

the appropriate liaison with Statistics Sierra Leone, and too often substituting itself to SSL's capacity instead of building this capacity. **As part of the planning for the JV2013-2014, the UN should consider defining what the added value and impact of its support should be and not spread too thin with projects across various ministries.**

Peace and Security

The **Transnational Crime Unit** has matured and acquired a good level of leadership. Yet, its capacity to handle its mandate is hampered by (a) the lack of legal framework in the area of money laundering and (b) budgetary autonomy as all funding is highly earmarked and managed by external agencies such as UNODC. **The UN's support has been instrumental to TOCU's development, future support should concentrate on ways to increase the ownership and the autonomy of TOCU and reduce over bearing donor influence and dependency. The UN will continue to have an important advocacy role, including on the regulatory framework and the policy environment, at both national and regional levels, needed to fight against organized crime in Sierra Leone.**

The UN has played a key role in moving the Environmental Protection Agency into the next phase. Sensitization on sustainable **natural resource management** of rural people at district levels is a challenge. **The UN could further strengthen its partnerships by supporting the establishment of EPA in the districts. The linkages between land management and the extractive industries have the potential for good and also bad. Ensuring good land management is important for peace. The UN as part of the international community has a growing role to play.**

Agriculture, Fisheries, Rural development

The UN supported **Growth Centres and Agricultural Business Centres** have good potential but are underfunded and in need of private sector involvement and additional partners. The sustainability of those centers depend on their ability grow as private enterprises. **As part of the next planning cycle, UN agencies need to work out possible linkages with ABCs at village level (FAO supported) and Growth Centres at District level (UNIDO supported) and SABI at national level (FAO, UNIDO, UNDP, etc. supported), as well as with WFP's feeding programme, with the aim to jointly support a business strategy for those centres.**

Aquaculture has a lot of potential including for employment and needs to be considered by the UN, as a

key element of growth. **Working with other partners in particular the E.C, aquaculture should be targeted in 2013-2014.**

Youth Employment

Much of the government's work in the area of **youth employment** has been about establishing coherence through coordination, institutions and policy development. The Government's efforts to scale up existing initiatives now need to be supported. However, beyond coordination issues, the impact of the UN interventions in the area of youth employment under the Joint Vision is not clear and overall support has been too fragmented. **While planning for the JV2013-2014, the UN must gather around key specific objectives in order to support the government in scaling up youth employment initiative, with more attention to aquaculture and financing of small and medium enterprises. Furthermore, linkages with support to the Growth and Agri-business Centers must be established.**

Education

With the up-coming reform of primary **education** in the background, it is urgent for the UN to define a strategy to secure the gains in the area of basic education. **Challenges of roles and responsibilities among the responsible institutions and departments must be addressed from a public sector reform point of view. School feeding may be better supported if undertaken in coordination with support to agriculture production. The recommendation of the REACH initiative will have to be taken into consideration to define the best approach to school feeding. The UN is and should remain a key player in that area.**

Gender

Gender issues remain a priority for the Government of Sierra Leone and for the UN family who has a clearly defined approach to Peacebuilding and Gender Equality. However, the coordination among agencies needed to implement this approach has been weak and diverted by the existence of a standalone gender programme that lacks a sufficiently clear focus. **It is fundamental that the JV2013-2014 addresses in a bold manner the question of the key gender aspects that must be mainstreamed through various programmes and coordinated, and the gender-based issues which may be better addressed through a stand-alone and joint programme.**

Healthcare

UN support has contributed a lot to assisting the Government in putting in place its Free **Healthcare** initiative and will continue in that direction. Specific attention is given to health systems and building the capacity of the health services. **Under the UN Joint Vision 2013-2014, UN interventions in the healthcare sector needs to be aligned to a common approach to capacity development of the national health system in Sierra Leone and be coordinated with the on-going public sector reform. A shift from direct execution to institutional capacity building has started and needs to be accelerated.**

II. EFFECTIVENESS OF THE UN JOINT VISION 2013-2014

UN positioning

The JV13-14 programming should therefore aim at greater focus and coherence of the programmes as well as inclusion of groundwork for future longer-term development support. In order to get there, the planning exercise for the next joint Vision must be the opportunity to carry out a strong analysis of the UN comparative advantages in Sierra Leone in relation to all the other institutions working across the international community.

Alignment, Multi-sector and Programme-based Approach

The next Joint Vision programmes must be developed with enhanced engagement and input of the relevant MDAs, and as much as possible within a multi-sector programme-based approach. The number of programmes should be subsequently reduced and, in a bid to reduce fragmentation, with a limited number of agencies.

As funding comes, support must be designed as complement to Government's programmes or project, to avoid ad-hoc and multiplication of small uncoordinated projects.

Internal and Sector Coordination

There should not be any additional UN structure when coordination at the national level is already functioning well. However, some programmes dealing with cross-cutting/ sub-sector level issues may need specific UN programme team coordination in the absence of a sector level coordination platform.

When sector coordination is lacking, coordination at UN JV programme level should be initiated. In parallel, the UNCT should also discuss the possibility to support the Government to initiate sector-level dialogue in the concerned area.

An analysis of the coordination needs should be done as part of the next Joint Vision planning on the basis of the findings of the MTR on each Joint Vision programme coordination status.

Sustainability

Increasingly, the UN should build up Government systems rather than operate in parallel and follow the Aid Policy and its intended aid architecture. While designing the JV2013-2014, the UN should bear in mind that programmes/projects should aim at building human capacity at all stages of implementation instead of providing capacity substitutions or too short-term interventions. Continuity of support should be favored over donor-driven short-term implementation. In order to do so, programmes should be designed on the basis of an agreed-upon UN approach to capacity building as well as a common position on PSR, in line with the government's strategy.

In parallel, following the recommendation of the OECD Survey on the Good Principles of Engagement in Fragile States, the need to avoid the use of Project Implementation Unit should be acted upon.

Moreover, both programme design and implementation must be based on a partnership where both parties make commitments.

Funding

Once designed, the Joint Vision programmes should be prioritized in a joint fundraising strategy using the criteria proposed in the MTR Funding section.

With regards to unearmarked funding channeled through the MDTF, the effectiveness of DEPAAC as coordinating body for aligned development assistance, and that of the sector working groups should be discussed again through DACO.

Planning and Programming tools

Detailed technical recommendations to improve clarity and efficiency of the UN planning and programming (including M&E) contained in section III of the MTR report must be used for the planning of the next JV.

PART I: COUNTRY CONTEXT

As the country continues the transition from post-conflict to long term development, the challenge of competing priorities has come to the fore. The government has continued to spend wisely in areas that meet people's hopes and promote sustainable development, such as health reform, feeder and main roads, a reliable power supply among other things. The areas chosen for spending are commendable but the treasury has struggled to pay all the bills. Managing the economy has been difficult due to both internal and external economic factors. First, there has been a price increase of key basic commodities ranging from 3-12 percent in 2010. Second, the prices of non-food items rose as a result of the introduction of a General Sales Tax, GST, of 15 percent, a cost which retailers shifted to the consumers. Third, international fuel prices have pushed prices upward by 18 percent in 2010 and in May 2011, government fuel subsidies were lifted and de facto reintroduced. Finally, a gradual depreciation of the national currency (SLL) against the US dollar (7.7 percent 2010, 28 percent 2009) and an increasing inflation rate of 18 percent. Such fluctuations affected the context surrounding pro-poor interventions.

Peace and Security

Against a backdrop of a relatively stable economy, recent years have seen a steady consolidation of peace and a growth of democratic processes. The humanitarian crisis that followed the war has passed and support from partners to keep the country stable remains a priority and the security sector reform continues. Preparing for the elections in 2012 is the current focus, for which success is being viewed as the litmus test for ten years of peacekeeping and peacebuilding efforts.

The three key threats to peace and stability identified by the government in the Agenda for Change, illicit drug trafficking; corruption and youth unemployment still remain. The fight against corruption has been highly publicised with convictions in several high profile corruption cases through the Anti-Corruption Commission. Youth unemployment has, despite difficulties at the start of the Agenda for change now been making up for lost ground. The creation of a Youth Commission and the appointment of a Youth Commissioner at the end of 2010 has brought much needed coordination and focus to the area. Whilst drugs are flowing through all West coast African countries, Sierra Leone has worked very well with Interpol, UNODC and ECOWAS to increase its capacity and plays its part in this regional fight.

The launching in March 2009 of the war-victims reparations programme as well as the convictions later the same year of three senior military officers on charges of serious international crimes at the Special Court for Sierra Leone, address some residual issues from the war. The future

completion of the reparations programme and the draw down and closure of the Special Court will have symbolic importance that the post conflict stage is coming to a close.

Social and Economic Development

In 2010, the President launched the Free Healthcare Initiative, which greatly impacted the work of agencies working in the health sector. This nationally owned and driven initiative facilitated the injection of additional resources and the implementation of projects in the area of maternal and child healthcare. It has also generated discussions between development partners and the government on funding sustainability and the effectiveness of the government delivery systems that have been found to be problematic. Corruption and poor administration remain serious issues that hamper the positive momentum.

One of the key priority areas of the government development plan and therefore of the UN Joint Vision is the promotion of agricultural development and the integration of rural communities into the national economy. During the reporting period, the government rearranged its interventions in this area into a national Smallholder Commercialization Programme (SCP), which has attracted a US\$ 50 million grant from the Global Agriculture and Food Security Programme (GAFSP). This builds on earlier work and consolidates the position of agriculture at the centre of the Agenda for Change.

The natural resources extraction industries are rapidly growing in importance. Government revenues from these industries grew significantly in 2010, and new industries are expected to follow suit, especially if the newly discovered off-shore oil deposits turn out to be commercially viable. This situation has highlighted the importance of government capacity of monitoring the industry in respect to legal, economic and environmental commitments and of the actors involved, and has colored the UNCT interventions in this area. The extractive industries will further affect discussions between development partners and the government with regards the role of development assistance and the use of the fiscal space created by the increasing government revenues from the sector. Significant mineral and oil deposits have the potential to be either a blessing or a curse; and all concerned partners are mobilizing to ensure that in the case of Sierra Leone the natural resources will be a blessing.

In the area of Public Sector Reform, the Government has worked hard to improve public service performance and bring about more effective service delivery for the people. This includes the introduction of new processes and procedures for recruiting and selecting public servants; the design and adaptation of a performance management system; the

publication of a Civil Service Code of Conduct and targeted institutional capacity support covering basic operating systems and tools as well as tailor-made training for civil servants. Despite this, however, overall progress has been slow, harmonization and policy coherence poor, and institutional responsibilities and division of labour problematic.

The government has increased its efforts to secure national ownership over the flow of international development assistance. Examples are the adoption of an aid policy and the establishment of a single coordination body, the Development Partner's Committee, DEPAC. Donors have made important strides in aligning their activities with those of the government. The effort has been praised by the PBC and the OECD.

PART II: UN CONTRIBUTION TO THE COUNTRY PROGRESS THROUGH THE JV BENCHMARKS

I. PROGRESS IN THE AREA OF CONSOLIDATION OF PEACE AND SECURITY

Consolidation of Peace and Security	
MDGs	Goal 1, 7, 8
Agenda for Change policy area	POLICY AREA II: PRECONDITIONS FOR GROWTH Good Governance, Peace & Security Framework for effective Management of Natural Resources Environment

Benchmark 1:

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 challenge of the 21st century, so creating a more democratic, progressive and just society*

Indicators of country progress

Elections and Political Dialogue

- 6 by elections were conducted in 2009
- At the end of 2010, the PPRC had for the first time a dedicated staff
- The Joint Communiqué adherence Committee met once in 2010 and once during the first quarter of 2011
- In November 2011, ahead of the Kono by elections, leaders from the main political parties adopted joint guidelines regulating the conduct of political parties

Institutions of Governance:

- In 2010, 13.7 % of the Parliament Members were women, a decrease by 0.8 % from 2007 (Source: Statistics Sierra Leone 2010)
- In 2008, 18.9 % of the Local Government members consisted of women, an increase by 73 % from 2004. (Source: National Electoral Commission 2004/2008)
- Country Self-Assessment Report and National Programme of Action developed in areas of democracy and political governance, economic governance and management, corporate governance, and socio-economic development

UN support to Democratic Elections, Political Dialogue and Institutions of Governance

UN Joint Vision Programme 1 (UNDP, UNIPSIL and UN Women)

Through the Joint Vision Programme 1, “Democratic elections and political dialogue”, the UN aims to ensure that electoral institutions have the capacity to administer technically sound, credible and sustainable elections with progressively less international support, to improve public confidence and participation in the electoral process (especially youth and women and people living with disability); and to ensure that election-related conflicts are managed for peaceful polls.

Support to NEC and PPRC

During the reporting period, the National Electoral Commission (NEC) and the Political Parties Registrations Commission (PPRC) were assisted to complete their Strategic plan for 2010 – 2014 and 2010 – 2013 programmes. The elections operation and administration were reinforced by the design and implementation of a customized Geographic Information System (GIS), electoral data base of all polling centres/stations, constituencies and ward boundaries.

An Electoral Law Reform workshop was completed in a participatory and inclusive manner allowing stakeholders to discuss and make comparison with the international standards, resulting in the enhanced capacity of the NEC and PPRC in providing recommendations for electoral law reform and political parties’ law reform.

PPRC capacities have been reinforced through the completion, with support from the Government, of a restructuring process that ensured the recruitment, for the first time, of dedicated staff for the Commission. The newly recruited staff received training in administrative and financial management. Some office equipment and furniture were provided and have enhanced the operational capacity of the PPRC. The staff has benefited from the BRIDGE (Building Resources in Democracy, Governance and Elections) course. Standing operating procedures, staff rules and regulations, financial policies, and accounting procedures manual for the PPRC were also produced.

Through hands-on training in Ghana, the NEC officers’ capacities in IT, logistics and procurement, admin and finance, legal affairs, procedures, research and documentation have been enhanced.

Following an Electoral Support Needs Assessment Mission to Sierra Leone (NAM), a programme was developed to support the electoral cycle 2011-2014. This programme will

continue to enhance the capacities of the NEC and PPRC through the improvement of the electoral administration process as a whole, including support to legal reform, voter registration, institutional strengthening, and outreach and sensitization of electoral stakeholders. It will also focus on expanding levels of electoral awareness and participation, particularly for under-represented and disadvantaged segments of society by working with key stakeholders such as political parties, civil society and the media to promote political dialogue, tolerance and diversity.

The on-going support provided by the UN to the NEC includes a comprehensive assistance in implementing Sierra Leone's decision of the first ever biometric voter registration system for 2012 elections. More precisely, the UN is assisting NEC in the design, actual procurement of biometric voter registration kits and continued technical support during the voter registration exercise.

The UN will also work to improving administration of electoral disputes. The UN is proactively working with the National Election Watch (NEW) to ensure nation-wide monitoring of electoral processes and provision of voter and civic education campaigns and also to facilitate coordination between NEW, NEC and PPRC for the development of consistent messages. In connection with 2012 elections, the UN began offering in the reporting period, dedicated technical advice to the Commission on a biometric voter registration system.

Political Parties Youth Wings

Given the historical violence associated with elections in Sierra Leone, mostly perpetrated by the youth, the UN electoral support during the reporting period attempted, through PPRC, to prevent future recurrence of such conflict by providing support that reactivated the youth wings of all political parties called ‘All Political Parties Youth Association’ (APPYA). See priority area III, benchmark 1, p33.

Political participation of women

Women in Sierra Leone have not been able to achieve equitable political representation at different levels of government to respond to goal three of the MDGs. During this year’s International Women’s Day Celebrations HE President Ernest Bai Koroma committed to exploring all avenues to realize the minimum of 30% female representation in governance and decision making positions at all levels of society in a bill to be passed as law through Parliament this year. Ongoing national consultations are discussing various aspects of the draft bill and it is hoped that the bill will be tabled to Parliament in October this year.

The UN provided support to the All Political Parties Women Association (APPWA) a body consisting of female members of all registered active political parties, which works towards increasing women’s access to political

participation, governance and decision making. More specifically, the UN assisted in establishing the association and building staff capacities essentially through training. APPWA is currently partnering with existing civil society organization, female parliamentarians, councillors as well as government and parent political parties, to constructively increase women's participation in political processes and governance through various mass media campaigns.

UN support to the implementation of the Joint Communiqué

Following the Joint Communiqué between APC and SLPP in April 2009 after violent inter-party clashes in March, the long term partnership between the UN and the Government of Sierra Leone strengthened and intensified in order to promote democratic elections and peaceful political dialogue. With support from the UN, the PPRC continued to play a major role in advancing the 2 April Joint Communiqué, through among others, chairing the Joint Communiqué Adherence Committee meetings and promoting tolerance.

As called for in the Joint Communiqué, with the support of the UN Peacebuilding Fund, two commissions of inquiry were established with bi-partisan support to investigate the incidents of alleged sexual and political violence and political disturbances in 2009.

Furthermore, support and technical assistance was given to the political parties as well as mediation of disputes within and between political parties. To promote issue-based politics, efforts were made at establishing a resource centre for youths. The UN continued to provide logistic support to the PPRC to enable discharge its functions in monitoring elections and undertaking mediation activities. Training in conflict mediation and resolution has been concluded for members of the PPRC District Code of Conduct Monitoring Committees who will begin sitting shortly. The Terms of Reference of the Committees has also been reviewed to cover land and chieftaincy disputes, which from previous experience created political tensions in communities.

In support of the dissemination of the Joint Communiqué, the UN held a series of consultative deliberations with CSOs as well as partnered with the Sierra Leone Association of NGOs (SLANGO) and the Civil Society Movement (CSM). Through local drama groups, the content of the Joint Communiqué was brought to communities in 149 chiefdoms.

With the assistance of the UN Peacebuilding Fund, UNIPSIL is working with a range of non-state actors such as the Inter Religious Council for Sierra Leone, paramount chiefs, youth groups, the media and community based organizations in preparation for the 2012 elections. The capacities of the

various non-state actors carry out conflict mediation and conflict resolution is also being developed. In cooperation with the Government, a National Conference of Paramount Chiefs was organized at which the Bo Communiqué 2011 was adopted. Inter-alia, the Communiqué calls for neutrality of paramount chiefs in politics ; a commitment to encouraging greater participation of women and youths in politics and the prompt settlement and land and boundary disputes. Noting the critical role of the media, continuing technical and financial support has been made available to the Sierra Leone Broadcasting Corporation to enable it fulfil its potential as an independent national broadcaster. In the context of planning for the 2012 elections, assistance has been given to the Independent Radio Network to coordinate the dissemination of peace and non-violence messages in community radio stations and UNIPSIL has promoted discussions with the Sierra Leone Association of Journalists on its Code of Conduct for Journalists. Arrangements for peace and non-violence campaigns that will be undertaken by youth groups, the Sierra Leone Union for Disability Issues and musical artistes have been concluded. The success of the 2012 elections will depend in part on the important contribution of these non-state actors.

UN Joint Vision Programme 15 (UNDP, UNIPSIL, UN Women)

The UN programme 15 aims is supporting Sierra Leone in its commitment to strengthen Democratic Institutions so as to complement achievements secured through the electoral democracy. More specifically, the programme supports the Parliament and constitutional review, the African Peer Review Mechanisms, the Anti-corruption commission (details under benchmark 6) and a public broadcasting corporation (details under benchmark 8).

The African Peer Review Mechanism (APRM) process provides a unique opportunity for Sierra Leone to mainstream governance indicators and benchmarks into existing national development programs. The UN in Sierra Leone has supported the APRM process in Sierra Leone in collaboration with the United Nations Economic Commission for Africa (UNECA) since Sierra Leone joined the African self-assessment mechanism. The UN has also supported with technical and financial assistance for the production of Country Self Assessment Report and National Programme of Action (NPOA). Four selected technical research institutions to undertake the survey exercise and draft the CSAR and NPOA were recruited. Furthermore, advisory and oversight support was provided to the APRM Secretariat and National Governing Council (NGC) in the collection, management, and analysis of data from a scientific survey and broad consultations with a wide range of national stakeholders.

The UN also provided support to the Secretariat to organize stakeholder workshops and consultative meetings

as well as to develop policy documents and strategies. The APRM NGC and Secretariat also conducted various sensitization and stakeholder interactive meetings including with political parties, judiciary, heads of MDAs, and various district consultations in all four regions.

Support to Parliament

The 2007 Presidential and Parliamentary Elections had a historic significance for peace consolidation and democratization in Sierra Leone, as it was the first time the transition of power took place through democratic means. Credible elections for Parliamentary seats and support to the Parliament has provided an opportunity for MPs to effectively realize their mandates towards the peaceful resolution of ethnic differences and lessening of traditional tribal animosities. Support to the Parliament continues to be a key component of the UN Governance Portfolio towards sustainable peace and state-building, and notably to support it to more effectively fulfil its oversight function and discourage party division and violence between political parties.

The UN support to Parliament since the elections has focused on: 1) Implementation of the Parliamentary Service Act (2007); and 2) Support to the formulation of the Parliament's Strategic Plan 2009-2013 in order to create a framework for more effective engagement and development partner support. The Parliament's Strategic Plan was developed with support from the UN, in partnership with the Inter-Parliamentary Union (IPU) and was finalized by the Parliament in March 2010.

The Parliamentary Service Act was adopted by the Parliament in 2007 to provide a legal framework for improving the efficiency of Parliament to effectively and efficiently execute its constitutional functions. The Act calls for the establishment of a Parliamentary Service and eight administrative departments: (a) The Office of the Clerk; (b) The Department of Committees; (c) the Department of Official Reports; (d) The Department of Library, Research and Documentation; (e) The Department of Finance; (f) The Department of Parliamentary Counsel; (g) The Department of Public Relations; and (h) The Department of Human Resources.

In its Agenda for Change (2008-2012), the Government of Sierra Leone supports the implementation of the Parliamentary Service Act. However, despite the provision of requested technical expertise from the UN in 2007-2009, in 2010 the Parliament had not as yet hired Parliamentary Service staff and established the eight departments called for in the Parliamentary Service Act. Key Parliamentary Service functions such as transcription of debates for Hansard production have continued to be performed on an ad-hoc and unsustainable basis by development partner funded project consultants, without concrete results.

In 2010, the UN supported the Parliament to finalize an organogram and Terms of Reference for staff that will comprise the Parliamentary Service, as well as advocated with

the Executive branch for Parliament to receive an allocation in the 2011 national budget to permit it to hire Parliamentary Service staff. Support was also given to map development partner support and finalize Terms of Reference to establish a Parliamentary Assistance Coordination Office.

In 2011, the UN is supporting the Parliament to recruit staff and establish the eight departments of the Parliamentary Service called for within the Parliamentary Service Act; providing capacity building support to operationalise the departments in order for them to begin delivering effective services to MPs and Parliamentary Committees; as well as providing technical assistance to operationalise the Parliamentary Assistance Coordination Office (PACO) in order to effectively coordinate development partner assistance, reduce transaction costs and ensure the most strategic use of limited development resources.

During the first half 2011, the UN has supported the Parliament with technical assistance to carry out the recruitment for an initial 22 Parliamentary Service staff positions. This includes Directors for each of the eight Parliamentary Service departments as well as key staff, which will enable the Parliament to establish all of the departments called for in the Act by end-2011. To ensure transparency, the Parliamentary Service Commission, or Parliamentary leadership, established a Parliamentary Service Recruitment Panel comprised of officials from the Public Service Commission, the Human Resource Management Office and the Ministry of Finance and Economic Development. At the request of the Parliamentary Service Commission, the UN provides technical assistance to the Recruitment Panel and participates in its meetings as an independent observer.

PBF support to Parliament (IOM)

Simultaneously, through a Peacebuilding Fund project, the UN contributed to a better serviced and more efficient legislative process as a result of a support to modern management capacity of the secretariat of Parliament. The UN also supported newly elected parliamentarians to enhance their representation, exercise oversight and legislative enactment.

This assistance mainly consisted in training of Parliament Secretariat Staff in modern parliamentary procedures and management (filling, publication, research, data storage etc). In addition, logistical support was provided in terms of mini buses, motor bikes, computers, internet facility to enhance Parliament's capacity to carry out its functions. Furthermore, with training on UN Resolution 1325 provided to female MPs and their female constituents, the concept of UN Resolution 1325 has had increased publicity, understanding and appreciation among women at national and community level. This has in return increased the participation of women in the decision making process in Sierra Leone.

MPs and clerical staffs were also provided with training in budgeting, project management and budget reviews,

government budgetary cycle and scrutiny of audit reports and contract appraisals. Finally, MPs also received training in knowledge and techniques on procedures to produce private motion bills, techniques in preparing and presentation of speech and participation in parliamentary debates and strengthening and expanding representative democracy. This training package contributed to enhance the Parliament's capacity to effectively and efficiently carry out its core functions of legislation, representation and oversight.

KEY CHALLENGES

It is urgent to carefully integrate the current and next PRSP into the African Peer Review mechanism National Plan of Action and further anchor this mechanism into national planning processes. A study indicates that in the countries reviewed, 30 - 70 % of programs and projects identified by NPOA were already contained in pre-existing national plans.

It is further important to harmonize the NPOA and Agenda for Change to avoid double costing of the same programs and projects and to avoid a situation where NPOA and national plans are being carried out in parallel. This is crucial as the sustainability and credibility of APRM hinges on its integration into national planning strategies and institutions.

Benchmark 2:

A Sierra Leone that is able to adapt or align traditional roles and customs with those of the modern state and its institutions for the benefit of all, especially women living in rural areas

Indicators of country progress

- Local court officials are now referencing national laws that ensure the protection of women. In matters relating to sharing of a deceased husband's property, the Devolution of Estate Act 2007 is referenced as opposed to previous times when customary law was applied.
- As opposed to previous times, most Local Court Chairpersons now refer cases beyond their jurisdiction to the Family Support Unit (FSU). E.g. domestic violence, child maintenance and sexual offences. Such cases were previously handled by Local Court officials.
- 266 Sowies were trained on Human Rights and Gender in 2010
- 450 Sowies including 38 Paramount Chiefs were trained on Human Rights, Gender and advocacy and sensitization skills early 2011
- 3 District Sowie Associations were formed during the reporting period

UN support to Communities' Rights through Alignment of Traditional Roles and Customs to those of the Modern State

UN Support to Local and traditional courts

Sierra Leone operates a dual justice system, the formal and informal of which the latter is largely applicable in the country's provincial areas and comprised the Local courts and traditional chiefs' courts. Local Courts are established by the Local Courts Act, No. 20 of 1963 and even though they administer mainly customary law, they are guided and controlled by the provisions of the said Local Court Act, No. 20 of 1963 and The Local Courts (Procedure) Rules Public Notice No. 8 of 1964. These two sets of laws make provision for the establishment of the Courts, their jurisdiction, appointment of Chairmen and Clerks and the practice and procedures to be followed to hear and determine a matter.

Customary law applied by local courts presents serious tension with international, regional and national human rights standards particularly with respect to issues of women's rights to access justice. The government estimates that Local Courts alone are used by 70% of the population.² This level of usage by the population makes it very clear that Local Courts and the Chiefs Court are central to the justice system in Sierra Leone and one cannot improve access to justice or the level of human rights protection by the justice system without improving the capacity of these local level institutions to dispense justice in accordance with international human rights standards especially the rights of women.

In order to ensure the effective functioning of Local Courts, three trainings were organised in 2008, 2009 and 2010 by the UN in collaboration with other development partners to capacitate officials of local courts on the jurisdiction, powers and limitations of local courts in the administration of justice, gender and human rights. The trainings also focused on capacitating local court personnel in addressing issues that often arise as a result of tensions between customary laws applied in local courts with international human rights standards especially those relating to the protection of the rights of women. The ultimate focus for engaging the local

² See Government of Sierra Leone, *Justice Sector Reform Strategy and Investment Plan 2008-2010* p. vii.

courts is the need to raise the standards of customary law institutions in line with international human rights standards.

UN engagement with traditional institutions to promote women and girls' rights in the areas of FGM and female political empowerment (UNIPSIL, UNFPA, UNICEF)

In meeting its mandate to support the Government of Sierra Leone on the implementation of UNSCR 1325 & 1820 on Women, peace and Security, the UN has devised innovative and culturally sensitive approaches in engaging Traditional Leaders custodians of Tradition and Culture in two of the most contested issues in Sierra Leone; mainstreaming gender in the tradition and culture of Chieftaincy and the issue of Female Genital Cutting (FGC).

Chieftancies

The issue of gender is highly contested and sensitive in the context of Traditions and Culture in Sierra Leone. This is primarily due to the fact that the constitution stipulates that women are only allowed to become Paramount Chiefs in areas where the customs and traditions permits. Also, women can only become a paramount chief if one comes from a chieftaincy house. As a result, out of the 149 Paramount Chiefs in Sierra Leone only 14 are women. Against this backdrop, the UN delivered a presentation on the gender perspective of tradition and culture during the recently held conference of Paramount Chiefs which was attended by all 149 Paramount Chiefs.

Sowies

The Sowies are the Traditional Leaders of the oldest female institution of the secret Bondo Society in Sierra Leone. The ethos of the Society is to prepare young adolescent for adulthood through the traditional 'rites of passage' ceremony for which FGC is an integral component. The Society which predates colonial era has been and still is held very high regard for providing cultural etiquette training by Sierra Leoneans, and the approximate membership of 90% of the total female population spans across educational and socio-economic lines. However, the Bondo Society and its Leaders have come under gross scrutiny from international organizations including the United Nations specifically for on the FGC component of the rites of passage. The international community perceives the practice as a violation of the rights of women and girls, and has mounted a vigorous global campaign for the total elimination of the practice of FGC. This global condemnation which has had a trickledown effect in Sierra Leone has fuelled an uncompromising tension between international organizations and the Sowies leading to the issue of FGC being a topic of no-discussion at any level.

As the controversy continues, the UN in collaboration with the Ministry of Social Welfare Gender and Children's Affairs, decided to engage Sowies as partners in development rather than as perpetrators. The rationale behind this was that there is a significant probability of a cognitive shift in the Sowies understanding of human rights perspectives of the

international and also creating a non confrontational and culturally sensitive atmosphere for the international community to understand the Sowies views in a non-judgmental way. To that end, in 2010, a National Consultation was held with 266 Sowies in the Western Area and Regional towns. The two-day consultations explored the perspectives of the Sowies on gender and human rights and their views on the perception of their society by international organizations. Cross-cutting findings suggested that the Sowies were also victims of Gender- Based Violence, and had limited knowledge of their human rights, gender issues and women's empowerment. It was also discovered that the prevalence rates of underage initiation had soared. Recommendations for dialogues at District levels and the formation of Sowies Associations and a Federation at National for monitoring and evaluating purposes should be established. The Sowies also agreed in principle not to initiate young girls less than 18 years and thereafter with consent as an entry point. So far, three District level Sowie Associations have been formed with support from the UN with the goal of establishing the remaining nine. A total number of 716 Sowies have been trained so far nationally.

The formed Associations have taken the initiatives of sensitizing their communities on gender, human rights, women's empowerment and abolition of the underage initiations. The new relationship between the Traditional Leaders and the international community seems to have eased tensions on discussing FGC nationally. To date there is a common understanding between the two actors that although there are still challenges ahead, this groundbreaking intervention could be perceived on both sides as an entry point to achieving a common goal for all that would benefit the women and girls in Sierra Leone.

Traditional Birth Attendants

The TBAs are highly respected in communities for delivering babies and they are regarded as "skilled birth attendance" according to traditional and cultural values and norms. The UN is working with TBAs in an effort to transform and empower them as agents of social change, specifically as Community Advocates for the use of modern methods of Family Planning, institutional delivery, deferring FGC to at least 18 years, managing obstetric fistula at community level and HIV prevention.

Traditional and Religious Leaders

The UN is also supporting the First Lady and the wife of the Vice President to hold dialogue with Traditional and Religious Leaders (TRLs) in all districts. During these dialogues TRLs are educated on the meaning and interrelationships between Teenage pregnancies, Family Planning, FGC, school drop outs, HIV and AIDS, home deliveries, Obstetric Fistula and Maternal deaths. TRLs are given an opportunity to reflect on these inter-relationships; to make critical analyses of how all this contributes to the social challenges that they face in their communities; how all this relates to their traditional values and

norms and finally to make informed decisions on how they as TRLs could use their acquired knowledge and enhanced understanding to make a positive change in their communities.

Benchmark 3:

A Sierra Leone that is able to maintain security throughout the country through Police force and Armed Services, who should be accepted as professional and impartial national institutions that meet high international standards

Indicators of country progress

- The reported number of violent confrontation between the Police (SLP) and Military (RSLAF) decreased from 20 in 2009 to 14 between January and August 2010, and to 6 cases reported between September 2010 and July 2011. (Source: CDIID (SLP) and MP (RSLAF))
- In 2010, 3 additional categories of joint meetings between SLP and RSLAF were put in place.³ This was added to the 4 other regular weekly categories of meetings that were already in place.⁴ Annually around 621 joint security sector meetings are held. (Source: UNPOL)
- In 2010, a system was put in place for daily joint night patrols, 5 in the Western area and 4 in the Districts. (Source: UNPOL)

UN support to the Security Sector

UN Joint Vision Programme 14 (UNOPS, UNIPSIL, UNDP, IOM)

Following the violent clash on March 2009, and to support the decision regarding the SLP made in the Joint Communiqué, the UN supported the SLP's capacity in crowd control and internal investigation. The SLP Operational Support Division and the Crowd Control Units received crowd control equipment (non-lethal) and

training was provided to all Crowd Control Units, Police Support Unit and Mobile Armed Response Vehicles Units in all 29 police divisions in Sierra Leone. 2,423 SLP officers were trained in the provincial capitals of Bo, Kenema and Makeni, and in Freetown.

134 CDIID investigators received training on topics such as police ethics, investigation techniques and human rights. Computers and computer-related equipment as well as two vehicles and four motorcycles were also provided to CDIID, two highly specialized teams of investigators were established in the SLP Complaints Discipline and Internal Investigation Department (CDIID) to conduct undercover operations, arrest police officers involved in extortions and investigate cases of officers involved in critical incidents such as fatal or serious injury of civilians.

Furthermore, the UN in Sierra Leone has supported the Government in attempts to promote cooperation between the Republic of Sierra Leone Armed Forces (RSLAF) and Sierra Leone Police (SLP) which relationship since the end of the conflict, in spite of the security Sector Reforms, has not been fully cemented. Under Joint Vision Programme 14, "Security Sector Reforms", UN agencies work together with the Government of Sierra Leone to mitigate risks of conflict reoccurring between the security sectors. The National Security Council Coordinating Group have been supported in setting up joint training, establishing the regional Liaison offices, arranging sporting activities and conducting election specific National security exercise.

Through a joint Police/Military training project in the end of 2010, almost 6500 police and military, including personnel from prisons and the Fire Force, were trained jointly in different skills ranging from leadership, communications to human rights as to increase understanding and appreciation of roles and responsibilities. In addition, a joint National security exercise, focusing on the coming elections is scheduled for August 2011. Capacity building of the security sector was further conducted in the four regional police headquarters, conducting training in community leadership and collaboration between communities and the police.

The provision of equipment, complemented with regular trainings was intended to increase personnel morale and professionalism. The joint offices were equipped with riot control equipment such as uniforms, tear gas canisters and launchers.

In the beginning of 2011 UNIPSIL and UNPOL assisted the government in a joint training project where sporting activities were held in the four regions to foster friendly collaboration between SLP and RSLAF. The final football and volleyball matches between mixed SLP/RSLAF teams, both female and male, were held in Freetown in April 2011.

³ PROSEC, Elections security, Liaison Team Meeting

⁴ Joint coordinating committee level 1, Joint coordinating committee level 2, Joint intelligence committee, District Security Committee.

KEY CHALLENGES

Key challenges noted in the support to the security sector are the lack of capacity building and frequent training of personnel. As for now, no additional joint training for the Police and Military to increase understanding of their respective roles is planned. Another challenge is education levels of the security staff, as well as the level of salaries and poor functioning payroll systems.

Benchmark 4:

A Sierra Leone that is able to control the threats of international illicit drug trafficking and responding to organized crime on the social, economic, and political elements of society

Indicators of country progress

- In 2010, TOCU has investigated and seized 103 cases of illicit drug trafficking, of which 61 were charged in court, and 47 were convicted. The agency seized 142.4 kg of cocaine, 2.96 kg of heroin, 2.1 kg of hashish and 1697.5 kg of Marijuana in 2010. (Source: TOCU April 2011)
- Since the establishment in 2009, 113,564 persons were registered at the three major border-crossing points for cross-border migration through the Personal Information & Registration System (PIRS) in 2010. (Source: IOM and Immigration of Sierra Leone, June 2011)

UN support to Mitigate Risks of International Crime

UN Joint Vision Programme 13 (UNODC, UNIPSIL, FAO, UNDP)

International drug traffickers are increasingly using Sierra Leone's territory as a major transit point for Europe-bound drugs, cocaine in particular. The influx of illicit drugs to the country has also brought in its wake other forms of organized crime, such as money laundering, in addition to increasing levels of corruption. Sierra Leone's post-conflict environment, with fragile political and state institutions, an increased drug abuse, growing crime rates and weak law enforcement agencies creates a challenging environment with the potential to derail Sierra Leone's tentative steps

toward recovery and development, following decades of political instability and violent conflict.

During the reporting period, the UN has supported the establishment of a Transnational Crime Unit, within the framework of the West Africa Coast Initiative (WACI), an operational response to both the ECOWAS Regional Action Plan and the Freetown Commitment on Combating Illicit Trafficking of Drugs and Transnational Organized Crime in West Africa, signed on 17 February 2010. A UN mission conducted in May 2010 in Freetown held various meetings with Sierra Leone's authorities on the practical modalities for implementing the UN support. This support focused on building human, organizational and material capacities of the TOCU.

The UN supported the finalization of the transformation of the JDITF into a TOCU, within the framework of the West Africa Coast Initiative (WACI). The work plan developed includes the drafting and approval of a Memorandum of Understanding (MoU) formally transforming the JDITF into a TOCU, the upgrading of INTERPOL National Central Bureau, the procurement of surveillance equipment for its Maritime Wing, and the delivery of training on anti-money laundering. This MoU sets the responsibilities and commitments of the Parties. It inter alia contains the general capabilities, responsibilities, organizational framework, implementation and other governing principles, as well as the structure of the future TOCU. The administrative, operational and organizational details are regulated in a TOCU-specific Standard Operating Procedure (SOP) document to be developed in full compliance with the MoU. This MoU was signed by all parties on 23 September 2010.

In support to building the human capacity of the TOCU, the UN assisted in both staffing and training. Several recommendations were made to ensure proper adherence to international standards with regards to the procedure to be followed. Also, the UN supported the on-the-job training courses to the TOCU staff members. The subjects of these training courses ranged from use of the drug tester provided by the U.S. Africa Command, Drug Investigation Techniques and Information Training, Dynamic Entry Tactics to RAID (Real-Time Analytical Database). Fifty staff members from TOCU were sent to participate in these courses.

With support from the UN, priority areas for TOCU operations were identified and entered into the operational plans developed for TOCU. As a result, intelligence and law enforcement operations were carried out respectively at Lungi International Airport and in some target areas along the Guinean border at Kambia as well as along the Liberian border at Jendema. Since 2010, TOCU has conducted at least three big successful busts in Freetown, resulting in many drug seizure and arrests. The SOPs for Operations and Inter-agency coordination have been drafted and await endorsement by the TOCU

Management Board. The operations are closely monitored and advised by the UN project team. Furthermore, the UN provided equipment (motorbikes, stationary and fuel) and operational funds to the Transnational Organized Crime Unit. In December 2010 a training was conducted with the support of the UN on human rights and human trafficking for 80 members of TOCU. The training was supported by GTZ.

KEY CHALLENGES

Project sustainability is currently the main challenge. The local counterparts are dependent on the project funds and drive by the international parties. Local institutions and authorities have not invested in the project financially and lack of ownership and self-investment might result in failure of the project after the external sponsorship ceases.

Secondly the success of the project also depends on the good will of the Government of Sierra Leone and its social stability. The government has expressed strong support for the project, political and social instability prior to the new-coming general election may jeopardize the project and future cooperation may not materialize in all situations.

Benchmark 5:

A Sierra Leone that is able to bring corruption under control by putting effective systems in place and creating the necessary positive business environment that will attract international investment and promote market confidence

Indicators of country progress

- From 2008 to 2010, the number of cases investigated by the Anti Corruption Commission increased by 34% (Source: ACC annual report 2009/2010)
- From 2008 to 2010, the number of prosecuted cases by the Anti Corruption Commission increased from five to eight in 2010 (Source: ACC annual report 2009/2010)
- Between 2009 and 2010, Sierra Leone moved from 1.9 to 2.4 on the Transparency International Index

UN support to fight corruption

UN Joint Vision Programme 15 (UNDP, UNIPSIL, UN Women)

Some progress has been made during the reporting period in the fight against corruption in Sierra Leone. In 2010, the Global Corruption Barometer of Transparency International found that 73% of Sierra Leoneans believed that the Government's efforts to fight corruption were effective, an increase by 7 % since 2009. The Global Integrity Indicator Scorecard of February 23rd 2010 indicates that Sierra Leone is among the lower-and middle-income countries that have experienced important anti-corruption improvements.

Through programme 15, Support to Democratic Institutions, the UN has supported the establishment of a well structured Secretariat at the Anti Corruption Commission (ACC) headed by a Director directly responsible to the Commissioner and staffed with personnel as to undertake the task of providing support and technical backstopping to the National Anti-Corruption Strategy (NACS) implementation process. In order to facilitate understanding of the fight against corruption, a simplified and abridged version of the strategy document was produced and disseminated to Ministries, national institutions and civil society groups engaged in transparency and accountability issues. This abridged version provided the public with a general understanding and insight into the workings of the NACS.

The UN supported public sensitization on the NACS through radio and TV as well as through production and broadcast of jingles in ten radio stations based in the Western Area, some of which have national outreach. Furthermore, several panel discussions on Radio and TV on the role of the NACS in national development as well as on outreach programmes in partnership with the Public Education and Outreach Department were conducted. The primary objective was to create awareness and build public support and commitment in the fight against corruption and in the implementation of the strategy. This initiative expanded throughout 2009 and 2010 to include radio stations in the regions generating significant public interest and awareness on the NACS. The cumulative effects of the sensitization programs show that the vast majority of the people of Sierra Leone (80.8%) were aware of the Anti-Corruption Strategy adopted by the Government of Sierra Leone⁵. This has resulted in an increase in number of reported cases from about 580 cases in 2009 to 880 in 2010.

In promoting and monitoring the NACS nationwide, workshops were also conducted for the media and civil society organisations. These workshops resulted in the formation of a CSMG in each of the regions, comprising of

⁵ National Public Perception Survey on Corruption , September 2010

representatives of the District Budget Oversight Committee, to participate in the monitoring of the NACS. Also crucial was the endorsement and finalisation of the Media and Civil Society communiqués developed at the Western Area workshop in 2008 in line with Article 12 of the African Union Convention on the prevention and combating of corruption and other related offences. This resulted in the development of monitoring tools which were piloted in two entities in each regional headquarter city.

Between August 2009 and December 2010, two monitoring visits were conducted by Civil Society Monitors to ascertain all entities compliance with the implementation of their respective Action Plans. The report found that about 80% of the entities monitored show some actions taken to implement the recommendations contained in the strategy, while 20% are still grappling with capacity challenges in attempting to do so. As a result of the monitoring, the ACC has recommended reforms for four Departments/Agencies as well as increased monitoring and improvement of service for public sector workers in order to achieve zero tolerance for corruption.

KEY CHALLENGES

- At the time of the implementation of the strategy in 2009, the political will of the Government was one of the envisaged problems for the smooth implementation of the project. Most institutions budgeted for funds to ensure that they were able to implement the recommendations of the actions plans and some entities did not. Hence some entities were unable to implement some of the recommendations in their strategic action plans that had cost implications. However, the Secretariat informed all entities to ensure that they budget for funds to undertake those activities that need financing in their 2010 budget planning so that they will be implemented in the subsequent year of implementation.
- Another threat to the implementation process is the difficulty faced by civil servants in the various MDAs in communicating policy issues to the regional level, leading to the non-availability of the Action Plans for their respective Ministries, Departments and Agencies (MDAs) in the regions. However, the Secretariat has taken the necessary steps to work with these MDAs in circulating the said Action Plans throughout the regional offices for their attention.
- However, in spite of the fact that a Secretariat to provide support to the coordination of the NACS implementation has been set up and entities of focus Action Plans progressively implemented yet there are serious challenges regarding staff ability to cover regional areas and capacity building to sustain the gains already achieved. In addition, with the passage of

time, some sections of the strategy have become obsolete and require a review to bring them up to speed with the present realities. The Mid-Term Review of the Strategy has helped in this respect to ascertain what has been achieved so far since the implementation commenced in January 2009 and what aspects require continued support.

Benchmark 6:

A Sierra Leone that is able to manage natural, marine and mineral resources in a more sustainable manner for the benefit of present and future generations

Indicators of country progress

- In 2010, 90 % of the Environmental Protection Staff were able to carry out a professional review of Environmental Impact Assessments, which was an increase by 80 % from 2008 (Source: EPA 2010)
- In 2010, for the first time, all mining licenses were loaded into the newly created mining cadastre system with associated management and transparency requirements, (Source: Mining cadastre office of the Ministry of Mines and Mineral Resources)
- Four consultative meetings were held among fisheries stakeholder groups during 2010 (FAO June 2011)

UN support to Natural Resource Management

UN Joint Vision Programme 21 (UNEP, UNDP, FAO)

The consequences of the war in Sierra Leone on the environment have been prominent for the past 20 years. The inequitable division of natural resource wealth was one of the drivers of the decade-long civil war. Diamonds and other minerals were used to fund combatants, and also became the spoils of war. The conflict had direct impacts on the environment in terms of damage to infrastructure and indirect impacts in terms a breakdown in natural resource governance systems, and shortages of specialist equipment and trained personnel remain a major challenge.

Under UN Joint Vision Programme 21 “Environmental Cooperation for Peacebuilding” the UN family has assisted the government in addressing risk factors with environmental resources as natural resources have a vital role to play in terms of development and the consolidation of peace in the country. During 2009-2010 the program focused on five areas: the sustainable management of extractive industries, environmental governance and awareness raising, integrated water and land management, climate change and disaster risk reduction and chemicals management.

The UN supported sustainable management of extractive industries through external, independent technical assistance to help renegotiating key mining contracts. Training was provided on environmental impact assessment (EIA), and technical assistance was given to the EPA-SL to work through the backlog of EIAs pending review.

The UN additionally supported environmental governance and public awareness, through carrying out a situation analysis and needs assessment on health and the environment and providing training in strategic environmental assessment. The 1994 National Environmental Action Plan was reviewed as the first step to supporting the government in generating a new strategic plan for natural resource management. Environmental awareness was raised through providing environmental libraries to school nature clubs, and environmental awareness events were arranged for the 50th anniversary and World Environment Day. Furthermore, a strategic plan in integrated vector management (IVM) for the control of vector – borne diseases was developed.

Integrated water and land management in Sierra Leone was also supported through the UN, where trainings on conflict sensitive conservation to terrestrial and marine park managers were provided. Work was also done to integrate sustainable land management practices in policies and demonstration pilot sites across the country.

The UN supported climate change and disaster risk reduction through a number of activities, the development of Sierra Leone’s Second National Communication on Climate Change was supported and historical climate data from 1860s onwards was digitized. Contracts were awarded for procurement of six automatic weather stations to be located across the country. Additionally, the UN worked with mainstreaming disaster risk reduction (DRR) into national policies through supporting a taskforce to establish a DRR national platform; national disaster management volunteer corps; disaster management committees in all districts across the country; risk maps for highly vulnerable; and a roadmap for DRR in health and agricultural policies.

Chemicals management was supported through a phase out ozone depleting substances and 12,000 litres of

tetraethyl lead cleaned up from Kissy Refinery site in Freetown.

UN Joint Vision Programme 13 (UNOPS, UNIPSIL, FAO)

In the past three months and as part of its initial implantation strategy, consultative workshops on the proposed draft Fisheries Act 2011 were convened from Tuesday 14th June to Friday 17th June 2011. The overall objective of the workshop was to enable key fisheries stakeholders, particularly the Fisheries Legal Review Technical Committee (FLRTC) to consider the draft Fisheries Bill 2011 and discuss it with international fisheries legal experts in order to obtain consensus on the contents of the Bill and finalize its provisions. The workshop was attended by twenty eight participants, drawn from the core FLRTC, senior officials of the MFMR, and other key stakeholders including the Attorney-General’s Office and the Sierra Leone Maritime Administration.

UN Joint Vision Programme 3 (UNDP)

As part of the Joint Vision Programme 3, Finance for Development, and the overall effort to help Sierra Leone to better control its resources, the UN supported the digitization of over 15,000 documents which are linked directly to the respective licenses. The cadastre has drastically improved record-keeping in the minerals sector, providing a full digital record of each license along with scanned applications, plot maps, receipts, environmental certifications, approvals and other supporting documents that are regularly backed up to protect data. As a result, the MMR now has an overview of all titles belonging to any given license holder and can easily see which licenses are valid, who holds them and what their exact boundaries are, as well as a complete history of each license. The Ministry officials are alerted by the system when a license holder is due to provide reports, fees or applications for renewal of licenses. In the past, many such obligations went unfulfilled as Ministry officials did not know what deadlines were coming up or being missed. The system has also dramatically increased the efficiency of the approval and management of licenses, bringing, the average processing time from over 78 days to a mere 9. Moreover, because each event affecting a license is recorded in the cadastre, it imposes a strict discipline on the Ministry as to how licenses are administered.

KEY CHALLENGES

- One of the challenges to transparency and the professional management of the mining sector have been the ad hoc processes and poor record keeping around minerals licences. The paper record of licenses as well as receipts, reports and renewals was incomplete and unstructured, making it difficult even for Ministry staff to maintain an overview or identify specific information. As a result, payments and renewals were often overlooked and both the historical

and current status of licenses was difficult to ascertain. In response, the UN has helped the Ministry to establish a computerized cadastre and license management system.

- The President Koroma established a Task Force to lead renegotiations of individual agreements with mining corporations and has received UN support for it. Aside from the choice of partners, the quality of the contracts to be negotiated is also of significant concern.
- The new Mines and Minerals Act (2009) was developed and marked a significant improvement over the previous framework. However the lack of capacity for monitoring and enforcement remains a very serious practical issue.

Benchmark 7:

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 education with broadcast for all population

Indicators of country progress

- The SLBC was created by law in January 2010 and formerly launched on 15th May 2010
- By the end of 2010, comprehensive technical survey and recommendations for national coverage to be adopted by SLBC had been developed

UN support to an Independent Media

UN Joint Vision Programme 15(UNDP, UNIPSIL, UN Women)

The Sierra Leone Broadcasting Corporation (SLBC) was created by law in January 2010, replacing the Sierra Leone Broadcasting Service (SLBS) and UN Radio, as the first legally independent public broadcaster in Sierra Leone. On April 1, broadcasts of SLBC started combining existing programming from SLBS and UN Radio into a single channel aired on UN Radio and SLBS frequencies. While the full transition from SLBS, a government-run broadcaster,

into the SLBC, an independent public broadcasting corporation, may not be achieved instantly, this was a tremendous step forward in the establishment of a broadcaster that delivers inclusive, balanced and diverse programmes, a vital source of information for the Sierra Leonean public. The UN has supported the transition process and promoted the creation of the independent public broadcaster. Additionally support was given to assist the transition process through a provision of critically needed technical assistance, renovation of one floor of SLBC to prepare for the transfer of the UN Radio equipment, provision of critical equipment, development of key institutional policies, payment of severance for the terminated staff, and support to the initial operations of during the transition period.

The Independent Media Commission (IMC) has the leading role in arbitrating between the media, the Government and the public. The UN is working with the government to further enhance the capacity of the IMC, ensuring that the media industry's adherence to the standards of free and pluralistic media. The programme has further supported the IMC to conduct training exercises in both Freetown and the districts for media journalists, reporters and managers in ethics and legal norms. The UN also supported the establishment of the first regional offices in the southern district of Bo and northern district of Makeni to increase the monitoring capacity of the IMC in all regions. Ethic and legal trainings of journalists, the establishment of an Editors' Guild, the training of radio and editorial management personnel, support to the Independent Radio Network and other radio stations have all enhanced the capacity and resolve of the media to commit to unbiased reporting conducive to an informed electorate and a violence- free environment.

KEY CHALLENGES

There are some concerns for financial sustainability of the SLBC. The UN has supported the establishment of the SLBC including initial operational support. It was expected that a clearly formulated business plan would be in place by now thereby guaranteeing the long-term sustainability and financial viability of SLBC. Sufficient information has not been available to develop a business plan, and therefore this remains one of the highest priorities in order for SLBC to sustain and develop itself as a reliable broadcaster that provides unbiased and independent programming to Sierra Leonean citizens. A draft business plan is expected to be finalized soon to be reviewed by the SLBC Board of Trustees.

Training for the members of the Board of Trustees was conducted in February 2010 on managing an independent public broadcaster. SLBC would benefit from additional training for the Board, particularly in terms of its role in managing the institution in support of Senior Management.

The SLBC has been provided with eight radio transmission sites and three broadcast studios, though technical issues and problems with payments have recently left one of the transmitters off air. One major challenge for the sustainability of SLBC is lack of internal and external monitoring as well as lack of ensured funding for staff salaries.

Media monitoring ahead of the 2012 elections is one of the most important challenges that IMC will need to take on in 2011 and onwards. This is a complex topic that requires strategic planning, sustained efforts and consistent approach to media monitoring both quantitative and qualitative across the country. In order to respond to this tremendous challenge, the UN has supported the establishment and initial capacity building of the monitoring unit at the IMC.

Benchmark 8:

A Sierra Leone that continues to make progress towards the protection of human rights, and facilitates better access to justice and ensuring gender equality

Benchmark 9:

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 and a justice system

-incorporates more systematically the traditional court system of SL through increased codification of customary law and procedures and better training of local court officials.

Indicators of country progress

Human Rights and Access to Justice

- In 2010 the Human Rights Commission of Sierra Leone handled 492 cases of human rights violations, with a steady increase since 2007 (40 cases) through 2008 (201) and 2009 (330). (Source Human Rights Commission of Sierra Leone, July 2011)
- In June 2011, the Human Rights Commission of Sierra Leone held its first public hearing and a landmark decision in the exercise of its quasi-judicial function

(Source Human Rights Commission of Sierra Leone, July 2011)

- In March 2011 the “Persons with Disabilities Bill” was passed into law
- As of 2010, the number of Sexual Gender Based Violence cases logically concluded at the magistrate and high court level increased by 2% since 2008 and by 60% since 2007 (Source: Status report of FSU-SLP on GBV 2007/2010)
- In 2010, the number of reported cases of SGBV had increased by 38% and the number of SGBV charged by 39,7% since 2007 (Source Status report of FSU-SLP on SGBV Cases 2007/2010)
- In 2010, the number of SGBV cases convicted increased by 80,7% since 2007 (Source Status report of FSU-SLP on SGBV Cases 2007/2010)
- Age Assessment Guideline for justice for children, mainly for children in conflict with the law, was developed and endorsed by the MSWGCA, Police and Judiciary. Majority of Magistrates, and some Justice for Peace, FSU and probation officers were trained and the guidelines are currently being roll-out

Gender Equality

- In 2010, 2 right-based and gender responsive strategic plans were developed and implemented: the Sierra Leone National Gender Strategic Plan 2010-2013 and the Sierra Leone National Action Plan for the Full Implementation of United Nations Security Council Resolution 1325 & 1820 (Source: MSWGCA data 2010)

Child Protection

- The Alternative Care Policy was drafted and is in the process of validation by the MSWGCA in 2011; Minimum Standards of Care and Regulatory Framework for Children’s Homes were finalized in 2008, revised in 2011, and are being implemented.
- At least 35 Chiefdom-level bye-laws in more than 16 Chiefdoms have been put in place addressing child marriage, violence against girls and other child protection concerns

Education

- 75.9 % of all male students are passing the National Primary School Exams in 2010 which is an increase by 1,6 % from 2007 (Source: WAEC 2007/2010)
- 72.5 % of all female students are passing the National Primary School Exam in 2010, which is an increase by 4,4 % from 2007 (Source: WAEC 2007/2010)

- 23.1 % of all primary schools have functional water (Source: STAT/WASH 2010)
- In 2010, 48 % of all primary schools have sanitation facilities (Source: School census 2010)

UN support to Human Rights, Access to Justice, Gender equality, Child Protection and Right to Education

Human rights and Access to Justice

UN Joint Vision Programme 2(UNDP, OHCHR, UNICEF, IOM)

Significant progress was made in promoting and protecting human rights in Sierra Leone with UN support. UNCT played a crucial role in engaging government, the Human Rights Commission and civil society in the Universal Periodic Review (UPR) process and effective participation of all the actors led to a successful review of Sierra Leone by the Human Rights Council in May 2011. The final report and recommendations will be adopted in September 2011.

Technical support to the Human Rights Commission was provided through the establishment of the Monitoring and Research Directorate, as well as training in human rights monitoring for 30 staff, including the commissioners, in April 2011. Resources were also mobilized through the UN Peace Building Fund to strengthen the Commission's outreach capacity. The independence of the Commission has been recognized by the International Coordination Committee of the National Human Rights Institutions with the award of 'A' status in July 2011, proving its full compliance to the Paris principles like other recognized NHRIs.

The capacity of national actors was enhanced through a number of trainings. In 2009, a total of 530 representatives from government, institutions and civil society benefited from human rights training. In 2010, forty (40) representatives of Local Councils and similar number of the UN, Government and civil society organizations received training on human rights based approach to development Programming. In the same year, nearly 600 law enforcement personnel including from prisons, police, RSLAF and local courts, received training in human rights and a curriculum on human rights and gender was developed for the training of security forces. In the period January – July 2011, 345 law enforcement officials received human rights training.

Human rights committees situated in various districts were provided with logistical support including computers, motorbikes, office space, stationary support among others to enhance their capacity and a total of 280 Human rights

committee members were trained in 2010 on human rights. In May 2011 support was provided to hold a national conference of human rights committees that agreed on a strong coordination mechanism for all DHRCs in 14 districts. In 2010 another 275 beneficiaries from the civil society received training on human rights.

Efforts towards the enactment of the Persons with Disabilities Bill 2010 included a National Consultative Conference organized jointly with the Human Rights Commission and a pre-legislative discussion on the Bill for members of the Legislative and Human Rights Parliamentary Committees.

The Human Rights Working Group co-chaired by the UN and the Human Rights Commission was established to enhance coordination and optimize the outputs in the area of human rights. The relevance of this group was re-affirmed by its support to the UPR process as well as celebrations to mark the 16 days of human rights activism and the International Human Rights Day of 10th December 2010.

Post-conflict Sierra Leone is still characterized by a dual system of justice, where a large number of the population lives under the jurisdiction of customary/traditional law and where the access to justice is weak. In order to improve the capability of the justice sector and the access to justice for the people of Sierra Leone, UN agencies have worked together with the Government of Sierra Leone to improve the capacity of institutions and access to justice. UN Joint Vision Programme 2 partners have carried out strategic planning and coordination within the sector in collaboration with the government. The UN supported sustained capacity building of key institutions in the justice chain. In May 2010, a capacity building training on investigation and prosecution of sexual and gender-based violence (SGBV) cases for 110 Police officers in Southern and Eastern Regions including prosecutors, investigators and crime officers was organised collaboration with the Sierra Leone Police (SLP). This complemented previous support to the SLP which targeted 76 (67 male and 6 female) Police officers in Northern Province. Also, a total of 315 (311 male and 4 female) Local Court officials including 302 Chairpersons, 12 Supervisors and 1 Records Officer were trained on administration of justice, human rights and gender issues. These capacity building initiatives were focused on ensuring Local Court officials deliver quality justice at the provincial level.

The development of an SGBV Case Management Guidelines was supported in 2010 to improve SGBV investigation and prosecution capacities of the SLP. This document provides a step and step guidance on the management of SGBV cases from reporting to prosecution.

In 2010 and 2011, a total of 160 CSO activists were trained on basic legal first aid and court monitoring to help raise awareness in rural communities and monitor both formal and informal court proceedings. Saturday Courts that deal with matters arising from the three Gender Acts and sexual

violence related offences were launched in February 2011. Efforts in this area have begun to see a shift in modes of operation of traditional justice institutions, resulting among others in decisions more supportive of women's rights. Local Court personnel were trained on the requirements of the new Gender Acts and are now making reference to these laws in their decisions and judgments, for instance ruling that women have the right to inherit their deceased husband's property.

In 2010, the UN established partnership with Fourah Bay College for the establishment of an MSc Postgraduate programme in Human Rights and Conflict Resolution. With regards to this, the UN reviewed and made quality inputs into the draft curriculum of the course and a curriculum finalisation and pedagogical workshop will be held with funding from the UN in September 2011

Gender equality

UN Joint Vision Programme 17 (UN Theme Group on Gender)

The 'National Gender Strategic Plan' ('Strategic Plan') 2010-2013 guides all relevant government agencies and development partners to improve coordination on gender mainstreaming and women's empowerment initiatives in the country. The UN family provided technical and financial support to the Ministry of Social Welfare, Gender and Children Affairs for the implementation of the Strategic Plan, with focus on including and coordinating all relevant actors in the country. In addition, the UN's continued participating in the National Committee on Gender Based Violence. The Government of Sierra Leone with the support of the UN developed and implemented a referral protocol for child victims of sexual violence, ensuring that cases of sexual abuse are reported to the Family Support Units (FSU), which aims to provide a safe place for women and girls to report, discuss and seek resolution to incidences of Sexual and Gender Based Violence (SGBV). The protocol is currently under review to expand its scope for adult victims. A Memorandum of Understanding was signed in 2011 between the FSUs Paramount Chiefs and MSWGCA to strengthen the coordinated response to child abuse cases including sexual assault FSU capacity and systems for prosecution of sexual offences was enhanced through trainings, provision of guidelines and logistics support.

The media has also been sensitized through training, and production of resource materials and awards sponsorships to amplify the deterrent effect of convictions for sexual GBV. Gains have been made with engaging communities, community-based organizations and religious and traditional institutions such as the Chiefdom authorities and Bondo Society on ending Female Genital Cutting (see benchmark 3 above).

Child Protection

UN Joint Vision Programme 9 (UNICEF)

A child protection system assessment and analysis was finalized in 2010. On the basis of this analysis and other research the MSWGCA developed a Child Protection Strategy. Currently consultations on this draft are taking place country wide. The strategy aims at developing and strengthening the child protection system at community, chiefdom, district and national level, linking traditional and formal systems.

As children without parental care are more vulnerable for losing out on education and health care and for other child protection abuses, special focus was put on strengthening the regulatory framework on alternative care. With support from the UN, a draft policy on alternative care and minimum standards for care of children in residential institutions was finalized including training of staff of district councils, MSWGCA and children's homes on monitoring and implementation of the minimum standards. The UN worked with the MSWGCA and NGOs to reintegrate over 300 children back into their communities, to reorient institutional care towards community care and improving the capacity of chiefdom Child Welfare Committees (CWC). Children's rights and child justice were incorporated in various aspects of UNCT's programmes for Human Rights and Access to Justice such as trainings targeting government law enforcement officers and HRC members, and within some reporting process on Human Rights.

Right to quality Education

UN Joint Vision Programme 8 (UNICEF, WFP)

The country's Education Sector Plan was launched in 2007 and aims to provide basic quality education for all. The Government has taken steps to ensure that all children, regardless of gender and physical condition, access quality primary schooling, as reflected in the PRSP II. Support to help children realize the right to quality education is being provided by provision of per capita fee subsidies to schools, provision of teaching and learning materials, adoption of the Education Act 2004 and the Child Rights Act 2007, as well as payment of examination fees for all children who sit exams. With the support of the UN family through the Joint Vision programme 8, the Government is providing access to primary education and creating retention, especially for girls. Actions is taken to support this through the development of a National Strategy to accelerate girls' education at all levels; development of a Code of Conduct for Teachers and other Education Personnel; Child-friendly standards for schools to create

child-friendly learning environment that promotes girls' retention; strengthening the capacity of the media for effective advocacy and information dissemination on girls education; teacher training and the review of the primary school curriculum and creation of teacher guides for incorporating emerging issues including across the primary school curriculum.

Approximately 50 % of the 1,477 teachers trained on Child Centred Teacher Training and Emerging Issues (CCTT/ EMI) are applying the techniques in the classroom. An additional 1,500 untrained and unqualified teachers have completed Distance Education Programme in 2008-2010. A reading/writing culture amongst primary school children is being encouraged nationwide through the production of supplementary reading materials authored by primary school pupils.

Additionally, support was given to constructing and renovating schools in the districts and making sure that they are equipped with functional WASH facilities. A Menstrual Hygiene booklet was also distributed to all girls in grades 5 and 6 across the country in 2009 and is part of the toolkit created for teachers on school sanitation and hygiene education. Orphans and vulnerable children were being supported by 7,600 women in 380 established Mothers groups to go to and remain in school. Support was also given to Education Development Partner meetings that were held in 2009 and 2010. The District Education Officers and Local councils within Kono, Bombali, Bo, Kenema, Kailahun and Pujehun are now meeting monthly with partners to strengthen programme coordination throughout the districts.

In 2010, the Inspection protocols were finalized, printed and delivered to MEST Inspectorate to support regular school monitoring and supervision; all 1,017 schools (100%) were monitored in Bombali, Kailahun and Kono districts. The Education information systems have been improved through the development of tools used for the 2010/2011 School Census data collection.

KEY CHALLENGES

- Balance of power between the Ministry of Internal Affairs and the Judiciary adversely affected functioning and independence of the Local Courts. This issue is now addressed by the passage of the revised Local Court Act. However, non-codification of customary law means lack of guarantees of consistency of decisions; capacity and motivation of Local Court officials remains low and the new Act is as yet un-popularized to ensure adherence to the new provisions
- Systematic and un-coordinated data management systems made it difficult to credibly show impact of support to prosecution of SGBV related offences. Information and data on cases held by Family Support

Units, State Counsels, the judiciary and development partners are uncoordinated and often contradictory with adverse implications to planning, monitoring and tracking of the value of achievements.

- There still remain many areas of the country un-served by Magistrate courts due to limited personnel and low logistical capacity to cover them.
- Lack of sanctions for falsification of data impede the validity of school census data
- Absence of a substantive Gender Focal Person within the Ministry of Education Science and Technology hinders work on girls education
- Despite the efforts by the UN to support the government's international treaty reporting capacity to comply with international reporting obligations, no significant progress was made due to lack of firm commitment on the part of government.
- In 2010, 0.9 % of the budget for the Government of Sierra Leone 2010 was allocated the MSWGCA, which is the same proportion as in 2009 (Source: Sierra Leone National Budget 2009/2010). There has not been any progress in the proportion of budget allocated gender equality, social welfare and child protection.

Benchmark 10:

A Sierra Leone that has moved towards 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

Indicators of country progress

- As of June 2011, 66.4 % (21,317) of the registered war victims had received reparation benefits, an increase by 3.8% since 2009 (Source: Reparation Directorate National Commission for Social Action 2009).

UN support to Implementing the Recommendations of the TRC

UN Joint Vision Programme 10 (IOM)

Sierra Leone's Agenda for Change (2008-2012) highlights the need for government to continue in its stride for

national reconciliation. The Agenda for Change lays out Government's plans and strategy in responding to this need. It emphasises that development will be greatly challenged if efforts around reconciliation are not enhanced. One key reconciliation concern was to support non-combatant war victims through reparations. The Joint Vision programme supported the establishment and the development of the necessary Sierra Leone Reparation Programme structures and capacities to meet the legal obligations enshrined in the 1999 Lomé Peace Agreement.

Through funding from the United Nations Peace Building Fund, the National Commission for Social Action (NaCSA) was supported to provide reparation benefits to civilian victims of the war. The UN also supported the establishment of a special Directorate for the Sierra Leone Reparation Programme through human capacity, overseas and local training and equipment. Technical assistance was provided to NaCSA to register and create a database for a total of 32,100 war victims, which exceeded the immediate post-war estimate of 19,000. Support was also given to NaCSA in developing a five-year strategic plan for the SLRP, working with mainstreaming key aspects of the programme into Government's sectoral policies and budgets such as Education and Health policies and is discussing with NASSIT the possibility of providing social security allowance for certain class of victims (those with >50% loss of earning capacity) on a monthly basis.

Two payments of micro grants were also given to a total of 21,050 out of the victims (66.4%), varying from \$80 up to \$300. The government in addition also paid victims (from the residual cases) urgent interim reparation of Le 300,000 as grant. These payments were meant to meet immediate needs of the victims and provide financial assistance to enable the start up of small scale businesses. Furthermore, forty symbolic reparations were carried out in 40 chiefdoms in the country which included reburials and monuments. Further, victims of sexual violence were screened and provided with financial assistance to treat various gynaecological and fistula problems. Community psychosocial support activities were also completed in four communities in the country (north, south, east and west).

KEY CHALLENGES

The programme continues to be challenged by, among other things, the over 10,000 unpaid victims due to lack of sufficient funding. Residents in the other chiefdoms left out for symbolic reparations are also very disgruntled. A case in point is the residents of five chiefdoms in Kailahun district who wrote a letter to the president expressing their frustration in that regard. It is important that funds are provided for unpaid victims, so that they too at least get some form of reparation if even the L3000,000 paid to the others in 2009 and 2011. In the case of lack of funding, and these other victims are left out in the reconciliation process, it might result in widespread frustration and discontent among victims. The establishment and enhancement of the necessary reparation structures and capacities nation-wide is yet to be actualised. So far due to lack of funds, the reparation Directorate is only operating in Freetown as against the original plan to establish units of the directorate in all twelve districts or at least in all the provincial headquarters towns in Sierra Leone. These units when operational will continue to provide and coordinate sustainable support for victims and will address future emerging needs of war victims.

Some success stories of victims who have used grants to empower themselves economically, pick up the war pieces and continue with their lives could inform the government's programme to address the issue of youth unemployment, taking into consideration how these victims with disability have used small sums of money to transform their lives.

Another challenge is the sustainability aspect of the programme, hence to replicate the successful skills training of the very vulnerable victims including the victims of sexual violence.

Contributions to the WVTF from locals to continue with the programme is not encouraging, though funds so far collected support victims with emergency medical needs and also used to reduce the case load of unpaid victims."

II. PROGRESS IN THE AREA OF INTEGRATING RURAL AREAS INTO THE NATIONAL ECONOMY

Integrating Rural Areas into the National Economy

MDGs	Goal 1, 2, 3, 7, 8
Agenda for Change policy area	<p>POLICY AREA I: STRATEGIC PRIORITIES</p> <p>Enhancing Productivity in Agriculture & Fisheries</p> <p>POLICY AREA II: PRECONDITIONS FOR GROWTH</p> <p>Good Governance, Peace & Security, Private Sector Development (all also included in Youth Employment)</p>

Benchmark 1

Rural areas, which have access to community growth centers 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, 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 (No Program Deliverables for this component)*
- Give access to TV programs, including educational programs and entertainment channels*

Benchmark 2:

Rural Areas in which industrial growth centers 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

Indicators of country progress

- In 2010, the number of people who annually had access to growth centres and their products increased from 6000 to 50 000 annually from 2009. (Source: MTI/UNIDO estimates 2009/ Growth Centre Records 2010)

UN support to Community Growth Centres

UN Joint Vision programmes 4 (FAO, WFP), 5 (UNIDO) and 18 (UNDP, UNFOA, FAO, UNAIDS, UNHCR, UN WOMEN)

The rural areas of Sierra Leone need extensive support as seventy percent of the population are living in rural areas with limited access to markets, socio-economic facilities, social services and access to information. The UN agencies are supporting the Government of Sierra Leone to strengthen agro industrial growth and promote agribusiness through the Joint Vision Programme 4 on Support to Small Holder Commercialization, Programme 5 on Rural Industrial Growth, and Programme 18 on Rural Community Empowerment.

The Agro-Industrial Growth Centres aim to provide skills training and entrepreneurial support as well as address the need for a transformation of the agricultural produce into value added products. Over 500 youths, men and women benefitted from training and related equipment supplies in various skills conducted in all growth centres as well as in local enterprises. The training at the growth centres concentrated on constructions skills (carpentry, masonry, plumbing, painting, and electrical works), agro-processing and simple business planning. Other skills training areas – auto mechanics, soap making, tailoring, hairdressing, gara tie-dyeing, welding and blacksmithing - were conducted through apprenticeship arrangements with community based entrepreneurs/ enterprises.

Initial evidence shows that some local enterprises have experienced increased demand for their products due to improvements in scale and quality. Some apprentices have

been employed by the local enterprises as a result of their growth.

The businesses are supported by several different UN agencies and linked to the Joint Vision programme 19, providing youth with opportunities of employment. The growth centres are connected to markets through feeder roads, which open up market opportunities and routes of raw materials to the centres. A multi-donor youth-youth funding scheme for youth in the Mano River Union Countries (Sierra Leone, Liberia, Guinea and Cote D'Ivoire) is now in place for supporting innovative youth-led businesses.

Solar-powered communication hubs have been established and integrated into six growth/community production centres across the country, and equipped with computers, freezer and audio-visual facilities. The hubs are operated as a small business with access to the internet (and to satellite TV), cell-phone charging services, training for computer literacy and other services.

As a direct result from the establishment of the solar-powered BIC platforms, there has been a massive community-wide attraction to the centre for access to computer and audio-visual training in /exposure to sports for development, HIV-Aids awareness, non-gender based violence, and other cross-cutting themes. This new 'rural attraction' not only represents a market opportunity for growing the local economy, but adds a sense of empowerment, feeling of enlightenment and active engagement of the local populace with global trends.

In pursuant of the objective to increase the lines of communication and information into rural communities, the programme supported the introduction of schools education programmes via satellite TV, contributing to the outcomes of the Sierra Leone Education Development Plan (2007-2015). Further Solar Panels and accessories have been distributed in senior secondary schools with completed installation of four senior secondary schools in the Western Urban and Rural Area. The UN has also partnered with companies providing internet facilities for the targeted schools.

UN Joint Vision Programme 3 (UNDP)

The UN in collaboration with Government is in the process of establishing a viable Centre geared towards building the capacities of young agro entrepreneurs through specialized training in integrated agricultural production, dissemination of research information and production technologies that are innovative and environmentally sustainable. So far three experts (a mechanical engineer, civil engineer and a socio-economist) travelled to Benin to study the Songhai for its replication / adaptation in Sierra Leone. A number of infrastructural developments include students' hostels, students' canteens, call center and internet cafés, security guard posts, auto shops and administrative buildings as well as piggery and poultry pens are being constructed and

rehabilitated at the center, getting it ready for the actualization of the initiative.

In addition, exchanges with the Songhai center has involved training of about 15 youth graduates on the philosophy of Songhai as well as the technical aspects of production, processing packaging and marketing. Upon the successful completion of their training, they have now returned to Sierra Leone and are working alongside another 20 youths who are learning from their experience. They are currently producing varieties of vegetables using organic manure, maize, rice, cassava as well rearing of chicks which will start production of eggs in the next few months. Also, palm oil processing has commenced at the center and even though this is on small scale during this initial phase, it is anticipated that this will grow substantially and will produce earning income in the coming season which will help in the sustainability of the center.

It is also envisaged that in the near future the growth centers established by UNIDO in the various districts will be developed into SABI satellites. The Sierra Leone Agribusiness Initiative (SABI) can be developed to serve as the main model where the Agricultural Business Centers can benefit from training, research results as well as coordination. The center has the potential to become a Centre of Excellence in developing sustainable agribusinesses in Sierra Leone therefore creating employment in particular for youth and women and improving food security

KEY CHALLENGES

- Programme 5 was not well linked in the JV write-up to other associated programmes (e.g. programmes 4, 18 and 19). Concerned agencies need to work out possible linkages with ABCs at village level (FAO supported) and Growth Centres at District level (UNIDO supported) and SABI at national level (FAO, UNIDO, UNDP, etc. supported), as well as with WFP's feeding programme.
- New funding for programme 5 was slow; but USD2m came in 2011 for two growth centres (mainly for construction training, equipment and solar energy component)

Benchmark 3:

Rural areas in which farmers throughout the country can have access to farmer field schools to improve their farming practices

Benchmark 4:

Rural areas in which people have access to markets to sell their products

Benchmark 5:

Rural areas have the basic infrastructure to facilitate the commercialization of agriculture

The ABCs are used for storage and processing for marketing and were built in all 13 districts in Sierra Leone. In a bid to prepare the farmers for the market, farmers were organized into Farmer Field Schools, often linked with the ABCs, and taught how to reduce post harvest losses and bookkeeping.

Agro-business centre

As of December 2010, the UN has supported the establishment of 150 ABCs. In the last six months, 12 districts satisfactorily responded with the 126 new Farmer Field School (FFS) locations (3 FFS per ABCs) and membership (each with 25-30 farmer members – so around 3780 farmer beneficiaries in total

Rehabilitation of feeder roads

It is intended that 96 ABCs will be linked to market centres through rehabilitation of feeder roads and spot improvements. As of July 2011, with collaboration between the GoSL and IFAD (the UN contribution) 550km of feeder roads in 8 Districts (Port Loko, Kambia, Moyamba, Pujehun, Kenema, Kono, Kailahun, and Koinadugu) have been completed.

Additionally, the Food for Work project supported 18,000 youths and women for 90 days for the rehabilitation of 547km of feeder roads in all districts. The roads link the farmers to the market by creating smooth access for vehicles to carry the products from the farm gate to the market. The activities undertaken in the Western area was mainly construction of mini dams, cleaning of garbage and drainages. Food basket which includes cereals, pulses and vegetable oil were distributed to youths and women in all 13 districts while cash of \$2 (equivalent of the food basket) was given to each participant for 90days in the Western area. In all 3240mt of cereals, 640mt pulses and 198mt of vegetable oil was distributed to youths in all 13 districts under the FFW projects.

In the Western area \$360,000 cash was disbursed to youths under the CFW projects. The cash was given to youths in the Western area to mitigate the high food prices which heat the Western area most.

Financial Services Associations (FSA) & Community Banks

Rural financial services are essential investments contributing to the commercialization of the agricultural value chain including the establishment of rural-based micro and small enterprises. This has directly contributed to increasing food security, rural employment creation and reducing poverty, vital for a post-war economy due to the financial and capital access by farmers.

Along with IFAD and partner organizations, the UN have been supporting such activities, notably through the IFAD-supported Rural Finance and Community Improvement Programme (RFCIP), which can provide successful models for rural credit for up scaling. These involve the creation of Grassroots Financial Service Associations (FSAs), support to Community Banks, and supporting a favourable environment

Indicators of country progress

- 26 Financial Services Associations and 13 Community Banks were established at the end of 2010. That is an increase of 22 FSAs and 7 CBs since 2007 (Source: FAO MAFFS-PEMSD 2007/2010)
- The size of feeder roads increased from 830 km in 2007 to 1380km at the end of 2010 (Source: SLRA MAFFS 2010)

UN support to the Small Holder Commercialization Programme

UN Joint Vision Programme 4 (WFP, FAO)

The Small Holder Commercialization Programme, ranging from 2010 to 2015, was established by the President aiming to alleviate food security through productive and safety net actions. Through programme 4 under the UN Joint Vision in Sierra Leone, the UN is providing implementation support to the Government.

The National Sustainable Agriculture Development Programme has served as Sierra Leone's AU/NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP) contribution. The formulation process for the NSADP brought together participants from government, the private sector, farmers and development partners. Six Thematic Working Groups were established, based on the CAADP pillars, to work on the specific details of the plan, which was endorsed by Cabinet and signed by the Government of Sierra Leone, AU/NEPAD, ECOWAS, United Nations, the Private Sector, Parliament and the Civil Society in September 2009.

The UN supported the MoA through the construction of 188 Agricultural Business Centres (ABCs) between 2010 and 2011.

for Rural Finance. BRAC, UTB, Salone Finance and other banks have also started lending to small to medium farmers.

Between 2007 the number of FSAs grew with 22, and the number of CBs increased from 6 to 13. In order to further increase the capacities of the FSAs, in the last six months interviews have been conducted for 6 FSA Managers and 6 FSA Cashiers in addition to the appointment of promotional committee and training of staff on FSA concept. Infrastructure support is underway through the award of contracts for the construction of 6 more FSAs in Koinadugu District.

KEY CHALLENGES

- Cooperation from Sierra Leone Roads Authority (SLRA) in the provision of complementary inputs and technical support to IPs continues to be a big challenge. For instance construction of culverts to enhance good road construction has not been provided for IPs; they therefore result to using local materials which are not sustainable.
- Limited extension services from Ministry of Agriculture Forestry and Food Security (MAFFS) in terms of provision of monitoring and supervision support to IPs to ensure that IPs do project work correctly.
- Rise in local market price encourage farmers groups to breach signed contracts to sell produce to WFP especially when inputs provided by WFP is to Farmers' organizations not individual farmers. Those who do not benefit could easily breach on contracts signed by their organizations.
- Sometimes individual farmers prefer to sell their produce to middlemen who are ready to pay cash than through their organizations who sell to WFP due to the long payment process before they get their money.
- Farmers' organizations get difficulty in meeting the contracted quantities because of low yield. Some reasons for poor productivity include pest problems, no mechanical farming, poor drainage in undeveloped swamps and lack of knowledge about climate and thus late farming.
- Lack of labour (and high costs of labour) during the harvest time results in post harvest losses.

Benchmark 6:

Rural areas in which the rural population has better access to mini hydroelectricity for homes for small and medium enterprises

UN support to Access to energy in rural areas

UN Joint Vision Programme 5 (UNIDO)

Besides the solar-power installations in six community growth centres, the GoSL is now mobilizing resources for two off-grid mini-hydro power projects (2MW for Port Loko and 10MW for Moyamba) identified and designed by the UN. When completed, these projects are expected to benefit hundreds of households, educational institutions and productive enterprises in the respective districts.

Benchmark 7:

Rural areas in which farmers have better and more secure access to land through the codification of the land distribution system

Benchmark 8:

Rural areas in which farmers have better access to fertile land through improved environmental and sustainable agricultural management practices

UN support to Access to Land

UN Joint Vision Programme 16 (UNDP, FAO, UNCDF, UNICEF, WHO)

The UN has supported the MLCP to make the first steps to reform the current policy of land tenure. After an wide ranging scoping assessment a structure considering of five Technical Working Groups (for each of the five main areas of land tenure) and a Coordination Unit were set up under the framework of the MLCPE The work and outputs of the working groups is guided by a Steering Committee composed of representatives from a wide range of parties with direct interest in the governance of land tenure. A policy framework paper has been drafted that will form the basis for a formulating the comprehensive national land policy document and the reforming the implementation system and structures that will implement the new policy.

III. PROGRESS IN THE AREA OF ECONOMIC AND SOCIAL INTEGRATION OF YOUTH

Economic and Social Integration of Youth

MDGs

Goal 1, 6

Agenda for Change policy area

POLICY AREA I: STRATEGIC PRIORITIES

Promoting Human Development

Youth

POLICY AREA II: PRECONDITIONS FOR GROWTH

Good Governance, Peace & Security

Private Sector Development (all also included in Rural Integration)

Benchmark 1:

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

Benchmark 2:

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 programs throughout the country

- Effective coordination between stakeholders in the Youth Employment sector achieved through the Partners Group on Youth Employment

UN support to APPYA and the National Youth Commission

UN Joint Vision Programme 1 (UNDP, UNIPSIL, UN WOMEN)

In support of youth empowerment and youth participation to the political fabric of the country, the UN has helped the revitalization of the Youth Wings of all political parties, called 'All Political Parties Youth Association' (APPYA).

Part of the support included a review of the association's strategic plan, community outreach at constituency levels, and refurbishment and provision of office facilities (rent, furniture and equipment). The UN also assisted with the organization of a national convention, a district and regional outreach sensitization programme.

In 2009, the Outreach Sensitization programme covered all fourteen districts in Sierra Leone, was carried-out by four groups of mixed political party youth wings and youth civil society organizations collectively known as the Peace Ambassadors. The groups also included youth civil society organizations. The Political parties were All Peoples Congress (APC), Sierra Leone Peoples Political Party (SLPP), and Peoples' Movement for Democratic Change (PMDc) and National Democratic Association (NDA). The youth civil society organizations were National Youth Coalition (NYC), Youth Alliance for Peace and Development (YAPAD) and Young Women in the Media (WIMSIL).

The programme ended with a workshop held by the PPRC with support from the UN with the participation of thirty

Indicators of country progress

- APPYA established
- The National Youth Commission established
- Medium term national youth strategy developed
- Best practices in youth employment identified and disseminated

members from the Peace Ambassadors group. This workshop was aimed to wrap-up the District Outreach Sensitisation Programme carried out to sensitise the youth in non-violent political interaction. This was a follow on from the Joint Communiqué. The four groups presented their final reports and discussed lessons learnt and provided recommendations for future activities in this area.

Through this support, it has been observed that a peer to peer engagement can create better impact and internalization of peace messages as evidenced during the conduct of bye-elections. As a result, communities have become receptive to APPYA's initiatives in promoting political tolerance whilst other youth groups have started emulating the APPYA initiative. Also support to refurbishment and the provision of office facilities has helped improve coordination of APPYA's activities.

UN Joint Vision Programme 19 (ILO, UNDP, UNAIDS, UNFPA, UNIDO, UN WOMEN, WFP)

The establishment of the National Youth Commission will bring much needed clarity in the national leadership for youth employment. The UN has enabled the Commission to become operational. It supported the transfers of the Youth Employment Secretariat into the National Youth Commission, the refurbishment and equipping of the Commission offices and technical support to revise the youth employment strategy. This will be followed with support to the development of the strategy for the Youth Commission itself and initiate vital activities including drafting the employment policy, gathering employment data, the scoping assessment for a national Business Skills Service and a National Youth Service

The National Youth Commission has developed a National Youth Employment Strategy which aims to provide employment opportunities for young people and develop a medium and long term strategy for tackling youth unemployment in line with the Poverty Reduction Strategy Paper and the Millennium Development Goals. The strategy laid prominence on creating linkages and policy coherence so as to address the issue of youth employment and empowerment in a holistic manner.

As the body responsible for implementing, coordinating and monitoring development programs aimed at creating employment opportunities for youth and developing a comprehensive national youth development plan the Youth Employment Secretariat and now the National Youth Commission has established a structure to gain more knowledge on youth and identify and disseminate best practices. A research programme has been established with the University of Sierra Leone that will research important topical issues. The first research was on urban migration of youth. Also a National Technical Working Group has been established, in collaboration with other development partners, which meets on a monthly basis to present and

discuss best practices for youth employment and empowerment.

Benchmark 3:

Sierra Leone's youth can benefit from a national public works program 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

Indicators of country progress

- 50% of youth in urban areas and 70% in rural areas were unemployed or unpaid workers in 2009, compared to 70% overall youth unemployment in 2004 (Sources: UNHCR 2009 Sierra Leone: Could youth unemployment derail stability"/ PRSP II Agenda for Change)

UN support to a National Public Works Program

UN Joint Vision Programme 19 (ILO, UNDP, UNAIDS, UNFPA, UNIDO, UN WOMEN, WFP)

In 2009-2010, the UN agencies have focused on fostering an environment that links all skills training directly to the labour market demands initiating programmes for work with public works schemes that have provided a transition from conventional training and post-secondary education. Through quick impact employment creation projects, cost-effective methods have been used in order to create job opportunities.

The UN is supporting Quick Impact Employment (QIEC) labour-based project anchored under programme 19 in the Joint Vision addressing the problem with pervasive youth employment in the country especially focusing on rural areas. The project has generated immediate productive employment opportunities for youth through infrastructure works. Sensitization workshops have been held for all stakeholders in the district, creating awareness of labour-based technology and providing a forum for the various stakeholders.

Support was also given by the UN to the Food for Work and Cash for work project as described under Priority Area 2.

KEY CHALLENGES

Participation of women is challenge as the programme achieved only 12% participation out of the aimed 30%. The UN tried to address the challenge through advocacy among the women. Some improvement have been observed in the later sub-projects at Mapaki but the target is still to be met.

Benchmark 4:

A Sierra Leone's youth can benefit from a national youth empowerment program that provides focused basic education and market demand driven vocational training programs as well as programs for sports, public song festivals, and other social and cultural events

UN support to a National Youth Empowerment Program

UN Joint Vision Programme 19 (ILO, UNDP, UNAIDS, UNFPA, UNIDO, UN WOMEN, WFP)

An assessment of over 30 TVET institutions throughout the country recommended the refurbishing, retooling and placement of youth in various occupational categories. 10 TVEY institutions were targeted. These include Mapco Vocational Institute, Bo, SLOIC Bo, Muloma Vocational Institute Kenema, Government Technical Institute Kissy Dock Yard, SLOIC Makeni, Womens' Progressive Association Skills Centre Koidu, Chief Olusegun Obasanjo Youth Acquisition Centre Newton, St. Joseph's Vocational Institute Lunsar, and Magburaks Technical Institute Magburaka. A total of 1534 youth were supported in these institutions and trained for over 12 months.

KEY CHALLENGES

- There is a huge youth expectations on the Youth Commission to create job opportunities. Inadequate resources will make this practically impossible for the commission.
- Youth employability- extent to which the youth can be employed or absorbed - is a challenge. Youth find it difficult to join both the formal and the informal sectors.
- The private sector is too small to use innovative initiatives to increase youth employment.
- Business development is very limited within the county due to lack of business support mechanism at the local and national level;

- Insufficient information from the Microfinance Institutions (MFI) to know the depth of the impact of micro finance on youth

Benchmark 5:

A 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

UN support to Public-private Sector Cooperation

A major output of the youth programme is the promotion of youth employment through the development of business development services. Two Career Advisory and Placement Services (CAPS) centres have been established, furnished and launched at Njala and University of Sierra Leone campuses. A career advisory and placement centre is a comprehensive service offered by educational institutions to increase the potential of students to acquire jobs in study-related areas and to become high-performing employees – thus contributing to the country's economy. The CAPS centres are fully operational in the two campuses and an employers' forum for 50 employers was also organised to acquaint them with CAPS operations at the two universities. The plan is to establish such CAPS services in all the TVET centres and major towns.

Benchmark 6:

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

UN support to Business Development Services

UN Joint Vision Programme 19 (ILO, UNDP, UNAIDS, UNFPA, UNIDO, UN WOMEN, WFP)

10,299 youths have been engaged in employment/livelihood opportunities through 17 projects that were implemented with UN support throughout the country. An independent Impact assessment found that the youth-employment projects had a substantial effect on the lives of the youth involved. First, the income of the youth, on average, doubled. Communities reported that this improved their food security and the likelihood that they could afford school fees. Secondly, over 70 percent of the respondents reported that the projects made a significant difference in their lives; only one percent of beneficiaries reported receiving no benefits at all. The result was that almost all respondents (99 percent) reported having more hope for the future. Thirdly, beneficiaries identified a range of secondary effects from the project activities (i.e., financial literacy) that improved their long-term development prospects. The best performing projects were extended reaching an additional 2,700 youth with a focus on micro business development. The experience has taught many good lessons. These lessons will be applied to the project selection process of the World Bank-supported Youth Support Project. A recent inventory of projects supporting youth activities has found that there are over 1800 initiatives throughout the country. The next step is to enable all interested parties to apply the lessons learned so that there can be rapid up-scaling of interventions.

Furthermore, the UN has supported the implementation of three projects identified as best practices during the midterm evaluation conducted by the Yes Secretariat in

October 2009. These projects were implemented by International Rescue Committee (IRC), Cooperazione Internazionale (COOPI) and HELP Sierra Leone.

The project implemented by COOPI engaged 16 youth business groups consisting of 400 youth in total in new business areas of production such as yoghurt, biscuits, watermelons, vegetables, fruit jams, fruit juices, ice cream, groundnut paste, chilli peppers, pig farming and catering. The project used the successful model of integrated training (financial literacy, business skills, and agro- production skills) and regular business coaching. Three youth business groups started their own businesses, generating income for themselves and another four groups are marketing trial products in the local market and undergoing training and preparing for production through the purchase equipment. All 16 business groups opened a bank account for each member to develop a common capital to co-own the business. This has resulted in the building up of a business team to take a common responsibility for the success of the business.

In the project implemented by the International Rescue Committee, 381 youth have been trained by business coaches and micro franchise owners in concepts such as customer service; budgeting, profit and loss, market demand and competition. 154 youth received relevant materials for the start-up of a micro franchise and 10 small businesses were provided with Business Development Skills (BDS) coaching support. Since August 2010, 154 Splash micro franchisees have started their business in four districts. They attracted 1,546 new customers to the mobile financial service in 2010 and earned 7,000 to 15,000 USD per month from the business.

The microfinance institution targeted one of the principal obstacles to youth entrepreneurship, namely, lack of access to finance. In the first phase, beneficiaries were provided with basic business development services and mentoring plus a soft loan to establish an enterprise or expand an existing enterprise. In the second phase, at the end of the repayment period of six months, the credit rating of the beneficiaries was transferred to the Micro-Finance Department of HELP-Sierra Leone who then reassesses the business for areas of expansion and consequently provides a second, larger loan.

Based on these experiences a service that supports youth establish their own businesses will be gradually rolled out, eventually, to be available in all districts.

IV. PROGRESS IN THE AREA OF EQUITABLE AND AFFORDABLE HEALTH SERVICE

Equitable and Affordable Health Service	
MDGs	Goal 4, 5, 6
Agenda for Change policy area	POLICY AREA I: STRATEGIC PRIORITIES <ul style="list-style-type: none"> Promoting Human Development Child an Maternal Health (also in Health) Primary Education (also in Peace & Stability) Enhancing Productivity in Agriculture and Fisheries HIV/AIDS

Benchmark 1:

A national health system that is able to provide more equitable and accessible health care across the country that makes it possible to have:

a. Better human resource management system that ensures quality health service delivery by increasing the number of staff and upgrading their skills, including a functional national capacity for health emergency response

b. Harmonized procurement and distribution system that ensures uninterrupted equitable access to medicines and medical supplies

c. A national reference laboratory that offers referral and quality control services to the regional laboratory network that meets international standards

d. 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

the capacity of the government to plan and monitor health interventions:

- DHS (2008)
- Nutrition survey (2010)
- CFSVA (2010)

- In 2010, the proportion of PHU reporting of uninterrupted supply of essential drugs increased by 52 % from 30 % in 2008 (Source: Sierra Leone Poverty Reduction Strategy paper, progress report 2008-2010)
- In 2010, the key health professional doctors increased from 0.02 to 0.026 by cadre per 1000 population since 2008 (Source: Draft Sector Performance Report June 2011)

UN support to the National Health System

Joint Vision Programme 20 (UN Theme Group on Health)

Through the Joint Vision programme 20 on Health System Strengthening, the UN family set out to support the health system in key areas to enable it to provide equitable and accessible health care across the country. The UN Programme on health helped harmonizing support to the MoHS through regular meetings and communications. Collaboration with the World Bank, JICA and NGOs, played a pivotal role in guiding and supporting 2011 sector planning activities. Furthermore, the free health services sector coordination mechanisms became a major contributor for quicker decision making and a facilitator for faster consensus that was critical especially for the planning and monitoring activities.

A parliamentary act, and twelve curricula and strategic plans to establish a Sierra Leone post-graduate medical college were developed with the support of the UN. The validations of these documents are yet to be conducted in 2011. Further, the blood

Indicators of country progress:

- The number of new and repeated patient visits to primary health care facilities increased from 0,5 contacts per year to 0,7 contacts per year between 2008 and 2010. (Source: Draft Sector Performance Report June 2011)
- With regards to data collection, three major analysis have been conducted between 2008 and 2010 and improved

transfusion strategic plan was reviewed and revised and two regional blood transfusion centres⁶ were rehabilitated.

The partnership and collaboration between the Government, health development partners and NGOs embarked on developing a robust logistics system to ensure adequate medical supplies countrywide. This project has contributed immensely in addressing issues around capacity building: training, procurement, storage, distribution and monitoring of supplies. As of today there are functional channels in all 13 districts.

Additionally, 19 Local Council health plans and a draft sector annual plan were developed in 2011; and a sector preliminary performance review report was developed and validated by key stakeholders in 2010. The planned activities were all attained and laid a foundation to improve sector coordination for aid effectiveness and efficiency of service delivery. Additionally the MoHS were provided with vehicles for monitoring and supervising nutrition activities country-wide. The UN supported trainings in all districts on the implementation of supplementary feeding programmes. Field monitoring tools have been developed and a schedule for joint project monitoring and supervision is already in place for 2011. A joint work plan on complementary activities to SFP has also been prepared and the first joint monitoring exercise is planned for March 2011.

With the support of the UN under Joint Vision programme 20, the situation analysis leading to development of strategic plan and budget for PSM restructuring process was completed. Based on the situation analysis, it was decided to proceed with hiring an expert firm in PSM to lead the process. The delay in implementing the program was mainly due to the long process of recruiting international firms to establish APPSA as the recommended model for Sierra Leone. The process is very well advanced and will kick off during the first quarter of 2011. The fast track strategy in strengthening the PSM has also been important in order to ensure a successful launch and implementation of the FHCI, introducing a huge volume of supplies of a value of more than USD10 million per year.

The UN has further supported the integration of HIV/AIDS components in the HMIS, where key process activities completed in fourth quarter of 2010 include:

- Briefing and planning meetings/consultations (Completed/Q4 2010)
- Literature review (Completed/Q4 2010)
- Key Informant Interviews (Completed/Q4 2010)

The final phase of the process is presently underway (January 2011) and will be completed in full by February 2011. Therefore against the project performance indicators: a functional national Monitoring and Evaluation system for HIV/AIDS Integrated into the HMIS (It is estimated that 50% of the output has been completed)

Due to some delays concerning the completion of new National Strategic Plan on HIV 2011-2015 and Operational Plan 2011-2012 the development of National M&E Plan (which is guided by both documents) and its integration into the Health Management Information System (HMIS) is slightly behind expected schedule. The project was initiated in the fourth quarter of 2010 and will be completed in the first quarter of 2011.

KEY CHALLENGES

The desire to scale up family planning services throughout the country is expressed by development partners and ready to be supported. The challenge is to obtain from Ministry of Health and Sanitation an authorization to apply the task-shifting approach due to human resource constraints in order to allow the training of lower cadre in long-term family planning methods for quality service provision at peripheral health unit level.

Benchmark 2:

A reproductive and child health care program that will help reduce child and maternal mortality rates that makes it possible to have:

- 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*
- Improvement of all health facilities to meet a minimum criteria that ensures at least 5 PHUs in each district that are capable of delivering Basic Emergency Obstetric Care and all district hospitals can deliver Comprehensive Emergency Obstetric care services*
- 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*

Indicators of country progress:

- In 2010, 50.2 % of all pregnant women gave birth in institutions (Source: MICS4 2010), which represents an increase by 25.4 % since 2009 (Source: SLDHS 2009)
- From 2008 to 2010, the proportion of children having Global Acute Malnutrition using the measurements of weight

⁶ Kenema and Bo

and height has decreased from 10.2% to 6.9% (Source: Nutrition Survey 2010 and SLDHS 2008)

- From 2008 to 2010, the proportion of stunted children has decreased of 2.3 %. In 2010, 34.1% of all children are still stunted. (Source: Nutrition Survey 2010 and SLDHS 2008
- From 2008 to 2010, the proportion of underweight children has decreased from 21.1% to 18.7%. (Source: Nutrition Survey 2010 and SLDHS 2008)

UN support in the area of Maternal and Child Health

Joint Vision Programme 7 (UNFPA, UNICEF, WHO, WFP, FAO)

The National Health Sector Strategic Plan 2010-2015 that elaborates the approach of the Agenda's health sector commitment was jointly developed by stakeholders under the leadership of Ministry of Health and Sanitation and launched by H.E President in November 2009. The document forms the basis for strategic direction for Free Health service initiative and sector wide approach amongst other strategies for delivery of Millennium Development Goal 4, 5, and 6 with special focus on maternal and child health care. The initiative is supported by the UN through Joint Vision Programme 7, focusing on taking strategic leadership in the policy and strategy development, logistic and supply system development, and M&E.

The most evident change in the health sector in 2010 was the implementation of the Free Healthcare Initiative (FHC) that resulted into increased utilization of most services including under-five outpatient consultation from around 260,000 in January to March 2010 to 700,000 in April to June 2010 (after the launch of the FHC). The nutrition programme saw a reduction in the prevalence of malnutrition, increased coverage of severe acute malnutrition services and increased rates of exclusive breastfeeding. Treatment services for severe acute malnutrition were scaled up from 65 sites in 2009 to 231 sites in 2010. As a result, access to treatment has greatly improved and consequently the numbers of children treated annually has increased from around 3,000 in 2009 to over 35,000 in 2010. Promotion of optimal infant and young child feeding practices at community level was scaled up nationally. This was done through a network of 1406 mother support groups. Data from the HMIS showed a 24% increase in exclusive breastfeeding, among mothers seeking health care services.

Significant progress was made in the provision of Emergency Obstetric and Newborn Care (EmONC), immunization and disease control and, the prevention and management of malnutrition. The several vaccination campaigns conducted in 2009 and 2010 to stop local transmission of poliomyelitis and avert outbreaks of yellow fever and measles also contributed to strengthening the national capacity. In order to ensure

holistic maternal and child health services, policies and strategies were developed to strengthen communicable and non-communicable disease control and nutrition services in the country. The Joint UN Programme also supported expansion of the country's cold chain capacity, which enabled the successful introduction of a new vaccine: the pneumococcal vaccine (PCV-13). This vaccine has the potential of saving about 5,000 children under five years old over a period of 5 years (assuming 100% immunization coverage). These potential immunizations rates can significantly contribute to steps towards attaining Millennium Development Goal 4 in Sierra Leone.

A total of 299 health personnel namely: nurses, midwives, doctors and MCH Aides received a competency-based training in EmONC and in anaesthetics and around 700 MCH Aide trainees are expected to graduate from the MCH Aide training schools by mid-2012. Additionally, a community-based reproductive health approach was introduced, engaging community leaders and partners on Gender and Reproductive Health and Rights and empowering communities through training of Traditional Births Attendants (TBA), Male Networks, Traditional and Religious Leaders (TRL) in six districts (Bo, Bonthe, Bombali, Koinadugu, Tonkolili and Western Area) to promote family planning and institutional delivery and advocate on prevention of gender-based violence, HIV infections and obstetric fistula. Over 80 community advocacy groups with a membership of 1000 TBAs and TRLs was trained to inform, educate and mobilize communities to seek for reproductive health services including family planning, institutional delivery, fistula, gender-based violence. The role of the TBAs has been redefined and are now holding vigorous community advocacy and sensitization sessions targeting women of child-bearing age, male partners, traditional and religious leaders.

The UN further supported in developing and updating training materials, including manuals and curricula, to increase the quality of training. In addition to capacity building in 2010, equipment was procured for thirty-five PHUs, two Freetown hospitals, PCMH, a referral hospital, and one hospital was completely rehabilitated and equipped. Furthermore, a series of trainings of staff were conducted in the management of supplementary feeding and related nutrition activities. 1,570 people trained from 2009 and 2010 including health workers, and district councillors.

A total of 333,545 beneficiaries were reached with a total food tonnage of 11,328 Mt. Beneficiaries included moderately malnourished children under five years of age, pregnant and lactating women and caregivers of severely malnourished children in stabilization centres. However, only 66% of the required foods for those beneficiaries reached were provided due to pipeline constraints. Logistics support was also provided for the Nutrition Programme to assist in monitoring and supervision of the effective implementation of the School Feeding Programme, donating 2 used vehicles 7 motor bikes and 7 computers.

The implementation of the joint programme gives added value as it continues to provide a holistic package in addressing the problem of acute malnutrition in the country. The collaboration between the UN and MOHS on programme implementation continues to ensure continuum of care being provided for beneficiaries from pregnancy through lactation and the management of severe acute malnutrition in children under five years old.

KEY CHALLENGES

The implementation of Programme 7 is still faced with weak sector coordination mechanisms for an improved delivery of quality health care. The procurement and supply chain management system is not yet fully functional at all levels, and poor infrastructure (health facilities, roads etc.) limits the delivery of vital commodities to peripheral communities.

The Free Health Care initiative has expanded service delivery but inadequate numbers of qualified staff at PHUs and District Hospitals adversely affect quality health care. Reaching the previously unreached and marginalized populations remains challenge.

Benchmark 3:

A national infectious disease control program that will help control the two of the most dangerous infectious diseases for SL, Malaria, HIV/AIDS 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

Indicators of country progress:

- The number of pregnant women attending ANC who received an HIV test and who know their results increased by 22 % between 2007 and 2010. Today 44 % of the pregnant women have been tested and know their results. (Source: NACP Programme data 2007 and 2010)
- 55 % of the HIV positive children and adults have received ARV or ART, which is an increase with 27 percent since 2008 (Source: NAS/NACP Programme data 2008/2010)
- 56 % of all HIV positive pregnant women have received ARV or ART, which is an increase by 32 % since 2007 (Source: NAS/NACP Programme data 2007/2010)

- 27,6 % of all pregnant women sleep under insecticide-treated bed nets at night, which is an increase by 0,4 % since 2009. (Source: SLDHS 2009/MICS4 2010)
- 30,3 % of all children under five sleep under insecticide-treated bed nets at night, which is an increase by 4,5 % since 2009 (Source: SLDHS 2009/MICS4 2010)

UN support in the areas of HIV/AIDS and Malaria

UN Joint Vision Programme 6 (UN Theme Group on HIV/AIDS)

It is estimated that the overall national HIV prevalence rate for Sierra Leone is 1.54% among men and women aged 15 – 49 years.⁷ The government of Sierra Leone recognized HIV/AIDS as a multi-sectoral development challenge, and has thereafter adopted a multi-sectoral response to the epidemic. In Sierra Leone the UN works in close collaboration with the Government to execute the Three Ones principle, resulting in the development and implementation of one new National Strategic Plan on HIV/AIDS (2011-2015), under one coordinating body, the National AIDS Secretariat, monitored through one National HIV Monitoring & Evaluation Framework (2011-2015). All three areas are equally supported through the Joint Vision Programme 6, which represents the responsiveness and harmonized integration of all UN agencies HIV/AIDS activities in Sierra Leone contributing towards achieving national targets and the MDG on stopping and reversing the spread of HIV by 2015.

The UN also works closely with National AIDS Control Program (Ministry of Health and Sanitation) and Ministry of Social Welfare, Gender and Children's Affairs supporting decentralized response to HIV to strengthen the District AIDS Committees to ensure a coordinated response at the various district and chiefdom levels.

Support was given to the successful completion of Pillar Activities (Joint Review of NSP 2006-2010, HIV Modes of Transmission Study, National Strategic Plan on HIV 2011-2015, National HIV M&E Plan 2011-2015) ultimately producing Key documents that are to profoundly guide the national response to HIV/AIDS in Sierra Leone into the coming decade.

The programme has been instrumental in strengthening vital services that provide Prevention of mother to child HIV transmission, voluntary counselling & HIV testing and anti-retroviral therapy with focus of condom distribution, test kits, blood safety and training of personnel where services doubled in number from 2008 to 2010. The UN further promoted a greater involvement of People Living with HIV,

⁷ Statistics Sierra Leone (SSL) and ICF Macro 2009, *Sierra Leone Demographic and Health Survey 2008*

establishing and strengthening 40 support groups for PLHIV, providing livelihoods and nutritional support.

The number of preventions from mother to child transmission sites grew from 364 to 514, with availability of prophylactic drugs in every Antenatal Clinic (ANC) providing PMTCT services. The number of Voluntary Confidential Counselling and Testing sites also increased from 369 to 500 in 2010. Also, 100% of blood units collected was screened for HIV, syphilis, and hepatitis B and C, in conformity to national guidelines. In 2008 23,450 people were tested for HIV, in 2010 43,271 were tested on both occasions exceeded original targets. Furthermore, the UN helped establishing and strengthening 6 key network and coordinating bodies including the HIV/AIDS Reporters Association, Business Coalition Against AIDS, Coalition of Public Sector, Network of HIV Positives, Parliamentary Committee on AIDS, Coalition of NGOs on AIDS

UN support to combat malaria

The UN has focused on technical and operational support to malaria vector control interventions including universal coverage of the Long Lasting Insecticide-treated Nets (LLINs). Universal coverage of LLINs has been achieved in a joint effort through which over three million long lasting insecticide-treated mosquito nets (LLINs) were distributed to every household in Sierra Leone reaching the national target of one net for two people.

Support was further given to the Ministry of Health and Sanitation to ensure delivery of malaria vector control interventions specifically LLINs and indoor residual spraying

(IRS) within the context of integrated vector management and strengthening of capacity for surveillance, monitoring and evaluation of malaria control interventions and their impact. The “Hang Up” poster campaign activities which were undertaken immediately after the distribution exercise was supported, to demonstrate and promote net usage and to ensure that over time the LLINs would be used properly and consistently. 85% of the population in selected chiefdoms in the Western Urban area, Bombali, Kono and Bo districts benefited from Indoor Residual Spraying (IRS) reaching a total of 34,476 homes.

The capacity for surveillance, monitoring and evaluation of malaria control interventions has been strengthened through training of National Malaria Control Programme M&E team, the revision of the M&E tools and the completion of Global reports and supportive supervision through the support of the M&E officer recruited. Additionally, the UN supported organizing district and national micro-planning activities and trainings for Warehouse staff. National supervisors, team supervisors, vaccinators/distributors, Independent monitors, Hang-up campaign volunteers)

According to monitoring reports, as a result of strategic social mobilization and communication activities and closer monitoring of funds allocated to districts for implementation, parents’ awareness of the campaign nationwide was very high at 88%. Independent monitoring reports also found that 84% of people surveyed nationwide had the correct knowledge on how to hang the LLINs.

V. PROGRESS IN THE AREA OF CREDIBLE PUBLIC SERVICES

Credible Public Services	
MDGs	Goal 1, 2, 3, 4, 5, 6
Agenda for Change policy area	<p>POLICY AREA I: STRATEGIC PRIORITIES</p> <ul style="list-style-type: none"> Promoting Human Development Primary Education (also in Peace & Stability) Child an Maternal Health (also in Health) Water & Sanitation Social Protection (also in Peace & Stability) Enhancing National Electricity (also in Peace/Stability) <p>POLICY AREA II: PRECONDITIONS FOR GROWTH</p> <ul style="list-style-type: none"> Good Governance, Peace & Security Justice and Human Rights (also in Peace) Public Financial Management Private Sector Development Decentralization <p>POLICY AREA III: CAPACITY BUILDING, MONITORING & EVALUATION</p> <ul style="list-style-type: none"> Building Public Sector Capacity - Civil Service Reform - Parliament and Civil Society Participation

5.1 Benchmark 1:

A public service that has a more responsive and professional Sierra Leonean Civil Service, which is able to service the people of Sierra Leone that makes it possible to have:

- A more proactive, efficient, accountable and performance oriented public service*
- A civil service that is the right size for serving the population and 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*

Indicators of country progress:

The percentage of civil servants that perceive the right people are in the right jobs, compensations are matched with qualifications, salaries are paid on a timely basis have not been measured at the time of this review. However, the following results can provide an indication of progress in the area of the public service reform:

- Management and functional reviews providing a determination of critical vacancies to be filled in the civil service have been conducted
- Job descriptions and schemes of service for civil servants have been developed;
- Review of the recruitment policy and alignment to AfC conducted
- Code of conduct and staff regulations and rules for civil servants to govern integrity and ethics, in compliance with international standards published
- Results based management system put in place to introduce accountability for results

- Formulation of a comprehensive pay policy with a multiyear pay structure to improve civil service pay
- An updated civil servant payroll and human resources database has been put in place with over 16,000 pins
- Civil servants records system is up to date; two-tier database system (hard copy, scanned electronic versions)

UN support in the areas of Public Sector Reform

UN Joint Vision Programme 11 (UNDP, FAO, WHO, IOM)

Improving governance, effective and efficient delivery of services continues to be central to the Government of Sierra Leone as outlined in the Agenda for Change. This is articulated even more coherently in the Public Sector Reform Programme developed in 2009 and which continues to be implemented. The overall objective of the UN is to support the Government to improve efficiency, effectiveness and accountability in public service delivery in a way that will impact on the people, especially the poor and vulnerable.

The UN supported enhanced coordination and management of the PSR/CSR by key institutions, the Human Resource Management Office (HRMO), the Public Sector Reform Unit (PSRU), and the Public Service Commission (PSC); as well as the design and roll-out of standardized prescriptive tools and frameworks for the civil service covering assessment, recruitment and training, and the publication of the Civil Service Code of Conduct to govern standards of behaviour. Further, the adaptation of enhanced performance management system through which a cascading of performance contracting was supported targeting senior MDA teams providing institutional capacity support covering basic operating systems and tools such as computers, furniture, internet connectivity and; the stepped up capacity building for civil servants through tailor-made training courses covering all grades of civil servants.

As part of the advocacy for partner harmonization, the UN spearheaded efforts to finding a lasting solution to the problem of selective payments of external incentives to civil servants. The UN presented the Advisory Note of March 2010 to address this problem was outlined in to the authorities by the ERSG, proposing a number of measures to bring about an integrated, systematic and well sequenced approach to harmonization. The Advisory Note instigated dialogue which was made most apparent in the Budget speech in late 2010, where the Minister of Finance outlined measures for bringing about harmonization which included, among others, the “rationalization of donor-supported wages bringing them within the national pay structure”, much in line with the recommendations of the UN Advisory Note.

In addition to the above, the UN was involved in a multi-donor effort offering support in the strengthening of research and policy analysis capacity at the central level, working through and with a restructured Strategy and Policy Unit (SPU) in the OP primarily in the design and roll-out of strategic and high-quality technical and advisory support to the Presidency and in ensuring effective implementation of government priority programming and coordination across Ministries, Departments and Agencies.

Under the Diaspora project, the UN is working with the Office of Diaspora Affairs, reaching the Sierra Leone diaspora through a capacity building project from which over 30 highly skilled nationals have returned back and participated in Sierra Leone’s development, with a key focus on the priority areas defined in the ‘Agenda for Change, including agriculture, fisheries, health, marine resources, etc. Another focus has been to transform ODA into a strategic entity supporting the leveraging of the resources of Sierra Leone’s large diaspora community. A framework was established and TOR defined for the transformation exercise and steps towards the project’s closure and the transition of the Office of Diaspora Affairs commenced.

KEY CHALLENGES

- Progress in public sector reform has been very slow. Critical issues regarding pay, grading and merit-based systems, performance management, for example, while being advanced, have nevertheless been slow to take root across the system. On pay reform in particular, while there is agreement by government and donors alike on the urgency for implementing a new pay policy the pace remains slow and has impeded efforts in developing a system of harmonization of donor policies and practices on external incentives to civil servants.
- Besides capacity challenges, the question of institutional responsibilities and division of labour on PSR continues to be a challenge, especially amongst the key institutions (PSRU, PSC, HRMO, etc); while the public sector reform agenda is a shared responsibility, inter-agency collaboration and coordination remained weak.

Benchmark 2:

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.

Benchmark 3:

A public service that is able to deliver effective basic services through the district and city councils

Indicators of country progress:

- From 2007 to 2010, Kenema City Council has increased the local revenue base from Le48 million to Le166 million
- From 2004 to 2011, 46 out of 80 functions have been devolved to local councils

UN contribution to Decentralization

UN Joint Vision Programme 16 (UNDP, UNICEF, WHO, UNCDF, FAO)

The UN through Joint Vision Programme 16 aims to assist local councils to formulate and implement development policies and plans that are based on local resources and business opportunities. In addition, it builds 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, in particular to roll out the Decentralisation Policy (2010).

The Kenema District Economic Recovery Programme (KDERP) is a tripartite pilot initiative aiming to complement Government's efforts in promoting a sustainable mechanism for empowering Local Councils to provide basic infrastructures and services as well as to mobilize revenues at the local level. The programme complements the IRCBP Project for the development of local governance structures. As a pilot, the UN has supported the capacity building of Kenema District and City councils to increase their local revenue base through investments in critical infrastructures, property tax and business licenses, gender responsive planning and budgeting to enhance effective public expenditure management. The infrastructural investments include the construction of a guest house, markets, IVS cultivation, schools, bridges and culverts and waste management (in Kenema City). The programme will support the development of good management systems so that they will increase revenue to the local councils.

With regards to the decentralization process the UN has supported the development of the decentralization policy

The UN has also supported the devolution process. Devolution is the lynchpin of decentralization in Sierra Leone but it is moving rather slowly with only just over half of the earmarked functions so far devolved to local councils.

Two projects under this programme received funding from the Canadian Government through the SL-MDTF, namely UNDP's Strengthening Capacities of Traditional Leaders and Chiefdom Councils, and UNICEF's Child Rights Awareness-Raising among Local Councils and Community Leaders. UNDP's activities were re-scheduled to 2011 due to the MLGRD review of chiefdom administration being re-scheduled from 2010 to early 2012. This review is a pre-requisite to begin the implementation of project activities.

To facilitate the implementation of the Child Rights Act 2007, which gives a lot of responsibilities for child protection to the district councils, the UN facilitated the setting up of Child Welfare Departments in the District Councils, training of Councils staff and inclusion of child protection concerns in District Development Plans.

The UN will continue to support the development of local governance. In particular it will focus on the capacity development of local councils to manage the development of the economy in their own council areas; in so doing, to increase locally-generated taxation; and to use their increase taxation income to improve the delivery of basic services.

KEY CHALLENGES

- The basic structures and systems are now in place at the local council level and the system for the flow of funds to the local councils is operational. Nonetheless the slowness to devolve the basic functions by the MDAs shows ambivalence on the part of the government officers towards the shift in authority and resources from the central government to local government.
- Overall there is insufficient capacity at the central level to manage a decentralized system of governance and the local councils have yet to build their basic capacities and learn from experience. Progress will continue but it will be slow.
- As the governance through the local councils gets fully established the power relationships, particularly, with regard to the control of resources, between the local councils, chiefs and MPs will need to be addressed on an on-going basis

Benchmark 4:

A public service that is able to augment national resources of funding of its public services by improved capability to conclude and manage mining, fisheries and private sector contract and concession

Indicators of country progress:

- As of 2010, Sierra Leone has not been accepted yet as EITI compliant (Source: EITI Secretariat 2010, 2009)
- In 2009, the net inflow foreign direct investment increased by 19,7 % from 2008, from 59.62 to 74.29 million dollars (Source: World bank database 15/07/2011⁸)

UN support in the area of Public Management of National Resources

UN Joint Vision Programme 3 (UNDP)

Despite Sierra Leone's natural wealth, state revenue from mining in 2007 amounted to only USD \$10.5 million, or around 0.6% of GDP. The minerals sector is however still virtually the only source of foreign exchange earnings, contributing a full 90% of export revenue. In order to fulfil its potential as a source of revenue, employment and hard currency, Sierra Leone needs to successfully scale up the sector by attracting serious investment while also increasing the share government revenue and community benefits.

Those activities are supported by the UN who has helped to implement a computerized cadastre system, supporting Phase 2 implementation (2009-2012). Furthermore, in December 2009, with the introduction of a new Minerals Laws, the legal and regulatory framework for the mineral sector was strengthened. The UN provided initial technical support to negotiating teams with conflicts over mining agreements.

Some effort and progress had been made by the government on EITI, but various weaknesses remain. The EITI Board reviewed Sierra Leone's Report in December 2010 and announced their decision to allow Sierra Leone to retain its candidate status, indicating a number of concerns and laying out a series of actions that Sierra Leone must take in order to achieve compliance.

⁸ Data for 2010 pending

Benchmark 5:

A public service that generates reliable data and maintains a national database for planning and monitoring development plans and programs that contributes to good governance at national and district levels

Indicators of country progress:

- As of 2010, routine publication of budgets and actual spending are in place with comprehensible formats. Budget posted in the MOFED web-site (www.mofed.sl.gov) and financial statement by Accountant General is also posted in the website (Source: MOFED/Director of Budget 2010)
- As of 2010, SSL deployed a statistician in all MDAs, as a result eight Management Information System (MIS) feed into Statistics of Sierra Leone databases, and 5 national reports have been published out of these databases while 4 had been published in 2009 (Source: SSL 2010 Road Map, SSL 2010 & 2009 Annual Report, Published Statistical Bulletins)
- Three annual statistics from Statistics Sierra Leone and other reports were published in 2010 (Human Development Index, MDG Report, SDHPS), and two in 2009 (First Transport Sector Bulletin 2009 and MDG report 2009)
- The number of statistics Sierra Leone staff trained has increased by 45% since 2009 (Source: Survey reports, SSL 2010 Road Map, SSL Annual Report 2010 & 2009)

UN support in the areas of Data Management

UN Joint Vision Programme 12 (UNFPA, UNDP, UNAIDS, FAO, IOM UNICEF, WFP)

Credible data is critical for planners to find the most effective way to identify gaps and requirements to help vulnerable groups, plan interventions, allocate resources, monitor progress and evaluate programme results. UN agencies have supported Government counterparts in strengthening national databases for planning and monitoring development plans and programmes at national and district levels that contributes to good governance.

More specifically, the UN supported the Ministry of Finance and Economic Development to update the civil servant payroll and human resources database, and routine publication of budgets and actual spending. Furthermore, UN agencies helped to build institutional capacity of the National Statistical System through the provision of support to specific management information systems in relevant MDAs to complement data and information quality at the

national level and in Local Councils. The development of the National M&E Plan on HIV and in strengthening national health systems was supported through advancement of the Health Management Information System (HMIS) to scale up the collection, collation, analysis and reporting on the various program activities implemented by the health sector.

KEY CHALLENGES

Although progress has been made, the inadequacy of relevant and timely data to measure the progress of programmes/projects is a major constrain to programme development and results based management. The main problems are as follows:

1. There are many datasets of doubtful qualities;

2. Inconsistencies of data systems;
3. Limited interaction between data producers and data users;
4. Poor integration of data systems;
5. Inadequate knowledge of existing data and information for development planning and management, and
6. Limited accessibility to data and poor dissemination of information.

There is, therefore, an urgent need for harmonization of methodologies of data collection, processing and analysis, and the preservation and dissemination of generated data.

PART III: JOINT VISION PROGRAMME IMPLEMENTATION REVIEW

I. GENERAL FINDINGS ON THE IMPLEMENTATION OF THE JOINT VISION 2009-2012 AT END OF 2010

Role and use of the Joint Vision

The Joint Vision is an innovative approach of the UN in Sierra Leone to provide an integrated and coordinated support to the country's national strategy, the Poverty Reduction Strategy Paper (PRSP II), known in Sierra Leone as the Agenda for Change. The Joint Vision document reflected the UN family intention to work together towards a set of key objectives in peace and security, humanitarian and development areas.

The MTR revealed that a large part of the UN agencies staff had not understood the broad purpose of the Joint Vision but rather associated it only to a funding instrument. Some staff thought that only those programmes that received money through the MDTF were part of the Joint Vision. To some extent, this perception was prompted by the fact that the largest and unique un-earmarked source of funding of the MDTF was the 'Delivering as One', giving the impression that some of the UN's work was joined up and inside the Joint Vision whereas other parts were not joined up and outside the Joint Vision. Overall this weakened the Joint Vision, given the primary purpose of a common strategic framework is to get the whole UN system behind one set of objectives.

Recommendations

- *The Country Team needs to reflect over the role and basic architecture that underpins the Joint Vision.*
- *The 'nuts and bolts' of the Joint Vision as an Integrated Strategic Framework must be explained to agencies' staff.*
- *The SPU should provide an 'off the shelf' package that allows for a common understanding of what the Joint Vision is, defining and positioning key terms such as the SL-MDTF and the 'Delivering as One'.*

Joint Vision Programme design

Since the creation of the Joint Vision, several programmes have undergone significant changes due to evolution of the country context and/or other external and internal factors. Some programmes also experienced difficulties to gather agencies around specific commonly shared objectives. There

is a need to review the specific objectives of those programmes and to subsequently revise agencies' participation. Even when well designed the non-predictability of funds also negatively impacts the coherence of the planned programmes (discussed further in section III).

Some single-agency programmes have not received the necessary funding to be able to operate on the scale that is usually associated with the term 'programme' and their current / planned activities could be either mainstreamed in other programmes or formally linked up to other programmes interventions (see sections on programme 5 and 10).

The Joint Vision Expanded Document⁹ was set up to provide a basic understanding of who does what in each programme in order to avoid duplication and define agency specific deliverables across the programme. There is a need to revise the Joint Vision Expanded Programme document to ensure this central document reflects the ongoing changes on the ground. If this common reference document is not accurate then it ceases to perform any meaningful function. It was also recognised that this document could be simplified and that overall there should be fewer deliverables. This is discussed further in the section on the Joint Vision for 2013 – 2014. Specific recommendations have been made on each programme (see section II).

Coordination

Coordination inside JVPs

The quality of coordination varies across the JV programmes. The variations depend of several factors that can be summarized as below:

- a. The existence of on-going funded activities prior to the design of the Joint Vision, which helped agencies to kick start their discussions and collaboration by sharing information on concrete project activities.
- b. Clarity and relevance of focus of the programme at its inception
- c. Level of leadership from lead agency, noting that each programme is unique and has a different dynamic, alongside the relative capacities and

⁹ The Joint Vision Expanded Document derives from the Joint Vision main document and provides the detailed deliverables per agency per programme and a detailed budgetary framework

systematic overlaps of programme staff assigned to the programme. In effect, can the staff gel together.

- d. Number of agencies involved in the programme.
- e. Robustness of coordination at sector level from the Government and the national action plan guiding the programme specific deliverables.

Coordination should be done in order to optimise the effectiveness and thus impact of a programme. It is important to recognize the possibility of having multiple models of coordination according to the nature of the programme and the likely added value within the specific context of the programme and sector. Whilst the review does not wish to prescribe how to do coordination, it has been able to identify the different levels of coordination across the JV's programmes. They are as follows:

1. No coordination among agencies or coordination that adds no value
2. Communication, sharing of information in an ad-hoc manner as necessary on issues related to the programme
3. Regular and systematic information sharing on agencies' delivery and issues related to the programme, through regular meetings and a common work plan clearly identifying areas of overlap and synergies, either at UN JVP level or at Sector Working Group level
4. Joint delivery of a programme with a common budget and planned results

Knowing the strengths and weaknesses of one programme allows for targeted improvements as well as a reality check on what is possible. For instance, the JVPs clarity of focus and strategy can be improved where as it can be more difficult for UN agencies to rapidly change their internal capacity or to improve coordination at sector level / DEPA level.

The table below attempts to capture the relative strengths and weaknesses of factors that affect coordination

Recommendations

- *JVPs that are not well coordinated should take stock and make improvements if better coordination can add value.*
- *Relative weaknesses should be discussed and options identified to reinforce coordination where it is practicable. Where the problem sits within the sector coordination the UN should do more to help the sector improve.*

See Programme-based recommendations in section 2.

Types of coordination¹⁰ of the Joint Vision programmes and driving factors of coordination

(Based on focus groups and survey)

JVP/ factors of JV programme coordination and coordination types	Existence of on-going funded activities prior to JV design	Clarity of focus and strategy	Sufficient leadership and ability of team to gel (medium-strong)	Limited number of participating agency	Robust coordination at sector / ministry level	Perceived coordination type
1. Democratic Elections and Political Dialogue						2
2. Access to Justice and Human Rights						3
3. Finance for Development	Single agency programme			NA		
4. Support to the SCP						2
5. Rural Industrial Growth	Single agency programme			NA		
6. HIV-AIDS and Malaria						3
7. Reproductive, Child Health and Nutrition						4
8. School Feeding and Basic Education						2
9. Child Protection	Single agency programme			NA		
10. Reparations to War Victims	Single agency programme			NA		
11. Public Service Reform						1
12. Data Collection, Assessment and Planning						3
13. Mitigating External Threats to Peace						2
14. Security Sector Reform	Single agency programme			NA		
15. Support to Democratic Institutions						2
16/18. Local Governance and Decentralization and, Rural Community Empowerment						1
17. Gender Equality and Women's Rights						1
19. Youth Development and Employment						2
20. National Health Systems						3
21. Environmental Cooperation and Peacebuilding						3

¹⁰ See the four types of coordination on p 48

Coordination among JVPs/cross-cutting issues

Drawing linkages with other programmes can materialize as a result of good collaboration when agencies see a clear added value to it. This has happened for some programmes such as programme 3 and 9 (Finance for Development and Child Protection) but many advantageous links have not been made. Cross-referencing between JV programmes needs to be done in a more systematic way especially to harmonize and ensure coherence on cross-cutting issues such as capacity development, HIV/AIDS gender.

There is a need to provide all programme staff with information on *who does what* in the Joint Vision to facilitate inter-programme collaboration. The UNCT should also discuss what the approach to cross-cutting issues should be, identify the concerned programmes and agree if they are stand-alone programme or elements to be mainstreamed.

Recommendations

- *SPU could have a directory of contact of all agencies' staff involved in each programme of the Joint Vision, regularly updated and sent to all programme staff to facilitate spontaneous cross-fertilization.*
- *For a more systematic approach, each cross-cutting issue should be put on the UNCT agenda and treated separately for a tailored-made mainstreaming approach.*

It was noted that technical expertise is not enough; secretarial capacity to ensure that meetings are convened, documented and followed-up forms an important element of holding the participating agencies together inside a programme.

Recommendations

- *The UNCT should agree on the key functions of the lead agency and principles of engagement should be drafted.*
- *The option of rotating the secretariat function inside a programme should be considered if the lead agency feels the burden is too big.*

Role of the lead agency

Many times it emerged that some agencies needed more clarity regarding the role of the lead agency. It is also apparent that those being led do not always know what they should expect from their lead agency. Some of the potential functions that have been mentioned at programme management level are:

- Provision of guidance and technical expertise in the JVP
- Creation of opportunity to share information and to coordinate among participating agencies
- Focal point for the JVP for internal and external communication
- Representation of the UN position on the areas of the JVP in sector coordination fora.

Co-leadership appears to add confusion on the role and responsibility of the lead agency, although agencies see a clear added value of co-leadership for programme representation at sector level.

Recommendations

The continuity of the PMG work is a real challenge that will not be overcome unless:

- *Agencies task their deputies and senior programme staff to take on their responsibility as members of the PMG.*
- *PMG functions are considered within staff annual performance appraisals.*
- *Alternates should be appointed; in their absence agencies should refrain from sending any other staff.*
- *A more systematic link is promoted between the PMG and the UNCT, i.e. PMG's profile should be enhanced as an advisory group to the UNCT. In support of this, the PMG should make regular presentation to the UNCT.*
- *Some team building should be organized through for example a one-day retreat for the PMG.*
- *PMG provide regular reports to the UNCT and present programme updates at the UNCT meetings following a pre-defined calendar of presentations.*
- *Data collection should be done by a SPU staff member. This would release the PMG burden of data collection and allow the group to focus on strategic objectives.*
- *The linkage between the UN communications group and the PMG should be strengthened and both teams should update each other on a regular basis. Resource mobilization cuts across both and the SPU should assist with that linkage.*

Programme Managers Group

The work of the PMG has improved but remains hampered by the uneven range of experience and influence of its membership. In too many cases the alternates have become the main members of the group and their attendance too has been very irregular, which led to a lack of consistency and cohesion on the role and direction of the PMG. Some of the largest agencies have rarely attended the meetings whereas others have been represented by project staff unaware of the architecture of the Joint Vision. Collectively these issues have had a negative impact on the advancement of effort to increase coherence and transparency at Joint vision level.

Challenges of delivery

Risk mitigation and Capacity development

The discussions on delivery revealed that all Joint Vision programmes are dealing with capacity development and are doing it in a variety of ways. Harmonisation of capacity building activities across the UN system is notoriously difficult and the Joint Vision has not offered any quick win solution. As is common in post conflict countries, the most frequently reported challenges to the JVPs implementation are the low capacity of the IPs as well as the high risk of transfer funds and assets to them.

Based on those two observations, it appears urgent to link what is delivered by the UN in terms of capacity development as part of Programme 11 on Public Sector, with the capacity development initiatives under Direct Programme Support (DiPS) under which agencies have agreed to a methodology for developing their IPs capacity in project management and gradually lowering the risks of partnering with them.

The JVP on Public Sector Reform and the DiPS initiative seem to only be known to a relatively small proportion of programme staff. Agencies response to the issue of IPs' capacity does not seem to include yet what is prescribed by the DiPS process and/or in line with the UN support to public sector reform. The roll-out of DiPS and more specifically the use of the Capacity Development Guidelines must be a priority of the second part of the Joint Vision.

This discussion needs to be included in a broader reflection on the UN positioning towards capacity building in the absence of a Government's capacity building strategy and the UN support to the Government in formulating and implementing a capacity development plan, as part of the next PRSP.

Recommendations

- *The question of a UN common position towards capacity building should be discussed by the Country Team as soon as possible in UNCT routine meetings and as part of the JV 13-14 planning process.*
- *This discussion should not stay internal and the UNCT will need to engage in a dialogue with the GoSL and Development Partners on what the UN support to a national capacity development plan ought to be, especially within the context of the PRSPII discussions.*

Funding

See Part IV

Modalities of delivery and partnership

The difficulty to establish partnerships with the national counterparts was also raised in most of the programme reviews. The challenges to create ownership from the government partners' side have strong implications in terms of sustainability. Some programmes have been designed to foster participation and government's ownership, whereas others rest only on provision of assistance and are expecting some fulfilment of the government's commitment, which does not always materialize. In the latter case, government counterparts have sometimes developed a habit to use UN agencies as their implementing units and to use UN resources without systematically accounting for it. A classic illustration is the frequent involvement of UN agencies staff in report writing and validation activities as part of Government's reporting on international commitments.

There seems to be a need for jointly reflecting on the way agencies deliver and deal with their partners.

Recommendations

- *The MTR should be used as an opportunity to enhance a dialogue with the GoSL on the modalities of a partnership for some selected programmes of the JV.*
- *In parallel, as part of the next JV planning process, the UNCT should discuss the issue of modalities of delivery in relation to the questions of government ownership and sustainability.*

II. LESSONS LEARNT AND RECOMMENDATIONS FOR EACH ON-GOING JV PROGRAMME

Joint Vision Programme 1: Democratic Elections and Political Dialogue

Relevance: In view of the up-coming presidential elections, the programme is indeed highly relevant. A needs assessment mission was carried out in 2010 and the UN support to Electoral Processes was entirely revised in close partnership with the Government, the NEC, the PPRC and the development partners.

Coherence: UNDP and UN Women remained the main participating agencies to the programme, UNIPSIL being as well involved in components related to political dialogue. UNIPSIL's advisory and diplomatic roles have encroached into day-to-day operations and project implementation, a shift accelerated by the 5 million USD PBF activities. This generates a whole range of issues as UNIPSIL is not an implementing agency per se and must use UNDP's project management rules and procedures. At the same time, this has ensured sound and integrated delivery of projects co-implemented by UNIPSIL and UNDP and will therefore facilitate the hand-over of some UNIPSIL-supported activities after the mission's departure if needed.

Complementarities between UNDP and UN Women contributions are clear as per the Joint Vision planned deliverables, but not evident at implementation level.

Delivery: The programme is on track. UNDP has managed to effectively close projects that were running until 2010. The new programme was designed for the next 4-year in order to ensure continuity and address when the time comes post-electoral needs.

Coordination: UNDP and UNIPSIL work closely together. There is regular coordination with national partners through mechanisms that are well functioning (such as the Election programme steering committee, co-chaired by the government and the UN) and meetings are regularly held with the NEC, PPRC, and the development partners.

- The collaboration of UNDP and UNIPSIL with UN Women should be clarified.
- Partnership, coordination and ownership will be key factors for the success of the programme

Joint Vision Programme 2: Access to Justice and Human Rights

Relevance: All the components of the programme remain relevant, in particular with regards to the recommendations of the TRC of which many still have to be implemented, as well as the tremendous support needed to build the structures of the Justice system.

Coherence: The programme is characterized by an integrated design and agencies' areas of focus naturally intersect on many areas of support. The involvement of IOM in the coordination has been hampered by the lack of funding to support the planned activities.

Coordination: Programme coordination among UN partners has been satisfactory and characterized by the following actions:

- Identification of areas of collaboration and potential duplication based on agencies work plans and budgets
- Information sharing on main areas of focus
- Organization of joint activities with shared human capacity¹¹
- Monthly or bi monthly meetings

The leadership of lead agency has been instrumental to effective coordination.

Delivery: On average, the programme delivery is on track.

Challenges: The quality and sustainability of the programme delivery have been hindered by the limited leadership of government. This is partly due to the high turnover of the government staff and the perceived high risk to provide transfer funds to the MDA, and the insufficient commitment of the government.

Furthermore, the unavailability of data, the disproportionate focus on Freetown and the unsustainable support through payment of Ministry salaries by external partners are all affecting the delivery of UN support in this area of access to justice.

- Work within the framework of DiPS to lower the risk level of the programme implementing partners
- Engage with programme 12 on the data issue
- Ways to put in place a partnership with mutual commitments in the justice sector should be explored; this could be done jointly with other development partners
- Could be used as a pilot for joint fundraising

Joint Vision Programme 3: Finance for Development

Relevance: The issues at stake in this programme are highly relevant and increasingly in focus as the country is moving

¹¹ several joint capacity building activities have been carried out during 2009-2010, such as a parliamentary human rights committee monitoring report, monitoring visits, newsletters, training of police officers in Human Rights, a strategic plan for the parliamentary Human Rights commission, training and monitoring of the Human Rights commission, district Human Rights committees and the Fura Bay Collage curriculum

away from recovery and development partners collectively are asking for signs of progress towards financial autonomy. The expanded programme document deliverables and outputs are still highly relevant and do not need to be revised.

Coherence: The three components of the programme clearly contribute to the overall programme objective and are mutually reinforcing to some extent. Despite Programme 3 being a single agency programme, it has got several linkages with other programmes.

Linkages that have materialized are:

- With programme 5: Between the chamber of commerce and the Growth Centres
- With Programme 21: on issues related to the environmental impact of mining
- With programme 18: on the issue of access to finance for rural development and agro-business development

Linkages to be explored:

- With programme 19: Between mining sector contract negotiation, and youth employment
- With programme 12: Between aid effectiveness and data collection and M&E issues

Delivery: Delivery is on track on all components except the support to public-private dialogue through support to the chamber of commerce. This was designed as a joint project UNDP/UNIDO but did not materialize as joint programming turned out to be difficult. Funding for the project had to be sent back to the donor.

- Explore the areas of potential collaboration with programme 19 and 12

Joint Vision Programme 4: Small Holder Commercialization Programme

Relevance: The development of the government's SCP has had an impact on Programme 4 initial design. There wasn't any attempt to subsequently jointly redefine the Joint Vision programme 4 by the participating agencies. However, adjustments were made at agency level.

Coherence and Coordination: Although coordination of the SCP by the government bring FAO and WFP together and provide a platform for agencies to exchange information, there is a need for the two agencies to revise together the expanded programme document of the Joint Vision, share their work plan and identify areas where forces can be joint.

The UN support to the SCP of the government seems to be fragmented across several JV programmes (4, 5, 8, 16, and 19). For example, component 5 of the SHC programme

focuses on Strengthening Social Protection, Food Security, and Productive Social Safety Nets. Four to five other Joint Vision programmes support this component.

It would be necessary to identify the overall UN support to the SCP and to rename the programme 4 to capture the specific support provided by FAO and WFP under this specific programme.

Delivery: FAO's initial programming was done according to funding that ended in 2009; additional funding modified the planned results. Interventions evolved from construction to capacity building to be able to deliver with the available funding. FAO has built more ABCs than initially planned and reached more farmers. Up to April 2011, crop rehabilitation target had been met and feeder roads construction is on target. WFP's delivery is on track and the largest donor contributions have been spent and reviewed. With the new funding, 2012 targets will be achieved.

Challenges: One of the biggest challenges lies in the Government's commitment to provide non-food items.

- WFP and FAO to revise together the contents of programme 4 and propose a new title and identify areas of collaboration if any.
- SPU to support WFP and FAO in identifying the overall UN support to the SCP and to subsequently explore potential needs and ways to share information

Joint Vision Programme 5: Rural Industrial Growth

Relevance: Programme 5 has not received the necessary funding to remain relevant as a stand-alone programme.

However its interventions could be scaled up and significantly promote rural economic development, if linkages with other JV programmes' on-going activities are made.

- Discussions between WFP, FAO, UNDP, IOM, UN Women and UNAIDS (non-exhaustive) to take place regarding the feasibility of a model linking growth, agriculture centres and SABI (programmes 19 and 3) to commodity supply and initiatives to support income generating activities.

Joint Vision Programme 6: HIV/AIDS and Malaria

Relevance: The main objective is to support the GoSL response to HIV/AIDS and malaria, and give technical and administrative support to the government in a coordinated manner. The design of the UN Joint Vision programme 6 has evolved since 2009 to adapt to a national policy shift from an emphasis on direct support to PLHIW to institutions strengthening and inclusion of other new groups, such as homosexuals and prostitutes.

Policy changes have been well integrated into the work of programme 6, which has a revised document that should be inserted as an addendum in the expanded programme document of the Joint Vision.

Delivery: The programme delivery is on track. However the lack of devoted capacity to HIV/AIDS in UN agencies and the large number of agencies participating in the programme is a challenge to the programmatic focus of programme 6.

Coordination: Agencies' collaboration under programme 6 is high and greatly facilitated by a strong and very well accepted leadership and the involvement of the UNAIDS Country Coordinator to support that leadership (noted that this is the only JVP with a dedicated secretariat).

- The size of programme 6 could be revised based on actual HIV/AIDS activities of agencies.
- Given the importance of the problem, the malaria component could constitute a stand-alone programme in the next Joint Vision

Joint Vision Programme 7: Reproductive, Child Health and Nutrition

Relevance: The Free Health Care Initiative (FHC) changed the country context quite dramatically and gave more priority to the programme as well as funding. FHC eased the process of screening and targeting vulnerable groups, but also created many challenges with increased demand on services. The programme is aiming to increase national coverage of nutrition and immunization.

Coherence: Agencies started collaborations in 2008 through a joint RHC programme as a result mandates and complementarities are now very clear. The team has a joint work plan, joint funding, and regular meetings. All agencies share responsibility for deliverables and activities. Often the agencies work in a chain, where the agencies complement each other in different stages of the process. The agencies work well in collaboration, where UNICEF takes care of the children at the acute stage, UNFPA supports the mothers, after the acute stage they are transferred to a supplementary feeding programme supported by WFP.

Delivery: The programme is on track though many challenges remain. Three assessments were made last year to see where the programme was at and how the situation in the country looks like, which were shared with other partners. Increased support has been given to strengthen the supply chain, including vehicle, storage and build capacity and educate health workers as there is a critical shortage in personnel.

Challenges: There are major problems with accessing equipment and drugs for the projects and trainings from

containers in the Freetown Port. Another emerging issue with the PHUs is that many have not been authorized by the MoHS, and that people are classifying as PHUs without it meeting the basic standards. The lack of funding is identified as one of the major challenges, as maternal and newborn reduction is a capital intensive process.

Coordination: Coordination is strong and has been strengthened in line with FHC. There are quarterly meetings for the HoAs on the matter with the Free Health Care group. There is also a Steering group in the MoHS.

At sector level, coordination is effective, donor partners (Irish Aid, DFID) meet every six months and there are monthly 'health development partners' meetings. There is the health sector coordination committee meeting weekly at the MoHS. The FHC steering group meets monthly with all the HoAs. The Nutrition Technical Group meets Quarterly.

- Due to the integrated nature of the programme, Joint fundraising is recommended

Joint Vision Programme 8: School Feeding and Basic Education

Relevance: The programme aims at improving access to primary education in Sierra Leone in line with MDGs 2 and 3 and the Agenda for Change. The initial design of the programme support to basic education has not fundamentally changed but the emphasis is increasingly made on a system-wide strategy as opposed to a long prevailing approach based on direct project-based support.

In the school feeding area, targets are being revised based on a vulnerability assessment.

Coherence: Agencies' contribution to programme 8 are mutually reinforcing however, while UNICEF covers all schools in the country by providing support to the education system and school management committees, WFP covers about one fifth of the schools of the country.

With regards to building the MEY's capacity, there is an urgent need to address the problems from a public sector reform point of view. Discussions with the lead of the UN public sector reform programme must be initiated. This has not yet happened by lack of information regarding the people for PSR within the UN system.

There is a need for a gender-sensitive approach to the issue of primary education and the participating agencies of programme 8 see the need for increased collaboration and information sharing with the team of programme 17 on gender equality, in particular on issues of girl education and retaining of children. Thus far, attempts to liaise have been unsatisfactory.

Delivery: Because of the retargeting exercise and shortage of food ("pipeline constraints") the delivery of the school

feeding component has not happened at the optimal pace over the last two years. All planned activities of UNICEF's contribution to programme 8 remain on target although the changes of PS and Deputy Secretaries in MEYS in 2010 significantly slowed down the implementation of UNICEF activities. In addition, vacancies in key posts of the MEYS (Chief education officer director of inspectorate, planning unit etc) are affecting the absorption capacities of the ministry.

Challenges: For both agencies' interventions are likely to face issues of sustainability in a near future. WFP is having difficulties to dialog with the Government regarding the partnership with local and international NGOs as very little capacity has been dedicated to school feeding within the Ministry of education. Besides, WFP continues to experience funding shortage as school feeding is not any longer seen as a priority by the donor community.

UNICEF will soon face a massive funding gap due to the fact that donor cycles are coming to an end in 2012. Yet, funding will not be allocated until the MEYS has undertaken serious restructuring. With the up-coming reform of primary education in the background, it is urgent to define a strategy to secure the gains in the area of basic education through programme 8.

Coordination: The two participating agencies of programme 8 are in regular contact and share information by various means.

At sector level, UNICEF co-chairs education meetings with the Ministry. This group has been meeting every two months since the beginning of 2009. However the working group still struggles to focus on strategic issues and a lot of time is spent on petty issues.

- The contents of the JVP8 in the Joint Vision expanded programme document must be revised
- This programme could be a pilot for joint fundraising of un-earmarked money. This will allow securing the gains of programme 8 and making sure that school feeding can continue to support access to education
- Dialogue with programme 11 and 17 should be initiated or reinforced

Joint Vision Programme 9: Child Protection

Relevance: The programme 9 focuses on introducing a child protection system approach in Sierra Leone, supporting the government to move away from the former project based approach, into building a sustainable system containing a legal framework, human resources, and on both local, district and national level.

The programme was initially designed based on UNICEF one-year cycle. In 2010, UNICEF established a two-year

work plan and allocated more funds to child protection, while including support to address the issue of teenage pregnancy identified as a priority by a comprehensive needs assessment. Discussions with the government on the issue of teenage pregnancy have started.

Coherence: At the creation of the Joint Vision, the UNCT decided to design a stand-alone programme on child protection as an attempt to ensure visibility to this important issue and foster a comprehensive and non-fragmented response. Nevertheless, some overlap exists with programme 2, access to justice, where UNICEF's representative for programme 9 has been involved from the start, and programme 17 on gender equality.

On the area of data collection, there is a need to explore potential collaboration with agencies involved in programme 12.

The support to the implementation of the Child Right Act at decentralized level is being provided as part of programme 16 within the overall UN effort in the decentralization area.

Delivery and challenges: The overall programme is on track and some progress has been made despite the inertia at the legal level and the challenge to ensure continuity of work at policy level with the changes of leadership in the Ministry of Social Welfare. Another major challenge pertains to the low level of capacities within the Ministry of Social welfare and the insufficient staffing level. Training cannot be organized as long as staff has not been recruited.

Coordination among UN partners is happening thanks to the pro-activeness of the programme manager in charge of programme 9. Despite a formally established group on gender issues, collaboration that area has not yet materialized. UNICEF is still looking for a way to engage with the gender group on issues such as teenage pregnancy and to come up with a common approach from a gender perspective and eventually joint activities when possible.

A national committee for child protection administered by the Children Affairs Directorate of the Ministry is in place and meet bi-monthly at national and district levels. In addition, bi-monthly Alternative Care, Child Justice and Trafficking in Persons (TIP) meetings also take place under the chairmanship of the MSWGCA.

- Links with JV programmes 12 on data collection and 11 on public sector reform should be explored
- Use the gender group as an entry point for collaboration rather than programme 17 working group

Joint Vision Programme 10: Reparations to War Victims

Relevance: The reparations remain a very acute need as only 66.4 %of victims have received benefits since the end of the war. Thus far, IOM's assistance to the government

reparation programme has only received PBF funding to support its activities.

Programme 10 remains relevant not only to support the delivery of benefits to the victims but also to support the Reparations directorate in building a strategy to ensure the sustainability of the reparations measures and in particular sustainable funding.

Coherence: The need to not dilute the reparations issue into other problematic areas and to highlight the importance of the programme from a peacebuilding point of view have justified the design of a stand-alone programme on reparations. However, clear correlation with gender issues such as gender-based violence and human rights exist. While collaboration with UN Women has happened around the support to victims of sexual violence, the linkages with the access to justice programme have not materialized.

Delivery: Programme 10 intended to build the reparation directorate's capacity and also compensation of victims. The available funds however, were insufficient for a targeted 32,000 victims. With the available funding, programme has to target symbolic reparation, Victim's compensation.

Reprioritisation of the programme could be based on the following"

Pay victims with the remaining expected Joint Vision funds

Coordination: Stakeholders of the reparations area collaborate well under the leadership of the Reparation Directorate. Moreover, the Steering Committee of the Special Trust Fund for war victims should have acted as a coordination forum. However the very low level of funding has left this body inactive.

Challenges: The key challenge for attaining programme 10's objectives was funding due to the delay of initiation of reparation by government (approximately 10 years). The change of government, late prioritization of reparation when donor's focus is on other developmental issues with the assumption that government will handle the matter. The key suggested solution is to justify reparation as a developmental issue considering the fact that the victims have the potential to be economically productive.

- Explore ways to mainstream reparations into development-oriented programmes with appropriate justification and indicators (access to justice and human rights? Rural economic development? Youth employment?).
- For the rest of UN Joint Vision period to 2012, it is still necessary to support residual payments and symbolic reparation. These activities cannot be mainstreamed and it is a one-off activity, which will be concluded before the next Joint Vision phase

Joint Vision Programme 11: Public Sector Reform

Relevance: The overarching objective of the PSR programme is to strengthen capacity in the public sector and to establish a leaner, performance oriented, well-motivated, modern and efficient civil service that delivers high quality services in a timely, transparent and cost effective manner. From 2009 through to 2010, the PSR programme focuses on institutional delivery capacity to the people of SL through improved planning, implementation and monitoring of programmes.

The programme has been reviewed in various ways and the development of the 2010 work plan for the PSR programme included a careful review with partners of progress and lessons learnt from 2009, equally the current programme interventions benefit from a review of progress and lessons from 2010.

Coherence: Programme 11 participating agencies have never met and the extent to which their respective engagement in PSR is complementary is very uncertain. WHO, FAO and IOM's planned contributions focus on building the capacity of MDAs in their respective domains of expertise. FAO and IOM did not allocate any funding over 2009-2010.

Delivery: The Programme is largely on track. It might be recalled, however, that the original design of a basket funded PSR programme failed to work and UNDP had to curve out a programme through which it could channel its resources, which is currently under implementation. In 2010, about \$1.3m was delivered under PSR, with another \$1.2m earmarked for delivery for the period 2011-2012. The current 2011 delivery stands at about 45% and efforts are underway to improve this delivery status. For the ODA project, the delivery is over 85% and the project is expected to close in July 2011.

Coordination: At sector level, coordination with partners informally led and UNDP and the WB is effective, however there isn't a government-led sector working group gathering all partners involved in PSR.

Challenges: The question of institutional responsibilities and division of labour on PSR continues to be a challenge, especially amongst the key institutions PSRU, PSC, HRMO, etc

On pay reform for example, while many policy pronouncements, consultancy and mission reports on civil service reforms in Sierra Leone agree on the urgent need for implementing a new pay policy and structure, the pace however, remains slow and has impeded efforts in developing a system of harmonization of donor policies and practices on external incentives to civil servants.

Failure to finalise and implement key prescriptive tools and frameworks is another challenge. While a number of tools have been developed, e.g., on recruitment, training and

performance management, they have not been validated and approved for use. Guidance to MDAs has not been well informed or consistent. The case of Code of Conduct is an example of delayed output.

With regard to the Diaspora Project, the greatest challenge has been appreciating and managing the 'Political, Social and Financial' reality within which this project was executed. This translated in undue considerations in identifying beneficiaries. Similarly, some of the experts' expectations were often far beyond what the project could offer.

- A review and repositioning of the UN as far as support to PSR is concerned is necessary. The question whether PSR should include all human capacity building support in substantive areas of the ministries should be part of the programme must be answered. This question is related to the issue of a UN capacity building strategy. A retreat on that particular subject could be envisaged within the planning roll out of the UNJV.
- The UNJV13-14 planning should be taken as an opportunity to have high level discussion with GoSL on PSR priorities and way forward and renew a partnership
- For the UN to stay engaged in the PSR, and revert to the Advisory Note to seek resumption of momentum on the harmonization;
- There is a need for regular dialogue within the UNCT on PSR either directly through agency updates or invitations to external speakers

Joint Vision Programme 12: Data Collection, Assessment and Planning

Relevance: The objective of the programme is to support the integration of data management across all MDAs and ultimately to assist the government in implementing the agenda for change. This is done through the provision of support to SSL to implement the NSDS, who in turn will support MDAs data collection efforts. The need for data remains critical for all area of public policies in Sierra Leone.

Coherence: Programme 12 design was done so that to ensure the delivery of a set of clearly defined joint results. However, the implementation has not yet followed that logic but rather resulted from individual agencies data collection activities in relation to their programmes in their respective areas of work. Nevertheless, collaboration and some synergies have happened on several occasions (MICS, MDG report)

Delivery: Efforts were made to give SSL the technical leadership for all the surveys that were supported by the UN agencies (MICS, Vulnerability Survey).

Challenges: Human capacity in the area of statistics, data collection and M&E are critically lacking in SL and UN agencies have had the tendency to carry out activities themselves instead of providing support.

Coordination: Agency coordination and collaboration has improved though two agencies have not been active members of the process. A joint concept note and work plan was also developed. They meet once a month to address issues and articulate results and plan for the following quarter. Minute taking is rotational among agencies.

Amongst MDAs, there has been consistent and satisfactory level of consultation with government on the programme, and a growing coordination overall

- The Programme 12 should think of a strategy to strengthen capacities, linking up with the PSR programme is necessary as data management is a key core function of civil service.
- Programme 12 should look beyond itself as a collection of agency M&E deliverables and expand its potential to support the wider UN data management systems in particular of the Joint Vision Programmes. Programme 12 should actively provide guidance to the PMG on M&E issues

Joint Vision Programme 13 and 14: Mitigating external Threats to Security and Security Sector Reform

Relevance: The objectives of Programme 13 are to mitigate external threats to security by building the capacity of national institutions. UNODC, FAO, IOM and UNDP have all delivered some results as part of programme 13. IOM support to the immigration services and UNDP' support to the ONS has come to an end at the end of 2009 as funding terminated.

Therefore, through programme 13, the UN is now essentially focusing on issues of illicit drug trafficking and illegal fishing. UNODC is supporting the Transnational Crime Unit whereas FAO works with the MAFFFS on the fishery regulatory framework.

At this stage of the JV implementation, the objectives of programme 14 focus on addressing issues between army and police and to improve public confidence in the security sector, mainly as part of the implementation of the Joint Communiqué issued by APC and SLPP after the violent clashed of March 2009. The support to the anti-crime taskforce initially planned in the programme has been moved to programme 13 as part of UNODC's contribution to programme 13.

Coherence: Complementarities between agencies' contribution are hard to identify as the three agencies who

are delivering under the programme 13 and 14 are working on fairly distinct areas with different partners.

However, there is a clear link between the support to the SLP and the preparation to the 2012 elections.

Delivery: In relation to the initial planned deliverables, programme 13 and 14 are lagging behind. However, with the available funding, agencies have been able to conduct a certain number of activities, which contributed to the reinforcement of the country's intelligence and police capacities.

The support to the fishing regulatory framework only started in 2010 as funding became available.

The UNDP project has operationally closed in December 2010 and handed over to the Office of National Security.

Coordination: The contents and participating agencies of programme 13 and 14 were not clear to the lead agencies until the review. There has been any collaboration among participating agencies until very recently. UNIPSIL police section has played a key support role in both UNODC's and UNOPS delivery.

With the review exercise, programme 13 agencies have started to work together under UNODCs leadership. However, apart from reasons of reporting, the added value of collaborating has not yet been clearly identified.

Each programme's intervention over the last two years has not reached the scale of full-fledged programmes. Programme 14 sole funding is a peacebuilding emergency funding meant to address immediate threats to peace and is not designed to be long-term. Some of the components of programme 14 were duplicating programme 13 planned deliverables and were undertaken solely under programme 13.

Challenges: Agencies are concerned about the sustainability of their action and have had great difficulties to establish a partnership with their beneficiaries/ implementing partners.

Coordination: Coordination among UNIPSIL and UNODC as well as UNOPS has been efficient whereas it has been inexistent with the remaining participating agencies until 2011 by lack of understanding of the expected leadership from the lead agency. Areas of collaboration among those agencies remain to be explored.

- Programmes 13 and 14 to be merged in one single security sector programme
- Clarify which agency will implement the police support component of the election programme
- Use the MTR validation process to foster a partnership among partners of the security sector especially in preparation of the elections.

Joint Vision Programme 15: Support to Democratic Institutions

Relevance: The programme aims to strengthen the democratic institutions in Sierra Leone, focusing on six different institutions with overarching aim to ensure that those institutions can effectively deliver according to their mandate to support the democratic process in Sierra Leone.

Coherence: UNDP has the comparative advantage with its expertise on democratic institutions and governance. UNIPSIL provides advisory services to the anti corruption commission there are cost-savings in this integrated mission because a single UN advisor is providing technical assistance to Parliament, political monitoring and reporting as well as supporting the coordination of all UN system and other development partners support to Parliament. UN Women is responsible for the gender component of the programme throughout all components.

Delivery: The programme is on track but with about 50% delivery, there are multiple programmes running which are at different stages. The SLBC transition is a significant programme achievement but challenges with recruitment and partner's commitment persist. Not much seems to have been delivered on gender planned outputs.

Coordination: There has information sharing between UNIPSIL and UNDP who have been working closely together, however, the role of UNIPSIL is not clear to all participating agencies with regards to the different components of the programmes, at the exception of the support to the SLBC.

Coordination at national level is functioning better than at programme level. The programme is coordinated with parliament, various institutions and working groups.

Challenges: Government commitment must be ensured for the sustainability of the programme. A large donor dependency by the government and all ministries is recognized and expressed as a concern.

- Outline clear mandate and criteria for agencies participation in programme, UN Women's focus on enhanced participation for women in democratic institutions is already a core component within P17.
- Improve engagement with relevant development partners to avoid duplication and enhance sustainability
- Explore possibilities of engaging the UNCG in technical support to the SLBC

Joint Vision Programme 16: Local Governance and Decentralization and 18, Rural Community Empowerment

Relevance: Until the 2011 Dao allocation of funding to Programme 16, the programme was effectively UNDP/UNCDF projects as part of their 2008-2010 former programming cycle. The MDTF funding provided an incentive for agencies to jointly programme and identify areas of collaboration and synergies. After the UNCT retreat, the instructions to move relevant activities from the programme 18 (Rural Community Empowerment) to the programme 16 created a grey area regarding the programmatic focus of programme 16.

Coherence: The absence of consensus and directions from the country team on the programme focus prior to the fund allocation made it difficult for the programme team to agree on the programme contents and the use of the DaO funding allocation.

The heritage from programme 18 is mostly capacity building work and support to local development. The question is whether supporting capacity building of decentralized services in all areas of the UN agencies mandate should be considered as part of the UN support to decentralization or if these activities should be placed under other programmes specialized in these different areas.

- The UNCT needs to help the programme team defining the scope, key objectives and strategy of the programme taking into account:
 - the recommendation of the line ministry
 - the on-going projects of the agencies involved in programme 16
 - the possibility of having the programme coordinated by a national coordinating body
 - the difference between decentralization and working at district level and community level
- Possibility to transfer some activities of programme 16 under other programmes such as 5 and 20 to allow programme 16 focuses on core functions of decentralization must be explored.

Joint Vision Programme 17: Promoting Gender Equality and Women's Rights

Relevance: The programme aims to achieve gender equity with focus on women's social, economic, and political empowerment. It supports the implementation of the National Strategic Gender Plan and adherence to CEDAW and TRC recommendations (30% representation of women in decision-making). The programme is aligned to the

National Gender Action Plan developed and endorsed with government.

Coherence: Agencies conduct some activities together but not joint programming, and generally only come together for proposal development (PBF), policy development, national events or reviews.

Coordination: Under the Gender Implementation Plan 'key result areas' lead agencies are responsible to convene meetings with partner agencies but meetings are not happening.

Challenges: There is a lack of commitment by agencies to attend programme 17 meetings and to respond to emails. There has not been any 'Joint Funding' to harness process of delivering jointly. An urgent need for information sharing and programme synergy has been raised by all concerned agencies.

Programme Coordinator has strengthened coordination, there are opportunities for joint or complementary activities as agencies are supporting similar target groups and operating in same locations. The Gender Implementation Plan appears to add another layer of coordination and meetings when what is required and requested is increased information sharing and opportunities to link with other JV programmes.

- Convene and commit to meetings based on Key Result Areas organized by lead agencies
- Use the programme 17 meetings as a platform for sharing information on gender-related issues with an open-minded approach
- Revisit Gender Implementation Plan objectives, increase efforts of resource mobilization, and enhance programme synergy
- Explore avenues for mainstreaming gender in development of JV 2013-2014, for example collapse Gender Activities as a standalone Programme into and across the JV document, this methodology is increasingly encouraged within development of National Strategic Documents and Operational Plans.

Joint Vision Programme 19: Youth Development and Employment

Relevance: The broad objective of the programme is to raise sustainable jobs for the youth by generating quick impact jobs through infrastructure building and support employability of the youth at the same time. The Programme objectives remain highly relevant, however, the strategy development took about a year and funding did not flow in as expected.

Coherence: Despite the existence of a clearly laid-out strategy, the alignment of agencies to the strategy is weak, partly due to lack of appropriate funding.

Coordination: Sector-level coordination has been an issue as government leadership on youth employment has been a grey area for a long time. The creation of the National Youth Commission and the support provided through the programme should help improve the situation. The sector-wide coordination is being carried out without the Partners Group on Youth Employment and is more appropriate than coordination only between the UN agencies. UN coordination has been weak and agencies, essentially met around funding allocation from the MDTF. Unearmarked funding has provided an incentive for the programme team to meet and discuss collaboration and possible synergies of action. In the process, FAO was included in the programme based on its capacity to support employment generation in the agriculture sector.

- The lead agencies need to increase their leadership in terms of coordination of the UN agencies. The resident agency with more capacity to handle the coordination support work should be responsible for this task (convening meetings, following-up on decisions, feeding back with sector-level information etc).
- The dedication of specific capacity for the coordination support work should be envisaged by the lead agency in charge

Joint Vision Programme 20: National Health Systems

Relevance: The objective of programme 20 is to increase access to health services and ensure government health service delivery, with focus on strengthening health systems in line with the objectives of the National Health Sector Strategic Plan.

The Free Health Care Initiative (FHC) changed the country context quite dramatically but the programme was developed before the FHC was launched. However the challenge in the health systems and the demand for strengthening structures was highlighted with the FHC and the programme did not have to change.

Coherence: There is lots of linkage with other programmes particularly 6 & 7, programme 20 focuses on the processes and structures the others on delivery. Lots of information sharing, partnership and strong technical competence within the programme, participating agencies have specific and recognized expertise which JV has helped to strengthen.

Delivery: The programme is on track about 65% delivery, though challenges remain especially concerning capacity building of the Ministry of Health and educating health staff. Most challenges with delivery stem from with

external issues. There is concern for coordinating the increased targeting of funding for human resources and capacity building, though reports shows limited numbers of health personnel. The major challenge is that changing the sector takes time; there is a high turnover of staff in the ministry of health and many challenges with decentralization.

Coordination: Effective coordination has taken place, particularly at sector level through mechanisms such as Health Development Partners, COMPACT, etc. Programme members though end up involved in a multitude of meetings as they are involved in other health related technical groups including JV programmes 6 and 7.

Challenges: Sustainability is a major challenge for programme 20 because of the lack of human capacity in the health sector, as well as brain drain and aging workforce issues.

Programme 20 deals a lot with building the capacity of health services, the extent to which there is a common UN approach to capacity building in this area is unclear and the link with the UN programme on PSR seems loose.

- Need to create links between JV 6, 7, 11 and 20 in the planning process of JV13-14 in order to streamline systems and services ultimately to reduce number of deliverables. Programme 20 has to be more integrated with the other programmes, but must remain an independent programme
- Programme 20 should address collectively through a joint activity or strategic plan issues of human resource capacity in the national health system

Joint Vision Programme 21: Environment Cooperation for Peacebuilding

Relevance: Programme 21 aims at improving governance, coordination and harmonization of resource management capacity in the environment sector. It supports climatic change adaptation and efforts towards ensuring sustainable environment and peace building

Coherence: Agencies conduct some activities together but not joint programming, they come together to address beneficiary needs and offer their technical strengths to national partners based on agency comparative advantage.

Delivery: While achievements have been recorded programme delivery has been limited by inadequate funding. It is estimated that only 20% of the planned budgets have been funded.

Challenges : The key challenges include a lack of baseline data as a result it is difficult to measure progress, a lack of adequate specialized personnel in the programme to provide technical support and the limited environmental management capacity of partners.

Coordination: At programme level coordination has been effective, programme meetings are being held regularly

At national level, the Environmental Protection Agency has held a number of coordination meetings at various levels (donors, ministerial, etc) however, a single coordination

meeting would not add value as environmental issues are varied and diverse.

- There should be more frequent and regular meetings held to implement the programme.
- Could be considered for joint fundraising

III. LESSONS LEARNT AND RECOMMENDATIONS FOR THE JV2013-2014

The architecture of JV13-14

Agencies are expecting the JV13-14 to build on the first JV and restructure it in order to make it more efficient. Furthermore, the JV13-14 will prepare for the UNDAF 2015-2019 and therefore should be considered as a transitional document.

The JV13-14 programming should therefore aim at greater focus and coherence of the programmes as well as inclusion of groundwork for future longer-term development support.

JV13-14 Programming

JV programmatic focus and coherence

For the JV13-14 to be better programmed, the following lessons should be considered:

- A limited number of agencies per programme is conducive to programmatic focus and vice versa
- The development of a detailed programme document may not be useful as long as funding has not come through; however, an agreement on clearly identified scope and key objectives is crucial at the early stage of the Joint Vision programming.
- When un-earmarked funding needs to be allocated, the programme focus and specific objectives must be clear and have been agreed upon prior to funding allocations. Revisions of the scope and objectives should be done at the request of the country team with specific guidance and before funding allocation are available to the programme.
- Linkages between JVPs must be identified from the beginning of the cycle (cluster concept)

Recommendations

For a more focused and coherent Joint Vision:

- Programmes should be developed with enhanced engagement and input from relevant MDAs
- The total number of programme should be reduced compared to JV09-12 in order to foster its strategic focus and prevent fragmentation
- The programming process should aim at reducing the number of agencies participating in the programmes

Programme prioritization

The future programmes of the JV13-14 should be chosen for their ability to:

- Address the deep causes of poverty and vulnerability as described in the up-coming CCA
- Support national development priorities and plans
- Leverage agencies' comparative advantages (see below)
- Scale up secured gains

Furthermore, programmes where very few results have been achieved and limited funding allocated should be closed and on-going activities inserted in other programmes if viable.

Recommendations

- A minimum financial size should be agreed upon to prioritize the programmes
- Components of JVP4, 8 and 10 could be reunited under a support to social protection programme.
- The REACH findings should also be taken into consideration for the re-design of the current programme 4,7,8 and 20, in order to reinforce sector integration to improve impact on nutrition
- JV programme 4 needs to be restructured as a National Agriculture Development programme.
- JV programme 5 could be broaden to local economic development programme and include some activities of the former programme 18
- JV programme 10 components should be closed and its elements merged with the safety net support programme, the access to justice programme and the local economic and social development programme.
- JVP 11, on Public Sector Reform, should be revised so as to highlight linkages with other programmes (no costed contributions but highlighted participations) and to be used as a platform of dialogue
- JVP 13 and 14 need to be gathered under one security programme
- JVP 16 must be redefined around decentralization
- JVP 17 must be redesigned to fit the Joint UN Approach to Peacebuilding and Gender Equality with a clear delineation of what should be mainstreamed in other programmes

The JV09-12 common programming process did not thoroughly analyze agencies comparative advantages. Agencies did their own individual assessment. This resulted sometimes in programmes where the complementarities between agencies' contributions were not clear or inexistent and the programme coherence was subsequently affected.

Recommendations

The JV13-14 planning process should be an opportunity to jointly define agencies' comparative advantages.

Criteria to be used to determine the participating agencies of the programmes should be:

- ❖ *Technical expertise in country*
- ❖ *Proven track record in the programme objectives area (results and delivery rate)*
- ❖ *Internal capacity*
- ❖ *Partnerships established*
- ❖ *Field presence*
- ❖ *Common partners*

Determining agencies' capacity is a challenge. A way to use those criteria could be to decide on the number of programmes participation according to the amount of allocated funding by agencies to the programmes during JV09-12.

Programme sustainability

Recommendations

- *Programmes/projects should aim at building human capacity at all stages of implementation instead of providing capacity substitutions or too short-term interventions*
- *Programmes should be designed on the basis of an agreed-upon UN approach to capacity building as well as a common position on PSR*
- *Continuity of support should be favored over donors-driven short-term implementation*
- *Programmes should be based on a partnership where both parties make commitments*

- Crossing cutting thematic areas should be considered as 'standalone' programmes or mainstreamed through JV document but not both at the same time on the same issues.

JV Programmes coordination

Coordination modalities

The need for coordination at UN programme level varies depending on the design of the programme and the on-going coordination at sector level. Three main case-scenarios have been identified:

- Coordination at sector level is well functioning
- The programme deals with a cross-cutting area for which there is no national coordination and must be coordinated at UN level
- The sector level coordination is dysfunctional or non-existent
- The findings of the REACH process will need to be taken into account for UN coordination on nutrition issues

Coordination mechanisms for each programme should be decided on a case-by-case basis in relation to these different situations.

Recommendations

- *There should not be any additional UN structure when coordination at national level is well functioning.*
- *Programmes dealing with cross-cutting/ sub-sector level issues may need specific UN programme team coordination in the absence of a sector level coordination platform.*
- *When sector coordination is lacking, coordination at UN JV programme level should be initiated. In parallel, the UNCT should also discuss the possibility to support the Government to initiate sector-level dialogue in the concerned area.*

Mainstreaming of cross-cutting issues

Joint Vision structure and logic

JV 09-12 deliverables were too numerous and too ambitious for some of the programmes, as well as sometimes laid out as activities, which did not help the strategic clarity to rise from the programming and the coordination process. However, the expanded programme document has been a reference point that needs to be maintained and improved.

Recommendations

- *The number of deliverables should be limited in number*
- *Each Programme should have clearly stated common outcomes*
- *The expanded programme document should be concise*

Monitoring & Evaluation

Recommendations

- *Regular updates should be provided to the UNCT*
- *A monitoring mechanism should be adopted and used by the PMG*
- *The number of benchmarks should be limited, at outcome level, less ambitious, more realistic and with specific targets*
- *The M&E framework should be done early on in the planning process and a calendar of data collection should be established to allow timely collection of data*
- *The M&E plan should be developed at programme level with guidance from SPU*
- *Training in M&E for UN programming staff should be organized as part of the JV13-14 roll out process*

PART IV: LESSONS LEARNT ON FUNDRAISING AND JOINT FUNDING

The Financial Structure of the Joint Vision funding so far can be described as follows:

Joint Vision total financial support from 2009 to 2010, in USD

Source of Joint Vision funding	Total funds secured in 2009-2010
Bilateral, core and other source of funding	184,056,257
MDTF funding	10,115,299
PBF	12,232,444
TOTAL	206,404,000

MDTF Funding in 2009, 2010, and first quarter of 2011, in USD

Source of Joint Vision funding	Total funds secured in 2009	Total funds secured in 2010
MDTF funding	0	10,115,899
<i>Including DaO funding</i>	0	9,700,000

PBF Funding in 2009, 2010, and first quarter of 2011, in USD

Source of funding	Total funds secured in 2009	Total funds secured in 2010
PBF	5,232,444 (IRF and PRF)	7,000,000
<i>Window I, Wave III</i>	2,324,274	
<i>IRF</i>	2,908,170	

Overview of the financial framework of the UN Joint Vision

In 2009, the overall cost of the Joint Vision was estimated at 345 million USD of which 141 million were already secured, setting up the total funding gap at 204 million USD. The financial framework was revised early 2011, bringing the Joint Vision cost up to 381 million USD and the total amount of secured fund¹² to 206.404 million USD, and providing a revised funding gap of 175 million USD.

The increase of the Joint Vision Programme cost stems from the revision of the Joint Vision Programme 1 on Democratic Elections (budget increase from 21 million to 45,125 million USD), the Youth Development and Employment programme (budget increase from 13 to 20,265 million USD) and the National Health System programme (budget increase from 9 to 18,183 million USD). The budget figures were revised based on further appreciation of the needs as assessments

have been conducted and/or new government policies were launched. In the case of the election programme, the budget was established as a result of a Needs Assessment Mission and the elaboration of a detailed and costed programme document.

The Youth Programme reached 80% delivery¹³ at the end of 2010. Based on a joint analysis with partners of the needs and omnipresent and growing threat that the persisting high youth unemployment potentially poses, the programme was revised to reflect planned interventions for the last two years of the Joint Vision framework. Following the launch of the Free Healthcare policy by the Government of Sierra Leone in April 2010, the UN Programme on Health Systems Strengthening was revised to help the health systems respond to the increased demand generated by the free healthcare.

¹² Secured funds are the funds received plus amounts of expected funding dues to arrive through agencies "pipelines".

¹³ In terms of expenditure rate

1. MDTF Fundraising

In addition to regular channels of financial support already in place, country fund named the SL-MDTF was created in 2009 in support of the UN Joint Vision for Sierra Leone. It was subsequently launched by the Peacebuilding Commission in November 2009. The strategy was to initiate a gradual shift from donor projects-based support through bilateral routes to unearmarked programme-wide support through the SL-MDTF. The shift would progressively occur as trust in the UN integrated plan and the efficiency of the MDTF would increase. The shift would also increase the predictability of funding of the Joint Vision and transparency of its implementation. Therefore, since 2009, the UN integrated programme, the Joint Vision, has been supported through various funding channels (agencies' core, bilateral and global funds such as the PBF and the Sierra Leone MDTF) and that continues as this shift is marginal.

The fundraising strategy for the JV mainly consisted in raising Awareness of the Joint Vision and MDTF. Through several Peacebuilding Commission activities the Joint Vision and the supporting MDTF have been publicized and the member states have been informed about the twenty-one programmes. The launch of the SL-MDTF in support of the Joint Vision took place just before the Consultative Group meeting in London, during which time a letter about the MDTF from Ambassador McNee was circulated. Prior to the consultative Group meeting the ERSG visited eight European cities (Brussels, Madrid, La Hague, Copenhagen, Stockholm, Oslo, Helsinki and London) and met with key diplomats and aid agency staff to promote the Agenda for Change / Joint Vision and explain the availability of the MDTF as the preferred funding channel in the future. In Freetown the resident donors were briefed on the Joint Vision and the MDTF through the monthly Development Partners' Group meetings. Finally, the UNCT agencies that have signed the MoU with the MDTF Administrative Agent informed their customary bi-lateral donors about the MDTF as the preferred channel for new funds.

Despite those efforts, as described by the above tables, the SL-MDTF only represents 4.8% of the total secured funding from November 2009 to June 2011.

➤ Although the MDTF is still recent, it has not attracted the expected level funding and its first year of implementation has revealed that there was little appetite in the donors' community for the SL-MDTF, and the large reluctance of partners to provide unearmarked funding which would follow the spirit of Paris Declaration. As of June 2011, the shift has not started to operate, in fact, the only donor contributions in addition to the DaO funding have been strongly earmarked even beyond what is advised by the SL-MDTF terms of reference¹⁴.

¹⁴ The TOR of the SL-MDTF authorize three level of allocation: unearmarked (Joint Vision level), softly earmarked (JV Programme level) and strongly earmarked (agency contribution level). The donors' financial contribution to

Delivering as One expanded Window of the MDG Fund

To date the DaO MDG fund provided the UN in Sierra Leone with 94% of the funding that went through the SL-MDTF. So far, the DaO MDG has been the only 'unearmarked' contribution that has allowed for country level decision making and ensured joint consultations and decision making between the UNCT and the Government (DACO). The DaO fund has encouraged greater programme dialogue internally as different agencies in the selected programmes have needed to consider the priorities and the work together on the joint report that was successfully submitted to the MDTFO at the start of 2011. In 2010, the DaO expanded Window allocated USD 9.7 million to Sierra Leone and an additional 9.2 million USD were allocated in 2011.

Peacebuilding Fund

The Peacebuilding Fund (PBF) has been a crucial catalytic fund for the UN in Sierra Leone, allowing flexibility, rapid response to emerging threats and fostering transparency and mutual accountability with partners. It also held creating a bridge between the political, the development and the humanitarian mandate, critical for the implementation of the Joint Vision. From the start of 2009, 12.2 million USD was directly allocated through Joint Vision programmes. This was the last part of the envelope allocated in 2007 (35 million USD) plus new money from the immediate response fund in 2009, plus the second envelop in 2010. The first envelop that arrived in 2007 (\$35 million) was administrated through a Steering Committee that worked in parallel with other funding channels coming into Sierra Leone. In consultation with Peace Building Support Office it was agreed that the second envelop that arrived in January 2011 (\$7 million) would be administrated through the DEPAAC and therefore reinforce the Government's Aid Policy. This second envelop has been instrumental in the promotion Non-State Actors that will assist in the background preparations for the elections in 2012. This PBF project (\$5 million) is a new activity that highlights the flexibility of approach that is possible through the PBF and offers an excellent example of how other funds can deal with the technical preparations of the elections whilst the PBF can help set the back drop to ensure those procedures are well known and embedded in the population. The project seeks out those implementing partners that have a wide outreach into the rural communities. The PBF continues to help key areas of peace consolidation such as the War Victims Reparations Programme, the Human Rights Commission and agencies involved in gender issues.

2. Joint Vision Fundraising

The above lesson learnt does not mean that the Joint Vision strategy did not help attract financial support from donors. However, it is hard to identify the proportion of funds that

the SL-MDTF so far have targeted specific agency deliverables and therefore gone down to the project level

has been raised through other channels of funding thanks to the Joint Vision document. The general perception though seems to be that the Joint Vision raised the profile of the UN in Sierra Leone and thus helped agencies' bilateral fundraising.

2011 has seen two special initiatives of joint fundraising. In February, the UNCT updated the financial status of the Joint Vision and presented it the occasion of a video conference organized by the PBC in New York. The key interlocutors in Sierra Leone were the Minister of Foreign Affairs and International Cooperation, and the ERSG. In parallel, the UNCT recruited a team of consultants to draft a fundraising strategy package. A toolbox of documents for the UNCT to make use of was produced and presented to the UNCT. There was however no consensus as to the way forward.

➤ The need for joint fundraising is still relevant given the funding gap at end of year 2010. A solid and targeted strategy remains to be agreed upon as previous efforts to promote the JV together with the MDTF have not met the UNCT's fundraising expectations. A new strategy must consider that not all Joint Vision programmes are suitable for joint fundraising. Some programme fundraising can be better done at agency level, depending on the area, the programme design and the agencies fundraising capacity. Joint fundraising does not necessarily mean un-earmarked funding and the proposed funding modality can vary according to programme' structure and contents.

3. Fund allocation mechanisms

DEPAC

The decision-making process used for the allocation of funds channelled through the SL MDTF is the Development Partnership Committee (DEPAC). Designed to ensure transparency and government ownership of the interventions funded through the UN, the DEPAC is designated in the National Aid Policy as the high level body for mutual accountability and forum of dialogue between the development partners and the GoSL. This decision-making process was planned from the set-up of the Joint Vision and its MDTF as a means to integrate the UN-related aid decision into the government aid coordination architecture with the aim to avoid creating parallel institutional arrangements. Therefore, no specific steering committee has been put in place to oversee the UN integrated UN programme.

However, the DEPAC turned out to be too high-level to be the forum where UN programmes funding allocation would be discussed. In addition, the DEPAC only meets quarterly with only one week notice to the partners and the Sector Working Groups, sub-committees of the DEPAC, have not yet become fully functional and could therefore not serve as the primary technical screening level as planned in the Terms of Reference of the SL MDTF.

The partners' consultation was ensured through first, a specific consultation process at the UNCT level (in the case of unearmarked funding), and second, through the consultation of line ministries under the leadership of the Ministry of Finance and more particularly DACO. The final stage was the approval of the funding request by the DEPAC co-chairs (Minister of Finance and Economic Development, World Bank Country Manager and ERSG/RC).

➤ The use of the DEPAC for decision-making on MDTF (and later on PBF) allocations has revealed that this high level coordination body was not appropriate to approve allocation of UN unearmarked funding. The alternative *modus operandi* that was used has not really ensured the initially planned dialogue between the government, sector level partners and the UNCT prior to the allocation of unearmarked funding.

UNCT-level fund allocation/DaO experience

At the UNCT level, the selection of UN Joint Vision programmes and then agencies' deliverables for the use of the funds was based on the following criteria:

- The Contribution to UN Vision Priority Areas
- The Advancement of Cross-cutting Issues
- The Adherence to the UN's Comparative Advantages
- The programmes funding gap

The consultations of line ministries led by the MoFED then consisted in reviewing the UNCT proposal for the use of funds. This allocation process did ensure some degree of joint programming within the UN but the tendency to focus on funds repartition rather than joint programming of results remained dominant.

At the occasion of the 2010 and 2011 DaO allocation, the process used to allocate funding showed that:

- Allocation of funds vis-a-vis the implementation delivery period (6 months) created a rush which could have had impacted negatively on the quality of the deliverables as it may have created in most cases an incentive to spend funds at the detriment of the time needed to ensure results
- The proposal of how funds should be distributed among participating agencies inside a programme should not be left to the individual programme managers' teams as they are too close to the programme to be considered as neutral.
- Programme design i.e. strategic focus must be clear to and agreed upon by all agencies before unearmarked funding comes through to avoid disagreement over allocation of these funds
- For allocations of un-earmarked funding to be discussed in a strategic manner by the agencies, the UNCT needs to be well aware of the status of delivery of each Joint Vision programme.

Recommendations

❖ *Fundraising*

JV programmes must be prioritized within a fundraising strategy. Criteria for prioritization should be:

- *Current and up-coming funding gap*
 - *Existing added value of jointly fundraise as opposed to fundraise at agency-level*
 - *Possibility of coming up quickly with a coherent proposal around key joint results*
- Besides programme prioritization, it will be necessary to agree on*
- *Donors to be targeted to avoid duplication and contradictory messages*
 - *Preferred funding modality for the programmes*
 - *Programmatic material to be used and produced (project document, brochures)*

A proposal based on the materials drafted by VG Media needs to be decided and taken action on soon, lest this opportunity for joint fundraising is passed.

❖ *Un-earmarked funding allocation process*

- *The effectiveness of DEPAC as coordinating body for aligned development assistance, and that of the sector working groups should be proposed for discussion at a future DEPAC meeting.*
- *The PMG, if membership is revised, should be tasked to agree on funds allocation within designated programme (by the UNCT) when un-earmarked funding is coming through the MDTF. Detailed guidance from the country team should be provided to support the PMG in that endeavor*
- *The PMG needs to give regular updates on the JVPs to the UNCT in particular with regards to delivery and expenditures at programme and agency levels*
- *The duration of the funded projects should be from the start of the project and based on time required for effective delivery*
- *All existing and in particular new staff should be properly briefed on the design and working mechanisms of the UN Joint Vision and their agencies specific role as it relates to the JVPs*

JOINT VISION FINANCIAL FRAMEWORK AT END OF YEAR 2010

Programme (Lead Agency)	Original Joint Vision programme Estimates (US\$)	Revised Programme Cost (US\$)	Total Secured* Funds (US\$)	Funding Gap against Revised Programme Costs (US\$)
		A	B	A-B
1. Democratic Elections (UNDP)	21,000,000	45,125,000	41,131,000	3,994,000
2. Access to Justice and Human Rights (UNDP)	11,000,000	13,500,000	9,171,000	4,329,000
3. Finance for Development (UNDP)	7,000,000	7,000,000	5,362,000	1,638,000
4. Small Holders Commercialization scheme (FAO / WFP)	50,000,000	35,000,000	19,610,000	15,390,000
5. Rural Industrial Growth (UNIDO)	7,000,000	7,000,000	2,100,000	4,900,000
6. HIV/AIDS & Malaria (UNAIDS/WHO)	14,000,000	14,000,000	7,798,000	6,202,000
7. Reproductive, Child Health and Nutrition (UNICEF)	68,000,000	68,000,000	22,500,000	45,500,000
8. School Feeding and Education (WFP/UNICEF)	43,000,000	55,862,000	33,322,000	22,540,000
9. Child Protection (UNICEF)	4,000,000	9,700,000	6,101,000	3,599,000
10. Reparations to war victims (IOM)	11,000,000	11,000,000	4,983,000	6,017,000
11. Public Sector Reform (UNDP)	19,000,000	9,000,000	6,387,000	2,613,000
12. Data Collection, Assessments and Planning (UNFPA)	8,000,000	8,000,000	4,973,000	3,027,000
13. Mitigating Against External Threats (UNODC/UNOPS)	12,000,000	12,000,000	4,080,000	7,920,000

14. Security Sector Reform (UNOPS)	9,000,000	9,000,000	2,177,000	6,823,000
15. Support to Democratic Institutions (UNDP)	10,000,000	9,600,000	4,525,000	5,075,000
16. Local Government and Decentralization (UNDP)	7,000,000	7,100,000	4,311,000	2,789,000
17. Gender Equality and Women's Rights (UNWOMEN)	7,000,000	7,000,000	2,697,000	4,303,000
18. Rural Community Empowerment (UNDP/FAO)	10,000,000	10,000,000	3,665,000	6,335,000
19. Youth Development and Employment (UNDP/ILO)	13,000,000	20,265,000	5,914,000	14,351,000
20. National Health systems (WHO)	9,000,000	18,183,000	13,778,000	4,405,000
21. Environmental Coop' and Peacebuilding (UNEP)	5,000,000	5,000,000	1,819,000	3,181,000
Totals:	345,000,000	381,335,000	206,404,000	174,931,000

* Money that has been received since the Joint Vision started in 2009 to the end of 2010 plus estimates of expected funding due to arrive through agency 'pipelines' in 2011 and 2012 of 2012.

ANNEXES

ANNEX I: Focus groups semi-structured discussions

1. Relevance – 10min

OBJECTIVE OF THE DISCUSSION: to assess if the programme is properly designed to address specific country needs

Discussion point 1: *Programme Objectives*

What are the main objectives of the programme? How do the programme objectives address the needs of the beneficiaries?

Discussion point 2: *Country context*

How did the elements in the country context affect the programme design? Have these been addressed over the course of 2009-2010? Has the overall programme been reviewed to take into consideration the elements of the country context?

2. Coherence – 10 min

OBJECTIVE OF THE DISCUSSION: to assess if the programme components are mutually reinforcing and the different contributions converging towards the same objectives

Discussion point 1: *Agencies complementarities*

How do the various expected contributions of the various agencies complement each other? How has this translated in the implementation over the past two years? What should be done to improve these complementarities?

3. Quality of delivery – 20 min

OBJECTIVE OF THE DISCUSSION: to get a sense of the level and quality of the programme delivery and to understand main challenges to be overcome

Discussion point 1: *Delivery status (achieved deliverables)*

After two years of implementation, how would you qualify the delivery status of the programme, is it on track?

Discussion point 2: *Challenges of delivery*

What have been the challenges encountered? (Ex: finance, partnership, implementation capacity from UN organization and IPs, lack of clear directions etc).

Has ensuring sustainability been a challenge? In what way?

4. Effectiveness – 20 min

OBJECTIVE OF THE DISCUSSION: to assess if the implementation of the programme has been done in coordination with participating agencies and external partners and the extent to which a common strategy has been moved forward as well as ways to support the implementation of a common programme strategy.

Discussion point 1: *Programme coordination*

How has the programme been coordinated (joint, coordinated, parallel)? What has been the frequency of meetings and the working tools used to advance coordination (work plan, mailing list, etc)? Can you give examples of outputs of this coordination (joint review, joint activities, joint meeting with partners etc)?

Discussion point 2: *Sector level coordination*

How is coordination at sector level happening? Does the programme relate to one or more sector working groups/sectors? Is there a need for joint approach to coordination at sector level for the programme? (Or are agencies liaising individually with MDAs?)

Discussion point 3: *Programme Funding*

Has there been any attempt to carry out joint fundraising for the programme? Would that make sense? What are the obstacles to do so? What could be done about them?

5. Challenges, Lessons Learned and Recommendations – 20 min

- Criteria for agencies' involvement, for definition of comparative advantages: for the planning of the next UN JV, what do you think could be done to facilitate the decision over the agencies' involvement in a programme?
- What could be done over the next year and a half to improve the sustainability of the programme?
- Provide challenges, lessons learned and recommendations on any of the four above sections. These should be concrete and feasible.

Instructions for the Questionnaire

1. This questionnaire is anonymous, please do not mention your name on the document
2. All the questions refer to a single Joint Vision programme, as described in the Joint Vision document and in more details in the Expanded Programme Document of the Joint Vision.
3. Be very honest in your response, there is no right or wrong answer
4. Do not pass around this questionnaire, the target of this questionnaire is yourself
5. After completion, inform the SPU that it is ready (leijon@un.org, 076612776) or send it directly to UNIPSIL, SPU. The **DEADLINE is WEDNESDAY 22nd JUNE.**

JOINT VISION MID-TERM REVIEW

QUESTIONNAIRE TO PROGRAMME MANAGERS OF THE JOINT VISION PROGRAMMES

NAME OF JOINT VISION PROGRAMME:

PART A: RELEVANCE

1. As of today, is the programme still in line with national priorities and government sector plans?
Yes ☐ No ☐
2. If no, has there been any adjustment made to the programme design?
Yes ☐ No ☐
3. How do the UN agencies contributions to the programme fit within the programme objectives?
Fits ☐ Some what fit ☐ Hardly fit ☐

PART B: COHERENCE

1. Do you see a clear link between the agencies' deliverables and the overall objectives of the programme?
Yes ☐ No ☐
2. Do you see clear complementarities between the agencies' contributions?
Yes ☐ No ☐
3. Should agencies' planned deliverables be revised at this stage of the JV implementation?
Yes ☐ No ☐
4. Is the link between the programme and the Joint Vision benchmarks clear to you?
Yes ☐ No ☐
5. Are there linkages between your programme and other Joint Vision programme?
Yes ☐ No ☐ I don't know ☐
6. If yes, have there been attempts to coordinate with those programmes?
Yes ☐ No ☐ I don't know ☐

PART C: QUALITY OF DELIVERY

1. Are the planned programme deliverables known to the whole Programme team?
Yes ☐ No ☐
2. What is the delivery rate of the programme at end of year 2010? (*ratio of delivered outputs over total planned outputs*)
10% ☐ 30% ☐ 50% ☐ 70% ☐ 90% ☐
3. Is the programme addressing gender equality and empowerment?
Yes ☐ No ☐ I don't know ☐
4. Is the programme approach taking into account human rights?
Yes ☐ No ☐ I don't know ☐
5. With reference to the beneficiaries, what is the level of outreach to them?
Low ☐ Medium ☐ High ☐
6. The challenges encountered in the implementation of the programme are due to:
 - a. Low capacity of implementing partners ☐
 - b. Your own organization procedures ☐
 - c. External factors ☐
 - d. All of the above ☐
 - e. Other factors (please specify) ☐

7. Who is the main implementer of the programme?
 - a. UN Agency. ☐
 - b. NGO, ☐
 - c. CSO, ☐

- d. MDA ☐
Other (please specify) ☐

8. How much does the programme address capacity building needs?
Not much ☐ Quite a bit ☐ Strongly ☐

PART D: EFFECTIVENESS

1. How would you assess the leadership of the lead agency:
Strong ☐ Medium ☐ Weak ☐
2. How frequently has the programme team met had over the course of 2009 -2010
Monthly ☐ Quarterly ☐ Yearly ☐
What was the focus of the discussions:-----

3. How would you qualify the collaboration between the agencies participating to the programme:
☐ Inexistent
☐ Based on information sharing
☐ Very good leading to joint activities
☐ Other (please specify)

4. Has there been any joint funding leveraged for the programme?
Yes ☐ No ☐
5. In your opinion, would increased efforts at joint fund raising be advisable for this programme?
Yes ☐ No ☐
6. If no, please explain why:

9. What level does your programme address capacity development needs?
a. Training ☐
b. Study tours ☐
c. TA ☐
d. Other (please specify) ☐

PART E

Please insert any challenges and best practices on issues pertaining to the relevance, coherence, effectiveness and quality of the delivery of the programme you are involved with or any other issue related to the Joint Vision implementation and design (no more than 250 words)

1. Joint Vision programmatic coherence

- How would you ensure that agencies' contributions to the JV programmes are more based on their comparative advantages and better serve the programme objectives? Which criteria would you use?
- How would you go about reducing the number of programmes? And agencies inside the programmes?

2. Quality of delivery and sustainability

- Should there be a common strategy to ensure sustainability at programme level?
- How can we better ensure that gender equality is taken into account into the Joint Vision programming?

3. Joint Vision effectiveness

Programme coordination

- Should coordination at programme level between the participating agencies be enhanced? If yes how? By UN coordination structures? Within sector coordination under the leadership of the government?
- What could be done to ensure that the linkages and inter-connectedness between the programmes translate into some degree of collaboration between agencies?
- What should be the role of the lead agency? How can we ensure that the Lead agency can perform its role?

PMG

- What are the challenges the PMG is facing in ensuring coherence and effectiveness of the Joint Vision? What could be done to support the work of the PMG?

MDTF:

- From your experience of the Delivering as One allocations to the Joint Vision programmes, what are the lessons learnt on allocation mechanisms of unearmarked funding?

4. Fundraising

- Is joint fundraising at programme level always relevant? For which programme is it relevant?
- How would you prioritize the JV Programmes in a fundraising strategy? According to which criteria?

5. Planning

- For the next Joint Vision, what should be the criteria to be used to define the number and the focus of each Joint Vision programme?
- How should the process support the transition towards the departure of UNIPSIL? How would you ensure that areas covered by the missions are handed over to the agencies, funds and programmes?
- At what stages of the planning process should the partners be involved (MDAs, Dev partners, civil society)?
- Should an expanded programme document be produced? What can be done to improve its efficiency and quality?
- Should the M&E framework be structured by programme outcome? Or would you keep the structures around benchmarks and priority areas?
- In addition to the financial updates, what can be done to improve the monitoring of the JV programmes?

UN Joint Vision Mid-Term Review: Programme of Consultations with National Partners

AFC Chapter 8: Sustaining Peace, Security and Good Governance		<u>DAY 1 – September 1</u>	
<u>1. Good Governance</u>			Session 1 (9.00-12.45)
JV Programme 15	Democratic Institutions		
JV Programme	Local Governance and Decentralization / Rural Community empowerment		
JV Programme 2	Access to Justice and Human Rights		
<u>2. Peace and Security</u>			Session 2 (13.30-15.45)
JV Programme 13	Mitigating External Threats to Security		
JV Programme 14	Security Sector Reform		
JV Programme 21	Environmental Cooperation for Peacebuilding		
AFC Chapter 13: Financing, Implementation, Monitoring and Evaluation			Session 3 (16.00-18.15)
JV Programme 3	Finance for Development		
JV Programme 11	Public Sector Reform		
JV Programme 12	Data Collection, Assessment and Planning		
AFC Chapter 6: Enhancing Productivity in Agriculture and Fisheries		<u>DAY 2 – September 2</u>	Session 1 (9.00-11.15)
JV Programme 4	Support to the Small Holder Commercialization		
JV Programme 5	Rural Industrial Growth and Renewable Energy		
JV Programme 19	Youth Employment and Development		
AFC Chapter 7: Sustaining Human Development			
<u>1. Education, Social Protection and Gender</u>			Session 2 (11.30-14.15)
JV Programme 8	School Feeding and Basic Education		
JV Programme 9	Child Protection		
JV Programme 10	Reparations to War Victims		
JV Programme 17	Gender Equality and Women's rights		
<u>2. Healthcare</u>			Session 3 (15.00-17.15)
JV Programme 6	HIV/AIDS and Malaria		
JV Programme 7	Reproductive and Child Health and Nutrition		
JV Programme 20	Strengthening of National Health Systems		

ANNEX V: Technical Consultations – List of Participants

AFC Chapter 8: Sustaining Peace, Security and Good Governance				DAY 1 – September 1 st , 2011
1. Good Governance				Session 1 (9.00-12.45)
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2. Peace and Security				Session 2 (13.30-15.45)
1	Morie Lengor	Sierra Leone Police	Director, Crime Services	morieleng@yahoo.co.uk
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AFC Chapter 13: Financing, Implementation, Monitoring and Evaluation

Session 3 (16.00-18.15)

1	Prince Kamara	SCP/MAFFS	Natl. Programme Cood.	Prince.kamara@maffs.gov.sl
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AFC Chapter 6: Enhancing Productivity in Agriculture and Fisheries

DAY 2 – September 2nd, 2011

Session 1 (9.00-11.15)

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AFC Chapter 7: Sustaining Human Development

1. Education, Social Protection and Gender

Session 2 (11.30-14.15)

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2. Healthcare

Session 3 (15.00-17.15)

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