Mapping of Sustainable Development Strategies in Countries Emerging from Conflict: Africa

- WORKING DRAFT -

DSD/DESA

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1. Countries Emerging from Conflict
<u>Africa</u>

The objective of this report is to present the status the national sustainable development plans of countries in Africa, who all have had recent conflict. The countries investigated are Angola, Burundi, Central African Republic, Cote d'Ivoire, Guinea Bissau, Kenya, Liberia, Rwanda, Sierra Leone and Uganda. Reports have been written for each of these countries which address the following areas: Conflict, National Sustainable Development Strategies and Other Planning Frameworks, International Cooperation Mechanisms, Strategic Objectives, Outcomes/Indicators and Targets, Budgeting and Funding, Addressing the Consequences of Conflict, Governance Justice and Human Rights, Decentralisation, Public Participation and Monitoring and Evaluation.

Complete reports are available for Angola, Burundi, Kenya, Liberia, Rwanda, Sierra Leone and Uganda.   Draft reports have been prepared for Central African Republic, Cote d'Ivoire and Guinea Bissau. These reports have not been completed due to language barriers; (French and Portuguese are the official languages of these countries and not the English Language).   The report process involved conducting internet research on the countries with regards to the above mentioned areas. Sources of information for the country reports were gathered from the websites of international organizations such as the United Nations, World Bank, International Monetary Fund (IMF), government websites, as well as various reports and publications.

1.1 Report on Current National Sustainable Development Strategies   and Sustainable Frameworks in Africa.

The following table summarises the current stats of NSDS (as 0f 2008) in all ten (10) countries:

Table 1 Status of National Sustainable Development Strategies

Status of NSDS	Countries

No Information	Angola, Burundi, Central African Republic, Cote d'Ivoire, Guinea Bissau, Liberia, Rwanda
No NSDS	Sierra Leone
NSDS Being Implemented	Kenya, Uganda

Research suggests that these countries are varying stages in the development planning process. All countries have some form of poverty reduction strategy (PRSP) whether it be an interim or final PRSP, along with other planning frameworks such as United Nations Development Programme (UNDP) Country Programme Actions Plans, United Nations Development Assistance Frameworks (UNDAF), peace building programmes implemented by the United Nations Peace Building Commission, and programmes being implemented by United Nations Missions to those countries.

The following table outlines the national actions plans for the ten (10) African countries understudy.

Table 2 National Action Plans

Country	National Action Plan
Angola	Strategy to Combat Poverty (PRSP) 2004-2007, UNDAF 2005-2008, UNDAF 2009-2013
Burundi	PRSP 2007-2010, Government Five Year Programme 2005-2010, Country Programme Action Plan (CPAP) 2005-2007, UNDAF 2005-2007, UNDAF 2007-2008
Central African Republic	IPRSP, PRSP 2008-2010, UNDAF 2004-2006, UNDAF 2007-2011, Draft UNDP Country Programme Action Plan (CPAP) 2007-2011
Cote d'Ivoire	Interim Poverty Reduction Strategy Paper (iPRSP) 2005, PRSP (launched on Jan 05,2009), Draft UNDP Country Programme Action Plan (CPAP) 2009-2013
Guinea Bissau	Interim Poverty Reduction Strategy Paper (IPRSP), UNDAF 2004-2006, UNDAF 2008-2012, UNDP Country Programme Action Plan (CPAP) 2008-2012, UNPBF Priority Plan

Kenya	Poverty Reduction Strategy Paper (PRSP) 2003-2007, Vision 2030, Medium Term Implementation Plan 2008-2012, UNDP Country Programme Action Plan 2009-2013
Liberia	Interim Poverty Reduction Strategy Paper (IPRSP) 2006-2008, Poverty Reduction Strategy Paper (PRSP) 2008 UNDP Country Programme Action Plan 2004-2006; 2008-2012
Rwanda	PRSP 2002-2007, UNDAF 2002-2006, UNDAF 2008-2012
Sierra Leone	Vision 2025, PRSP 2005-2007, UNDAF 2004-2008, UNDAF 2008-2010 (Draft), UNDP Country Programme Action Plan (CPAP) 2008-2010.
Uganda	PRSP 2004-2005, 2007-2008, UNDP Country Programme Action Plan (CPAP) 2006-2010, UNDAF 2006-2010

1.1.2 Individual African Countries Research

1.1.2.1 Angola

The original NSDS report on Angola was prepared in August 2007. This report includes the government Strategy for Combating Poverty (ECP) which is yet to be finalized. The report also includes other planning frameworks for the United Nations Development Assistance Framework (UNDAF) 2005-2008. The report is yet to be updated with the United Nations Development Programme Country Programme Action Plan for 2009-2013 which was developed in line the UNDAF and that government's programme.   At present this report is only available in hard copy.

1.1.2.2 Burundi

The NSDS report for Burundi was prepared in August 2007 and updated in February 2009. The report includes current Poverty Reduction Strategy Paper (PRSP) 2007-2010 and the Government Five Year Programme 2007-2010. It also includes expired planning framework for the UNDAF and UNDP CPAP which were implemented during 2005-

2007. As of March 2009, no updated frameworks were available for both the UNDAF and UNDP.

The NSDS Report for Burundi is available in Appendix I of this report.

1.1.2.3 Central African Republic
 A draft NSDS report for Central African Republic was created in February 2009.   This report includes up to date national actions and other planning frameworks for this country.   These are the Poverty Reduction Strategy Paper 2007-2010, Draft Country Programme Document for Central African Republic 2007-2011 and the UNDAF for 2007-2013.

The draft NSDS Report for Central African Republic, is available in Appendix II of this report.

1.1.2.4 Cote d'Ivoire
A draft NSDS report for Cote d'Ivoire was created in February 2009.   This draft report only summarizes the characteristics of the Poverty Reduction Strategy Paper launched in January 2009, due to the fact that this PRSP is not yet available on the web. This report also includes details of the draft UNDP CPAP for 2009-2013.   However, it does not include information on the UNDAF 2009-2013 which is available only in French for this time period.

For details of the draft NSDS report on Cote d'Ivoire, see Appendix III of this report.

1.1.2.5 Guinea Bissau
A draft NSDS report for Guinea Bissau was created in February 2009.   This report contains information on the first Poverty Reduction Strategy Paper implemented in Guinea Bissau during 2005-2008. At the time this report was prepared, there was no information on a follow PRSP for this country. The draft report also includes details of the draft UNDP Country Programme Document which began implementation in 2008,

and will expire in 2012. This report does not include information on the UNDAF 2009-2013, which is available only in French.

For details of the draft NSDS report on Guinea Bissau, see Appendix IV of this report.

1.1.2.6 Kenya

The NSDS report for Kenya was compiled in January 2009. This report includes details on the national vision of Kenya entitled Vision 2030 which will be implemented in medium term plans with the first being from 2008-2012. Details of the UNDAF and the draft UNDP Country Programme Action Plan for the time period 2009-2013 have also been included in this report.

For details of the NSDS report for Kenya, see Appendix V.

1.1.2.7 Liberia

The NSDS report in Liberia was first prepared in August 2007, and updated in January 2009. This report includes details on the Interim Poverty Reduction Strategy (2006-2008), the full fledge Poverty Reduction Strategy Paper (2008-2011). The updated report also includes the UNDP Liberia Programme which was implemented between 2004-2006 as well as the programme which began implementation in 2008, expiring in 2012.

For details of the NSDS report for Liberia, see Appendix VI.

1.1.2.8 Rwanda

The NSDS report on Rwanda was originally created in 2007, and was up dated in February 2009. The original report consisted of details on the Vision 2020, and Poverty Reduction Strategy Paper which was implemented 2002-2007. The updated report

includes details include the Economic Development and Poverty Reduction Strategy Paper for 2008-2012. The report also includes details of the UNDAF for 2002-2006 and the "One UN" Pilot Programme which covers the 2008-2012 time periods.

For details of the NSDS report on Rwanda, see Appendix VII.

1.1.2.9 Sierra Leone

The NSDS report was compiled in January 2009. This report includes details of the Vision 2025, and the Poverty Reduction Strategy Paper (2005-2007). It also includes the UNDAF for 2006-2007 and the UNDP CPAP for 2008-2010. Please note, that no updated Poverty Reduction Strategy Paper for (2005-2007) or the UNDAF were available at the time the report was compiled.

Details of this NSDS report for Sierra Leone, is available in the appendices of this report. (See Appendix VIII)

1.1.2.10 Uganda

The NSDS report for Uganda was originally compiled in August 2007, and a few changes were made to this report in January 2009. This report includes information on the Poverty Eradication Action Plan which expired in 2008; no updates to this action plan were available in January 2009. The NSDS report also includes details of the UNDAF and UNDP CPAP for 2006-2010.

Details of the NSDS report for Uganda, is available in the appendices of this report. (See Appendix IX)

APPENDICES

APPENDIX I

BURUNDI

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Next Elections

Former Hutu rebel group leader Pierre Nkurunziza was appointed President in 2005[1].
The next Presidential election will be in 2010[2].

Conflict

Although Burundi has experienced conflict since 1972, the latest violence started in 1993 with the coup and assassination of Melchior Ndadaye, the first democratically elected president. This unleashed ethnic massacres in Burundi between Hutus and Tutsis[3].

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[1] MRDP. Multi-Country Demobilization and Reintegration Program. URL: < http://www.mdrp.org/ > Accessed: July 2nd, 2007.
[2] African Elections Database – Burundi. URL: < http://africanelections.tripod.com/bi.html > Accessed: August 12th, 2007.
[3] MRDP. Multi-Country Demobilization and Reintegration Program. URL: < http://www.mdrp.org/ > Accessed: July 2nd, 2007.

1. **National Sustainable Development Strategies and Other Planning Frameworks**

Status of NSDS
n.a., as of 2008[4].

Comprehensive Strategies

Poverty Reduction Strategy Paper (PRSP) 2007-2010:

Burundi's first PRSP was published in 2006. The PRSP presents a medium and long-term development vision for Burundi and sets out bold poverty reduction objectives, which are consistent with the Government's 2005-2010 priority programme. The objectives are also consistent with the Millennium Development Goals (MDGs) and will guide the long-term development vision study for 2025, under preparation. Three generations of PRSPs are to be created between 2006 and 2015. The foundation of the PRSP was laid on the following principles so as to give substance to the vision:

- refocusing the role of the State;
- maintenance of peace and security;
- capacity building;
- renewed economic growth;
- stronger community involvement;
- affirmation of the central role of women;
- promotion of a new partnership with donors and lenders.

Additionally, there is consensus on four main strategic axes:

- Improving governance and security;
- Promoting sustainable and equitable economic growth;
- Developing human capital;
- Combating HIV/AIDS.

The Government regards the development of human capital and healthy human resources as predicaments to sustainable development. Its objective is to re-establish quality social services, in partnership with the beneficiaries, focusing on health and education. In this respect, it also intends to focus on the needs of refugees, the displaced and vulnerable groups. The Government also believes that macroeconomic stability, long-term economic growth, decentralization and active community participation are the basis for sustainable development[5].

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[4] United Nations Division for Sustainable Development. 2008. *National Sustainable Development Strategies: The Global Picture.*
[5] Republic of Burundi. 2006. *Poverty Reduction Strategy Paper – PRSP.*

The PRSP Joint Staff Advisory Note states that while the strategic priorities of the PRSP are appropriate, they are stated generally and would benefit from translation into precise measures and detailed action plans[6].

Government Five-year Programme 2005-2010:

The Programme provides an overview of the short and medium-term priorities which need to be addressed in order to create the conditions for sustainable development in Burundi. Moreover, it addresses measures critical for the consolidation of peace and the creation of conditions for longer-term initiatives, as well as priorities for restarting economic growth and public welfare.

The Five-year programme consists of objectives and strategies on political and administrative issues, and peace and security. The latter is seen as a precondition for economic development. The programme aims to create conditions that would enable harmonized economic and social development in all regions of Burundi within an integrated human development framework.

The programme also consists of objectives and strategies in basic services provision; culture, youth, sports and leisure; family, national solidarity, and social security; regional integration; among others [7].

Key Sustainable Development Coordination Mechanism(s)

The National Council of Sustainable Development is in the process of being created, as of 2004. Currently, the Ministry of Territory Management and Environment coordinates the activities related to sustainable development[8].

- **Mandate of Coordination Mechanism(s):** the mandate of the National Council of Sustainable Development will be to define the national policies on development matters.

- **Contact Point:**

  Of Coordination Mechanisms[9]:

  Mr. Festus Ntanyungu
  General Director - National Institute for the Environment and Nature Conservation (INECN)

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[6] International Monetary Fund (IMF), International Development Association (IDA). 2007. *Joint Staff Advisory Note on the Poverty Reduction Strategy Paper.*
[7] Republique du Burundi. 2005. *Programme du Government du Burundi 2005-2010.*
[8] United Nations Commission for Sustainable Development. 2004. *National Level Coordination Structure of Agenda 21 Actions - Burundi (Fact Sheet).*
[9] United Nations Commission for Sustainable Development. 2004. ibid.

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Bodies Involved in Sustainable Development Strategies[11]

Ministries and Agencies

Ministries of: Territory Management and Environment; Planning of Development and
Recontruction of the Country; Agriculture and Livestock; Energy and Mines; Commerce
and Tourism; Health.

Para-statal Bodies and Institutions / Academic and Private Sectors

National Institute for the Environment and Nature Conservation (INECN); Geographical
Institute of Burundi (IGEBU); Burundi Agronomy Sciences Institute (ISABU);
University of Burundi; Burundi Chamber of Commerce and Industry (CCIB).

Non-governmental Organizations

Burundi Environmental Defence Organisation (ODEB).

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[10] United Nations Division for Sustainable Development – National Information – Indicators of Sustainable
Development. *List of National Contacts.*
URL: < http://www.un.org/esa/sustdev/natlinfo/indicators/indi7.htm > Accessed: June 29, 2007.
[11] United Nations Commission for Sustainable Development. 2004. ibid.

2. Other Planning Frameworks

Country Programme Action Plan (CPAP) 2005-2007:

The CPAP is a two-year framework based on three priority axes:

- rehabilitation and reintegration
- promotion of good governance
- combating HIV/AIDS

The reform of the security and justice sectors is taken into account in the first two axes, while HIV/AIDS, gender, and the environment are considered as cross-cutting issues even when there are specific actions related to those issues within the general framework.

The Programme is inspired by the MDGs, the priorities of the PRSP, and the guidelines of UNDAF, the National Programme for the Reintegration of Victims (PNRS), the National Programme for the Strengthening of Capacities of Good Governance, and the National Strategy for Combatting HIV/AIDS. In this way, the actions that result from this plan establish coherence between these different instruments, and coordinates joint interventions at the regional, national, provincial and local levels as well as internal synergies within them. The evaluation to follow will take the form of an integrated proceeding based on indicators of outcomes, effects, and impacts.

The CPAP regards the rehabilitation of victims, the construction and rehabilitation of social infrastructures, the capacities reinforcement of institutions in charge of the rehabilitation, revival, and diversification of agricultural production as levers for sustainable development[12].

United Nations Development Assistance Framework (UNDAF) 2005-2007:

Apart from similar objectives as the CPAP in the areas of rehabilitation and reintegration, promotion of good governance, and combating HIV/AIDS, the UNDAF framework includes specific actions in the following areas:

- fight against poverty and economic revival;
- access to basic social services (health, nutrition, water and sanitation, and education);
- population, environment, and agriculture (food security).

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[12] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. *Plan d'Action du Programme de Pays 2005-2007.*

With regards to sustainable development, the UNDAF aims to contribute to the improvement of sustainable food security within a framework of optimal environmental and natural resource use[13].

Strategic Framework for Peacebuilding in Burundi:

Developed between the Government and the Commission, published in June 2007[14]. The government along with the UNPBC has developed an Integrated Building Strategy which focuses on helping the government address a number of issues. These include: completing and implementing a cease fire agreement, reforming the security sector and disarmament, ensuring equitable access to justice, improving human rights, assisting the government in finding solutions to their land issues and addressing gender inequality

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[13] Système des Nations Unis au Burundi. 2004. *Plan Cadre des Nations Unies Pour l'Aide au Développement du Burundi (2005 – 2007).*
[14] United Nations Peacebuilding Commission. 2007. *Report of the mission of the Peacebuilding Commission to Burundi.*

3. International Cooperation Mechanisms

Economic Commission for Africa (ECA)

As one of the UN's five regional commissions, the ECA plays an important role in the implementation of the sustainable development agenda in the region[15]. Burundi is a Member State.

Details on the ECA's role with respect to sustainable are found on the NSDS general report for Africa.

East African Community (EAC)

Burundi recently joined the EAC in June 2007[16].

To facilitate the implementation of the Treaty, the EAC adopted a five-year Development Strategy. The EAC Development Strategy (2006-2010) is the third one to be formulated[17].

More information on the EAC, details on the newly established monitoring and evaluation system under the EAC-DS (2006-2010), and the Action Matrix for the EAC Development Strategy 2006-2010 can be found on the NSDS general report for Africa.

African Union

Initiative On Promotion and Development of Agenda 21 in Africa

As of March 2004, no progress against the initiative's targets has been reported. However, the partnership is being implemented in a large number of countries. Burundi is a partner to the initiative, and implementation of the partnership has already begun[18].

Details of the initiative are found on the NSDS general report for Africa.

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[15] United Nations Division for Sustainable Development. 2005. *Institutional and Strategic Framework for Sustainable Development in Africa.*

[16] East African Community (EAC) – News. *Rwanda and Burundi Join EAC.* June 27, 2007. URL: < http://www.eac.int/news_2007_06_rwanda_and_burundi_join_EAC.htm > Accessed: July 25, 2007.

[17] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010.*

[18] United Nations Division for Sustainable Development: Partnerships. *African Union Initiative On Promotion and Development of Agenda 21 in Africa.*
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html > Accessed: February 18,2009.

The Peace and Security Council

Serves as a decision-making and enforcement body for crisis prevention and management[19]. It is patterned somewhat after the UN Security Council.

Pact on Peace, Security, Democracy and Development in the Great Lakes Region

Burundi is a signatory to the pact. As a demonstration of the commitment to implement the Pact, the countries of the region committed themselves to pay the mandatory contributions to the Conference Secretariat and to make pledges to the Special Fund[20].

However, the UN Peacebuilding Commission reports that the Pact has not yet been ratified[21].

Details of the pact are found on the NSDS general report for Africa.

International Conference on Disarmament, Demobilization, Reintegration (DDR) and Stability in Africa

The conference provides a forum that enables and facilitates dialogue on the issue. It also formulates recommendations of the best practices and strategies for DDR programs in Africa. The latest meeting was held in June 2007, where Burundi was a participant[22]. The Secretariat to the Conference is also based in Burundi[23].

Details of the conference are found on the NSDS general report for Africa.

Multi-Country Demobilization and Reintegration Program (MDRP):

Burundi has implemented a national program under the MDRP on Demobilization, Reinsertion, and Reintegration.

The programmes aim was to:

- Demobilize an estimated 55,000 combatants of the Burundian Armed Forces, Armed Political Parties and Movements (APPMs), and the National Defense Force, and support their reintegration into civilian life.

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[19] United Nations Development Programme Rwanda. 2007. *National Human Development Report.*
[20] United Nations News Centre. 26 June, 2007. *At UN meeting, 11 African countries from Great Lakes region sign new stability pact.* URL:
< http://www.un.org/apps/news/story.asp?NewsID=21000&Cr=great&Cr1=lakes >
[21] Republic of Burundi, United Nations Peacebuilding Commission. 2007. *Strategic Framework for Peacebuilding in Burundi.*
[22] United Nations – Office of the Special Adviser on Africa (OSAA). 2007. *International Conference on DDR and Stability in Africa - Kinshasa, Democratic Republic of Congo 12-14 June 2007: Aide Memoire.*
[23] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.

- Support the reinsertion of an estimated 20,000 'Gardiens de la Paix' and 10,000 'combatants militants' of APPMs
- Facilitate the reallocation of Government budget resources from the defense to social and economic sectors over five years.

As of August 2008, 26,279 combatants have been demobilised, 21,018 have received reinsertion support and 14,813 combatants have received reintegration support.

UN Peacebuilding Commission:

The UN Peacebuilding Commission and the Government of Burundi have developed a Strategic Framework for Peacebuilding in Burundi, published June 2007[24].

United Nations Integrated Office in Burundi (BINUB):

In 2004, the United Nations Security Council transformed the forces of the African Union's African Mission in Burundi (AMIB) into a United Nations Peacekeeping Operation (ONUB) tasked with monitoring the ceasefire agreements and supporting efforts to bolster the peace process[25]. The Peacekeeping Operation was on the ground through 2006, and has now been replaced by an Integrated UN Office (BINUB)[26]. The mandate of the BINUMB mission was originally 12 months, from January 2007, but was extended until December 2008.[27]

The BINUB mission was created to facilitate the implementation of this ceasefire agreement, assistance in the reform of the security sector and support of the reintegration of ex-combatants. The Burundian government also requested the BINUB to help in the establishment of rule of law, good governance and freedom of press and media[28].

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[24] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[25] Republic of Burundi. 2006. ibid.
[26] MRDP. Multi-Country Demobilization and Reintegration Program. URL: < http://www.mdrp.org/ > Accessed: July 2nd, 2007.
[27] United Nations Integrated Office in Burundi. Mandates, Strategies and Programs, URL: < http://binub.turretdev.com/en/index.php?option=com_content&task=view&id=20&Itemid=48 >. Accessed: February 18, 2009.
[28] United Nations Security Council. 2006. *Security Council Establishes Integrated United Nations Office in Burundi.*

4. Strategic Objectives, Outcomes/Indicators and Targets

Poverty Reduction Strategy Paper (PRSP):

One of the four main strategic axes for the PRSP is dedicated to **Improving Governance and Security.** This axis focuses on the following priority actions:

Security

- negotiating a comprehensive and permanent ceasefire to strengthen security;
- continuing the demobilization, disarmament, and reintegration programs until military and police staffing are stabilized at levels that are sufficient to meet the country's needs and in line with its financial capabilities;
- professionalizing the defense and security forces;
- disarming the civilian population and preventing the proliferation of small arms.

Governance

- to strengthen the rule of law and justice,
- manage disputes from the past to safeguard the future,
- strengthen the democratic culture,
- promote efficient public administration, pursue decentralization,
- establish a transparent public finance management system,
- and tackle corruption.

With regards to sustainable development, the Government is convinced that it is predicated on qualified and healthy human resources, and long-term economic growth. For this reason, two of the four strategic axes are dedicated to developing human capital and promoting sustainable and equitable economic growth.

The objective of the **Developing Human Capital** axis is to re-establish quality social services in partnership with the beneficiary communities. To this end, priority actions targeting the health and education sectors, water supply and sanitation, urban planning and decent housing for all have been identified. In addition, actions geared toward refugees, the displaced, and other vulnerable groups have been emphasized. Actions also focus on promoting community approaches to caring for and reinserting disaster victims.

The **Promoting Sustainable and Equitable Economic Growth** includes actions in diversifying employment and income opportunities for rural communities, notably through micro-credit and the promotion of highly labor-intensive works;

The other pillar focuses on combating HIV/AIDS, aimed at bringing about a sharp reduction in the spread of the pandemic.

In addition, the Government places an emphasis on:

- Refocusing the role of the Government, focusing on decentralization, private sector and public participation;
- Capacity building of Governmental institutions;
- Stimulating economic growth, focusing on the rural sector and underprivileged groups; and
- Strengthening the community dynamic.[29].

Please refer to the Appendix, pg. 35 of this report for the following documents:

- PRSP – Action Matrix by Axis
- PRSP – Selected Major Economic and Financial Indicators, 1992-2005
- PRSP – Selected Major Social Indicators[30]

The PRSP Joint Staff Advisory Note reports that even though the progress indicators proposed in Annex 1 - Action Matrix by Axis of the PRSP are generally measurable, they need to be streamlined and aligned with the main priority actions. The Staff recommends that the work underway to establish monitoring and evaluation indicators be made a priority. However, this work will need to be accompanied by progress on the rehabilitation of national statistics. Moreover, the Note states that the development of an action plan setting out priority actions with costing, timing, and performance indicators, and specifying the entity in charge, is of paramount importance[31].

Government Five-year Programme 2005-2010:

The objectives and strategies are composed of several axes of intervention and action:

Political and Administrative Issues:

- Good Governance;
- Democratic Culture;
- Rehabilitation of the Truth about Burundi's History;
- Politics of Rational Development.

Peace and Security:

- Reinforcing National Defense Forces;
- Enhancing Institutional Security;
- Creating a National Intelligence Service;
- Disarmament and Demobilization of Civilians;
- Justice For All and Culture of Human and Gender Rights;

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[29] Republic of Burundi. 2006. ibid.
[30] Republic of Burundi. 2006. ibid.
[31] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.

- Social and Professional Reintegration and Reinsertion of Refugees and the Displaced.

The programme also consists of objectives and strategies in the area of housing, standard of living, the environment and territory management. With respect to housing, the Government pays special attention to the reconstruction of housing and public services destroyed by the conflict. Furthermore, the objectives and strategies under the Culture, Youth, Sports, and Leisure chapter stress the importance of these elements for national reconciliation and the maintenance of peace. The Government also recognizes the family as a basis for development and a critical unit for the maintenance of peace.

With respect to the environment, the Government is committed to the rational management of natural resources within a framework of sustainable development. The Government also recognizes its great potential on mining resources, but does not specify an intention to develop transparent policies for its management[32].

Country Programme Action Plan (CPAP) 2005-2007:

The CPAP addresses sustainable development and conflict management directly in one of its strategic objectives, which is to transition from urgency interventions to sustainable development. The strategic objective is to prevent conflict while promoting a community approach that is integrated and inclusive, and constantly seeking to favor the socioeconomic reinsertion of victims and vulnerable groups and to consolidate peace and reconciliation. Moreover, decentralization efforts will be translated into concrete actions through reintegration activities at the local and community levels. The specific objectives of the program are consistent with the PRSP and the MDGs.

In conformity with the PRSP, there is a strategic objective in the CPAP dedicated to promoting peace and good governance, aimed specifically at supporting national efforts towards attaining the MDGs

The third strategic objective of the CPAP focuses on combating HIV/AIDS[33].

Please refer to the Appendix, pg. 35 of this report for the following:

- MDG Targets and Current Status[34]
- Progress toward achieving the MDGs[35]
- CPAP – Coupling Framework of Results and Resources[36]

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[32] Republique du Burundi. 2005. ibid.
[33] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[34] Republic of Burundi. 2006. ibid.
[35] Republic of Burundi. 2006. ibid.
[36] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.

Strategic Framework for Peacebuilding in Burundi:

The framework consists of the following objectives:

- **Promotion of good governance**, particularly the respect for the Constitution and laws, the creation of additional space and mechanisms for consultation and dialogue on the main issues related to peacebuilding in Burundi, the fight against corruption and strengthening the capacity of the public administration and the decentralization process, and the preparation of future elections through the establishment of a independent national electoral commission;

- Completion of the implementation of the **cease fire agreement between the Government and the PALIPEHUTU-National Liberation Forces (FNL);**

- Completion of the **reform of the security sector** and the disarmament of the civilian population;

- **Equitable access to justice, the promotion of human right, the fight against impunity** as well as reaching a consensus on the modalities of the implementation and functioning of **transitional justice mechanisms**;

- Finding sustainable solutions to the **land issue** and to **socioeconomic recovery of populations affected by the war and conflicts**, including through monitoring the implementation of the PRSP as well as the ratification and implementation of the Pact on Security, Stability and Development in the Great Lakes region.

- **Mainstreaming gender** in the implementation of these priorities and in the entire process of peacebuilding, within the framework of priorities of the National Gender Policy and resolution 1325 of the United Nations Security Council on Women, Peace and Security.

The Government and the UN Peacebuilding Commission, working closely with other stakeholders, will establish a tracking and monitoring mechanism[37].

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[37] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.

5. Budgeting and Funding

There is currently no overall budget strategy that is in line with the concept of sustainable development. However, the Government is in the processes of preparing a Medium-Term Expenditure Frameworks (MTEFs) and a Public Expenditure Reviews (PERs) that will be systematically initiated in the various priority sectors[38]. The PRSP Joint Staff Advisory Note notes that Burundi is progressing toward a poverty-focused budgetary policy, but given its weak institutional capacity, the introduction of a MTEF would necessarily be gradual. The Government is committed to increasing the share of pro-poor expenditure[39].

Public Expenditure – PRSP:

Budgetary expenditure will remain substantial owing to the reinstallation and reinsertion of disaster victims, the rehabilitation and reconstruction of destroyed infrastructure, and the financing of socio-economic infrastructure. Expenditure will amount to about 50 percent of GDP annually owing to the sizable financial requirements for reducing poverty. The financing of the overall budget reflects a growing share of Emergency Program (PU) and PRSP financing. This is expected to increase up to 2008 from 9.7% of GDP in 2006 to 16.4% of GDP in 2008, more than doubling. However, expenditure will decline back to 9.8% of GDP in 2009[40].

Government Finance

	2006		2007		2008		2009	
	Billions of Burundi francs	% of GDP	Billions of Burundi francs	% of GDP	Billions of Burundi francs	% of GDP	Billions of Burundi francs	% of GDP
1. Total Expenditure	496.1	49.8	575.3	49.7	705.8	52.3	691.0	44.0
(ii) PU and PRSP	96.5	9.7	133.3	11.5	221.1	16.4	154.7	9.8
1.1 Total Current Expenditure	290.2	29.1	346.4	29.9	419.4	31.1	408.5	26.0
(iii) PU and PRSP	40	4	82.7	7.1	126.5	9.4	83.6	5.3
1.2 Total Capital Expenditure	205.9	20.7	228.9	19.8	286.4	21.2	282.5	18.0
(iv) PU and PRSP	56.5	5.8	50.6	4.4	94.6	7	71.1	4.5

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[38] Republic of Burundi. 2006. ibid.
[39] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.
[40] Republic of Burundi. 2006. ibid.

6. Addressing the Consequences of Conflict

Negotiating a Comprehensive and Permanent Ceasefire to Strengthen Security

Important progress has been achieved in the establishment of follow-on and implementation mechanisms for the Palipehutu-FNL 2006 ceasefire agreement, including the Joint Verification and Monitoring Mechanism and the Joint Liaison Teams. However, the delay in the implementation of the agreement creates political and security uncertainties which may partially explain the reduced flow of return of refugees and displaced people back to their communities of origin. The delay is likely to lead to military outbursts and uncontrolled confrontations between the National Defence Forces (FDN) and FNL forces. It also serves as alibi to those who resort to banditry.

In this respect, the Government will continue to work with the Palipehutu-FNL, the Facilitator, the sub-regional initiative and actors of Burundian society in order to immediately and jointly create the conditions favourable for the effective implementation of the September 2006 ceasefire agreement[41]. According to the United Nations Development Group's (UNDG) Resident Coordinator Annual Report (RCAR) for 2006, the Head of State promulgated in November 27, 2006 a law establishing a provisional amnesty for the members of the FNL – a previous condition demanded by the rebel group for their participation in the joint mechanism of monitoring and verification[42].

The PRSP Joint Staff Advisory Note reports that while the situation in the Great Lakes region is improving, the security situation on Burundi's eastern border may take time to stabilize[43].

Demobilization, Disarmament, and Reintegration

The process of demobilizing, reinserting, and reintegrating ex-combatants and members of the former armed forces is progressing smoothly with the support of the Multi-Country Demobilization and Reintegration Program (MDRP).

The National Programme of Demobilization, Reinsertion, and Reintegration aims to:

- Demobilize an estimated 55,000 combatants of the Burundian Armed Forces, Armed Political Parties and Movements (APPMs), and the National Defense Force, and support their reintegration into civilian life.
- Support the reinsertion of an estimated 20,000 Gardiens de la Paix and 10,000 combatants militants of APPMs.

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[41] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[42] United Nations Development Group (UNDG) – RCAR 2006. URL: <
http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=BDI&P=490 > Accessed: July 25th, 2007.
[43] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.

- Facilitate the reallocation of Government budget resources from the defense to social and economic sectors.

In January 2003, the transitional Government began preparation of a National Demobilization, Reinsertion, and Reintegration Program (PNDRR) with the support of the World Bank. This provides assistance to demobilized combatants for their reintegration into civilian life. To make the program permanent, partnership links have been established with other development programs, particularly at the community level. The plan also calls for demobilized individuals to be able to participate in self-help activities within their social milieu. The Government also believes that it will be necessary to strengthen the capacities of the Ministry of National Defense and Veterans' Affairs, improve the social welfare of members of the FDN and Burundi National Police (PNB), and ensure their participation in national reconstruction programs.

Professionalizing the Defense and Security Forces

The integration of combatants from the various parties and armed political movements, and of members of the former armed forces and former police led to a profound restructuring of the country's defense and security forces. To consolidate these achievements, the Government will endeavor to professionalize these forces. The operational capacities of these forces will be strengthened through training and equipment, along with judicious redeployment of forces in the field[44]. The PNB will also be enhanced to have greater proximity and protect minors[45].

The sector's contribution to national reconstruction could also extend to the rehabilitation of the country's infrastructure (military engineering), management of natural disasters (FDN), firefighting (PNB), environmental protection (reforestation), and assistance to the health sector (access to care provided by military hospitals to the civilian population, support for public health programs such as immunization campaigns).

National Intelligence Service (SNR) has been newly created[46], and the Government aims to reinforce the capacities its agents. Moreover, the Government will make SNR data available in all the domains (civil, military, social etc.) in order to protect and stabilize institutions.

Despite efforts made, security forces are not always perceived as acting in the best interest of the population, particularly due to the abuse and human rights violations previously perpetrated. The results so far are insufficient in a context where the majority of ex-combatants still need to be reintegrated into society in a sustainable manner and weapons and feelings of insecurity are widespread in society. The lack of economic opportunities for the reinsertion of the demobilized remains a challenge. For this reason,

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[44] Republic of Burundi. 2006. ibid.
[45] Republique du Burundi. 2005. ibid.
[46] Republic of Burundi. 2006. ibid.

the UN Peacebuilding Commission suggests that the integration of former belligerents in new security forces should go hand in hand with:

- a redefinition of the mandate of these forces established on the basis of a realistic assessment of national needs;
- the redefinition of the mandate of these forces on the basis of an army responsible for protection against all external dangers and a police at the service of its citizens;
- and a process for the reintegration of those who will be demobilized[47].

Disarming the Civilian Population and Preventing the Proliferation of Small Arms

The Government has established a National Commission for the Disarmament of Civilian Populations, charged with implementing national strategy in this area. The legal framework pertaining to this issue will conform to international and regional standards and, in particular, the Nairobi Protocol. The Government also plans to set up a management and control system that will enable it to fight illicit arms trafficking and contribute to the sub region's efforts in this area. Special emphasis will be placed on mine-clearing operations and the neutralization of unexploded explosive devices[48].

Reintegration of Victims

UNDP is committed to reintegrating victims so that their human rights are in perfect harmony with the environment in which they are being reinstalled and reinserted. Moreover, it also aims to implement support mechanisms for local initiatives of peace strengthening such as conflict resolution or management mechanisms[49]. The Government believes that the starting point for real rehabilitation of victims is their acceptance within their community of origin. For this reason, it is promoting social mechanisms of mutual aid, and developing the habit of community management of social infrastructure and micro-projects with an eye to securing a sustainable reconciliation.

To ensure the voluntary reintegration of victims in their communities with full dignity, the Government plans to do the following:

- identify and develop transit host sites;
- inform, mobilize, and monitor returnees;
- facilitate the return of refugees and displaced persons by providing transportation to their region of origin and assistance in fulfilling the administrative formalities, thus permitting successful social rehabilitation;

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[47] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[48] Republic of Burundi. 2006. ibid.
[49] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.

- distribute a package of food and nonfood items to returnees to ensure survival under decent conditions during a period of at least three months pending the first harvest[50].

The Government is also focusing on a strategic approach that will provide assistance to vulnerable persons, thus enabling them to strive for self-sufficiency and truly participate in the socio-economic development process. This strategy will be complemented by programs deigned to:

- welcome victims in their communities;
- support reintegration;
- upgrade the productive capacities of victims, with a focus on nonagricultural activities;
- improve the coordination of interventions targeting victims;
- strengthen the capacity to treat psychological trauma;
- assist the disabled[51].

The Government is also putting special emphasis on ensuring that children are reintegrated into schools[52].

The UN Peacebuilding Commission Reports that the issue of refugees and displaced populations exacerbates the already difficult reintegration of populations affected by conflicts and constitutes a challenge for peace in the sub-region. This issue, they claim, requires further attention[53].

Reconciliation

To establish truly pacific cohabitation, prevent new conflicts, and put an end to the cycle of violence, the Government is committed to illuminating and establishing the truth about the serious violations of human rights committed over the course of forty years of conflict in Burundi and determine the facts and responsibilities in order to bring Burundians to the point of reconciliation.

A Truth and Reconciliation Commission and a special court to judge the main figures responsible for war crimes and crimes against humanity will be established. The Truth and Reconciliation Commission will need to develop measures to promote reconciliation and pardons. Because an agreement has not been reached thus far between the Government and the United Nations on the establishment of these mechanisms, the UN Peacebuilding Commission reports that if the factors favouring impunity are not immediately eliminated, acts of injustice will continue to fuel conflicts. The Commission states that the absence of effective access to justice, and a lack of awareness of the law by

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[50] Republic of Burundi. 2006. ibid.
[51] Republic of Burundi. 2006. ibid.
[52] Republique du Burundi. 2005. ibid.
[53] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.

the population, exacerbate the situation and encourage citizens to take the law into their own hands. In light of this, the Government will, in a joint initiative with civil society and the United Nations, hold popular consultations at all levels to reach a broad consensus on the transitional justice mechanisms and their establishment[54].

Moreover, the Government believes that there is an imperative need to develop other transitional justice mechanisms such as administrative sanctions in lieu of judicial sanctions, and promote local initiatives for reconciliation as a necessary complement to national and international initiatives, the scope of which will remain limited[55].

In order to rehabilitate the truth about Burundi's history, the Government aims in its Five-year programme to rewrite Burundi's history and construct a cemetery, as well monuments symbolizing historical figures[56].

Strengthening Social Welfare

The Government's strategy will be to strengthen existing structures in order to provide better services to users and establish new structures for improved coverage of populations harmed by the conflict. Populations will be involved in designing and managing social welfare systems, thereby addressing specific financial constraints and diverse social needs. Appropriate financing mechanisms will be set in place, and the development of community-based mutual benefit health insurance schemes will be promoted through[57].

In addition, as part of UNDP's goal of transitioning from urgency interventions to sustainable development, the CPAP/UNDAF aims towards the rehabilitation of social services, including health, education, and shelter, as well as reviving and promoting local economies. To ensure this, UNDP will:

- Develop operational micro-credit systems;
- Increase levels of production and income for small-scale producers;
- Diversify sources of income and increased average incomes in the rural sector, addressing the economic rights of women;
- Construct and rehabilitate social infrastructures; and
- Promote the emergence of Small and Medium Scale Enterprises.

In addition, UNDP has the larger goal of developing the capacities of national institutions concurrent with the attainment of strengthened food security objectives, and have both an approved national action plan for combating land degradation and one for adaptation to climate change[58].

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[54] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[55] Republic of Burundi. 2006. ibid.
[56] Republique du Burundi. 2005. ibid.
[57] Republic of Burundi. 2006. ibid.
[58] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.

The UN Peacebuilding Commission reports that continued worsening economic conditions, food shortages in parts of the country aggravated by climatic changes, lack of employment for vulnerable groups, increasing socio-demographic pressures resulting from the return of refugees, and increasing frustration linked to the return of IDPs could pose threats to achievements in this area. Moreover, economic reforms such as the privatization of public companies could result in a deterioration of social conditions and generate conflict. The UN Peacebuilding Commission recommends that economic reforms should be implemented in parallel with reforms of basic social protection[59].

Housing

Conflict has also posed a difficult situation with respect to housing. Making villages viable, specifically by developing water supply systems, electric hookups, and road access, will make them more attractive, especially for youth to develop nonagricultural activities. The Government hopes for the gradual transformation from a subsistence economy to a market economy, with the objective of diversifying income sources and thereby reducing the structural causes of income poverty. This vision also lends itself to the development of cooperatives that supply labor, products, and services at the sites of the new villages.

In this respect, the Government will take steps to:

- develop a long-term policy on housing and urbanization;
- make the urbanization policy an integral part of land use planning;
- promote more densely populated urban areas and secondary centers;
- institute mechanisms to raise funds and financing for housing;
- promote collective housing;
- promote private initiative, especially regarding the use of local materials;
- strengthen decentralization; and
- promote the clustering of populations in villages.

Even though it makes sense to encourage people to return to their native hillsides because of cultural and social cohesion reasons, the Government believes that land pressures and the goal of bringing social services closer to rural populations are sound reasons for resettling victims in villages instead. Aware of the stakes and challenges associated with this villagisation policy, the Government intends to engage in serious discussions with the participation of the primary stakeholders in order to work out together the best strategy for true integration of communities and achieve peaceful cohabitation among Burundians.

In its Five-year programme 2005-2010, in order to enhance standards of living, the Government is also committed to constructing water supply and electrification infrastructure, as well as telephone networks, community televisions, health centers, schools, and markets[60].

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[59] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[60] Republique du Burundi. 2005. ibid.

7. Governance, Justice, and Human Rights

Promoting Good Governance

The Government has developed a national policy on good governance, geared at promoting democracy, rebuilding administrative capacities weakened by the crisis, and improving economic management. The framework entails the following:

Strengthening the Culture of Democracy:

Burundi has already been able to organize democratic and transparent elections. To strengthen the culture of democracy, the Government intends to upgrade the capacities of elected institutions and promote decentralization and greater citizen participation[61]. Likewise, UNDP is committed to strengthening capacity for development management in a decentralized framework and modernizing the electoral system[62]. In its Five-year programme 2005-2010, the Government is committed to sensitizing the population in matters such as a pluralist democracy, peace, and tolerance; and sharing the experience of Burundi in peace processes with the rest of the world by the creation of an International Institute for Peace and Democracy[63].

The UN Peacebuilding Commission identifies that in order to consolidate the emerging democracy, interaction and consultation among all actors of society (parliament, authorities elected at the local level, Government, political parties, civil society, media, private sector, and religious communities) are essential. Specifically, there should be a permanent dialogue on the major national strategies.

Promoting Effective Public Administration:

The consolidation of peace requires that the State has the technical, human and financial means to manage public affairs in a transparent and efficient manner, and in order for the State to gain back its legitimacy a comprehensive reform of public administration is needed[64]. The Government will design training activities with specific objectives in mind for different groups of beneficiaries, especially members of Parliament, administrative officials in Parliament and in municipalities, local elected officials, officials of political parties, as well as representatives of civil society and media professionals.

A civil service reform policy, together with revisions of civil servant status aimed at improving the efficiency of administrative structures and improving the highly precarious working conditions of civil servants, is now being prepared[65]. The PRSP Joint Staff Advisory Note emphasizes that this is urgent[66]. In addition, the Government will develop a multiyear training, human resources development, and equipment plan in order to create

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[61] Republic of Burundi. 2006. ibid.
[62] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[63] Republique du Burundi. 2005. ibid.
[64] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[65] Republic of Burundi. 2006. ibid.
[66] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.

an effective administration that is capable of confronting the many challenges of the post-transition period. An effort will also need to be made to address the widespread inadequacy of administrative buildings. Within this framework, a national school for Government officials and an institution of higher learning for judges will be created. These institutions will train personnel for public administration and the bench respectively[67].

In its Five-year Programme 2005-2010, the Government aims to revamp the National Economic and Social Council and manage external aid in a transparent manner[68].

The UN Peacebuilding Commission reports that recurrent institutional instability caused by political contradictions and tensions, as well as conflict in the access to short-term resources can act as threats to the achievement of this objective.

Strengthen the Rule of Law and Justice

The Government is placing a lot of emphasis on strengthening the rule of law and the judicial system, two fundamental and necessary elements for consolidating sustainable peace in Burundi[69]. UNDP is also committed to consolidating peace-building processes through the strengthening of democratic institutions and the rule of law[70].

In this respect, the Government aims to create a court of appeal in every province[71], and will educate the most vulnerable in society about their rights and judicial practices, as well as facilitate their understanding of the law. It will also provide them with legal and judicial assistance. A public information and education program on the rights and responsibilities of citizens will be conducted. The framework and action of civil society will also be strengthened, including the media and arbitration and reconciliation structures.

The institutional framework will also be improved, particularly by strengthening the independence of the judiciary and building the trust of ordinary citizens by addressing, among other issues, the composition of the judiciary (ethnicity, gender). The Independent National Commission on Human Rights and an Ombudsman will be established[72]. It also aims to reinforce the capacities of the penitentiary system and revamp the Supreme Council of the Judiciary[73]. Moreover, the Government will improve legal framework as well by amending certain statutes or adopting new laws such as the law on marriage settlements, inheritance, and gifts. The Government will also implement a policy of justice for minors that is consistent with the principles of the agreement on the rights of children, and will ratify the principal international agreements on human rights.

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[67] Republic of Burundi. 2006. ibid.
[68] Republique du Burundi. 2005. ibid.
[69] Republic of Burundi. 2006. ibid.
[70] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[71] Republique du Burundi. 2005. ibid.
[72] Republic of Burundi. 2006. ibid.
[73] Republique du Burundi. 2005. ibid.

Moreover, it will ensure that international human rights instruments are more reflected in national law.

The Government will also upgrade the human and material capacities of judges and representatives of the law, and strengthen the capacities of the police and members of Parliament in the area of human rights. Moreover, penal administration will be modernized and the rights of prisoners, including incarcerated minors, will be respected[74]. Furthermore, it aims to promote 'stop houses' in provinces instead of classical prisons[75].

In its Five-year Programme, the Government aims to translate judicial and human rights texts to the national language, Kirundi, and aims to create school clubs on Human Rights. Moreover, the Government will create a body responsible for the moral and physical violations of children and those violations which are gender-based[76].

The UN Peacebuilding Commission reports that, despite these efforts, the situation remains alarming. The lack of independence of the Judiciary does not allow the State to effectively fight impunity and recurring human rights violations, including violence against women, nor to promote and protect human rights in a sustainable manner. In light of this, the Government will create the conditions for the establishment of an independent judicial system at the service of the citizens, encourage the systematic recourse to justice by all citizens and facilitate their access to it[77].

Settling Land Disputes Related to the Crisis

The multiple crises experienced by the country have forced Burundians to abandon their property while taking refuge either outside or inside the country. As a result, social conflicts have arisen when refugees and displaced persons have returned to their property, often finding it occupied by others[78]. The UN Peacebuilding Commission reports that land might also have been used for public infrastructures by the State[79].

To reduce the risk of land-related disputes, the Government plans to:

- set in place and strengthen mechanisms for settling and preventing land disputes related to the crisis;
- manage state lands equitably and transparently;
- develop and implement a mechanism and procedures for expropriation and compensation;

[74] Republic of Burundi. 2006. ibid.
[75] Republique du Burundi. 2005. ibid.
[76] Republique du Burundi. 2005. ibid.
[77] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[78] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[79] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.

- develop a national strategy on land use planning and a corresponding action plan that includes urbanization;
- update the inventory of state lands and ensure that they are equitably allotted;
- conduct a campaign to raise awareness of land security issues; and
- simplify the procedures and facilitate the access to relevant legal documents.

To that end, the Government has established the Commission on Lands and Other Assets in 2006. Its mandate is to hear disputes related to lands and other assets between victims and third parties or public or private agencies. It is also charged with identifying and recovering state lands that have been improperly allocated, hearing all cases submitted to it by victims, providing technical and material assistance to help victims exercise their property rights, assigning new lands to victims who have none, and studying the possibilities and methods of compensation for victims who have not recovered their lands and other assets.

Promoting Equitable Access to Resources

The Government will set in place mechanisms to guarantee equitable redistribution of the benefits of growth, based on effective administration of justice and sound social policy. These will target disparities with respect to gender, region, and, most particularly, vulnerable populations, in the access to income, justice, land, employment, and basic social services[80].

Gender Issues

Discriminatory laws and regulations, as well as legal gaps, especially in the areas of inheritance, marriage liberality and settlements, affect women in Burundi. In light of this, the Government will pursue the commitment and the efforts of integrating women in national decision making institutions, all national programmes, all stages of peace consolidation[81]. UNDP aims to fight against gender discrimination through the improvement of the legal, judicial, and institutional environment, and the integration of gender in national policies and strategies[82]. The UN Peacebuilding Commission reports, however, that the full participation of women in decision making, selection of priority actions, and implementation of peacebuilding and reconstruction processes is not guaranteed yet[83].

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[80] Republic of Burundi. 2006. ibid.
[81] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[82] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[83] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.

8. Strengthening the Entities Responsible for Planning and Economic Management

The Government is aware that major reforms are needed in this sector to ensure the creation of an institutional and regulatory environment conducive to transparent management and the fight against corruption. A law establishing the Special Anti-Corruption Brigade, granting it sole jurisdiction to seek out alleged perpetrators of corrupt actions and related violations of the law, was promulgated in 2006. The brigade's overall mission is to raise the moral standards of the public and deter and crack down on corrupt actions and related violations. In collaboration with the World Bank, the Government is planning a diagnostic study on problems of corruption.

The Government has also undertaken institutional reforms to strengthen transparency in Government management and ensure optimal allocation of Government resources. These include:

- an independent Audit Court that reports to Parliament on Government budget execution;
- a State Inspectorate General;
- a commercial dispute arbitration center; and
- a general census of civil servants, including the distribution of identification cards.

In addition, the Government will also set in place other institutional mechanisms aimed at facilitating the following:

- access to information on the source and use of public funds;
- efforts to reform laws and regulations pertaining specifically to tax and customs incentives and Government contracts;
- implementation of incentive mechanisms designed to eliminate corrupt practices, particularly by rewarding the integrity and improving the working conditions of Government employees, while subjecting them to effective controls and sanctions;
- enforcement of the anticorruption law;
- establishment of a computerized management information system on Government resources; and
- a fully operational anti-corruption brigade and anticorruption court[84].

In this respect, UNDP aims towards:

- implementing control mechanisms ensuring citizen representation and transparency, and the disclosure of State actions;
- having a review of public expenses carried out in priority social sectors and improving the process of budget management[85].

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[84] Republic of Burundi. 2006. ibid.
[85] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.

The PRSP Joint Staff Advisory Note reports that a governance and anti-corruption strategy is to be derived from the first Governance and Corruption Survey scheduled to be conducted in 2007, with the assistance of the World Bank[86].

With respect to planning, the Government aims to periodically update the planning and management tools and databases[87]. Moreover, UNDP aims to renovate the planning system so that priority actions are placed in a long-term vision with a sequential execution that takes into account different time horizons, integrates the PRSP, and encourages inter-sectoral cooperation. Moreover, alongside UNDP, the institutions responsible for producing and analyzing statistics will be strengthened[88]. At the same time, steps will be taken to build the capacities of communities and civil society so that all actors can participate in designing, managing, and monitoring development activities[89].

Culture, Youth, Sports, and Leisure

In its Five-year programme 2005-2010, the Government stresses the importance of culture for national reconciliation and the maintenance of peace. Specifically, the Government aims to give back its lost honor to the national culture, notably on the respect of life, the sense of dignity, and solidarity. The Government will rehabilitate and promote the country's cultural physical heritage, particularly museums, sites, and historic monuments. This includes the rehabilitation of the Rundi Academy (for Burundian language and culture), the organization of annual cultural festivals, participation in international cultural festivals, and the creation of a National Library and a National Conservatory of Archives. The Government will also support Burundian artists by improving their work and living conditions.

The Government also aims to make of the Burundian youth responsible citizens, conscious of their role in the life of the country, particularly in agents of peace and reconciliation, and promote their economical insertion. The Government will therefore develop a national policy on sports and another on youth, and work towards rebuilding infrastructure for culture and sports, particularly for dances, handicrafts, youth festivals, and general sport events. Moreover, it will create a National Council of Youth, finance activities for the economic insertion of the youth through the Insertion of Youth Fund (FIJ), and develop a database on the youth sector in order to rationalize the Government's pro-youth interventions.

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[86] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.
[87] Republic of Burundi. 2006. ibid.
[88] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[89] Republic of Burundi. 2006. ibid.

Family

The government also recognizes the family as a basis for development, and sees this as a critical unit for the maintenance of peace. For this reason, it seeks to review policies related to the matter, including the age of marriage and the rights to inheritance[90].

Management of Natural Resources

The PRSP Joint Advisory Note recommends the adoption of policies that facilitate the sustainable utilization of natural resources, including the principles of the Extractive Industries Transparency Initiative[91]. None of the national action plans address this issue.

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[90] Republic du Burundi. 2005. ibid.
[91] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.

9. Decentralization

The Government has in place Communal and Provincial Development and Poverty Reduction Committees (CCDLPs and CPDLPs, respectively). These are responsible for preparation of the PRSP, ensuring the organized participation of communities, the private sector, and small farmer organizations in analyzing the determinants of poverty, the choice of strategic axes, and the priority poverty reduction actions. The CCDLPs and the CPDLPs are also responsible for implementing the PRSP at the decentralized level.

The CCDLPs initiate the programs and projects on which poverty reduction will be based. The Government claims that the CCDLPs will have all necessary autonomy through the decentralization policy, which recognizes them legally and institutionally as essential development structures. Moreover, they will be supported by NGOs, sectoral ministries, civil society, CPDLPs, and the private sector in strengthening their capacities for planning, financing, intermediation, negotiation, and implementation of activities.

CPDLPs are the links with the Permanent Secretariat for Monitoring Economic and Social Reforms (SP/REFES) – the national structure for PRSP implementation – for development planning at the provincial level, and bringing together the stakeholders concerned. CPDLPs prepare the development plans for their provinces based on the development plans for the communes in their jurisdiction, and ensure that the plans are financed. They also monitor the implementation of the communal plans, validate them, and assist the communes with building their operational capacities.

In order to transfer the responsibilities for planning, financing, and managing development plans successfully, the decentralization policy will upgrade the capacities of elected institutions, promoting greater citizen participation, and promoting effective public administration[92]. In this respect, UNDP is concerned with reinforcing administrative capacities by the development of partnerships in light of mobilize resources for the attainment of the MDGs[93]. To strengthen this partnership with community institutions, the Government will also initiate appropriate mechanisms to facilitate their participation in projects and will create a Community Development Fund (FDC)[94].

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[92] Republic of Burundi. 2006. ibid.
[93] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[94] Republic of Burundi. 2006. ibid.

10. Public Participation

The Government intends to create frameworks for inclusive dialogue and consultation and take into account contributions of different stakeholders in order to develop a national consensus on issues related to peacebuilding[95]. The Government also intends to promote public participation in different areas, including during the preparation and implementation of the PRSP[96]. The Joint Staff Advisory Note reports that the participatory consultations conducted throughout the country involved all development stakeholders, including the Batwa[97], the disabled, and other vulnerable groups. The Staff recommends that the same participatory and transparent process be used to monitor PRSP implementation, as called for by community organizations, civil society, NGOs, the private sector, and Burundi's development partners[98].

Access to Justice

To strengthen the rule of law and justice, the Government is working towards facilitating the access to justice for the society's most vulnerable. It aims to create a court of appeal in every province. Moreover, the Government will create a body responsible for the moral and physical violations of children and those violations which are gender-based[99].

Please refer to Section 9 – Governance, Justice, and Human Rights – Strengthening the Rule of Law and Justice, pg. 21 of this report for more details.

Vulnerable groups

The Government believes it is important to identify specific programs for the disabled in the areas of advocacy, education, and health care. Special emphasis will be placed on implementation of appropriate statutes and regulations, preparation of a specific policy, support to associations of the disabled, and the rehabilitation of disabled individuals. Moreover, particular attention will be given to investments to transform the rural sector and measures to ensure that underprivileged groups are able to participate in boosting production. The Government believes this is necessary to achieve its objective of 6 to 7 percent of real GDP growth.

Affirming the Central Role of Women in Development

In the PRSP, the Government states that no strategy will be developed without explicitly addressing gender issues, so as to guarantee the full participation of women in decision-

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[95] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[96] Republic of Burundi. 2006. ibid.
[97] The Batwa (or Twa) is an ethnic group representing about 1 percent of the population.
[98] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.
[99] Republique du Burundi. 2005. ibid.

making and implementation of activities. However, the UN Peacebuilding Commission reports that this is not guaranteed yet[100]. The Government's goal is to expand opportunities for women on a par with opportunities for men, ensuring equal treatment and eliminating discriminatory legal and regulatory provisions that affect women's personal, mental, and physical potential. Measures will be taken to ensure equal access to education for girls and boys, to facilitate access to micro credit and means of production, to improve maternal health, and to promote the sociopolitical integration of women through their participation in national, regional, and local development entities[101].

UNDP also aims towards improving the legal, judicial, and institutional environment with particular consideration to women, and integrating of gender in national policies and strategies[102]. In addition, a specialized office will be set up at the gender unit of the Ministry of the Interior and Public Security to address gender-based violence. Moreover, measures will be taken to instill a culture of gender equality and respect in the media, in schools, and in the working world.

As mentioned in Section 9 – Governance, Justice, and Human Rights – Gender Issues, pg. 23 of this report, the Government will ensure that a gender perspective is included in all stages of peace consolidation[103].

Public Participation in Various Activities

In order to provide better services, create income-generating activities, and raise the income of their population, the Government is enhancing community involvement by providing training and guidance in the management of the following activities:

- Eco-tourism, community-based cultural tourism, and handicrafts;
- Access to potable water, hygiene, sanitation, and decent housing;
- Prevention of HIV transmission[104].

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[100] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[101] Republic of Burundi. 2006. ibid.
[102] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[103] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[104] Republic of Burundi. 2006. ibid.

11. Monitoring and Evaluation

Poverty Reduction Strategy Paper (PRSP):

While the structure aims to achieve a fully participatory, comprehensive, and consistent approach, the PRSP Joint Staff Advisory Note recommends that care should be taken to ensure that the process not be so cumbersome as to delay progress. Moreover the Note reports that the lack of reliable statistical information makes it difficult to accurately describe the magnitude and structure of poverty in Burundi[105]. To strengthen its statistical system, Burundi has decided to adhere to the IMF's General Data Dissemination System (GDDS). The availability of reliable statistics will make it possible to implement performance-based management as proposed in the Paris Declaration on Aid Effectiveness, which recommends the establishment of a transparent framework for evaluating performance[106].

The poverty analysis is based on the 1998 Core Welfare Indicators Questionnaire (CWIQ) survey and Multisectoral Indicators Cluster Surveys (MICS) of 2002 and 2004. Though the fundamental features of poverty in Burundi have not changed significantly since 1998, prompt efforts should be made to use the results of the 2006 CWIQ survey to update the poverty profile and gain a better understanding of household sources of livelihood. Monitoring of poverty reduction should also be based on the 2006 CWIQ survey[107].

Monitoring and evaluation of the PRSP is concerned with four particular aspects: monitoring of implementation, monitoring of impact, monitoring of participatory evaluation, and performance monitoring.

Monitoring of Implementation:

This relates to the physical and financial execution of all the projects and programs in the strategy, for which two indicators will be identified:

- financial and physical resource indicators, measuring the resources provided by the Government and the development partners; and
- indicators of operational outcomes, evaluating the results in terms of outputs (for example, the number of health centers built).

Monitoring of Impact:

This involves analysis of the changes in poverty and living conditions of the population. Two types of indicators will be calculated to measure impact:

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[105] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.
[106] Republic of Burundi. 2006. ibid.
[107] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.

- outcome indicators, evaluating the final results as compared to objectives and the policies established (enrollment ratios, MDGs); and
- impact indicators, measuring the consequences of changes in outcomes on the quality of the people's well-being.

Monitoring and evaluation will be conducted by means of a statistical program that makes it possible to track relevant indicators to periodically analyze changes in poverty. The indicators of the MDGs will be used as the basis for the statistical program.

Monitoring of Participatory Evaluation:

Participatory monitoring and evaluation will be carried out with grassroots communities, civil society, and development associations, using the participatory approach in order to gather qualitative views on the poverty reduction policies, programs, and projects. Techniques with appropriate performance indicators will be developed and incorporated into the planning and implementation process for community-level micro projects[108].

The PRSP Joint Staff Advisory Note states that these plans are yet to be defined in detailed, and recommends the adoption of implementation mechanisms that spell out the details of participatory monitoring[109].

Performance Monitoring:

The aim is to measure the level and quality of the financial, human, and physical resources used to execute the priority actions of the strategy. The Government will prepare an annual stock-taking of the execution of priority programs and update the PRSP every three years[110].

Country Programme Action Plan (CPAP) 2005-2007:

The monitoring and evaluation system is based on the methodologies implemented in the UNDAF and PRSP frameworks.

The evaluations will consist of:

- yearly reviews;
- reviews at mid-development of the programme;
- an evaluation of the effects of the UNDAF and the Action Plan;
- as well as a final review and a review of joint programming for 2008-2010.

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[108] Republic of Burundi. 2006. ibid.
[109] International Monetary Fund (IMF), International Development Association (IDA). 2007. ibid.
[110] Republic of Burundi. 2006. ibid.

The aimed results during the three-year period will be expressed as annual targets matched to sequential indicators that will allow the appreciation of progress against the aimed results on an annual basis.

Apart from these monitoring and evaluation activities that will be implemented alongside those of the UNDAF and the PRSP, the following mechanisms will also be implemented:

- internal reviews with the main institutions and Ministries involved;
- external and joint reviews;
- on-ground visits.

The results will be used for assessing the efficient use of resources for conducting activities, the products and services provided, the effects generated, and the impact on the quality of life of beneficiary populations[111].

Strategic Framework for Peacebuilding in Burundi:

The Government and the UN Peacebuilding Commission, working closely with other stakeholders, established a Partners' Coordination group (GCP), a tracking and monitoring mechanism, that serves as a framework for dialogue and coordination for the PRSP and the Strategic Framework for Peacebuilding in Burundi.
The mission of the GCP is extensive and namely to:
'(i) serve as framework for dialogue between the GoB and its partners in order to strengthen overall aid coordination and harmonisation of interventions; (ii) strengthen coordination and alignment of aid to national priorities reflected in the PRSP, in the spirit of the spirit of Paris Declaration (PD); (iii) support institutions in implementing the PRSP; (iv) ensure monitoring and evaluation of the Strategic Framework for Peacebuilding (SFPB) in Burundi as partnership instrument between GoB and the United Nations' Peacebuilding Commission; (v) ensure that aspects of peace consolidation are mutually reinforcing trough the implementation of the PRSP and SFPB; (vi) ensure that the planning, budgeting and implementation of the budget as well as programmes and projects are aligned with national priorities and are mutually reinforcing; (vii) measure progress achieved in the implementation of commitments made by development partners in various'[112].
The GCP is a three tier system, which comprises of base sectoral groups, the 'Strategic Forum', and the 'Political Forum'. The first level- the sectoral groups- deal with the technical aspects related to the development and monitoring of the sectoral strategies. In addition to the sectoral groups for the PRSP there will be a M&E group for monitoring the SFPB. The 'Strategic Forum' will deal with key issues that emerge from the sectoral groups and will ensure the coordination of the PRSP annual review. The third level will

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[111] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.
[112] Groupe de coordination des partenaires, 2007, Terms de reference

be chaired by the two Vice Presidents of the Republic, the 2nd in charge with the PRSP, and the 1ˢᵗ VP in charge with the SFPB.[113]
The mechanism of the GCP will be fully implemented in 2008.

EAC Development Strategy 2006-2010:

The EAC has a mechanism for assessing progress in the implementation of the development strategy. The Ministries responsible for EAC in all member states will establish M&E departments/units to link with corresponding departments and units at the EAC headquarters.

There is no information on whether such unit has been established in Burundi. However, in the May 2005 summit, Partner States established Ministries to handle EAC matters and promote successful implementation of decisions made[114].

For further information, please refer to the NSDS general report for Africa.

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[113] Groupe de coordination des partenaires, 2007, Terms de reference
[114] East African Community (EAC). 2006. ibid.

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Republic of Burundi, United Nations Peacebuilding Commission. 2007. *Strategic Framework for Peacebuilding in Burundi.*

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United Nations Division for Sustainable Development. 2006. *National Sustainable Development Strategies: The Global Picture.*

United Nations – Office of the Special Adviser on Africa (OSAA). 2007. *International Conference on DDR and Stability in Africa - Kinshasa, Democratic Republic of Congo 12-14 June 2007: Aide Memoire.*

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URL: < http://africanelections.tripod.com/bi.html > Accessed: August 12th, 2007.

MRDP. Multi-Country Demobilization and Reintegration Program.
URL: < http://www.mdrp.org/ > Accessed: July 2nd, 2007.

New Partnership for Africa's Development (NEPAD).
URL: < http://www.nepad.org/ > Accessed: June 21, 2007.

Office of the Special Advisor on Africa (OSAA).
URL: < http://www.un.org/africa/osaa/index.asp > Accessed: June 27, 2007.

United Nations Integrated Office in Burundi. Mandates, Strategies and Programs,
 URL: < http://binub.turretdev.com/en/index.php?option=com_content&task=view&id=20&Itemid=48
>. Accessed: February 18, 2009.

United Nations Development Group (UNDG) – RCAR 2006. URL: <
http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=BDI&P=490 > Accessed:
July 25th, 2007.

United Nations Division for Sustainable Development – National Information –
Indicators of Sustainable Development. *List of National Contacts.*
URL: < http://www.un.org/esa/sustdev/natlinfo/indicators/indi7.htm > Accessed: June 29, 2007.

United Nations Division for Sustainable Development: Partnerships. *African Union Initiative On Promotion and Development of Agenda 21 in Africa.*

URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html >
Accessed: June 28, 2007.

United Nations News Centre. 26 June, 2007. *At UN meeting, 11 African countries from Great Lakes region sign new stability pact.*
URL: < http://www.un.org/apps/news/story.asp?NewsID=21000&Cr=great&Cr1=lakes >

Appendix

From the PRSP:

PRSP – Action Matrix by Axis

PRSP – Selected Major Economic and Financial Indicators, 1992-2005

PRSP – Selected Major Social Indicators

MDG Targets and Current Status

Progress toward achieving the MDGs[115]

From the CPAP:

CPAP – Coupling Framework of Results and Resources[116]

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[115] Republic of Burundi. 2006. ibid.
[116] Republique du Burundi, Programme des Nations Unies pour le Développement. 2005. ibid.

APPENDIX II

CENTRAL AFRICAN REPUBLIC

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Next Elections

Elections were last held in March and May 2005, and are constitutionally due every five years. The next elections are constitutionally due in 2010.[117]

Conflict

Political instability in Central African Republic has been ongoing since its independence in 1960, characterized by armed conflict. In 1993, a coalition government was formed where Ange-Felix Pastasse was elected as President. In 2001, there was an unsuccessful coup attempt to over throw Pastasse. However, in March 2003, he was overthrown by General Francois Bozize. General elections were held in 2005, and the government is facing challenges in restoring the basic functions and social needs of the society.[118]

National Sustainable Development Strategies and Other Planning Frameworks

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[117] Central Intelligence Agency – Central African Republic. URL:
  < https://www.cia.gov/library/publications/the-world-factbook/geos/ct.html#Govt. > Accessed: February 20, 2009.

[118] World Bank Group. 2008. Central African Republic Country Brief. URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CENTRALAFREXTN/0,,menuPK:350009~pagePK:141132~piPK:141107~theSitePK:349999,00.html. Accessed: February 26, 2009.

Status of NSDS
N.a. as of 2008.[119]

Comprehensive Strategies

Poverty Reduction Strategy Paper (PRSP) 2008-2010

The PRSP was developed based on Central African Republic's long term goal of building a strong, united and prosperous nation. It was developed by the government in consultation with representative groups from the country, and its development partners. The government's poverty reduction strategy is based on the following pillars:
- Restore security, consolidate peace and prevent conflict
- Promote governance and the rule of law
- Rebuild and diversify the economy
- Develop human capital[120]

Key Sustainable Development Coordination Mechanisms
Ministry of Economy, Planning and International Cooperation

Mandate of Coordination Mechanism (s)

Contact Point (s)
Mr. Sylvain Maliko
Minister of Economy, Planning and International Cooperation

Address

Rue Martin Luther King
Bangui
République Centrafricaine BP: 696

Contact Numbers

Téléphone +236 21 61 78 11 | +236 75 57 10 54 | +236 75 57 54 70[121]

Other Planning Frameworks

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[119] United Nations Division for Sustainable Development. 2008. National Sustainable Development Strategies: The Global Picture.
[120] Republic of Central African Republic. 2007. Poverty Reduction Strategy Paper 2008-2010
[121] Ministry of Economy, Planning and International Cooperation Central African Republic. 2009. URL: http://www.minplan-rca.org/contact . Accessed February 27, 2009.

UNDP Draft Country Programme Document for Central African Republic (2007-2011)

The country programme for 2007-2011 is the second programme to be implemented in Central African Republic. The first programme was developed in a post-conflict context, where initiatives were geared towards helping the government to make the political transition in order to ensure that there is lasting peace and security and national reconciliation. However, this programme will focus on assisting the government transition to initiatives to revive the economy and reduce poverty levels. The 2007-2011 programme will focus on three areas:

- Governance and crisis prevention
- Poverty Reduction
- Combating HIV/AIDS[122]

UNDAF 2007-2011
The UNDAF strategy framework for this time period is available only in French.

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[122] United Nations Development Programme. 2006. Draft Country Programme for the Central African Republic (2007-2011).

International Cooperation Mechanisms

African Union

As of March 2004, no progress reports have been made with regards to the initiative's targets. Central African Republic is a partner to the initiative, and implementation of the partnership has already begun.[123]

Details of the initiative are found on the NSDS general report for Africa.

Economic Commission for Africa (ECA)

As one of the UN's regional commissions, the ECA plays a significant role in the implementation of sustainable development agenda in the region, of which Central African Republic is a member state.

Multi-Country Demobilisation and Reintegration Program (MDRP)

Central African Republic implemented a Multi-Country Demobilisation and Reintegration Programme which is now closed. The aim of the programme was to:

- Support the demobilization and reintegration of 7,565 ex-combatants
- Enhance the capacities of the communities receiving the largest number of ex-combatants to ensure their sustainable reintegration.

As of August 2008, 7,556 combatants have been demobilised, 7,533 have received reinsertion support and 7,556 combatants have received reintegration support.[124]

International Conference on Disarmament, Demobilisation, Reintegration (DDR) and Stability in Africa

The conference provides a forum that enables and facilitates dialogue on the issue. It also formulates recommendations of the best practices and strategies for DDR programs in Africa. The latest meeting was held in June 2007, where Central African Republic participated. [125]

Pact on Peace, Security, Democracy and Development in the Great Lakes Region

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[123] United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa.
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html> Accessed January 28,2009.
[124] Multi-Country Demobilisation and Reintegration Program. 2008. *MDRP-Supported Activities in Central African Republic.*
[125] Economic Community of West African States (ECOWAS). URL < http://www.ecowas.int/> accessed on January 28, 2009.

Central African Republic is a signatory to the pact. As a demonstration of the commitment to implement the pact, the countries of the region committed themselves to pay the mandatory contributions to the Conference Secretariat and to make pledges to the special fund.[126]

Details of the pact are found on the NSDS general report for Africa.

United Nations Missions in the Central African Republic and Chad (MINURCRAT)

MINURCRAT was established in September 2007, to help improve the security conditions in Central African Republic and Chad that is conducive to international assistance, and the secure and sustainable return of refugees and displaced persons. The mission in conjunction with the UN agencies is mandated to focus on the following: security and protection of civilians; human rights and the rule of law and regional peace support.[127]

UN Peace Building Commission (UNPBC)

In June 2008, Central African Republic has been placed on the agenda of the UNPBC.[128]

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[126] Secretariat of the International Conference on the Great Lakes Region.
URL < http://www.icglr.org/F_END/about.asp >.   Accessed on February 04, 2009.
[127] United Nations Mission in Central African Republic and Chad. URL: <
http://minurcat.unmissions.org/Default.aspx?tabid=859 >. Accessed February 26, 2009.
[128] United Nations Peace Building Commission. PBC Agenda-Central African Republic. URL: <
http://www.un.org/peace/peacebuilding/car.shtml >. Accessed: February 26, 2009.

Strategic Objectives, Outcomes/Indicators and Targets

Poverty Reduction Strategy Paper 2008-2010

The overall objective of the PRSP is to improve the living conditions of its citizens, reduce poverty levels and revival of the economy in a sustainable way.[129] The major long term objectives of the PRSP are to:
- Double per capita revenue by 2015 based on strong, sustainable, balanced and equitable growth
- Widen access to basic social services in order to boost human capital
- Establish gender equality, particularly in primary and secondary education by 2015, and eradicate all forms of exclusion

In order to achieve these long-term objectives the governments will undertake sectoral changes and initiatives based on the four pillars as follows.

Restoring security, consolidate peace and preventing conflict will focus on the following strategic priority areas:
- Reinforcing the human and equipment capacity of the Defence and Security Forces
- Reform, restructuring, regional reorganization and participative and coordinated transformation of the security sector
- Sub-regional security, preventing the proliferation of light and small calibre weapons
- Re-establishing and developing trust between the population and the DSF

Under the pillar promoting good governance and the rule of law, the strategic priorities will be on the following:
- Promoting a culture of democracy and peace
- Restoring the rule of law
- Improving and providing quality public services
- Stabilisation of public finances
- Promotion of gender and equality

Rebuilding and diversifying the economy is aimed at reducing the incidences of poverty in urban and rural areas. The strategy will be to stabilize the macroeconomic framework which will include measures to ensure that the infrastructure is in place that can foster economic growth, through private and public investment. Priority will be given to making improvements in the following areas:

- Road, river and air transport

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[129] United Nations Development Programme. 2006. Draft Country Programme for the Central African Republic (2007-2011).

- Telecommunications
- Energy
- Agriculture
- Forestry
- Mining
- Tourism
- Role of the private sector[130]

UNDP Draft Country Programme Document for Central African Republic (2007-2011)

The objective of the country programme is to support the country's implementation of the PRSP and achieving the MDG's, by providing the government with the tools for preparing development plans, poverty assessment and monitoring measures, and policy assessment.   The priority areas during this implementation phase are:

- Governance and crisis prevention
- Poverty reduction
- Combating HIV/AIDS

Under the strategic area of governance and crisis prevention, UNDP will seek to collaborate with the government in strengthening the capacity of the government to reform the executive, legislative and judicial branches of government. It will also assist in strengthening the capacity of state institutions to effectively manage the affairs of the state, which includes improving access to justice, social services and public administration and management.   In terms of crisis prevention, UNDP will assist in strengthening the capacity of the government to promote peace and security.

The second priority area of the country programme focuses on poverty reduction which UNDP will support the efforts of the government to implement policies that will result in wealth creation, and improved living conditions of communities.

UNDP will work with UNDAF through joint programming, with respect to combating HIV/AIDS. It will also support the government initiatives in combating tuberculosis and malaria.

For details regarding the outcome, indicators and targets for each priority area, see Appendix 1 for the Results and Resources Framework for the Central African Republic.[131]

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[130] Republic of Central African Republic. 2007. Poverty Reduction Strategy Paper 2008-2010 – Analytical Summary.

[131] United Nations Development Programme. 2006. Draft Country Programme for the Central African Republic (2007-2011).

UNDAF 2007-2011

The UNDAF strategy framework for this time period is available only in French.

Budgeting and Funding

Poverty Reduction Strategy Paper (PRSP) 2008-2010 (n.a)

The source document does not contain details regarding the budgeting and funding strategy for implementation of the PRSP.

UNDP Draft Country Programme Document for Central African Republic (2007-2011) (n.a.)

UNDAF 2007-2011
The UNDAF strategy framework for this time period is available only in French.

Addressing the Consequences of Conflict

The root causes of conflict in Central African Republic are attributed to institutional weaknesses, the lack of transparency and accountability in government, entrenched corruption and its economy.[132] In addition to the political situation in Central African Republic, the consequences of conflict include hampered economic development due to the country's land-locked position, fragile security, a poor transport system, large unskilled workforce, poverty, and poor access to social services which include health and education.[133]

In December 2008, President Francois Bozize engaged in political dialogue with the opposition members and rebel groups as a step towards the restoration of peace in that country.[134] The government has dedicated one pillar in its poverty reduction strategy to address the consequences of conflict by focusing on the restoration of security, consolidating peace and preventing conflict. The measures being implemented under this pillar form part of a security sector reform. The priority areas under this pillar are as follows:

- Developing the human and equipment capacity of the security forces, - as a measure for effective succession planning given the ageing work force, and general lack of resources to function effectively.

- Reforming, restructuring, regional organization and participative transformation of the security sector – the aim of this strategic area is to ensure that the military in each area is equipped with the resources to combat security threats in all regions.

- Subregional security preventing the proliferation of light and small calibre weapons – as a measure to combat the increased movement of weapons resulting from regional conflicts.

- Re-establishing trust between the population and the Defense and Security Forces (DSF)– focusing on the protection of the population and educating them about the

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[132] United Nations Development Programme. 200. Draft Country Programme Document Central African Republic.

[133] World Bank Group. 2008. Central African Republic Country Brief. URL: <
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CENTRALAFREXTN/0,,menuPK:350009~pagePK:141132~piPK:141107~theSitePK:349999,00.html. Accessed: February 26, 2009.

[134] World Bank Group. 2008. High Hopes as Political Dialogue Resumes in Central African Republic. <
URL:
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CENTRALAFREXTN/0,,contentMDK:22018170~menuPK:350005~pagePK:2865066~piPK:2865079~theSitePK:349999,00.html >.
Accessed February 26, 2009.

role of the DSF, and the development of a prevention and community police force.[135]

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[135] Republic of Central African Republic. 2007. *Poverty Reduction Strategy Paper 2008-2010-Analytical Summary.*

Governance, Justice and Human Rights

UNDP reports that governance in Central African Republic is weak as a result of the conflict in that country. Governance weaknesses include: corruption in state institutions, lack of transparency in public management and entrenched corruption.[136] The governments PRSP has a pillar which focuses specifically on improving governance. The policies and programmes under this initiative include strengthening the capacity of parliament and its administration to draft voting laws, supervise the work of government and promote the respect of human rights. The implementation of the PRSP will also see policies and programmes to improve the administering of justice through the rehabilitation of the judicial and penal infrastructure; policies include an Advocacy Strategy, National Human Rights Commission, as well as a national action plan for the promotion and protection of human rights.[137]

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[136] United Nations Development Programme. 2006. Draft Country Programme for the Central African Republic (2007-2011).

[137] Republic of Central African Republic. 2007. *Poverty Reduction Strategy Paper 2008-2010-Analytical Summary.*

Decentralisation (n.a.)

Public Participation (n.a)

Monitoring and Evaluation

Poverty Reduction Strategy Paper (PRSP) 2008-2010

Monitoring of the PRSP will be through a poverty reduction information system which consists of three sub components; a mechanism which will monitor the changes and its impact on living conditions of households; and monitoring the implementing of policies and programmes. The data from the information system will be used to develop indicators for monitoring of polices and programmes of the PRSP pillars. Reporting methods include mid-terms reviews of policies and programme, budget and expenditure analysis and feedback from civil society.[138]

UNDP Draft Country Programme Document for Central African Republic (2007-2011)

UNDP has aligned its monitoring and evaluation framework with UNDAF. The monitoring and evaluation methods include multi-year programming frameworks, annual work plans, administrative and financial documents, field inspections and periodic special reports and meetings.[139]

UNDAF 2007-2011
The UNDAF strategy framework for this time period is available only in French.

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[138] Republic of Central African Republic. 2007. Poverty Reduction Strategy Paper 2008-2010
[139] United Nations Development Programme. 2006. Draft Country Programme for the Central African Republic (2007-2011).

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Accessed January 28,2009

United Nations Mission in Central African Republic and Chad. URL: <
http://minurcat.unmissions.org/Default.aspx?tabid=859 >. Accessed February 26, 2009.

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2009.

World Bank Group. 2008. Central African Republic Country Brief. URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CENTRALAFREXTN/0,,menuPK:350009~pagePK:141132~piPK:141107~theSitePK:349999,00.html. Accessed: February 26, 2009.

World Bank Group. 2008. High Hopes as Political Dialogue Resumes in Central African Republic. < URL: http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CENTRALAFREXTN/0,,contentMDK:22018170~menuPK:350005~pagePK:2865066~piPK:2865079~theSitePK:349999,00.html >. Accessed February 26, 2009.

APPENDIX III

COTE d'IVOIRE

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Next Elections

Elections were held in October 2000, where President Laurent Gbagbo was elected.[140] Elections are constitutionally due every five years. However, President Gbabgo term was extended in 2005 by the UN Security Council.[141] Elections were scheduled to be held in 2008, but have been repeatedly postponed by the government.[142] The ongoing civil unrest in Cote d'Ivoire has made it extremely difficult to restore peace, and has resulted in the continuous delay of their elections.

Conflict

After 33 years of rule since independence in 1960 by President Houphouet-Boigny, he was succeeded by Henru Konan Bedie. After 6 years of rule, Bedie was over thrown by a military coup. In 1999, former Army Chief General Robert Guei formed an interim coalition government until elections were held. In 2001, a reconciliation government was formed with hopes of recovery. However, in 2002 a civil war erupted, which led to the deterioration of the socio-economic conditions in Cote d'Ivoire. The country was divided into two, with the government controlling the south and central areas, and the rebels controlling the north-west areas.

In 2003 the Operation Licorne peace agreement was reached, where UN Peace Keepers and the French military intervened to restore peace in that country. Subsequent to this, tensions re-emerged, with a resurgence of civil unrest. A second peace agreement was reached in 2005, so as allow elections to the held later that year. However, this was not possible due to the instability there and the mandate the government was extended by the UN Security Council. Elections were to be held in 2008, but due to the fragile peace situation there, it has been postponed.[143]

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[140] Central Intelligence Agency – Cote d'Ivoire. URL:
 < https://www.cia.gov/library/publications/the-world-factbook/geos/ct.html#Govt. > Accessed: Febrary 20, 2009
[141] African Elections Database-Cote d'Ivoire. URL: < http://africanelections.tripod.com/ci.html >.
Accessed: February 20, 2009.
[142] Central Intelligence Agency. Ibid.
[143] World Bank Group. Cote d'Ivoire Country Brief. URL: <
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CDIVOIREEXTN/0,,menu
PK:382617~pagePK:141132~piPK:141107~theSitePK:382607,00.html >Accessed February 25,2009.

National Sustainable Development Strategies and Other Planning Frameworks

Status of NSDS
N.A., as of 2008.[144]

Comprehensive Strategies

Poverty Reduction Strategy Paper (PRSP)
The PRSP was officially launched in January 2009, and was developed through collaboration with the government of Cote d'Ivoire, World Bank and other international partners. The focus of the strategy will be on addressing the following areas:
- Peace, security and governance
- Job Creation, rural development and promotion of the private sector
- Access to basic social services.[145]

Key Sustainable Development Coordination Mechanisms:

Ministry of Planning and Development
Ministry of State

Mandate of Coordination Mechanism (s) (n.a.)

Contact Point (s)
Mr. Antoine Bouhon Bouabre
Minister of State in Charge of Planning & Development

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[144] United Nations Division for Sustainable Development. 2008. National Sustainable Development Strategies: The Global Picture.
[145] World Bank Group. Cote d'Ivoire. URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CDIVOIREEXTN/0,,contentMDK:22047895~pagePK:1497618~piPK:217854~theSitePK:382607,00.html >. Accessed February 25, 2009.

Other Planning Frameworks

UNDP Country Programme Action Plan (CPAP) 2009-2013

The UNDP CPAP for 2009-2013, was developed to cover the same priorities areas as the United Nation Development Assistance Framework (UNDAF) for the same time period. The focus of the programme will be on capacity development at both local and central government.   The programme for this time period will focus on two areas:
- Poverty Reduction with a view to contributing to the achievement of the MDG's
- Governance[146]

UNDAF 2009-2013

The UNDAF for Cote d'Ivoire is available only in French.

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[146] United Nations Development Programme, United Nations Populations Fund. 2008. Draft Country Programme Document for Cote d'Ivoire (2009-2013).

International Cooperation Mechanisms

African Union

As of March 2004, no progress reports have been made with regards to the initiative's targets. Cote d'Ivoire is a partner to the initiative, and implementation of the partnership has already begun.[147]

Details of the initiative are found on the NSDS general report for Africa.

Economic Commission for Africa (ECA)

As one of the UN's regional commissions, the ECA plays a significant role in the implementation of sustainable development agenda in the region, of which Central African Republic is a member state.

Economic Community for West African States (ECOWAS)

A regional group of fifteen countries committed to promoting economic integration in all fields of economic activity. Its mandate is the maintenance of regional peace, stability and security through the promotion and strengthening of good neighborliness; accountability, economic and social justice and popular participation in development; and promotion and consolidation of democratic system of governance.

The ECOWAS Department of Defense and Security consists of a Mission Planning and Management Cell (MPMC), a Defense and Peacekeeping Division, eight Programme Officers, and a Small Arms Unit.[148]

United Nations Operations in Cote d'Ivoire (UNOCI)

UNOCI was established in April 2004 to replace the United Nations Mission in Cote d'Ivoire. The overall mandate of the operation is to help the government implement a peace agreement which they signed in 2003.[149]

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[147] United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa.
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html> Accessed January 28,2009.
[148] Economic Community of West African States (ECOWAS). URL: < http://www.ecowas.int/ >
Accessed: January 28, 2009.
[149] United Nations Operation in Cote d'Ivoire. 2007. URL: <
http://www.un.org/Depts/dpko/missions/unoci/index.html> Accessed: March 02, 2008.

Strategic Objectives, Outcomes/Indicators and Targets

Poverty Reduction Strategy Paper (PRSP) (n.a.)

Note: The official PRSP launched in January 2009. No other information is available at this time.

UNDP Country Programme Action Plan (CPAP) 2007-2011

The UNDP programme will focus on poverty reduction with a view of contributing to the achievement of the MDG's and Governance. They are further sub-divided into programmes aimed at ensuring that the government is able to reduce poverty levels by 2015, and to ensure that there is infrastructural development towards good governance.

In terms of poverty reduction the UNDP focus areas are to:
- Support the development and implementation of pro-poor policies that include gender equality
- Support for the national response to the HIV/AIDS epidemic
- Enhanced protection and sustainable management of the environment

In terms of governance, the UNDP will focus on the following:
- Consolidation of democratic governance, local governance and citizen participation
- Capacity-building for national and local institutions and structures
- Promotion of the private sector
- Support for the peace building and crisis prevention[150]

See Appendix 1, the Results and Resources Framework for further details.

UNDAF 2009-2013
The UNDAF for Cote d'Ivoire is available only in French.

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[150] United Nations Development Programme, United Nations Populations Fund. 2008. Draft Country Programme Document for Cote d'Ivoire (2009-2013).

Budgeting and Funding

Poverty Reduction Strategy Paper (PRSP) (n.a.)

Note: The official PRSP launched in January 2009. No other information is available at this time.

UNDP Draft Country Programme Action Plan (CPAP) 2007-2011 (n.a.)

UNDAF 2009-2013
The UNDAF for Cote d'Ivoire is available only in French.

Addressing the Consequences of Conflict

In January 2003, a peace agreement was reached. A UN Security Council resolution was also made, where the Peace Keeping Mission was given a mandate. These peace keeping forces were supported by the French military to implement Operation Licorne. [151] After the resurgence of civil unrest in 2004, a second peace agreement was signed in April 2005. In 2007, the Ouagadougou Peace agreement was signed between President Gbagbo and the leader of the rebels Guillaume Soro. A UNDP study reveals that since the signing of the peace agreement in 2007, there has been some progress towards political reconstruction.[152]

Following a review of the security situation in Cote d'Ivoire in mid-March, the UN reduced its security rating for most of the territory from phase III to II. The latest CEA meeting held on March 20, 2008 marks the next big step in the peace process.[153]

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[151] World Bank Group. Cote d'Ivoire Country Brief. URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CDIVOIREEXTN/0,,menu PK:382617~pagePK:141132~piPK:141107~theSitePK:382607,00.html >Accessed February 25, 2009.

[152] United Nations Development Programme Oslo Governance Centre.2007. *Improving Human Security in Post-Conflict Cote d'Ivoire.*

[153] World Bank Group. Ibid.

Governance, Justice and Human Rights (n.a.)

Decentralisation

A UNDP study reveals that local governance in Cote d'Ivoire was functioning prior to the period of political instability. The local governance structure was made of municipalities prior to a new parliament law in 2001. The amendments resulted in the establishment of three types of local authorities: districts, departments and municipalities. A law in 2003 saw the transferal of 16 centralised powers from central government to various local governments.[154]

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[154] United Nations Development Programme Oslo Governance Centre.2007. *Improving Human Security in Post-Conflict Cote d'Ivoire.*

Public Participation (n.a.)

Monitoring and Evaluation

Poverty Reduction Strategy Paper (PRSP)

Note: The official PRSP launched in January 2009. No other information is available at this time.

UNDP Country Programme Action Plan (CPAP) 2007-2011

The outcomes of the programme will be monitored by carrying out a baseline study of the conditions of the country in collaboration with the government. Additionally, annual reviews, annual audits and a mid-term review will comprise the evaluation methods for the programme.[155]

UNDAF 2009-2013
The UNDAF for Cote d'Ivoire is available only in French.

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[155] United Nations Development Programme, United Nations Populations Fund. 2008. Draft Country Programme Document for Cote d'Ivoire (2009-2013).

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Central Intelligence Agency – Cote d'Ivoire. URL:
  < https://www.cia.gov/library/publications/the-world-factbook/geos/ct.html#Govt. > Accessed: Febrary 20, 2009

Economic Community of West African States (ECOWAS). URL: < http://www.ecowas.int/ > Accessed: January 28, 2009.

United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa.
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html> Accessed January 28,2009.

United Nations Operation in Cote d'Ivoire. 2007. URL: < http://www.un.org/Depts/dpko/missions/unoci/index.html> Accessed: March 02, 2008.

World Bank Group. Cote d'Ivoire Country Brief. URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/CDIVOIR EEXTN/0,,menuPK:382617~pagePK:141132~piPK:141107~theSitePK:382607,00.html >Accessed February 25, 2009.

APPENDIX IV

GUINEA BISSAU

Table of Contents

Next Elections

Elections were held in March 2004 and July 2005, and are constitutionally due every five years.[156] Elections were constitutionally due in 2008, but have been postponed due to financial and organizational shortfalls. [157] The next elections are tentatively scheduled for 2010.[158]

Conflict

In 1980 Joao Bernando 'Nino' Vieira became president after a military coup, leading the country under a dictatorship regime. They were several failed coup attempts during the 1980's and 1990's, to get rid of the Vieira's regime.   In 1994, he was freely elected in the country's first free elections. Armed conflict and political unrest resulted in Vieira being ousted in May 1999. A transitional government was put in place in 2000, where the leader of the opposition Kumba Yala   was elected as President. President Yala led the country for a three year period, before he was ousted.[159]   The country experiences fragile political stability, because of continuous disputes between and amongst political parties. Guinea Bissau continues to struggle with restoring stable civilian rule.[160]

National Sustainable Development Strategies and Other Planning Frameworks

Status of NSDS
n.a., as of 2008.[161]

Comprehensive Strategies

Poverty Reduction Strategy Paper 2005-2008

The Poverty Reduction Strategy Paper was finalized in August 2004, in consultation with the International Monetary Fund (IMF) and other development agencies. The poverty reduction strategy takes into account measures to build peace, national reconstruction and reconciliation to prevent any resurgence of conflict, whilst building on the gains achieved during the implementation period of the interim poverty reduction strategy paper. During

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[156] Central Intelligence Agency – Guinea Bissau. URL: < https://www.cia.gov/library/publications/the-world-factbook/geos/pu.html#Govt >. Accessed: February 20, 2009.

[157] World Bank Group. 2008. *Guinea Bissau Country Brief.* URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GUINEABISEXTN/0,,menuPK:356680~pagePK:141132~piPK:141107~theSitePK:356669,00.html >. Accessed: February 24, 2009.

[158] Central Intelligence Agency. Ibid.
[159] Central Intelligence Agency. Ibid.
[160] World Bank Group. 2008. *Guinea Bissau Country Brief.* URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GUINEABISEXTN/0,,menuPK:356680~pagePK:141132~piPK:141107~theSitePK:356669,00.html >. Accessed: February 20, 2009.

[161] United Nations Division for Sustainable Development. 2008. National Sustainable Development Strategies: The Global Picture.

this implementation the focus of the strategy will be to address poverty; macroeconomic stability concentrating on the agricultural and fisheries sector as well as developing the infrastructure to support such activities; improvements to social services and the development of human capital.

. The poverty reduction strategy will focus on four pillars:

- Modernizing the public administration, strengthening governance and ensuring macroeconomic stability
- Fostering economic growth and job creation
- Increasing access to social services and basic infrastructure
- Improving the living conditions of vulnerable groups[162]

Key Sustainable Development Coordination Mechanisms

Mandate of Coordination Mechanism (s) (n.a.)

Contact Point (s) (n.a.)

Other Planning Frameworks

UNDP Draft Country Programme Action Plan (CPAP) (2008-2012)

The 2008-2012 CPAP builds upon the objectives of the INPRSP, the UNDAF 2008-2012, as well as the common country assessment completed in 2006. This is the second country programme being implemented, with the first one covering the time period 2003-2007. The proposed programme will concentrate on three areas:

- Political, economic and local governance
- Economic growth, poverty reduction and the environment
- Equality and the promotion of human development [163]

UNDAF 2008-2012

The UNDAF strategy framework for this time period is available only in French.

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[162] Republic of Guinea Bissau. 2007. Guinea Bissau-Poverty Reduction Strategy Paper.
[163] United Nations Development Programme. 2007. Draft Country Programme Document for Guinea Bissau (2008-2012

International Cooperation Mechanisms

African Union

As of March 2004, no progress reports have been made with regards to the initiative's targets. Guinea Bissau is a partner to the initiative, and implementation of the partnership has already begun.[164]

Details of the initiative are found on the NSDS general report for Africa.

Economic Commission for Africa (ECA)

As one of the UN's regional commissions, the ECA plays a significant role in the implementation of the sustainable development agenda in the region, of which Guinea Bissau is a member state.[165]

Economic Community for West African States (ECOWAS)

A regional group of fifteen countries committed to promoting economic integration in all fields of economic activity. Its mandate is the maintenance of regional peace, stability and security through the promotion and strengthening of good neighborliness; accountability, economic and social justice and popular participation in development; and promotion and consolidation of democratic system of governance.

The ECOWAS Department of Defense and Security consists of a Mission Planning and Management Cell (MPMC), a Defense and Peacekeeping Division, eight Programme Officers, and a Small Arms Unit.[166]

UN Peace Building Commission

The UN Peacebuilding Commission and the Government of Guinea Bissau have developed a Strategic Framework for Peacebuilding in Burundi, published October 2008. [167]

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[164] United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa.
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html> Accessed January 28,2009.
[165] United Nations Division for Sustainable Development. 2005. *Institutional and Strategic Framework for Sustainable Development in Africa*
[166] Economic Community of West African States (ECOWAS). URL: < http://www.ecowas.int/ > Accessed: January 28, 2009.
[167] Republic of Guinea Bissau, United Nations Peacebuilding Commission. 2008. Strategic Framework for Peacebuilding in Guinea Bissau.

Strategic Objectives, Outcomes/Indicators and Targets

Poverty Reduction Strategy Paper 2005-2008

The outcomes of the poverty reduction strategy are linked to the outcomes of a study conducted in Guinea Bissau entitled "Diju ten". The government's poverty reduction strategy is in sync with the long term development goals identified in "Diju Ten". The key priorities for the 2005-2008 strategy will be following pillars:

- Modernizing the public administration, strengthening governance and ensuring macroeconomic stability
- Fostering economic growth and job creation
- Increasing access to social services and basic infrastructure
- Improving the living conditions of vulnerable groups

The first pillar is aimed at modernizing the public administration, strengthening governance and ensuring macroeconomic stability. The focus areas will be on policies and programmes geared towards:
- Macroeconomic Stability
- Economic Growth
- Structural Reforms
- Capacity Building in the public and modernization of the sector
- Strengthening the rule of law and judicial apparatus
- Decentralisation

The second pillar focuses on fostering economic growth and job creation by addressing the consequences of conflict to the economy. During this implementation period the strategies will focus on:
- Improving the business climate and stimulating the sectors for the poor
- Stimulate the productive sectors and promote economic diversification and competitiveness
- Infrastructural Development

The aim of the third pillar is to increase access to social services and basic infrastructure. This will be achieved by:
- Strengthening investment in human capital in areas such as education and health and nutrition
- Improving access to drinking water and sanitation

The final pillar focuses on improving the living conditions of vulnerable groups. This will be achieved by reducing the disparities between men and women. It will also address the effects of HIV/AIDS on the population particularly orphans, sufferers of the disease and the elderly. The strategies under this pillar include:
- Increasing access to basic social services

- Developing programmes that will provide these groups which income generating opportunities.[168]

UNDP Draft Country Programme Action Plan (2008-2012)

The focus of the country programme for this 2008-2012 time period is to strengthen the national capacity of the government.   The proposed programme will concentrate on three areas:
- Political, economic and local governance
- Economic growth, poverty reduction and the environment
- Equality and the promotion of human development

In terms of political economic and local governance the UNDP programme seeks to assist the governmental institutions in strengthening their capacities to carry out reforms in the areas of human rights and the rule of law, political stability and environmental management.   UNDP will also support the government's initiatives for the modernization of the civil service through capacity development in the areas of planning, public financial management, procurement and decentralization.

Under the focus area of economic growth, poverty reduction and the environment, UNDP will assist the government in the implementation of its poverty reduction strategy against the MDG's targets for 2015.   It will also support income generating activities, and policies that seek to strengthen those activities.

UNDP will collaborate with other donor agencies to promote equality and human development in Guinea Bissau. The country programme will focus on developing the improving the quality of human resources and the management of the health care and the education system.   UNDP anticipates that this will improve access to health care, education, water and sanitation especially to vulnerable groups.

For further details of the objectives, expected outcomes and indications for the 2008-2012 CPAP, see Appendix 1, the   Results and Resources Framework for Guinea-Bissau located in appendix of this reports.[169]

UNDAF 2008-2012

The UNDAF strategy framework for this time period is available only in French.

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[168] Republic of Guinea Bissau. 2007. Guinea Bissau-Poverty Reduction Strategy Paper.
[169] United Nations Development Programme. 2007. Draft Country Programme Document for Guinea Bissau (2008-2012

Budgeting and Funding

Poverty Reduction Strategy Paper (PRSP) 2005-2008

For details regarding the budgets and financing strategy for the implementation of the PRSP, see tables 8-10 located in Appendix 2 of this report.

UNDP Draft Country Programme Action Plan (2008-2012)

See Appendix 3 for the CPAP Results and Resources Framework which details the resource requirements for the implementation of the 2008-2010 country action programme.

UNDAF 2008-2012

The UNDAF strategy framework for this time period is available only in French.

Addressing the Consequences of Conflict

Political instability in the country has resulted in the dislocation of some of the population, increased levels of poverty, destruction of the social and economic infrastructure, weakening security and the rule of law. The country is one the poorest countries in the world, being ranked 175 out of 177 on the 2007/2008 United Nations Human Development Index.[170]

Guinea Bissau has been on the Peace Building Commission agenda since December 2007. The country-specific configuration (CSM) has been working with the government and international partners to develop a peace building strategy. A two step approach was developed, which comprises of an interim priority plan where short term measures will be implemented, followed by a comprehensive priority plan.[171] A strategic framework for Peace building in Guinea Bissau was published In October 2008, the government has identified key priorities for the consolidation of peace:

- Elections and institutional support to the Electoral Commission
- Measures to jump-start the economy and rehabilitate the infrastructure
- Security and defense sector reform
- Strengthening the justice sector, consolidation of the rule of law and the fight against drug trafficking
- Public administration reform
- Social issues critical to peace building.[172]

In addition to the strategic framework, the government of Guinea Bissau has also included strategies for the consolidation of peace in the Poverty Reduction Strategy Paper. The government intends to implement policies that will eliminate security threats, thereby reducing the risk of resurging conflict. Through the implementation of the PRSP the government seeks to reconcile the armed forces and social forces that were involved in the conflict in the past, as well as embarking on a security sector reform. The government will continue the demobilization and social insertion programme for ex-combatants, in order to restructure these armed forces to conform them to an army that abides to democratic institutions.[173]

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[170] World Bank Group. 2008. *Guinea Bissau Country Brief.* URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GUINEABISEXTN/0,,men uPK:356680~pagePK:141132~piPK:141107~theSitePK:356669,00.html >. Accessed: February 20, 2009.
[171] United Nations Peace building Commission. 2008. Priority Plan for the Peace Building Fund –Guinea Bissau
[172] United Nations General Assembly Security Council-Strategic Framework for Peace building in Guinea Bissau
[173] Republic of Guinea Bissau. Poverty Reduction Strategy Paper 2005-2008.

Governance, Justice and Human Rights

Governance

UNDP reports that weak governance is one of the factors contributing to the challenges faced by the government of Guinea Bissau in developing that country. The issues of governance are political instability, weak institutional capacity, human right violations, military coups and interference in the political sphere as well as a total disregard for the rule of law. [174]

The government of Guinea Bissau has identified improving governance as an important element in its PRSP, as a measure to reduce poverty levels. It will focus on capacity development in the public sector to ensure the efficient delivery of services, and instituting measures for punishing misconduct. Governance initiatives will also include increase public participation, decentralization, justice sector and security sector reform, as well as public sector reform.[175]

Justice and Human Rights

The PRSP will also focus on justice sector reform. The reform will seek to ensure that the judicial system is effective by making it compliant with the principle of separation of powers, as well as strengthening the rule of law. The government will also develop human resource capacity in the proper administration of justice, through training and the provision of the infrastructure to do so. In addition to ensuring that their in an efficient judicial system, the government will also implement measures to raise public awareness about justice and will ensure that there is equitable access to justice for all citizens.[176]

The UNDP country programme covering the time period 2008-2012 will also focus on addressing justice and human rights issue in Guinea Bissau. The country programme will be in the form of capacity development, in carrying out reforms to strengthen the rule of law, developing the regulatory framework, human rights and political stability. To this end, UNDP seeks to develop the capacity of the Assembly, The National Electoral Commission and the judicial and security sectors.[177]

* More details regarding governance and human rights can be found on the UNDP website available only in French.

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[174] United Nations Development Programme. 2007. Draft Country Programme Document for Guinea Bissau (2008-2012

[175] Republic of Guinea Bissau. Poverty Reduction Strategy Paper 2005-2008.
[176] Republic of Guinea Bissau. Ibid.
[177] United Nations Development Programme. Ibid.

Decentralisation

The government will implement a decentralization policy during the implementation of the PRSP. The policy will focus on decentralization at the political, administrative and economic levels.   The decentralization programme will focus on the following:

- Social mobilization and management of information for a national consensus around decentralization
- Strengthening civil society and the role of women
- Creating a legal framework for decentralization
- Mobilizing and managing human, physical and financial resources.[178]

The UNDP country programme also supports decentralization,   by developing the state capacity of officials to effectively carry out the process.[179]

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[178] Republic of Guinea Bissau. Poverty Reduction Strategy Paper 2005-2008.
[179] United Nations Development Programme. 2007. Draft Country Programme Document for Guinea Bissau (2008-2012

Public Participation (n.a.)

Monitoring and Evaluation

Poverty Reduction Strategy Paper 2005-2008

The Steering Committee will be responsible for coordinating the monitoring and evaluation process of the PRSP. The methods of monitoring and evaluation throughout the implementation will be in the form of reports, surveys and studies. Reports will be made on a quarterly, semi-annually and annual basis. Statistical information will be gathered from government ministries and other public institutions, and will be supplemented by survey data; this information will be used to develop monitoring indicators.[180]

 UNDP Draft Country Programme Action Plan (2008-2012)

Open and frequent dialogue with all stakeholders will be one of the primary monitoring and evaluation methods to ensure that any difficulties in implementation are addressed at an early stage. UNDP will conduct quarterly reviews to monitor operational issues involving themselves and other institutions. It will also monitor operational issues within the UNDAF framework and any other joint programmes. Additionally, UNDP in conjunction with the Ministry of Cooperation in Guinea Bissau will conduct annual progress reviews.[181]

UNDAF 2008-2012

The UNDAF strategy framework for this time period is available only in French.

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[180] Republic of Guinea Bissau. 2007. Poverty Reduction Strategy Paper.
[181] United Nations Development Programme. 2007. Draft Country Programme Document for Guinea Bissau (2008-2012)

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URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html>
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http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/GUINEA BISEXTN/0,,menuPK:356680~pagePK:141132~piPK:141107~theSitePK:356669,00.html >. Accessed: February 20, 2009.

APPENDIX VI

KENYA

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Next Elections

Elections were held in Kenya in December 2007, and are constitutionally due every five years. Kenya has a coalition government with a shared portfolio between the Party of National Unity (PNU) and the Orange Democratic Movement (ODM).[182]

Conflict

A political crisis occurred in Kenya in December 2007, after President Mwai Kibaki of the PNU was declared the winner of the elections. Supporters of the opposition party ODM felt that there was electoral manipulation.[183] Disputes and violent protests resulted in deaths, unemployment, and a loss in productivity and income generation. After two months, a collation government was formed National Accord and Reconciliation Agreement.[184]

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[182] World Bank Group. Kenya Country Brief. URL <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/KENYAEXTN/0,,menuPK:356520~pagePK:141132~piPK:141107~theSitePK:356509,00.html >. Accessed: January 30, 2009.

[183]Wikipedia – 2007-2008 Kenyan Crisis.
URL < http://en.wikipedia.org/wiki/2007%E2%80%932008_Kenyan_crisis >. Accessed: January 30,209.

[184] World Bank Group. Ibid.

National Sustainable Development Strategies and other Planning Frameworks

Status of NSDS

NSDS is being implemented as of 2008.[185]

Comprehensive Strategies

Vision 2030
Kenya Vision 2030 was published in 2007, built on two long terms policies and several five year development plans. It is the country's roadmap for achieving sustained economic and social development. The aim of this long term vision is to transform Kenya into an industrialized middle income country, where all citizens have a high quality of life by 2030. The vision focuses on three pillars:

- Economic
- Social
- Political

The Vision is to be implemented in three successive five-year medium terms plans, with the first one covering the period 2008-2012, with another plan being produced to cover the time period 2012-2017, and continuing in that trend until 2030.This is the first five year plan under the implementation of the Vision 2030, will focus on the following:

- Understanding the incidences of poverty and the needs of the impoverished Comprehensive Study and Analysis of Poverty Reduction Initiatives
- Promotion of pro-poor growth
- Developing a strategy for good governance
- Addressing Social Issues
- Gender, income, and social inequalities

The pilot project and programmes being implemented under the first five year plan is also developed around the three pillars; economic, social and political. The programmes being implemented during that time period are expected to lay the foundation for the realization of Vision 2030.

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[185] United Nations Division for Sustainable Development. 2008. National Sustainable Development Strategies: The Global Picture.

Key Sustainable Development Coordination Mechanisms

Ministry of Planning and National Development
The National Economic and Social Council of Kenya[186]

Mandate of Coordination Mechanism (s)

The National Economic and Social Council of Kenya assisted in the development of the Vision, and will continue to serve in an advisory capacity on all development matters across all sectors.[187]

Contact Point (s)
The National Economic and Social Council of Kenya
Office of the President
POB Box 62345, 00200, Nairobi, Kenya
Tele: +254 020-310431 ext. 22037
Email: vision2030@kenya.go.ke
Website: www.nesc.go.ke

The Permanent Secretary
Ministry of Planning and National Development
Treasury Building, P O Box 30005, 0500, Nairobi
Tele: -254-020-252299 Ext. 101/192
Email: psplanning@treasury.go.ke
Website: www.planning.go.ke

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[186] Republic of Kenya. 2007. *Vision 2030-The Popular Version*.

[187] Republic of Kenya. 2008. *First Medium Term Plan 2008-2012*.

Other Planning Frameworks

United Nations Development Assistance Framework (UNDAF) 2009-2013

The draft UNDAF Country Programme for 2009-2013 was published in May 2008, is the third country programme for Kenya. The 2009-2013 programme is aimed at contributing to realisation of national priorities, the advancement of human rights and the achievement of the MDG's. The three priority areas of the UNDAF are:
- Improving governance and the realisation of human rights
- Empowering poor people and reducing the disparities and vulnerabilities
- Promoting sustainable and equitable growth for poverty and hunger reduction[188]

UNDP Country Programme Action Plan 2009-2013

The UNDP country programme is aligned to the UNDAF, the economic, social and political pillars identified in the Kenya's national development plan Vision 2030, and the MDG's. UNDP will support the UNDAF priority areas, and where possible maximize synergies through joint programming and programmes. UNDP will offer policy advice and advocacy in the following areas:

- Democratic governance, human rights and gender equality

- Empowering the poor and reducing disparities and vulnerabilities

- Sustainable and Economic Growth[189]

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[188] United Nations. 2008. *United Nations Development Assistance Framework (UNDAF) 2009-2013 – Kenya.*

[189] United Nations Development Programme. 2008. *Draft Kenya Country Programme Action Plan 2009-2013.*

International Cooperation Mechanisms

Economic Commission for Africa (ECA)

As one of the UN's five regional commissions, the ECA plays an important role in the implementation of the sustainable development agenda of the region.

Kenya is a Member State.

Details on the ECA's role with respect to sustainable development are found on the NSDS general report for Africa.[190]

East Africa Community (EAC)

Kenya is a Member State of the EAC. A five year development strategy was adopted by the EAC to facilitate the implementation of the treat. The EAC Development Strategy 2006-2010 is the third strategy to be formulated.[191]

New Partnership for Africa's Development – (NEPAD)

Kenya is a member of the NEPAD. NEPAD is mandated to develop a socio-economic development framework, as well with issues related to escalating poverty levels and the overall underdevelopment and marginalization of African countries.[192]

Member states are required to establish an African Peer Review Mechanism (APRM), which Kenya has done in March 2003.   Kenya tabled its first review in July 2006 and has since been subject to progress reports with regards to the APRM National Programme of Action (NPOA).[193]

African Union

Initiative on Promotion and Development of Agenda 21 in Africa

As of March 2004, no progress against the initiative's targets has been reported. However, the partnership is being implemented in a large number of countries. Kenya is a partner to the initiative.[194]

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[190] United Nations Division for Sustainable Development. 2005. Institutional and Strategic Framework for Sustainable Development in Africa.
[191] East Africa Community. URL: < http://www.eac.int/ > Accessed on February 03, 2009.
[192]   New Partnership for Africa's Development. URL: < http://www.nepadkenya.org/nepad.htm >. Accessed February 10, 2009.
[193] New Partnership for Africa's Development. Ibid.
[194] United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa. URL: http://webapps01.un.org/dsd/partnerships/899.html Accessed January 30, 2009

Details of the initiative are found on the NSDS general report for Africa.

Pact on Security, Stability and Development in the Great Lakes Region

Kenya is a signatory to the pact. As a demonstration of the commitment to implement the pact, the countries of the region committed themselves to pay the mandatory contributions to the Conference Secretariat and to make pledges to the special fund.[195]

Details of the pact are found on the NSDS general report for Africa.

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[195] Secretariat of the International Conference on the Great Lakes Region.
URL < http://www.icglr.org/F_END/about.asp >.   Accessed on February 04, 2009.

Strategic Objectives, Outcomes/Indicators and Targets

Vision 2030 – Medium Term Implementation Plan 2008-2012

The Vision 2030 will be implemented under successive five year medium term implementation plans until 2030, with the first time period being 2008-2012. Under each pillar of the Vision 2030, there will be medium term goals, which fed into the long-term development goal. The programme under this first implementation plan prioritises reconciliation and economic reconstruction to reverse the effects of the conflict which arose out of the elections. The programme covers all sectors, and is anticipated to transform Kenya into a middle-income country, with an improved quality of life for all citizens. The medium term plan focuses on three pillars: economic, social and political.

Economic
The economic pillar is aimed at increasing the growth rate of Kenya's growth domestic product (GDP) from 6.1% to an average of 10% per annum. During this implementation cycle the priorities sectors will be tourism, agriculture, manufacturing business process offshoring, and financial services.

Kenya aims to become the leading tourism destination and will enhance their tourism product by developing their north and south coast, parks and improving their business sector offerings.

In terms of agriculture, it will aim to have a modernized agriculture, fisheries and livestock sector that is innovative and commercialised, offering competitive products on the world market.

Kenya aims to become the provider of choice for basic manufactured goods. In order to accomplish this, uncompetitive local industries will be restructured, and opportunities to expand into niche exports will be exploited.

Kenya's aim by 2012 is to become the business process outsourcing country of choice. Business processing is also expected to create job opportunities for the youth whilst making a contribution to the country's GDP.

Projects in the financial services sector will be undertaken in order to make it more vibrant and competitive. This sector is also expected to create job opportunities and finance Kenya's investments needs.

Social
This pillar is aimed at improving the social conditions in Kenya, by transforming the country into one where there is social equality that can be enjoyed in a clean and secure environment. The areas of focus during 2008-2012 implementation phase will be education and training; health; water and sanitation; the environment; housing and urbanization; gender, youth, sports and culture; and equity and poverty reduction.

Kenya's aim is to have a globally competitive education system that will enhance the lives of its citizens. The goal throughout this implementation phase will be to improve the quality of the system, reduce the illiteracy rates by increasing access to primary and secondary education, and improving the transition from primary to secondary school. Special needs education will also be introduced into learning institutions, and universities will be encouraged to increase their enrollment.

The standard and quality of the health care sector will be improved by decentralizing the management of health care and funds to communities and district medical officers, with the ministry handling policy issues. Also, the focus will change from curative to preventative care.

In terms of water and sanitation, the governments aim is to conserve water sources and find new ways to utilising rain and underground water. The water and sanitation strategies will be aimed at improve water quality standards, management, storage and production. This will be done through the use of a hydro-meteorological data gathering network, construction of dams and the construction of water and sanitation facilities.

The goals for the environment by 2012 will be to increase forest cover from three to four percent and decrease by half all environment related diseases, by promoting environmental conservation, improving the pollution and waste management system and enhancing disaster preparedness.

In terms of housing and sanitation, Kenya's aim by 2012 will be to increase the production of housing units, focusing on providing better housing for persons living in slums. Attention will also be given to regional and urban development planning development capacity, access to affordable housing, and access to finance for buyers and developers.

The vision for 2030 is that there will be equality in power and resources for all genders, vulnerable groups and the youth. The goal for 2012 will be to increase opportunities for women, youth and the disabled, increasing participation of women in all economic, social and political processes, improving access to housing, education, health and justice, and minimizing retrogressive practices.

Kenya aims to reduce the number of the population living in absolute poverty by 2030. In order to achieve this, during the 2008-2012 implementation phases the government will focus on ensuring equal access to public services and job opportunities, expanding access to education children in poor rural and slum communities as well as improving access to all basic social services to all citizens.

Political

Under the political pillar, Kenya aims to transform the political system into one that comparable to industrialized countries. To this end, it will focus on various administrative and legislative reforms. The strategy during the 2008-2012 will be to enact and operationalise various policy, legal and institutional frameworks with relation to rule of law, electoral and political processes, democracy and public service delivery, transparency and accountability and security, peace building and conflict management.[196]

UNDAF 2009-2013

The aim of the UNDAF programme for this time period is to assist the government in achieving its national goals, improving human rights and helping the country to achieve the MDG's by 2015. It will focus on the needs of vulnerable groups, the rights of women, men and children. The priority areas are improving governance and the realization of human rights; empowering the poor and reducing disparities; promoting sustainable and equitable economic growth for poverty and hunger reduction with a focus on vulnerable groups.

Under the priority area improving governance and human rights, UNDAF anticipates that these three areas will be progressively enhanced. This will result in efficient public service delivery that is accessible by all, fair and just rule of law, the empowerment of women and that Kenya ratifies and implements any outstanding human rights covenants and conventions.

In terms of empowering the poor and reducing the disparities amongst them, the UNDAF programme seeks to deliver equitable access of social and protection services especially for vulnerable groups. The outcome includes access to education, water and sanitation, health care, food and social protection.

The third UNDAF focus area relates to promoting sustainable and equitable economic growth for poverty and hunger reduction particularly amongst vulnerable groups. It is expected that the programmes under this area of focus will result in an enhanced and sustained livelihood of the poor and vulnerable groups by helping the government to achieve sustained economic growth and food security.[197]

UNDP Country Programme Action Plan 2009-2013

UNDP programme will focus on capacity building for the achievement of the governments Vision 2030 and is in line with the UNDAF for the same time period. UNDP will also work along with other UN agencies through joint programming and projects. The areas of focus are democratic governance, human rights and gender

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[196] Republic of Kenya. 2007. *Vision 2030-The Popular Version.*
[197] United Nations. 2008. *United Nations Development Assistance Framework (UNDAF) 2009-2013 – Kenya.*

equality; empowering the poor and reducing disparities and vulnerabilities; and sustainable and equitable economic growth.

See Appendix 1, the Results and Resources Framework located for details of the expected targets and outcome of the CPAP.

Budgeting and Funding

Vision 2030 – Medium Term Implementation Plan 2008-2012

The budget for the medium term implementation plan was developed for the five year period, itemizing budgets for the implementation of various projects for achieving the objectives of the social, economic and political pillar.

For further details, see Appendix 2.

UNDP Country Programme Action Plan 2009-2013 (n.a.)

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Addressing the Consequences of Conflict

The consequences of the political crisis that arose following the 2007 General elections in Kenya has affected its economy by stunting economic growth, increasing the rate of unemployment, and a decrease in output. Socially, the conflict has resulted in increased poverty levels particularly amongst the youth and an increase in varying forms of crime.[198] The government will adopt a strategy that will focus on the maintenance of peace and security there, as well as regaining the trust and confidence of Kenyans in the electoral process and system.[199]

Peace and security has been threatened by organized criminal groups comprised primarily of the unemployed youth, resource conflicts, widespread drug abuse, sexual violence and other forms of abuse against vulnerable groups, money-laundering, human trafficking and terrorism, small arms trafficking and the lack of respect for national security or law and order institutions.

In order to address these issues government will focus on policy, legal and institutional reform to improve the enforcement of law and order. The government will develop an early warning and response mechanism in order to prevent post election conflict from re-emerging. Outdated institutional policies such as the Police Act, Administration Police Act and the Public Order Act will be reviewed and new policies will be formulated, approved and implemented. The 2008-2012 medium term implementation plan of the Vision 2030 includes flagship projects that will address peace, security and conflict resolution. The seven identified programmes are:

- National Security and Policing
- Peace Building and Conflict Resolution (PBCR)
- Small Arms and Light Weapons (SALW) Control and Management
- Drug Demand and Supply Reduction
- Administration and Field Services
- Aid to Civil Authority
- Population Registration and Immigration Services[200]

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[198] World Bank Group. 2009. Kenya-Country Brief.
URL: <
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/KENYAEXTN/0,,menuPK:356520~pagePK:141132~piPK:141107~theSitePK:356509,00.html >. Accessed February 12, 2009.
[199] Republic of Kenya. 2008. *First Medium Term Plan 2008-2012*.
[200] Republic of Kenya. Ibid.

Governance, Justice and Human Rights

Governance

The strategy related to improving governance and justice is guided by the Vision 2030. UNDP reports that the decline in poverty levels prior to the 2007 conflict can be attributed to improve governance in Kenya, as a result of reforms aimed at strengthening the checks and balances, historical inequalities, accountability and service delivery. However, there were no equivalent electoral, constitutional or parliamentary reforms.[201] The government seeks to addresses these imbalances in the Vision 2030, where they envisage a governance strategy that ensures all citizens can participate in free, fair and decisive elections.[202]

In order to order to ensure that good governance is achieved and sustained the government will focus on eight governance principles; constitutional supremacy, sovereignty of the people, equality of citizens, national values, goals and ideology, a viable political party system, public participation in governance, separation of powers and decentralization.

The medium term implementation plan of 2008-2012 of Vision 2030 will focus specifically on:
- The Rule of Law
- Electoral and Political Processes
- Democracy and Public Service Delivery
- Transparency and Accountability
- Security, Peace-Building and Conflict Management[203]

Justice and Human Rights

Kenya has ratified six of the eight fundamental UN treaties on human rights, addressing civil and political rights, economic and social rights, racial discrimination, and discrimination against women, torture and the rights of the child.[204] However, Kenya is challenged by the inefficiencies in the judicial systems to effectively deal with violence and other forms of abuse against women, children and other vulnerable groups. The government is committed to addressing the rule of law in its Vision 2030 by focusing on justice, penal reform and capacity enhancement. The reform programme focuses on the modernization and reform of policies and laws which make provisions for addressing women and children rights. Additionally, a national action plan is also being developed and implemented with regards to the promotion and protection of human rights.[205]

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[201] United Nations Development Programme. 2008. *Draft Kenya Country Programme Action Plan 2009-2013.*

[202] Republic of Kenya. 2008. *First Medium Term Plan 2008-2012.*

[203] Republic of Kenya. 2007. *Vision 2030-The Popular Version.*

[204] United Nations. 2008. *United Nations Development Assistance Framework (UNDAF) 2009-2013 – Kenya.*

[205] Republic of Kenya. Ibid

UNDP will also support the government in improving democratic governance by offering capacity building support for improved governance.   The programme will develop the capacity of personnel in government departments and ministries to carry out public services in a transparent, effective and equal and accountable way, strengthening transitional justice, supporting judicial and other reform as well as strengthening their capacity to address human rights and gender issues.[206]

UNDAF programme also supports the initiatives for improving governance and human rights in Kenya. This programme is also inline with the political pillar objectives of the Visions 2030, and the work being done by UNDP. It will seek to ensure that Kenya implements all human rights covenants and conventions it has ratified, capacity building of national and local institutions and gender equality and empowerment of women.[207]

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[206] United Nations Development Programme. 2008. *Draft Kenya Country Programme Action Plan 2009-2013*.

[207] United Nations. 2008. *United Nations Development Assistance Framework (UNDAF) 2009-2013 – Kenya*

Decentralisation

Decentralisation policies in Kenya, suffer from poor coordination, and overlaps between governmental functions. The decentralization process in Kenya will be guided by five preconditions to ensure that it is effective in improving the welfare of citizens and enhancing the capacity of the local governance system. The five preconditions will guide the process include:

- The legal and policy framework

- The political and administrative framework

- Financing

- Human Resources

- Coordination of the decentralization process[208]

During 2008-2012 the governments plans to implement a decentralization policy pending the introduction of the new constitution. The policy will define the roles of the various authorities for planning, budgeting and accountability. After the policy has been formulated, the government will develop a decentralization framework. This framework set the agenda for the implementation of the policy. However, in the interim the government is committed to policies geared towards decentralization that will ensure local institutions have the capacity and authority to carry out their functions; ensuring that local needs are being meet; that there is equitable distribution of financial resources across the country; emphasis is placed on greater accountability of the government; enhancing community participation; and that it address institutional capacity at the grass root levels.[209]

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[208] Republic of Kenya. 2007. *Vision 2030-The Popular Version*.
[209] Republic of Kenya. 2008. *First Medium Term Plan 2008-2012*.

Public Participation

Under the political pillar of Vision 2030, the government of Kenya is committed to enacting and implementing the necessary reforms to ensure that there is democracy and public participation. Democracy will ensure that government operations are transparent and they are held accountable to Kenyans for their actions. During 2008-2012 medium term implementation period the government will embark on two programmes aimed at ensuring democracy and public participation; legal, ethics and constitutional reform and reforms to the electoral processes. The strategies to ensure democratic participation are:

- Pursuing constitutional and legal reforms which support local governance
- Civic education programmes
- Encouraging dialogue between government, business and society
- Encouraging public access to information and data, by promoting its free flow

Monitoring and Evaluation

Vision 2030 – Medium Term Implementation Plan 2008-2012

The implementation of the medium term plan will be monitored by the National Integrated Monitoring and Evaluation System (NIMES). NIMES is a software package used by the government to monitor the implementation of policies and programmes in central government, and at the district and constituency levels.

The Monitoring and Evaluation Directorate in the Ministry of Planning and National Development will be responsible gathering information through NIMES from the various ministries and implementation partners which will used to produce quarterly and annual progress reports. Poverty and integrated household budgets surveys will also be conducted.[210]

UNDAF 2009-2013

The monitoring and evaluation process will be conducted using an M& E framework. Monitoring and evaluation will determine the relevance, programmatic coherence and efficient use of resources to make sure that the outputs are being met in a sustainable way, are in line with the national vision and the MDG's.

Various agencies will participate in this activity, and the UN Resident Coordinator will be responsible for making the final report to the Country Team.[211]

UNDP Country Programme Action Plan 2009-2013

The programme will be monitored through a five year integrated monitoring and evaluation plan. The UN Resident Coordinator will coordinate joint reviews from the various agencies. UNDAF will also monitor the progress of other joint programmes simultaneously with the implementation of its programmes. Annual reviews will also be conducted and documented.   In 2011, a mid-term review will be conducted in collaboration with the government, the United Nations and other development partners.[212]

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[210] Republic of Kenya. 2008. *First Medium Term Plan 2008-2012*.

[211] United Nations. 2008. *United Nations Development Assistance Framework (UNDAF) 2009-2013 – Kenya.*

[212] United Nations Development Programme. 2008. *Draft Kenya Country Programme Action Plan 2009-2013.*

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New Partnership for Africa's Development. URL: < http://www.nepadkenya.org/nepad.htm >. Accessed February 10, 2009

Secretariat of the International Conference on the Great Lakes Region. URL < http://www.icglr.org/F_END/about.asp >. Accessed on February 04, 2009.

United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa. URL: http://webapps01.un.org/dsd/partnerships/899.html Accessed January 30, 2009

Wikipedia – 2007-2008 Kenyan Crisis. URL < http://en.wikipedia.org/wiki/2007%E2%80%932008_Kenyan_crisis >. Accessed: January 30,209.

World Bank Group- Kenya Country Brief. URL<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/KENYAEXTN/0,,menuPK:356520~pagePK:141132~piPK:141107~theSitePK:356509,00.html >. Accessed: January 30, 2009

APPENDIX VI

LIBERIA

Table of Contents:

i. Next Elections

Africa's first female President Ellen Johnson-Sirleaf has been serving since January 2006[213]. Johnson-Sirleaf is a former World Bank employer and used to head UNDP for Africa. Next Presidential election is scheduled for 2012[214].

ii. Conflict

The First Liberian Civil War (1989–1996) and the Second Liberian Civil War (1999–2003) have displaced hundreds of thousands of people and destroyed the country's economy. Mutual mistrust and hostility between the African American settlers along the coast and the indigenous populations of the interior is recurrent in the country's history.

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[213] Republic of Liberia. 2006. *Interim Poverty Reduction Strategy 2006-2008.*
[214] African Elections Database – Liberia. URL: < http://africanelections.tripod.com/lr.html > Accessed: August 12th, 2007.

National Sustainable Development Strategies and other Planning Frameworks

Status of NSDS
N.a. as of 2008[215].

Comprehensive Strategies

Interim Poverty Reduction Strategy (iPRS) 2006-2008:

Published in 2006, it is the first to be prepared in Liberia, building on the success of the 150-Day Action Plan. The iPRS centres on consolidating national peace and positioning the nation on a path of sustained, people-centred poverty reduction, economic growth, and sustainable human development. The Government has prioritized key development issues into four pillars under the Liberia Reconstruction and Development Committee (LRDC):

- enhancing national security;
- strengthening governance and the rule of law;
- revitalizing economic growth;
- rehabilitating infrastructure and delivering basic services.

Key priorities for the 2006-2008 strategy include:

- completing the reform of the security sector;
- promoting good governance and the rule of law;
- rebuilding the nation's road network;
- accelerating human resources development;
- strengthening the environment for private sector growth;
- creating jobs;
- promoting good governance and the rule of law.

The iPRS represents a bridge to a full MDG-based Poverty Reduction Strategy (PRS) that would cover the period 2008-2012 and is expected to provide a framework for medium- to longer-term socio-economic development infused with a strong conflict analysis as a basis for framing interventions.

Liberia needs to strengthen its information and statistical capacities to assess current socio-economic conditions before it develops a full poverty reduction strategy. This considerable hinders all humanitarian, recovery, and development efforts. The last population and housing census was conducted in 1984, while the last comprehensive poverty profile was undertaken by UNDP in 2001[216]. The Liberia Institute for Statistics and Geo-Information Services (LISGIS) was established in 2004, but it has yet to develop the capacity to generate the information required for accurate socio-economic analysis in

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[215] United Nations Division for Sustainable Development. 2006. *National Sustainable Development Strategies: The Global Picture.*
[216] Republic of Liberia. 2006. ibid.

support of policy development. There are currently no standards of data collection and manipulation, and information management systems to monitor service delivery in ministries are largely nonexistent[217].

The Common Country Assessment (CCA), offered as an input of the United Nations into the formulation of Liberia's national development agenda, reports that current growth is neither equitable nor based on sound management of national resources[218]. However, the government is committed to transition to a framework of sustained development[219], and the CCA states that grounds exist for optimism, recognizing efforts to promote environmental sustainability[220].

Poverty Reduction Strategy Paper (PRSP) 2008-2011

The PRSP for 2008-2011 is built upon the Interim Poverty Reduction Strategy Paper (iPRSP) 2006-2008. Implementation of the strategy is estimated to start in April 2008 and be concluded in June 2011, coinciding with the end of their 2010/1011 fiscal year.[221] The PRSP is centered on the government's vision of moving towards sustainable growth and development. The key priorities of this PRSP have been categorized under four pillars:
- security
- economic revitalization
- governance and rule of law
- infrastructure and basic services

Key priorities for the 2008-2011 strategy will be:

Peace and Security
- reconstructing and reforming security institutions
- strengthening human and personal security
- building and maintaining regional security

Economic Recovery
- rebuilding basic infrastructure
- restoring production of natural resources, and ensuring that the benefits are widespread
- reducing production costs so as to become competitive producers of down stream products, manufacturing and services.

Governance and Rule of Law
- enhancing citizen participation in ownership of government policy formulation and implementation
- building effective and efficient public institutions

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[217] United Nations. 2006. *Common Country Assessment: Liberia.*
[218] United Nations. 2006. ibid.
[219] Republic of Liberia. 2006. ibid.
[220] United Nations. 2006. ibid.
[221] Republic of Liberia 2008. Poverty Reduction Strategy paper.

- strengthening and enhancing the integrity of the legal and judicial institutions
- expanding access to justice, and enhancing the protection and promotion of human rights

Infrastructure and Basic Services
- to ensure that all roads are pliable year round, to refurbish select public buildings, and to build the capacity for a sustained road network.
- to improve the Liberian transport sector through policy, systems and infrastructure development that creates access to reliable, affordable and efficient services.
- to provide reliable, sustainable and affordable energy services in an environmentally sound manner.
- to progress towards the provision of universal services as defined by the Universal Postal Union and the International Telecommunications Union.
- to reduce water and sanitation related diseases
- to build and restore public buildings, community and household infrastructure
- the expansion of quality basic health care services through an efficient, effective and responsive health care delivery system.
- equitable access to education and opportunities for all

The PRSP 2008-2011 is part of the government's long term plan for sustainable growth and poverty reduction, as well as a stepping stone towards the achievement of the MDG's. However, the government acknowledges that it cannot achieve its long term goal through the three year period, and will develop a follow on PRSP commencing in 2011.[222]

2. Key Sustainable Development Coordination Mechanism(s)

Liberia Reconstruction and Development Committee (LRDC), established in 2006, is the country's chief development coordination body[223].

- **Mandate of Coordination Mechanism(s):** is responsible for the monitoring the implementation of the national reconstruction and development agenda through cabinet and heads of independent agencies.[224]

- **Contact Point:**
  Hon. O. Natty B. Davis, Jr
  National Coordinator/LRDC Secretariat.[225]

[222] Republic of Liberia. 2008. Poverty Reduction Strategy Paper.
[223] Republic of Liberia. 2006. ibid.
[224] Republic of Liberia. 2009. Liberia Reconstruction and Development Committee-Overview and Background. URL: < http://www.emansion.gov.lr/content.php?related=LRDC&sub=Background >. Accessed: February 05, 2009.
[225] Republic of Liberia. 2009. Liberia Reconstruction and Development Committee- Key Personnel of the LRDC. URL: <. http://www.emansion.gov.lr/content.php?sub=Key%20Personnel&related=LRDC >. Accessed February 05, 2009.

Other Planning Frameworks

UNDP Liberia Country Programme 2004-2006

The UNDP Liberia Country Programme is the third largest in Africa as of 2006, and is consistent with the MDGs and the priorities of the new government. The programme consists of the following elements:

- Governance
- Disarmament, Demobilisation, Rehabilitation, and Reintegration (DDRR)
- Community-Based Recovery (CBR)
- Small Arms and Micro-disarmament
- Human Rights and Protection
- Response to HIV/AIDS and other diseases
- Energy and Environment

UNDP recognises that there must be a paradigm shift from crisis management to reconstruction and development. For this reason, UNDP will increase its focus on community-based recovery and support the interim MDG-based development strategy until a full Poverty Reduction Strategy Paper (PRSP) is developed[226].

UNDP Liberia Country Programme 2008-2012

A draft of the UNDP Country Programme for 2008-2012 was published in July 2007. The programme is based on the national priorities identified in the iPRS and the UNDAF. The strategic areas of focus are democratic governance and pro-poor economic growth. Capacity development remains the strategic foundation on which all support will be built.

The shift from six strategic areas in 2004–2007 to two in the new programme is premised on the desire to consolidate and to ensure alignment with UNDP corporate strategic direction. To ensure effectiveness and sustainability of all UNDP areas of support within the programme, three overarching themes, namely, gender equality and women's empowerment, the fight against HIV-AIDS, and developing responses to climate change, will orient programme formulation and implementation[227].

UNDP recognises the MDGs as the overall framework for achieving sustainable development[228].

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[226] United Nations Development Programme. 2005. *Liberia Annual Report 2005.*
[227] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[228] United Nations Development Programme. 2006. *Liberia Annual Report 2006.*

3. International Cooperation Mechanisms

Economic Commission for Africa (ECA)

As one of the UN's five regional commissions, the ECA plays an important role in the implementation of the sustainable development agenda in the region[229].

Liberia is a Member State.

Details on the ECA's role with respect to sustainable are found on the NSDS general report for Africa.

i. African Union

Initiative On Promotion and Development of Agenda 21 in Africa

As of March 2004, no progress against the initiative's targets has been reported. However, the partnership is being implemented in a large number of countries. Liberia is a partner to the initiative, and implementation of the partnership has already begun[230].

Details of the initiative are found on the NSDS general report for Africa.

The Peace and Security Council

Serves as a decision-making and enforcement body for crisis prevention and management[231]. It is patterned somewhat after the UN Security Council.

ii. Economic Community of West African States (ECOWAS)

A regional group of fifteen countries committed to promoting economic integration in all fields of economic activity. Included in its principles is the maintenance of regional peace, stability and security through the promotion and strengthening of good neighbourliness; accountability, economic and social justice and popular participation in development; and promotion and consolidation of democratic system of governance.

The ECOWAS Department of Defence and Security consists of a Mission Planning and Management Cell (MPMC), a Defence and Peacekeeping Division, eight Programme Officers (PO), and a small Arms Unit. ECOWAS has a Mission established in Liberia

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[229] United Nations Division for Sustainable Development. 2005. *Institutional and Strategic Framework for Sustainable Development in Africa.*
[230] United Nations Division for Sustainable Development: Partnerships. *African Union Initiative On Promotion and Development of Agenda 21 in Africa.*
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html > Accessed: July 13, 2007.
[231] United Nations Development Programme Rwanda. 2007. *National Human Development Report.*

and, moreover, conducts activities in the areas of Standby Forces and Small Arms, as well as monitoring the borders of Guinea and Liberia[232].

iii. International Conference on Disarmament, Demobilization, Reintegration (DDR) and Stability in Africa

The conference provides a forum that enables and facilitates dialogue on the issue. It also formulates recommendations of the best practices and strategies for DDR programs in Africa. The latest meeting was held in June 2007, where Liberia was a participant[233]. The Secretariat to the Conference is based in Burundi[234].

Details of the conference are found on the NSDS general report for Africa.

iv. United Nations Mission in Liberia (UNMIL)

The mandate of the UN Mission in Liberia (UNMIL) is to stabilize the country and assist the National Transitional Government of Liberia in its effort to establish new democratic order.

UNMIL has supported the successful conduct of presidential and legislative elections, the restoration of state authority and infrastructure, the restructuring and retraining of the Liberia National Police, the judicial correction systems, the Truth and Reconciliation Commission, and the Governance and Economic Management Assistance Programme (GEMAP). Currently, the mission is working with the government to help meet the criteria for lifting sanctions on diamonds, while also assisting national authorities to restore proper management of other natural resources, such as rubber.

UNMIL is expected to maintain a robust security presence until the national security agencies complete the restructuring, recruitment, training and re-deployment of their forces[235].

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[232] Economic Community of West African States (ECOWAS). URL: < http://www.ecowas.int/ >
Accessed: July 18, 2007.
[233] United Nations – Office of the Special Adviser on Africa (OSAA). 2007. *International Conference on DDR and Stability in Africa - Kinshasa, Democratic Republic of Congo 12-14 June 2007: Aide Memoire.*
[234] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[235] Republic of Liberia. 2006. ibid.

4. Strategic Objectives, Outcomes/Indicators and Targets

i. Interim Poverty Reduction Strategy (iPRS) 2006-2008

One of the four pillars of the iPRS is dedicated to enhancing national security. The government gives this area special importance due to the need to take responsibility for its own security after the departure of the UNMIL. Key elements of activities include:

- Reforming the security service;
- Strengthening national safety, security, and peace;
- Building national security capabilities;

There is also a pillar dedicated to good governance to ensure that Liberia does not witness again conflicts and violations of human rights. The strategy focuses on:

- Reforming and rebuilding the public sector;
- Reducing corruption;
- Decentralising political governance and social responsibilities;
- Strengthening the rule of law and respecting human rights;
- Conflict-sensitive policymaking and conflict management;
- Addressing gender inequalities;
- Strengthening environmental rules and regulations;
- Involving broader participation in the governance process;
- Enhancing youth development and involvement in the development process;

The other pillars focus on revitalising the economy, rehabilitating infrastructure, and delivering basic services. Priority actions that the government identifies as relating to increasing incomes, providing basic services, and managing resources for the maintaining peace and security include:

- Revitalising agriculture, in order to provide a reliable base for transitioning Liberia's war-affected population from relief to recovery and eventually development;
- Revitalising mining and forestry for revenue and job creation, thus contributing to the rebuilding of social services;
- Enabling private sector recovery and development, particularly focusing enhancing the capacities of the country's large informal sector;
- Employment and job creation, focusing on jobs aimed at ex-combatants and youth;
- Rehabilitating infrastructures while at the same time generating employment[236].

The agenda, results/indicators, and policy objectives for the iPRS can be found in the Appendix, pg. 26 of this report.

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[236] Republic of Liberia. 2006. ibid.

ii. Poverty Reduction Strategy Paper (PRSP) 2008-2011

It builds upon the previously implemented IPRSP, and is the government vision and strategy for moving the country towards sustained economic growth and sustainable development. The four main elements of the plan are consistent with the prior plan and will also focus on the following areas:
- Security
- Economic Revitalisation
- Governance and rule of Law
- Infrastructure and Basic Services

Peace and security continues to be an area of priority for the government of Liberia. The aim of this pillar during the implementation period will be to create a secure and peaceful environment, nationally and regionally that is conducive to the promotion of economic growth and sustainable development. The will be achieved through:

- Building and maintenance of national security institutions based in law and subject to civilian authority.
- Building public confidence in the ability of the national security institions to maintain peace and security, as well as enforcing internal human rights laws.
- Promoting national and regional peace through close cooperation, coordination and adoption of best practices.[237]

The goal of the economic revitalisation pillar is to establish a stable and secure environment that will lead to economic growth and sustainable development. The government's strategy for economic growth is to:
- Rebuild basic infrastructure.
- Recommencing production of natural resources, while ensuring the benefits are widely shared.
- Reducing production costs of downstream products to diversify the economy, with the long term goal of producing competitive products.

There is also a pillar dedicated to strengthen governance and the rule of law. Although some progress in terms of addressing the structural problems associated with good governance, the steps towards good governance will be continued through the implementation of the PRS. The goal throughout the 2008-2011 time period will be to build and operate and effective institutions and systems that will strengthen peace and uphold democratic governance, accountability, equality and justice

The final pillar deals with infrastructure and basic social services. The government's aim is to rehabilitate the infrastructure and rebuilding of systems to deliver basic social services, in order to achieve economic growth and poverty reduction. During this implementation period, the focus of the government will be:

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[237] Republic of Liberia. 2008. Poverty Reduction Strategy Paper.

- Improve roads and road networks as well as improving the air and sea transport systems
- Development of an efficient, effective and sustainable health care system that will provide affordable access to basic health care.
- Develop human resource capacity through education opportunities for all
- Improve water and sanitation systems[238]

iii. UNDP Liberia Country Programme 2004-2006

The UNDP Liberia Country Programme 2004-2006 consists of the following elements:

Governance, dedicated to supporting sustainable peace, reconstruction, and development. Specifically, UNDP aims to:

- contribute to the restoration of the economic and political structures and institutions;
- promote public sector reform;
- re-establish the rule of law;
- build the technical capacity of government;
- and assist in transforming current systems and structures to increase functionality, thus enabling the government to oversee the implementation of its development strategy.

Disarmament, Demobilisation, Rehabilitation, and Reintegration (DDRR), aiming to consolidate national security and facilitate the promotion of economic and social reintegration of former combatants into civilian society.

Small Arms and Micro-disarmament, aiming to capacitate communities and government to control Small Arms and Light Weapons (SALW), and armed violence.

Community-Based Recovery (CBR), aiming to rehabilitate infrastructure, rebuild the local socio-economic fabric, create employment opportunities, reconstruct local governance structures and foster the reconciliation process.

There is not a set of indicators as part of this action plan. However, the document contains Comprehensive Food Security and Nutrition Survey Indicators from a survey that the Government of Liberia conducted with several partners in June 2006. Please refer to the Appendix, pg. 26 of this report.

iv. UNDP Liberia Country Programme 2008-2012

The country programme will consist of two components: democratic governance, and pro-poor economic growth.

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[238] Republic of Liberia.2008. Poverty Reduction Strategy Paper

Democratic Governance, intended to enhance national and local capacity to articulate, formulate and implement policies and programmes in a participatory, gender-sensitive and accountable manner, for the promotion of democracy, growth and sustainable development. This component will be divided into two; institutional capacity strengthening, and support to the process of political consolidation. Institutional capacity strengthening will include:

- strengthening of the legislature,
- public sector reforms,
- electoral administration and management,
- local decentralization and local development, and
- governance of HIV/ADS programmes.

The second sub-component, support to the process of political consolidation, includes human rights, rule of law, and national visioning; security and peace consolidation; and youth and leadership development.

Pro-poor Economic Growth, focusing on capacity development for pro-poor growth, mainstreaming MDGs, and establishing links to human development and pro-poor, human rights-based, and gender-focused approaches. The components of this programme will include:

- policy support;
- economic management;
- aid coordination and strategic partnerships;
- local economic development;
- sustainable energy and environment; and
- micro-finance and employment creation[239].

The Results and resource framework for Liberia, 2008-2012 can be found in the Appendix, pg. 26 of this report.

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[239] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

5. Budgeting and Funding

The cost of the implementation of the Liberia PRS was developed based on established budgeting principles. [240]   Chapter Eleven Costing of the Poverty Reduction Strategy, detailing the budgeting strategy is located in the Appendix of this report pg.

UNDP Liberia Country Programme 2004-2006

The Country Program Portfolio 2004-2006 with funding sources broken down by strategic areas is found in the Appendix, pg. 26 of this report.

UNDP Liberia Country Programme 2008-2012 (n.a.)

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[240] Republic of Liberia. 2008. Poverty Reduction Strategy Paper.

6. Addressing the Consequences of Conflict

The UN reports that despite the laudable achievements realized so far, the critical issues of exclusion and marginalization, corruption, ethnic and class animosities and rivalries, which were the main roots of the conflict, have not been fully addressed. This situation is compounded by the lack of robust economic growth necessary for effectively addressing the widespread poverty in the country. Liberia currently has one of the lowest Human Development Index (HDI) and some of the world's worst social indicators.

Strategic interventions addressing the consequences of conflict include:

Disarmament, Demobilisation, Rehabilitation, and Reintegration (DDRR):

With ex-combatants having been disarmed and demobilised, the focus of UNDP shifted towards reintegration and rehabilitation in 2005 through the Strategic and Operational Framework for the Rehabilitation and Reintegration of Ex-Combatants.

Field referral and counselling offices are responsible for assisting ex-combatants as they return to their communities, as well as supporting the extensive and constant monitoring and evaluation of programmes situated throughout Liberia[241]. Field Referral and Counseling Offices have been established in the regional capitals of the counties receiving the greatest concentration of ex-combatants[242]. With the aim of helping ex-combatants to acquire new skills that allow them to earn a living and be productive members of their communities, reintegration is based on the three pillars of formal education, vocational training, and social reintegration. The preferred type of training and reintegration location was stated by the ex-fighters at the time of demobilisation. As expected, some ex-combatants reintegrated spontaneously, i.e. returned to their homes without taking advantage of training and educational opportunities[243].

Because a significant 43% of ex-combatants chose to return to formal education[244], UNDP began supporting formal education in 2004. This sector includes computer schools, grade schools, colleges and medical schools. In addition to paying the school fees and living allowance, UNDP supplied students with uniforms, school materials and any other related costs[245]. It was a priority for 2006 that UNDP follows up on graduate students. On the other hand, 50% of those demobilised chose to benefit from vocational training[246]. For this reason, UNDP has been working closely with NGOs and UN agencies across Liberia, providing training in construction, carpentry, plumbing,

[241] United Nations Development Programme. 2005. ibid.
[242] United Nations Development Programme. 2006. ibid.
[243] United Nations Development Programme. 2005. ibid.
[244] United Nations Development Programme. 2006. ibid.
[245] United Nations Development Programme. 2005. ibid.
[246] United Nations Development Programme. 2006. ibid.

tailoring, cobbling, electronics, mechanics, soap production, baking, as well as agriculture. It was a priority for 2006 that UNDP creates job opportunities for the remaining ex-combatants.

UNDP is also strengthening the social reintegration of ex-combatants, such as psycho-trauma counselling and human rights education, as part of all reintegration projects[247]. Through the iPRS, the government is also committed to implementing the demilitarization, demobilization, reinsertion and reintegration process to help ex-combatants, demobilised soldiers and deactivated police reintegrate into communities and the economy. Moreover, the government will also protect returnees from discrimination and provide access to sustainable and basic services[248].

However, with the reintegration phase is expected to conclude in 2007, the CCA reports that additional funding will be required to enable ex-combatants to generate livelihoods through peaceful means. In the absence of such opportunities, many of them are likely to revert to violence and lawlessness familiar to them from the time of the conflict, as demonstrated by some groups of former combatants who organized themselves along previous command lines and engaged in illicit mining and rubber tapping.

Moreover, it is important to note that many of the former fighters who committed atrocities hail from the very communities and villages they destroyed. Upon return, they are likely to face much resentment and hostility, which will be heightened if they are perceived to be benefiting disproportionately from assistance programmes. In areas of return, tensions are also caused by the unclear status of land and property rights, and the scarcity of public resources. Disputes between local communities and returnees are common and sometimes exacerbated by existing ethnic or religious divisions which were at times instrumentalized by warring factions during the conflict. Support must therefore be balanced by appropriate community-based projects, which would form part of a broader process of reconciliation, justice and peace-building[249].

The mid-term evaluation of the demobilization, rehabilitation and reintegration programme in 2006 concluded that "the challenge of effectively reintegrating ex-combatants into an economy facing sanctions on diamonds trade, with an unemployment rate of 86 per cent is simply enormous". Notwithstanding that conclusion, however, that same evaluation concluded that disarmament, demobilization, rehabilitation and reintegration have "performed to satisfactory levels of implementation towards the achievement of its immediate objective of consolidating national security"[250].

[247] United Nations Development Programme. 2005. ibid.
[248] Republic of Liberia. 2006. ibid.
[249] United Nations. 2006. ibid.
[250] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

Small Arms and Micro-disarmament

The UNDP Small Arms and Micro-disarmament programme consists of the following:

- Establishment of the Liberia National Commission on Small Arms (LiNCSA);
- Supporting the revision of the 1956 Firearms Traffic Act;
- Public awareness strategy to address the problem of Small Arms and Light Weapons (SALW) proliferation;
- Pilot Community Arms Collection for Development (CACD): development of communities' capacity to undertake voluntary weapons collection.

SALW activities in Liberia are linked to global and Economic Community of West African States (ECOWAS) initiatives. LiNCSA produced Liberia's report on the United Nations Programme of Action, which was submitted to the United Nations Department for Disarmament Affairs (UNDDA) in June. In collaboration with the National Center for Democratic Empowerment (CEDE), the first draft of the revised Firearms Control Act was presented to LiNCSA in December.

UNDP recognizes the important role played by advocacy and public awareness in the control of SALW. As principal point of focus, the Programme held a series of workshops training and sensitizing local community leaders, media, government (Liberia National Police, LiNCSA, etc.), civil society and UNMIL personnel on voluntary community arms collection. Considering the importance of cross-border collaboration, the Programme similarly sensitized regional and sub-regional organizations and the diplomatic community on the activities of the SALW Programme.

Community Arms Collections for Development (CACD) encourages communities to voluntarily give up their weapons in exchange for development projects worth US$40,000. The first of four CACD projects was launched in 2006. As preparation for the community arms collections, local leaders of chiefdoms received dedicated training to ensure their collaboration. The CACD workshops targeted traditional authorities, government officials, community leaders, women's groups, and other members of civil society. The goal was to map out the strategy of community arms collections at chiefdom level, and introduce community policing as an integral part of enhancing security at the local level[251]. The initiative is referred to as Arms for Development (AfD)[252].

Following the workshops, community leaders established Project Management Committees (PMCs), comprising of district commissioners, women, traditional and religious leaders, District Development Committees (DDCs), and Liberian National Police. These identify the development needs of the community and the projects required to meet them. Special training is to be provided in project management as it relates to the development process[253].

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[251] United Nations Development Programme. 2005. ibid.
[252] United Nations Development Programme. 2006. ibid.
[253] United Nations Development Programme. 2005. ibid.

Reforming the Security Service

The Armed Forces of Liberia and the Liberia National Police are undergoing restructuring. The Government has produced, through UNDP support, a national security strategy. However, success in the security sector reform process is contingent on necessary legal, judicial, and constitutional reforms as well as the effective completion of the rehabilitation and reintegration components of the disarmament, demobilization, rehabilitation and reintegration programme, which operationally ends in September 2007[254].

Reforms will take into account issues of security around natural resource-rich areas, as well as ensuring gender balance in the armed forces and police through representation at all levels. A key component is gender equality and human rights training, as well as programs to prevent environmental degradation by security agencies[255]. A careful review of the human rights record of new recruits to both forces is also being undertaken, alongside human rights training supported by the United Nations. The reform of the Special Security Service (SSS) has been completed, while the reform of the other security institutions has yet to begin.

Members of Liberia's security sector have in the past engaged in the abuse of human rights. For this reason, there is a deep mistrust of the security apparatus by ordinary Liberians. The CCA suggests that it is essential that reform of the security sector includes not only technical aspects to improve efficiency and performance, but also a complete transformation of its ethos. Moreover, the security sector should also be subject to proper parliamentary or civil oversight.

There is also a pressing need to harmonize the various security sector reform activities ongoing in the country. Agencies such as the Bureau of Immigration and Naturalization (BIN), the National Security Agency (NSA), the Ministry of National Security (MNS), the National Bureau of Investigation (NBI), the Drug Enforcement Agency (DEA), and the National Fire Service (NFS) must be brought into the security sector reform process. The exercise should reflect a collective vision of security[256].

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[254] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[255] Republic of Liberia. 2006. ibid.
[256] United Nations. 2006. ibid.

Building National Security Capabilities:

This component focuses on the training and rebuilding of security forces, ensuring a smooth transfer of responsibility from international peacekeeping operations to national security institutions. Moreover, the Government will work towards strengthening the judiciary, enhancing human rights, deepen democratic values, reducing gender-based violence, and implementing a conflict early warning system to monitor and respond to threats of uprising and insurgencies[257].

The agenda, results/indicators, and policy objectives for the iPRS pillar on Enhancing National Security are presented in Table 4.1 of the Appendix, pg. 26 of this report.

UNDP provides logistical support to the Police Academy, and aids in the renovation of facilities and buildings. Moreover, it raised funds to and managed the financing for the Police Academy[258].

Emergency Preparedness

The UN Country Team (UNCT) has initiated the preparation of an Emergency Preparedness Response (EPR) Plan. WHO organized a workshop for critical staff of the Ministry of Health and Social Welfare to strengthen their response capacity. Support was also provided to the revision of the national health policy and preparation of the National Health and Social Welfare development plan[259].

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[257] Republic of Liberia. 2006. ibid.
[258] United Nations Development Programme. 2005. ibid.
[259] United Nations Development Group (UNDG) – RCAR 2006. URL: <
http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=LIR&P=490 > Accessed: August 6th, 2007.

7. Governance, Justice, and Human Rights

Strengthening Good Governance

The Governance programme aims to contribute to building national capacity and facilitating public sector reform, through national institutions such as the Governance Reform Commission (GRC), the National Legislature, and the Civil Service Agency (CSA)[260]. The GRC focuses on three areas: public sector reform and local governance reform.

The government recognizes that strengthening good governance is important to ensure that Liberia does not witness again conflicts and violations of human rights. Prior to this strategy, the government established an Independent National Commission on Human Rights and a Truth and Reconciliation Commission (TRC). The TRC is dedicated to foster reconciliation between and within the country's polarized communities, but it also ensures democratic self-governance that is inclusive, participatory, and just[261].

Strategies aiming to strengthen good governance focus on:

Supporting National and Presidential Elections:

In 2005, UNDP successfully assisted the conduct of national and presidential elections, and completed the Election Early Warning Report to assist the designing and execution of the voter/civic education programme. Activities included the production and nation-wide dissemination of the civic education and voter guidelines, and a diversity of voter education materials. UNDP collaborated with local NGOs, CBOs, cultural dance troupes, theatre and drama groups, and the Liberia Community Radio Network (LICORNET) to give access to civic education even to the most remote communities.

Following elections, UNDP and its partners conducted a series of orientation workshops for the newly elected members of the legislative assembly. The workshops introduced and familiarised the new legislators to workings of the Legislative Assembly and its role in representation, law-making, and oversight. The training course touched upon the skills required for their new roles: team work, internal and external conflict resolution, and speaking with a common voice[262].

The Country Programme 2008-2012 will continue work on electoral administration and management.

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[260] United Nations Development Programme. 2006. ibid.
[261] Republic of Liberia. 2006. ibid.
[262] United Nations Development Programme. 2005. ibid.

Reforming and Rebuilding the Public Sector:

Liberia suffers from enormous institutional and human capacity constraints. The public service and other state enterprises have been decimated; civil servants are inadequately remunerated, have poor morale, and overall are ill-equipped to support the delivery of basic services to the people. The skilled human resources required to steer the reforms reside outside the country. Donor resource utilization is not optimum. Rebuilding Liberia requires a holistic capacity-building agenda, targeting individuals, institutions and the entire society[263].

Through the GRC, efforts will focus on creating operational and institutional capacities for public sector management, particularly the technical training of the public sector's large number of unskilled workers. Moreover, the government will aim towards creating effective regulatory, economic, monetary, and financial institutions, as well as defining and strengthening the local governance operational framework and delivery capacities[264].

UNDP has supported the GRC in the completion of the Civil Service Census, which forms the basis for the recommendations made to the government on training, recruitment, and conduct of civil servants, as well as other aspects of civil service reform. Additionally, UNDP supported the redrafting and stakeholder validation of the Rules and Regulations of the Civil Service and the development of the Code of Conduct for Public Officials, which will take vulnerable groups into consideration. Moreover, parliamentary reform and capacity building of the legislature and government were identified as priorities for 2006[265]. UNDP has also worked with Civil Society Organizations to produce the first ever Civic Education Master Plan for Liberia.

The reform process has also included bringing highly qualified Liberians from the diaspora through the Liberia Emergency Capacity Building Support Project (LECBSP). The project placed them in key positions in the public sector, bringing new ideas, experiences and professionalism to the reform process. Other measures introduced with similar objectives are the Transfer of Knowledge Through Expatriate Nationals (TOKTEN) and the Senior Executive Service (SES).

The GRC has also worked on reviews of mandates, functions and structures of government ministries and agencies. A local government needs assessment was undertaken to define the strengths and weaknesses of the current system and a draft project document has been developed for review by stakeholders. Moreover, the African Futures Institute started work with the GRC to define a Vision 2034 for Liberia.

Through the Governance and Economic Management Assistance Programme (GEMAP), initiatives have also focused on economic policy reform, as well as fiscal and budget management. GEMAP is a program supported by Liberia's development partners which

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[263] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[264] Republic of Liberia. 2006. ibid.
[265] United Nations Development Programme. 2005. ibid.

reflects the country's commitment to strengthen public financial management, reduce corruption, and build public sector management capacity in state-owned enterprises.

The Country Programme 2008-2012 will continue activities in public sector reform[266].

Reducing Corruption:

Government has adopted a zero tolerance policy to be implemented by the GRC in the framework of a National Anti-Corruption Strategy (NACS)[267]. An act for the establishment of an anti-corruption commission has also been drafted[268].

The NACS strategy focuses on:

- identifying the causes of and attitudes towards corruption in Liberia;
- measures to reduce opportunities for corruption;
- mapping the country's current state of corruption;
- and ways to break with the entrenched practices from the past[269].

Moreover, GEMAP will develop systems, institutional mechanisms and build capacity in order to strengthen the elimination of corruption in the country. Accomplishments in this area include: the enactment of the Public Procurement and Concessions Act (PPCA), the establishment of the Public Procurement and Concessions Commission (PPCC), and the adoption of a code of conduct for Liberian public servants[270].

UNDP works under the anti-corruption framework of GEMAP, and it undertook an scoping study to determine the trends, dimensions, and perceptions of corruption, to be used in the preparation for the development of the national anti-corruption strategy[271].

Strengthening the Rule of Law and Respecting Human Rights:

The Government's strategy focuses on strengthening core institutions such as the police, prosecution, judiciary, and corrections service. Initiatives also include strengthening the legislature and civil society through training, capacity-building and infrastructural improvements[272]. The Government will also promote increased access to justice and legal literacy, especially focusing on women and children[273].

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[266] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[267] United Nations Development Programme. 2005. ibid.
[268] United Nations Development Programme. 2006. ibid.
[269] United Nations. 2006. ibid.
[270] Republic of Liberia. 2006. ibid.
[271] United Nations Development Programme. 2005. ibid.
[272] Republic of Liberia. 2006. ibid.
[273] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

Law reform in Liberia has for many years been carried out in an ad hoc and uncoordinated manner, as no mechanisms exist for systematic review and codification of laws. This has resulted in many legal anomalies and the retention of obsolete and unnecessary provisions. The Rule of Law Taskforce, which engages the Government, United Nations and other stakeholders, has developed a comprehensive strategy for implementing reforms. This process should proceed towards a unified justice system that gives all citizens equal and impartial access to justice. In addition, the Early Recovery Cluster is coordinating efforts to rebuild courthouses and other basic infrastructure relevant to the rule of law in rural parts of Liberia[274]. The Cluster approach was piloted in Liberia in the beginning of 2006 to enhance the effectiveness of humanitarian response[275].

In support of promoting the rule of law, UNDP has worked together with the UNMIL Correctional Advisory Unit to train correctional officers in the rehabilitation of correctional facilities in Liberia. Human Rights were integral to the training provided[276].

The UNDP Human Rights and Protection programme aims to increase awareness of human rights and justice issues at all levels and to ensure that human rights are reflected in all UNDP programmes. The approach is two-pronged, targeting both community interventions and policy development among national human rights institutions[277].

Its strategy consists of:

- Community level interventions through the overall UNDP;
- Governance Programme;
- Capacity building of national human rights institutions and line ministries;
- Influence policies on human rights and protection;
- Mainstream human rights and gender in UNDP programmes; and
- Monitor human rights.

As part of the programme, there are Joint Monitoring Teams, comprising of UNDP and international and national human rights organisations, which survey the security situation, human rights violations and issues related to IDPs, returnees and other members of local communities. The Programme has also focused on building capacity both within national intuitions and NGOs. Members of the Human Rights and Protection Forum were given advanced training on monitoring and investigating human rights abuses, international humanitarian law, gender-based violence, refugee law, child and IDP protection, as well as an overview of the Liberian constitution. Working closely with OXFAM and OHCHR, the Programme also devised a training module on human rights targeting humanitarian aid workers, representatives of NGOs, and civil society organisations. The module is expected ensure the establishment of a monitoring framework and continuous monitoring of human rights abuses in Liberia.

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[274] United Nations. 2006. ibid.
[275] United Nations Development Programme. 2006. ibid.
[276] Republic of Liberia. 2006. ibid.
[277] United Nations Development Programme. 2006. ibid.

Additionally, UNDP Liberia has been supporting the TRC process since its inception. This includes the results of the 'Mapping of the Conflict' project, which encapsulates over 13,000 testimonies to human rights abuses and gender-based violence during the conflict. Working closely with local human rights groups, UNDP is also creating sensitization packages. This includes the translation of the TRC Act into simplified English and its subsequent distribution in pamphlet form. Reinforcing the message are jingles and mini-visual messages in cartoon form, billboards and posters[278].

Conflict-sensitive Policymaking and Conflict Management:

Training and capacity building focused on analytical and evaluative skills for conflict-sensitive development, as well as conflict management, to be given to representatives in all ministries and local government institutions.

Addressing Gender Inequalities:

The government is committed to promoting gender mainstreaming in the design, implementation, monitoring, evaluation, and reporting of all policies, plans, and programs. A national gender policy will be developed. Efforts include equipping the Ministry of Gender and Development (MoG&D), strengthening gender justice, developing a national gender assessment, and strengthening information gathering, data collection, and policy analysis on the situation of women in Liberia.

A gender-based violence (GBV) plan of action has been finalized[279]. This involves strategic interventions strengthening the health sector for effective response to cases; reforming the legal system to deal more efficiently with GBV, including the establishment of fast-track courts; and putting in place psycho-social support mechanisms and 'safe homes' for survivors of GBV. The also aims to support to women's and girls' empowerment; intensify awareness raising on prevention and cultural practices that perpetuate GBV; and ensuring that planning, programming and monitoring as well as evaluation processes are supported by gender responsive data and analysis.

It is important to note that Liberian customary law denies women the right to manage their own affairs, by preventing them from concluding contracts and administering property, for example. However, some progress has been made in the formal legal system, following the passage of the Act to Govern the Devolution of Estates and establishment of the Rights of Inheritance for Spouse of Both Statutory and Customary Marriages, in 2003. This legislation guarantees the right of women to inheritance, with the result that they can no longer be treated as property upon the death of their spouse.

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[278] United Nations Development Programme. 2005. ibid.
[279] Republic of Liberia. 2006. ibid.

The conflict has also forced a move away from established norms regarding women's role in society. As men became occupied with the fighting, women began to participate more in decision making processes at home, in their communities, and in the political sphere. The change was especially visible in rural communities, where women historically had a very limited role in decision making. Women and girls are now in a better position to challenge traditional cultural norms and other sources of discrimination. Moreover, with the election of Mrs. Sirleaf as President, Liberia has become the first African country with a woman as head of state. Five ministerial posts are now held by women: Justice, Finance, Commerce, Gender and Development, and the Ministry of Youth and Sports. In total, women make up 31 per cent of the cabinet and 14 per cent of the legislature. The prominence of women in national leadership presents Liberia with an excellent opportunity to reverse deeply entrenched gender inequalities[280].

Youth and Labour:

UNDP reports that the lack of long-term opportunities for Liberia's youth has remained as a challenge to peace, security and long-term recovery and development. However, UNDP predicts that as recovery continues, some of the youth engaged in these activities will find opportunities in the private and informal sectors. Likewise, when the sanctions on the export of diamonds are lifted, additional labor is expected to be absorbed[281]. The Government is committed to addressing the needs of youth in empowerment, reintegration, and rehabilitation[282], and UNDP will support the completion of a National Youth Policy[283].

Strengthening Environmental Rules and Regulations:

The government intends to take advantage of the newly removed forestry sanctions through the recently enacted 'Forestry Reform Law of 2006.' The forestry law aims towards sustainable use of forestry resources emphasising transparency, accountability, and democracy in the sector.

The government also intends to meet international requirements and obligations to remove diamond sanctions by joining the Kimberly process, and to adopt international protocols to ensure that revenues from extractive industries are accountable and transparent by joining the Extractive Industries Transparency Initiative[284].

The agenda, results/indicators, and policy objectives for the iPRS pillar on Promoting Governance and the Rule of Law can be found in the Appendix, pg. 26 of this report.

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[280] United Nations. 2006. ibid.
[281] United Nations Development Programme. 2006. ibid.
[282] Republic of Liberia. 2006. ibid.
[283] United Nations Development Programme. 2006. ibid.
[284] Republic of Liberia. 2006. ibid.

8. Decentralization

Through the iPRS, the government recognises decentralising political governance and social responsibilities as a means to avoid future conflict. The strategy focuses on capacity-building, institutional development, and resource allocation to ensure that local authorities understand and can manage the new responsibilities. Another key priority includes promoting national, regional, and local inter-group reconciliation, and promoting inter-ministerial responses to the multi-faceted conflict factors[285]. The recently constructed GRC is charged with advancing political, social and economic decentralization by defining appropriate structures to promote grassroots representation and participation[286].

The UN County Support Teams (CSTs) provide direct support to local authorities, in particular the offices of the superintendents. The aim is to build capacity of Government institutions so that they can increasingly take over responsibility for security, reconstruction, and development. In line with the CST process, a joint UN programme in support of local administration will build the capacity of local administration in assessing, planning, coordinating, and raising resources[287].

UNDP reports that through the provision of financial and technical support to communities across the country, using the District Development Committees as the basis, new avenues for intervention have emerged. This includes micro-credit activities with a focus on women's groups and community arms collection for development. The support to communities in the form of human rights, education, gender training, health centres, bridges and roads across the country has facilitated the recovery process in rural areas[288].

UNDP has also initiated an assessment of local government capacity. Its outcome is expected to highlight the strengths and weaknesses of these structures, aiming to propose the way forward in developing a decentralization strategy for Liberia. A Decentralization / Local Government Reform Policy was prioritized to be drafted for 2006[289].

However, the CCA reports that the Constitution does not contain a separate chapter on counties and municipalities and their respective organs. Rather, the country is divided into 15 counties 'for administrative purposes' with no separate powers to the counties assigned. The superintendent is a county official nominated by the President and applies national law and can be considered the 'extended arm' of the central government. Therefore, communities have limited input into policy planning. Clear national legislation concerning the relationship between the counties and central government has yet to be put in place[290].

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[285] Republic of Liberia. 2006. ibid.
[286] United Nations. 2006. ibid.
[287] United Nations Development Group (UNDG) – RCAR 2006. URL: <
http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=LIR&P=490 > Accessed: August 6th, 2007.
[288] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[289] United Nations Development Programme. 2005. ibid.
[290] United Nations. 2006. ibid.

9. Public Participation

Participation in Governance Processes

The Government recognises involving broader participation in the governance process as a means to avoid future conflict. It will focus on developing a strong civil society that fully participates in governance and an open, free, and impartial media. Moreover, it will also create an enabling environment for civil society organizations to operate and provide capacity-building programs for them and the media[291].

Promoting Leadership

UNDP/UNESCO have launched the African Leadership Initiative, which takes stock of existing leadership training structures and materials, and defines potential pilot leadership training activities across all levels. Sensitization workshops have been held for civil society, political parties, youth groups and the National Transitional Legislative Assembly (NTLA). Seven Liberians were trained to become trainers in leadership development. These assisted in drafting a medium-term strategy for articulating the Leadership Development Programme in Liberia linked to the country's post-war governance and visioning agenda[292].

Enhancing Youth development and Involvement in the Development Process:

Includes the institutionalization of the national youth policy through enactment into law by the legislature, which commits the Government to formulate policies and allocate budget to positively impact youth in the following areas: education and life skills, economic governance, and HIV/AIDS. The government also plans to focus on sports as an avenue for limited labor absorption, if sport training and other activities are structured across the nation. UNDP is supporting the development of a national youth policy.

Efforts to strengthen youth programs and broader participation in the governance process are Objectives 5 and 6 respectively of the iPRS pillar on Promoting Governance and the Rule of Law. The full agenda, results/indicators, and policy objectives for this pillar are presented in Table 6.1 of the Appendix, pg. 26 of this report.

Community-driven Development Initiatives

This is one of the government's key strategies for building small infrastructure, strengthening schools and clinics, and developing stronger youth programs. Local communities and counties are given grants to address their own highest-priority issues.

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[291] Republic of Liberia. 2006. ibid.
[292] United Nations Development Programme. 2005. ibid.

The Government also has in place a 15 County Plan (previously known as the 100 Villages Plan), which provides employment opportunities for people in the community[293]. Additionally, UNDP is implementing small-scale community development projects to create short-term employment while helping communities to rebuild their structures and services – including schools, small roads, and wells. Local NGOs implementing the projects were given comprehensive training in participatory development, development tools and techniques as well as project implementation and monitoring and evaluation[294].

The Community-Based Recovery (CBR) initiative strengthens local government and existing traditional structures in the communities, in order to support capacity building in planning and management of the recovery process and promote participation of youth and women. Sustainable livelihoods are secured through micro-enterprise development, farming, skills training, and rehabilitating basic socio-economic infrastructure. This includes educational and health facilities, and water and sanitation services. The Programme also enhances reconciliation, social and ethnic cohesion through peace-building activities, and the promotion of women's networking and participation in the social, economic and political life of their communities[295].

Moreover, based on a shared vision of an inclusive financial sector, the Government has aims to build a large and self-financing microfinance industry within a period of six to eight years. In pursuit of this, the Government, UNDP, and United Nations Capital Development Fund (UNCDF) officially approved a microfinance project, entitled "Launch of an Inclusive Financial Sector in Liberia". This preparatory programme covers a period of two and a half years, expiring in November 2007.

The Human Security Project Trust Fund aims to restore livelihoods by encouraging community members to participate in the decision-making processes that govern reconstruction activities at the grassroots level. It has focused on enhancing productive capacity and revitalization of local economies by creating on-farm and off-farm employment opportunities and is expected to assist in rebuilding local communities. The Trust Fund is financed by the Government of Japan, and jointly executed by the Government of Liberia[296].

Other community-driven reconstruction efforts aimed at generating employment opportunities include the Liberia Agency for Community Empowerment[297].

Additionally, UNDP is empowering and strengthening civil society in Liberia to enable their greater participation in the recovery and development process. UNDP has developed a nationwide mapping of 800 CSOs, and developed a comprehensive CSO database[298].

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[293] Republic of Liberia. 2006. ibid.
[294] United Nations Development Programme. 2005. ibid.
[295] United Nations Development Programme. 2006. ibid.
[296] United Nations Development Programme. 2006. ibid.
[297] Republic of Liberia. 2006. ibid.
[298] United Nations Development Programme. 2005. ibid.

The Country Programme draft for 2008-2012 states that building on the gains of disarmament, demobilization, rehabilitation and reintegration, the early recovery programmatic approach has proved to be a unifying process for all sectors and has brought development closer to the people. The draft argues that the new country programme needs to lay emphasis on county revitalization, community development, and local development to support broad-based, preventive development[299]

Vulnerable groups

Given the recent brutal conflict and the country's inadequate medical services, there is a large number of people in Liberia living with disabilities. This creates an additional challenge to development, as poverty rates among disabled people tend to be higher than for the general population. The disabled often find themselves excluded from positions of political or economic influence, making it much more difficult to address such disparities through effective policy interventions.

Policymakers must make provisions to ensure that the elderly, the disabled, orphans and other vulnerable groups can also fully benefit from development interventions. This is particularly important since Liberia has recently signed a record number of international human rights treaties, and it should be encouraged to develop policies and enact legislation that advance a rights-based approach to development.

Forestry

In this respect, the Forest Concession Review Committee (FCRC) has called for communities' participation in the formulation and implementation of sustainable resource management plans[300].

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[299] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[300] United Nations. 2006. ibid.

10. Monitoring and Evaluation

(i)   Interim Poverty Reduction Strategy (iPRS) 2006-2008

A participatory mechanism will be established to monitor implementation, evaluate progress, and measure the impact of the strategy.   It will be linked with a program to enhance the capacity for statistical data collection and analysis.   The monitoring and evaluation process will include an assessment of improvements in program delivery, using both quantitative and qualitative indicators that will be designed by the LRDC in consultation with key actors.   Moreover, participatory research and surveys on the poverty situation of the country will also be undertaken.   Additionally, the mechanism will measure effectiveness in the use of public resources allocated to poverty reduction[301].

(ii)   Poverty Reduction Strategy Paper (PRSP) 2008-2011

The monitoring and evaluation system will focus on tracking the impact and the outputs from each pillar against the PRS Priority Action Matrix *(See Chapter 13- Monitoring and Evaluation p.153 of in the appendix)*, in addition to the monitoring of financial flows from the government and the donor community.   The Liberia Reconstruction and Development Committee (LRDC) will be   the lead institution responsible for the monitoring and evaluation process. The will co-develop annual progress reports that will be published for public review and discussion. A mid-term review and a review and the end of the implementation period will also be conducted.[302]

(iii)   UNDP Liberia Country Programme 2008-2012

Quarterly, mid-term and annual programme reviews will be conducted in line with the country office monitoring and evaluation plan. In addition, monitoring and evaluation will be linked to the PRSP monitoring and evaluation framework. UNDP will also assist in building local monitoring and evaluation capacity on an ongoing basis[303].

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[301] Republic of Liberia. 2006. ibid.
[302] Republic of Sierra Leone. 2008. Poverty Reduction Strategy Paper
[303] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

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United Nations Development Group (UNDG) – RCAR 2006. URL: < http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=LIR&P=490 > Accessed: August 6th, 2007.

United Nations Division for Sustainable Development: Partnerships. *African Union Initiative On Promotion and Development of Agenda 21 in Africa.*
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html > Accessed: July 13, 2007.

APPENDIX VII

RWANDA

Table of Contents:

1. Next Elections

Presidential, 2010[304].

2. Conflict

The descendents of Tutsis driven to exile after Rwanda's independence from Belgium formed a rebel group, the Rwandan Patriotic Front (RPF), and began a civil war in 1990. The war exacerbated ethnic tensions and culminated in 1994 with the genocide of Tutsis and moderate Hutus. The Tutsi rebels defeated the Hutu regime and ended the killings that same year, but Hutu refugees fled to Burundi, Tanzania, Uganda, and former Zaire[305].

Using refugee camps in the DRC as staging and recruiting grounds, the Armed Forced of Rwanda (FAR) began to launch attacks into Rwanda. This led Rwanda to support Kabila's coup of DRC's former President Mobutu. However, after taking over power in the DRC, the relationship between Kabila and Rwanda soured. In 1998, Rwanda supported a new rebel movement, the Rassemblement Congolais pour la Démocratie (RCD) with the goal of ousting Kabila. The Rwandan Patriotic Army entered the DRC in support of the RCD.

Following the Lusaka Ceasefire Agreement of 1999 and the Pretoria Agreement of 2002, Rwanda completed a withdrawal of its troops from the DRC in October 2002. Thirteen years after the genocide, security has been restored within Rwanda. However, an estimated 7,000 combatants associated with the ex-FAR and the Forces Démocratiques pour la Libération du Rwanda (FDLR), continue to operate in the eastern DRC[306].

[304] African Elections Database – Rwanda. URL: < http://africanelections.tripod.com/rw.html > Accessed: August 6th, 2007.
[305] CIA – The World Factbook – Rwanda. URL: < https://www.cia.gov/library/publications/the-world-factbook/geos/rw.html > Accessed: August 6th, 2007.
[306] Multi-Country Demobilization and Reintegration Program (MRDP). 2007. *MDRP Fact Sheet: Rwanda.*

3. National Sustainable Development Strategies (or equivalent) and Other Planning Frameworks

Status of NSDS

N.a. as of 2008[307].

Comprehensive Strategies

Vision 2020

Vision 2020 seeks to transform Rwanda into a middle-income country by the year 2020. In the short term, it promotes macroeconomic stability and wealth creation to reduce aid dependency. In the medium term, it aims to transform the country from an agrarian to a knowledge-based economy. And, finally, in the long-term, it aims to create a productive middle class and foster entrepreneurship[308].

Both the PRSP and the UNDAF derive their strategic priorities from the objectives of the Vision 2020.

Poverty Reduction Strategy Paper (PRSP) 2002-2007:

Rwanda's PRSP was finalised and endorsed in June 2002[309], and it forms the basis of the country's national planning effort over the next decade.

Through extensive national consultations, six broad priority action areas have been identified (ranked by importance):

- Rural development and agricultural transformation
- Human development
- Economic infrastructure
- Governance
- Private sector development
- Institutional capacity-building

The actions in the PRSP are set within the overall vision of Rwanda's development set out in Vision 2020[310].

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[307] United Nations Division for Sustainable Development. 2008. *National Sustainable Development Strategies: The Global Picture.*
[308] Republic of Rwanda – Ministry of Finance and Economic Planning. 2000. *Vision 2020.*
[309] Republic of Rwanda. 2005. *Poverty Reduction Strategy – Annual Progress Report.*
[310] Republic of Rwanda. 2002. *Poverty Reduction Strategy Paper (PRSP).*

Annual Progress Reports (APR) were published in 2003 and 2004, while the latest report looks at progress made in 2004 and early 2005. Unfortunately, joint reviews were not held in every sector in 2005. At the moment, the joint sector reviews may miss out important progress in this area: rural roads, agriculture, and private sector development, for example, are not covered in the 2005 report. To address this issue, it is the intention that in future years the joint sector reviews will be preceded by reviews at district and province levels.

Economic Development and Poverty Reduction Strategy Paper (EDPRSP) 2008-2012

The EDPRSP was published in September 2007, following the completion of the 2005-2007 PRSP with an emphasis on moving from transitional post conflict strategies. It serves as a medium term framework for realizing Vision 2020, meeting the MDG's for 2015, as well as the governments seven year priorities. The focus over this five year period will be on;

- Sustainable growth for jobs and exports
- Vision 2020 *Umurenge*
- Governance

Sustainable growth for job and exports is the critical focus on the five year programme, particularly for the youth. Vision 2020 is a rural development programme which aims to reduce extreme poverty in rural areas; it has thirty pilot programmes at present. The governance progammes will continue to work on keeping the level of corruption minimal in the public sector, conflict resolution, unity and reconciliation.[311]

Key Sustainable Development Coordination Mechanism(s)

Inter-ministerial Coordination Committee.

- **Mandate of Coordination Mechanism(s):** The mandate falls short of a multi-stakeholder entity because major groups are not represented. But representation is from all government ministries and the broad mandate could, to some extent, be considered fitting to that of a National Council for Sustainable Development[312].

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[311] Republic of Rwanda.2007. Economic Development and Poverty Reduction Strategy Paper.
[312] Economic Commission for Africa (ECA). 2005. *National Councils for Sustainable Development in Africa – A Review of Institutions and their Functioning.*

4. Other Planning Frameworks

United Nations Development Assistance Framework (UNDAF) 2002-2006

The UNDAF commits the UN System to support Rwanda's national development priorities within an overall framework of poverty-reduction and peace-building.

Based on Rwanda's development challenges and priorities, the UNDAF is composed of five inter-locking areas:

- Governance & Justice;
- HIV/AIDS;
- Productive Capacities of the Poor;
- Regional Integration; and
- Transitional Issues.

Cross-cutting these themes are three multi-sectoral concerns: human rights, gender and Information Communications Technology Development (ICTD)[313].

'One UN' Pilot Programme / UNDAF 2008-2012

In January 2007, Rwanda was selected as one of eight pilot countries for 'One UN'. The objective of the 'One UN' pilot is to improve the impact, coherence, efficiency and positioning of the UN system in Rwanda. The country team in Rwanda will use the UNDAF as the basis for its 'One Programme', and all UN agencies will work towards the common results defined in the UNDAF.

The UNDAF 2008-2012 will be composed of actions in four priority areas:

- Democratic Governance;
- Public Management;
- Environmental Sustainability;
- HIV/AIDS, Social Protection, and Gender[314]

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[313] United Nations Rwanda. 2002. *United Nations Development Assistance Framework 2002-2006.*
[314] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. *Draft country programme document for Rwanda (2008-2012).*

5. International Cooperation Mechanisms

Economic Commission for Africa (ECA)

As one of the UN's five regional commissions, the ECA plays an important role in the implementation of the sustainable development agenda in the region[315]. Rwanda is a Member State.

Details on the ECA's role with respect to sustainable are found on the NSDS general report for Africa.

East African Community (EAC)

Rwanda recently joined the EAC in June 2007[316]. To facilitate the implementation of the Treaty, the EAC adopted a five-year Development Strategy. The EAC Development Strategy (2006-2010) is the third one to be formulated[317].

More information on the EAC, details on the newly established monitoring and evaluation system under the EAC-DS (2006-2010), and the Action Matrix for the EAC Development Strategy 2006-2010 can be found on the NSDS general report for Africa.

The New Partnership for Africa's Development (NEPAD)

The Country Review Report for Rwanda was presented for the consideration of the APR Forum at their last meeting in June 2005[318]. Rwanda was peer-reviewed on June 2006[319]. A Programme of Action aiming at bridging governance gaps identified in the APRM assessment process has been developed covering the 2005-2008 period[320].

Details on NEPAD priority areas and the APRM peer review process are found on the NSDS general report for Africa. The APRM Programme of Action 2005-2008 for Rwanda, including expected outputs and indicators, can be found in the Appendix, pg. 38 of this report.

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[315] United Nations Division for Sustainable Development. 2005. *Institutional and Strategic Framework for Sustainable Development in Africa.*
[316] East African Community (EAC) – News. *Rwanda and Burundi Join EAC.* June 27, 2007. URL: < http://www.eac.int/news_2007_06_rwanda_and_burundi_join_EAC.htm > Accessed: July 25, 2007.
[317] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010.*
[318] New Partnership for Africa's Development (NEPAD) - *Recent developments in the APRM in Kenya and the continental process.* September 10th, 2006. URL: < http://www.nepad.org/aprm/ > Accessed: August 7th, 2007.
[319] United Nations Development Programme Rwanda. 2006. *Annual Report 2006.*
[320] African Peer Review Mechanism (APRM). 2006. *Country Review Report of the Republic of Rwanda.*

African Union

Initiative On Promotion and Development of Agenda 21 in Africa

As of March 2004, no progress against the initiative's targets has been reported. However, the partnership is being implemented in a large number of countries. Rwanda is a partner to the initiative, and implementation of the partnership has already begun[321].

Details of the initiative are found on the NSDS general report for Africa.

The Peace and Security Council

Serves as a decision-making and enforcement body for crisis prevention and management[322]. It is patterned somewhat after the UN Security Council.

Pact on Peace, Security, Democracy and Development in the Great Lakes Region

Rwanda is a signatory to the pact. As a demonstration of the commitment to implement the Pact, the countries of the region committed themselves to pay the mandatory contributions to the Conference Secretariat and to make pledges to the Special Fund[323]. However, the UN Peacebuilding Commission reports that the Pact has not yet been ratified[324].

Details of the pact are found on the NSDS general report for Africa.

International Conference on Disarmament, Demobilization, Reintegration (DDR) and Stability in Africa

The conference provides a forum that enables and facilitates dialogue on the issue. It also formulates recommendations of the best practices and strategies for DDR programs in Africa. The latest meeting was held in June 2007, where Rwanda was a participant[325]. The Secretariat to the Conference is based in Burundi[326].

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[321] United Nations Division for Sustainable Development: Partnerships. *African Union Initiative On Promotion and Development of Agenda 21 in Africa.*
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html > Accessed: August 7th, 2007.
[322] United Nations Development Programme Rwanda. 2007. *National Human Development Report.*
[323] United Nations News Centre. 26 June, 2007. *At UN meeting, 11 African countries from Great Lakes region sign new stability pact.* URL:
< http://www.un.org/apps/news/story.asp?NewsID=21000&Cr=great&Cr1=lakes >
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[325] United Nations – Office of the Special Adviser on Africa (OSAA). 2007. *International Conference on DDR and Stability in Africa - Kinshasa, Democratic Republic of Congo 12-14 June 2007: Aide Memoire.*
[326] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.

Details of the conference are found on the NSDS general report for Africa.

Multi-Country Demobilization and Reintegration Program (MDRP):

Rwanda has implemented a national program under the MDRP on Demobilization and Reintegration, which is still ongoing. The program aims to support the consolidation of peace in the Great Lakes region and foster reconciliation within Rwanda. The four principal objectives of the Program are:

- demobilize an estimated 36,000 ex-combatants from the Rwanda Defense Forces (RDF) and members of armed groups, and support their transition to civilian life;
- in the spirit of the Arusha Agreement, support the reinsertion of ex-FAR;
- support the social and economic reintegration of all ex-combatants to be demobilized in stage II and all stage I excombatants who remain socio-economically vulnerable; and
- facilitate the reallocation of Government expenditure from defense to social and economic sectors[327].

As of August 2008, 29,456 ex-combatants have been demobilized, 44,194 received safety transition allowances, and 40,843 received reintegration support.[328]

Rwanda Development Partners Coordination Group (DPCG)

The Development Partners Coordination Group (DPCG), established in 2002 and co-chaired by the UN Resident Coordinator and the Minister of Finance and Economic Planning, demonstrates a strong partnership between all stakeholders in Rwanda's development[329].

This DPCG has a website which provides a centralized depository of resources which serves to improve the planning and execution of development activities. The overall objective is for stakeholders to provide each other with mutual support in the achievement of the targets set out in: the Economic Development and Poverty Reduction Strategy, Vision 2020, and the MDGs[330].

The URL of the DPCG website is: http://www.devpartners.gov.rw/

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[327] Multi-Country Demobilization and Reintegration Program (MRDP). 2007. ibid.
[328] Multi-Country Demobilization and Reintegration Program (MDRP). 2008. *Rwanda Fact Sheet.*
[329] United Nations Development Group (UNDG) – RCAR 2006. URL: <
http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=RWA&P=490 > Accessed: August 9th, 2007.
[330] Rwanda Development Partners. URL: < http://www.devpartners.gov.rw/ > Accessed: August 9 2007.

6. Strategic Objectives, Outcomes/Indicators and Targets

Vision 2020

The key objectives in Rwanda's Vision 2020 are:

- Good political and economic governance: recognizing security as an absolute prerequisite, and emphasizing respect for human rights and increased popular participation in Government, through the bottom-up approach to democratization;

- Rural economic transformation: in order to raise agricultural incomes and generate opportunities to earn incomes outside agriculture.

- Poverty reduction;
- Development of services and manufacturing;
- Human resource development;
- Development and promotion of the private sector;
- Regional and international economic integration.

The Government recognises that currently Rwanda finds itself at a crossroads, moving from the humanitarian assistance phase associated with the 1994 genocide into one of sustainable development[331].

Key indicators of the Rwandan Vision 2020 can be found in the Appendix, pg. 38 of this report.

Poverty Reduction Strategy Paper (PRSP) 2002-2007:

Six broad priority areas have been identified in the PRSP.

One of them is dedicated to **Good Governance**, which includes the following issues:

- Defence, Peace and Security
- Unity and Reconciliation
- Criminal Justice System, Human Rights and 'Gacaca'[332]
- Democratisation, Transparency and Accountability
- Decentralisation
- Civil Society[333]

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[331] Republic of Rwanda – Ministry of Finance and Economic Planning. 2000. ibid.
[332] The Gacaca court is part of a system of community justice inspired by tradition and established in 2001 in Rwanda, in the wake of the 1994 genocide.
[333] Republic of Rwanda. 2005. ibid.

Another priority area is dedicated to **Institutional Capacity-building**, concerned with the design of institutional structures and incentives to encourage the development and retention of the relevant skills in public and private sectors.

In order to raise the incomes and quality of life of the poor, two priority areas are dedicated to **Rural Development and Agricultural Transformation** – including actions in agriculture and environment, land, supporting off-farm employment, credit, rural energy, small-scale rural infrastructure, and labour-intensive rural public works – and **Human Development** – concerned with health, family planning, skills development, education, and water and settlement.

Other priority areas in the PRSP include the rebuilding of **Economic Infrastructure** and **Private Sector Development**[334].

The government recognises human habitat and urbanization, and gender equality as important factors contributing to sustainable development. It also emphasizes the importance of national unity and reconciliation in facilitating the dialogue towards achieving sustainable development. Moreover, the Government has developed a policy on the area of social protection, which is considered necessary to maintain sustainable economic and social development. The policy supports programmes for the survivors of the genocide, refugees and repatriates, as well as programmes of community development, among others[335]. The Government of Rwanda recognises the importance of sustainable environmental management in its Vision 2020, and is making it a central component of the formulation of the second-generation poverty reduction strategy, EDPRS[336]. The EDPRS will also mainstream conflict prevention in development[337].

The policy matrix, looking forward to key actions in every sector over 2002-2007, can be found in the Appendix, pg. 38 of this report.

Updated key objectives and indicators per sector were made available in the APR 2005. These can be found in the Appendix, pg. 38 of this report. However, the latter information for the sectors of Rural Development and Agricultural Transformation, and Governance was not included in the report.

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[334] Government of Rwanda. 2002. ibid.
[335] Republic of Rwanda. 2005. ibid.
[336] United Nations Development Programme Rwanda. 2006. ibid.
[337] United Nations Development Programme Rwanda. 2007. ibid.

Economic Development and Poverty Reduction Strategy Paper (EDPRSP) 2008-2012

Programmes under the EDPRSP will be centered on the following priority areas:
- Sustainable growth for jobs and exports
- Vision 2020 *Umurenge*
- Governance

The objective of the strategy for sustainable growth for jobs and exports is to increase the investment rate of the private sector, which will result in the creation of more jobs. The outcome of the programmes under this focus area will be a competitive business environment. The programmes will be implemented in three phases; the first phase focuses on reducing the operating costs associated with doing business, encouraging innovation, and strengthening the financial sector to cater to the needs of the public sector; the second phase will see increased public investments in order to increase the productivity capacity which is expected to translate into job creation which will be supplemented with an Employment Strategy; and the third phase focuses on developing their export sector in order to increase revenue generation and reduce their dependency on foreign aid.

The objective of Vision 2020 *Umurenge* is to eradicate extreme poverty by 2020. In conjunction with the prior focus areas, programmes under this priority area focus on economic growth, job creation and developing an export sector. Extreme poverty reduction will be achieved by increasing productive capacities in rural areas by implementing programmes focusing on public works, the promotion of cooperatives, credit packages and offering direct support.[338]

Under the governance priority area, the government of Rwanda aims to strengthen economic and political governance there. Governance will be improved through capacity development of the private sector and reforming of the said institutions. It will also include strengthening of the corporate justice system, institutional and administrative framework as well ensuring corporate governance.[339]

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[338] Republic of Rwanda. 2007. *Economic Development and Poverty Reduction Strategy Paper*

[339] World Bank Group. Rwanda Country Brief. URL: < http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/RWANDAEXTN/0,,menuPK:368714~pagePK:141132~piPK:141107~theSitePK:368651,00.html >. Accessed: February 19,2009.

United Nations Development Assistance Framework (UNDAF) 2002-2006:

Five priority areas make up the UNDAF 2002-2006. The Government of Rwanda considers good governance and justice, in all their dimensions, as cornerstones for Rwanda's stability, sustainable development, and national reconciliation.

The **Governance and Justice** programme consists of the following goals and objectives:

- Strengthened state institutions for efficiency, accountability, and transparency in public service delivery;
- An enabling environment for effective decentralization, democratization and community development;
- Enhanced capacity for macro-economic management to facilitate economic development and poverty reduction;
- A strengthened judiciary, rule of law and national capacity to promote and protect Human Rights;
- An enabling environment for comprehensive and lasting national unity and reconciliation;
- Enhanced national capacity for disaster management.

The specific strategies and indicators pertaining to the goals under the Governance and Justice programme can be found in the Appendix, pg. 38 of this report.

Seen as important for nation reconciliation and peace-building, is UNDAF's programme on **Raising the Productive Capacities of the Poor.** This programme consists of the following goals and objectives:

- Improved living conditions of the poor;
- Improved household food security and increased income from the agricultural sector;
- Strengthened and diversified productive potential of the poor.

The specific strategies and indicators pertaining to the goals under the Raising the Productive Capacities of the Poor programme can be found in the Appendix, pg. 38 of this report.

The **Regional Integration** programme consists of the following goals and objectives:

- Enhanced national capacity for integration and participation in regional markets;
- Improved prospects for regional peace and stability;
- Improved co-operation for management of cross-border common problems and shared resources.

The specific strategies and indicators pertaining to the goals under the Regional Integration programme can be found in the Appendix, pg. 38 of this report.

Additionally, the UNDAF 2002-2006 has a programme dedicated to **Transitional Issues.** Specific goals and objectives under this programme include:

- Ensure sustainable settlement and reintegration of affected population;
- Appropriate down-sizing of Rwandan Army, and sustainable reintegration of ex-combatants;
- Ensure the socio-economic reintegration of former armed rebels.

The specific strategies and indicators pertaining to the goals under the Transitional Issues programme can be found in the Appendix, pg. 38 of this report.

Identified as a cross-cutting issue, human rights are recognized as a cornerstone for sustainable human development[340].

'One UN' Pilot Programme / UNDAF 2008-2012:

The proposed programme recognises **Democratic Governance** as means to sustain a peaceful state where freedom and human rights are fully protected, and participation by the people in democratic processes and structures at national and decentralized levels is increased. Areas of support include:

- Parliament
- Justice and Human Rights
- Peacebuilding
- Elections
- Media
- Civil Society
- Corruption

The **Public Management** programme aims for the effective, accountable and transparent management of public resources at national and decentralized levels. Areas of support include:

- Public Sector Reform
- Capacity Building
- Economic Governance
- Statistics
- Decentralization
- Local development[341]

The Results and Resource Framework for the UNDAF 2008-2012, including programme outcomes, outputs, indicators, baselines, and targets can be found in the Appendix, pg. 38 of this report.

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[340] United Nations Rwanda. 2002. ibid.
[341] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

APRM Programme of Action 2005-2008

The major objective of this programme of action is to bridge governance gaps identified in the APRM assessment process.

Its specific objectives are:
- To guide and mobilise the country's efforts in implementing the necessary changes to improve the state of governance;
- To indicate a clear time bound commitment on implementation of key governance and social economic development priorities including the identification of key stake holders for implementation (and an estimated budget);
- To highlight the capacity building and resource mobilisation requirements for undertaking the programme of action;
- To outline the implementation, monitoring and evaluation mechanisms for the programme of action[342].

The APRM Programme of Action 2005-2008, including expected outputs and indicators, can be found in the Appendix, pg. 38 of this report.

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[342] African Peer Review Mechanism (APRM). 2006. *Country Review Report of the Republic of Rwanda.*

7. Budgeting and Funding

Poverty Reduction Strategy Paper (PRSP) 2002-2007:

The introduction of the MTEF represents the single most important improvement to Rwandan Public Finance Management in recent years. The government has managed to integrate the medium term expenditure projection with the actual allocation of resources in the annual state budget, representing the actual financial envelope available during the first year of the three-year MTEF. However, the enormous strides made with budget preparation have been somewhat hindered by the lack of many well-elaborated sector plans[343].

Allocation of Public Expenditure – PRSP:

In 2004, Education (56.5%) and Health (14.5%) made up the bulk of priority spending. Non-priority spending is dominated by Defense (37%)[344]. However, the Joint Staff Advisory Note of the PRSP Annual Progress Report states there may be a need to re-examine the allocations to priority sectors to ensure these are aligned with the needs of the vulnerable. The report points out to the disproportionate allocations to the education sector in 2005, relative to the health and agriculture sectors[345].

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[343] Republic of Rwanda. 2005. ibid.
[344] Republic of Rwanda. 2005. ibid.
[345] International Development Association (IDA), International Monetary Fund (IMF). 2006. ibid.

Budget allocation as well as execution figures are given in the table below:

Table 4.2   Budget Allocation and Execution

	Total Budget % of GDP		Execution of the Recurrent Budget	
	2003	2004	2003	2004
01 Gen. Public Administr. Services	9.6%	11.9%	94.5%	84.8%
o/w public debt related transactions	1.5%	5.8%	40.1%	66.5%
02 Defence	3.2%	2.7%	88.7%	98.3%
03 Justice, Order & Public Security	1.9%	2.0%	104.2%	85.7%
04 Environment	0.2%	0.2%	35.5%	50.8%
05 Agriculture	1.1%	1.5%	63.5%	93.0%
06 Industry and Commerce	0.4%	0.4%	72.8%	76.5%
07 Energy	0.5%	0.4%	67.4%	73.4%
08 Transport and Communication	1.2%	1.5%	103.4%	77.3%
09 Community dev, Land, Housing	0.7%	0.8%	91.3%	67.2%
10 Water and Sanitation	0.5%	0.5%	52.3%	48.7%
11 Youth, Culture, and Sports	0.2%	0.3%	98.6%	100.6%
12 Health	1.2%	1.6%	94.8%	94.2%
o/w primary and secondary health care	0.4%	0.4%	78.2%	74.8%
o/w specialist health care services	0.3%	0.7%	96.9%	133.3%
13 Education	4.6%	4.7%	112.6%	104.1%
o/w primary and pre-primary	2.2%	1.8%	122.2%	100.2%
o/w secondary	0.3%	0.7%	111.7%	90.4%
o/w tertiary	1.5%	1.5%	108.3%	118.8%
14 Social Protection	2.5%	3.3%	75.7%	59.8%
Total	27.8%	31.9%	95.0%	87.3%

Allocation of the Development Budget 2004 is as follows:

Table 4.3   Development Budget 2004

SECTOR	Budget in RWF million	Execution in RWF million	%
Transport & Communication	12,099	20,505	169%
Education	8,852	4,234	48%
Health	7,473	6,546	88%
Industry & Commerce	3,181	3,881	122%
Agriculture	11,409	7,773	68%
Community dev, Land, Housing	10,034	6,277	63%
Justice, Order & Public Security	4,974	3,448	69%
Water sanitation	5,161	3,138	61%
Gen. Public Administr. Services	6,915	1,377	20%
Social	3,208	1,438	45%
Environment	1,538	90	6%
Defence	688	290	42%
Youth, Culture & Sports	1,884	507	27%
Energy	4,283	19,861	464%
Transfers to districts (CDF)	5500	2062.5	38%
Total	**87,200**	**81,427**	**93%**

*Figures for the Development Budget are based on the sectoral breakdown as provided by CEPEX, which differs somewhat from those presented in the (revised) Budget Law and contained in *Table 4.2*
Source: CEPEX

CEPEX is the Central Public Investments and External Finance Bureau[346].

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[346] Republic of Rwanda. 2005. ibid.

Percentages of resources directed to the specific sectors between 2003 and 2005[347]:

Table 5.1: National budget allocation to sectors, 2003–2005

Sector	2003	2004	2005
General public services	39.3%	37.4%	32.1%
Defence	14.6%	8.4%	8.1%
Public order and safety	6.8%	6.4%	8.7%
Environmental protection	0.3%	0.7%	0.3%
Agriculture	1.6%	4.5%	3.0%
Industry and commerce	0.7%	1.3%	1.7%
Fuel and energy	0.5%	1.3%	4.7%
Transport and communication	2.6%	4.7%	5.4%
Land, housing, community amenities	0.3%	2.3%	4.3%
Water and sanitation	0.8%	1.6%	2.4%
Youth, culture and sports	0.6%	0.9%	0.8%
Health	4.0%	5.0%	7.9%
Education	17.4%	14.8%	14.6%
Social protection	9.5%	10.2%	7.2%

Source: Law determining the State finances for 2005 fiscal year.

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[347] African Peer Review Mechanism (APRM). 2006. ibid.

Economic Development and Poverty Reduction Strategy Paper (2008-2012)

Details of the State Expenditure by the EPRSP Priorities[348] are located in the appendix of this report for the time period 2009-2012.

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[348] Republic of Rwanda-Ministry of Finance and Planning. 2009. URL: < http://www.minecofin.gov.rw/en/inno-page.php?pageName=Budget2008>. Accessed: March 03, 2009.

8.   Addressing the Consequences of Conflict

After the recovery phase, reconciliation is now a key feature of the Rwandan government agenda and all national institutions are required to include it in their strategies and development plans.   Peace and reconciliation strategies are included in most sector policies, but integration of peace-related issues has been limited during the 2002-2006 PRSP.   The UNDP is therefore supporting the National Unity and Reconciliation Commission (NURC) to ensure appropriate and effective integration of peace and reconciliation in the EDPRS, 2007-2011[349].

Defence, Peace, and Security

In 2004, the Ministry of Defence (MINADEF) worked to cement international peace agreements with neighbours such as DRC, Burundi and Uganda. As a result, the overall security situation improved greatly, with many refugees returning and Interahamwe[350]/Ex-Far militants surrendering or being captured[351].   The UN system in Rwanda supported both national and regional initiatives geared toward the promotion of peace and security through the UNDAF 2002-2006[352]. Improvements in this area have led Rwanda to allocate defence resources to contribute to international peace-keeping efforts in Darfur.

At the regional level, the EAC Development Stategy focuses on establishing a common foreign and security policy.   Partner States undertake to promote and maintain good neighborliness as a basis for promoting peace and security within the Community by cooperating in the handling of cross border crime, providing mutual assistance in criminal matters including arrest and repatriation of fugitive offenders, and exchanging of information on national mechanisms for combating criminal activities.   Strategic interventions include:

- Developing a regional mechanism for common foreign policy coordination;
- Establishing a regional mechanism for conflict management and resolution;
- Establish joint measures to control terrorism;
- Establish a mechanism to enhance the exchange of criminal intelligence, joint operations and patrols between Partner States;
- Finalise and sign a MOU on EAC Police Cooperation;
- Harmonise Police training, and grades.

Moreover, the EAC Protocol on Early Warning is currently under negotiation[353].

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[349] United Nations Development Programme Rwanda. 2006. ibid.
[350] A Hutu paramilitary organization.
[351] Republic of Rwanda. 2005. ibid.
[352] United Nations Rwanda. 2002. ibid.
[353] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010.*

Professionalising the Army

The Rwanda defence budget is now focused on improving the professionalism of the army. Officers and soldiers are being trained inside and outside the country to acquire new skills in various military institutions. There are currently few women soldiers and officers. MINADEF has deputed the few women in service to various institutions for higher learning and more women are presently being recruited into the system. A number of soldiers have been deputed to various educational institutes within and outside the country to acquire new skills for better utilization in the administration and improvement in productivity. An e-ICT training centre has been established to improve ICT skills for soldiers. In 2004, many service personnel also underwent skills development training aimed at increasing productivity. MINADEF is now gearing itself to provide the services that would be required to face a national disaster.

Internal security has seen dramatic progress in 2004. Reported crimes have decreased as a result of sensitization of communities on security and provision of crime information, as well as strengthened capacity of the police with officers trained for community policing. In 2006, the government aims to achieve a ratio of 1 police officer per 1000 citizens.

In gender equality, progress was made in 2004 with the National Police preparing a draft law on fighting abuse and violence towards women, waiting for approval as of 2005. 2004 also saw the promotion of a police woman to the highest office as Commissioner of Rwanda National Police - the first woman to hold the post in the history of Rwanda[354].

Transitional Issues

The UNDAF 2002-2006 included a section on transitional issues, with the objectives of ensuring sustainable settlement and reintegration of affected populations, down-sizing of the Rwandan Army, sustainable reintegration of ex-combatants, and ensuring the socio-economic reintegration of former armed rebels[355].

The MDRP has in place a national programme that continues to demobilize and support the transition to civilian life of ex-combatants from the Rwanda Defense Forces (RDF) as well as members of armed groups, support the reinsertion of ex-FAR; support the social and economic reintegration of all ex-combatants, and facilitate the reallocation of Government expenditure from defense to social and economic sectors. The Rwanda Demobilization and Reintegration Commission (RDRC) is also developing a psychosocial assistance strategy[356].

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[354] Republic of Rwanda. 2005. ibid.
[355] United Nations Rwanda. 2002. ibid.
[356] Multi-Country Demobilization and Reintegration Program (MRDP). 2007. ibid.

Unity and Reconciliation

The National Unity and Reconciliation Commission (NURC), set up in 1999, works to facilitate reconciliation and integration of refugees and other social identities. The NURC strives to create a climate of dialogue in which people from all backgrounds (victims of genocide, families of the perpetrators, released prisoners, and others) can meet and discuss important issues arising in the country, especially those related to the culture of peace, tolerance, democracy, and sustainable development. The NURC works to support local institutions wherever possible, since this is most likely to build social cohesion. The National Council of Dialogue, the National Commission for Human Rights, the Gacaca Courts, and the National Commission for the Fight Against Genocide also all contribute to unity and reconciliation efforts.

The NURC elaborated a new action plan in July 2004, based around the following five elements:

- At the local community level: the reconstruction of a collective memory through the 'Gacaca' jurisdictions and support to individual steps towards reconciliation. At the national level: the promotion of a citizenry considerate and respectful towards one another and the research of historical grassroots of social dissension and the war that destroyed national unity.
- The reinforcement of measures to integrate the marginalized and the displaced in new local and national institutions of governance.
- The capacity building of public and private institutions and association leaders to judge with fairness and honesty, and the capacity building of groups to regulate their conflicts by a process of negotiation so as to increase the citizens' confidence and identification with the local and national community.
- The capacity building of the community for internal and external "advocacy" and networking in favour of national unity and reconciliation.
- Rwandan youth civic education based on altruism, justice and peace values, the key to building cooperation and participative behaviours[357].

A national Policy of Unity and Reconciliation was also finalised in September 2006[358].

'Ingando' solidarity camps of political education, claimed by the government to be based on Rwandan tradition, were held for pre-university students, religious groups, and others were held to sensitize participants to relevant issues. 'Ingando' camps were also held for released prisoners, returning refugees and ex-combatants. A civic education syllabus was prepared, to address issues of promotion of unity and reconciliation and to be distributed for use in schools.

Furthermore, a peace centre was also scheduled to open in 2005, aimed at providing a focal point for research activities[359]. On the other hand, UNDAF 2008-2012 aims to

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[357] Republic of Rwanda. 2005. ibid.
[358] United Nations Development Programme Rwanda. 2007. ibid.
[359] Republic of Rwanda. 2005. ibid.

strengthen cooperation with the NURC, civil society, and youth, through the mainstreaming of conflict sensitivity into programming activities under the International Conference on Great Lakes Region[360].

Land-ownership

The legal framework governing land needs improvement in order to clarify issues related to access and inheritance rights. The Government had taken a two-pronged approach to mitigating this problem, namely group settlement schemes and an off-farm activities initiative. The first programme aimed at providing more space for agricultural farming; the second was an ongoing programme to reduce pressure on agricultural farmland by creating other sources of employment. However, as of 2006, the group settlement policy has no longer been in operation and the Government of Rwanda does not seem to have any mechanism in place to resuscitate it. These initiatives are important as land, long considered the main flashpoint of conflict, could resurface if efforts to diversify the economy to create more off-farm job opportunities to employ the youth, landless, returning refugees and the jobless were to fail[361].

Bringing Back Skills from the Diaspora

UNDP launched the Transfer of Knowledge through Expatriate Nationals (TOKTEN) programme to reverse aspects of "brain drain" by encouraging nationals to utilise their expertise for the service of their homeland through short working visits. The programme aims to support socio-economic development through the transfer of knowledge and technical know-how on the basis of voluntary short-term service from highly qualified expatriate Rwandan nationals.

The TOKTEN secretariat has been established and the programme was officially launched in March 2006. So far 28 highly qualified UNV consultants are working mainly in higher education institutions, research, health, environment and community development. Other expatriate nationals will serve as short-term volunteers in fields including engineering, science, medicine and education. They may eventually choose to repatriate permanently. The challenge remains to mobilise sufficient resources to meet the high demand from institutions and enable the large number of available volunteers to bring home their experience and expertise[362].

Enhanced National Capacity for Disaster Management

Given Rwanda's continued vulnerability to both natural disasters as well as those arising from population movements, conflict, and regional instability, the UN will offer multi-

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[360] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[361] African Peer Review Mechanism (APRM). 2006. ibid.
[362] United Nations Development Programme Rwanda. 2006. ibid.

sectoral support to establish an effective early warning system and national response capability. Moreover, the Social Protection program under the PRSP targets victims of disasters and catastrophes, including floods and food insecurity. A National Service of Risk management and Catastrophes has been installed.

Social Protection

The policy of social protection is seen as necessary to maintain sustainable economic and social development. It reaches beyond assistance type interventions to prevent and mitigate risks that affect vulnerable groups. Specifically addressing the issues of conflict, support programmes under this initiative are targeted to the survivors of the genocide, refugees, and repatriates. Main actions undertaken so far include the installation of the National Council for Refugees and the National Commission to Fight Against the Genocide. Other support programs are targeted to people living with HIV/AIDS, the handicapped, the elderly, and street children.

However, the Government reports that there is institutional instability due to the different ministries involved, as well as a lack of coordination and harmonisation between programmes. Moreover, the socio-economic situation inherited by the genocide continues to be a great challenge[363].

Through the UNDAF 2008-2012, UNDP will support the Government in instituting 'safety nets' for the protection of the most vulnerable. Support will be provided for the review and strengthening of a national social protection policy framework, and the development and implementation of a national strategy for financial inclusion[364].

Key objectives and corresponding indicators of the Social Protection Policy updated for the APR 2005 can be found in the Appendix, pg. 38 of this report.

Mainstreaming Conflict Prevention in Development

The role of the MINADEF has also expanded to contribute to national production by getting involved in construction activities contributing to economic development, such as coffee washing stations and schools. MINADEF intends to expand these activities and to introduce sericulture in Rwanda stagewise from the year 2005. The ministry also contributes to social protection through support for housing for soldiers, assistance to families of soldiers killed in action, and through the establishment of a technical school to rehabilitate to ex-child soldiers who were recruited during the conflicts in the 1990s[365].

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[363] Republic of Rwanda. 2005. ibid.
[364] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[365] Republic of Rwanda. 2005. ibid.

The NHDR 2007 emphasises the need to mainstream conflict prevention into development planning to eradicate the root causes of tensions and prevent the unforeseen emergence of new structural tensions due to rapid economic and social development. The integration of conflict prevention was limited in the previous PRSP (2002-2006). However, the National Unity and Reconciliation Commission (NURC) suggested the explicit integration of peace and reconciliation in the different sectors of the EDPRS. The NHDR 2007 suggests that the following factors need to be addressed when mainstreaming conflict prevention in the EDPRS:

- Economic / population growth, especially how it pertains to land scarcity;
- Youth employment;
- Land reform;
- Agriculture;
- Poverty and distribution of income[366].

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[366] United Nations Development Programme Rwanda. 2007. ibid.

9.   Governance, Justice, and Human Rights

Democratisation, Transparency, and Accountability

With respect to democratization, the NHDR 2007 notes that given the country's violent history, there is a real risk that an excessively rapid process of democratisation could crystallize ethnic tensions. The long-term success of Rwanda's development strategy will depend on its ability to break the historical cycles of violence that have affected the country since independence. It will only be able to do this by establishing a genuine idea-based political dialogue, not tainted by ethnicity, where people are able to resolve their differences through democratic debate. As outlined in NEPAD's 2005 peer review of Rwanda, it will be difficult to find the right balance between security and democracy, and between open dialogue and the prevention of ethnic polarization. The report noted with concern the apparent "desire to obliterate distinctive identities", including that of the minority 'Twa', and criticized the lack of open political dialogue in what is qualified as a "'rehearsed' participation in public affairs as determined by political authorities"[367].

In the PRSP, the Government is committed to strengthening accountability and transparency. The National Tender Board and the Office of the Auditor General of State Finances were established in 1998. Action has been taken against some officials, and off-budget transactions have been studied and attempted to be integrated into the budget[368].

Corruption

Operationalisation of the Office of the Ombudsman occurred in 2004. The UNDAF 2008-2012 aims to support it through the implementation of national anti-corruption initiatives[369]. Interestingly, the Country Self-Assessment Report of the APRM states that, globally and domestically, Rwanda is perceived as having a low level of corruption. Still, the Government is dedicated to reducing any level of corruption in the country[370].

The Ombudsman has sensitized of the population at all levels for the prevention of corruption, good governance, and infringement of the laws. This includes members of the Councils of Sectors, Districts and towns, leaders of all elected bodies, as well as the general population. The laws and regulations of various institutions, particularly in Districts, towns, and Provinces have been assessed in order to determine whether they support corruption or injustice, operate transparently, give reports to the appropriate authorities, have both internal and external control mechanisms, and whether they respect the policy of good governorship. Complaints and requests made by the whole population were also examined and the Ombudsman is working with leaders of decentralized authorities to provide solutions or responses to these requests.

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[367] United Nations Development Programme Rwanda. 2007. ibid.
[368] Government of Rwanda. 2002. ibid.
[369] Republic of Rwanda. 2005. ibid.
[370] African Peer Review Mechanism (APRM). 2006. ibid.

Other institutions and mechanisms to enforce transparency and accountability have also been put in place, such as the Rwanda Revenue Authority (RRA).

However, the capacities of these institutions are still inadequate, in terms of personnel and systems, and there are inadequate rules and codes of conduct in place to enforce certain aspects of transparency and accountability. It will also be important to encourage investigative journalism in the media[371].

Civic Education

The National Constitution established a Civic Education for the Grass-Roots Population project in 1999. Its target audience, participants, beneficiaries and partners are elected leadership and representatives of local government from the Cell, Sector and District levels to the provincial and national leadership. Special groups such as opinion leaders, church leaders, the elderly, genocide victims, released prisoners, civil society representatives, and youth are all under the purview of the project.

Public Service Reform and Capacity Building

Vision 2020 stipulates that an efficient and result-oriented public service is sine qua non to achieving the goal of sustainable development. The Capacity-Building and Public Service Reform project is two-pronged. Firstly, by providing a human resource development policy, it aims to promote accountability, transparency, and a modern management system, allowing the Government to rationally utilize scarce resources[372]. Top managers and executive officers in the public service will be trained, providing them with induction on all government policies, programmes, and strategies for Vision 2020 and the PRSP. This initiative will facilitate common understanding and improved implementation of the country's development agenda[373]. The second component of the programme will provide direct and high-quality services to the communities at grass-roots via decentralization of Government administration and services[374].

The UNDAF 2008-2012 is also committed to strengthening the effectiveness of public administration. It will develop a capacity building and mapping exercises in order to contribute to the formulation of a national capacity building strategy and policy[375].

The Ministry of Public Service, Skills Development and Labour (MIFOTRA), which has been leading the process of Public Service Reform in Rwanda, has set up the Human Resource and Institutional Development Agency (HIDA) to coordinate and carry out oversight of the Multi-sector Capacity Building Programme in the country[376]. Another important institution is the National Public Servants In-Service Training Institution (the

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[371] Republic of Rwanda. 2005. ibid.
[372] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.
[373] Republic of Rwanda. 2005. ibid.
[374] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.
[375] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[376] Republic of Rwanda. 2005. ibid.

Rwanda Institute of Administration and Management)[377]. In the medium term, the country's biggest challenge will be to rebuild the capacity of its civil service, which was decimated by the war and genocide[378]. The Joint Staff Advisory Note on the PRSP Annual Report 2005 states that efforts in this area are critical.

Despite efforts, the NHDR 2007 notes that so far the public service reform has left many institutions with a huge volume of work and limited staff, and in most cases institutions are resorting to multiple short-term consultancies. It will take a great deal of time and expertise before effectiveness and efficiency go hand-in-hand with restructuring. The report also notes that HIDA needs more support in order to draft a national strategy and policy in the area of capacity building. On the other hand, the JSAN emphasizes that it will also be critical to retain and motivate scarce technical and managerial experts.

The recent restructuring of administrative zones poses a new challenge to HIDA, including the clear definition of roles and responsibilities for service delivery. Thus, there is also an urgent need to undertake in cooperation with donors a comprehensive review of the entire civil service wage structure, including fringe benefits, in the context of a medium-term needs assessment[379].

Finally, in order to disseminate information on the ongoing reform, radio and television plays and skits have been prepared and handed to national TV and radio stations for broadcasting. Seminars and workshops have also been organized throughout the country, also aiming to get feedback from those directly affected. Articles have been published in public and private newspapers[380].

Details of Key objectives, indicators and progress made in Capacity Building and Human Resource Development updated for the APR 2005 can be found in the Appendix, pg. 38 of this report.

Parliament

The new parliament suffers from a number of constraints. The major ones are its weak capacity to conduct research into the bills brought before the House for debate, insufficient library facilities, insufficient modern communication equipment, and shortage of parliamentary staff within commissions. For this reason, most bills are initiated by the Executive. Moreover, limited financial resources and an overbearing legislative workload limit the contact of Member of Parliament with their constituents. As a result, parliamentary proceedings and their wider implications are not well understood by citizens[381].

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[377] African Peer Review Mechanism (APRM). 2006. ibid.
[378] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.
[379] International Development Association (IDA), International Monetary Fund (IMF). 2006. ibid.
[380] United Nations Development Programme Rwanda. 2006. ibid.
[381] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.

The UNDAF 2008-2012 recognises the importance of building the institutional capacity of Parliament[382]. For this reason, UNDP will continue to support the Forum of Rwanda Women Parliamentarians FFRP and strengthen the communication abilities of Parliament[383]. An outstanding characteristic of the Rwandan parliament is that it is now close to gender parity with 48.8% of the seats in the House of Deputies and 34.6% of the seats in the Senate held by women, for a total representation of 45.3% women legislators – the highest number of seats in parliament held by women in the world[384].

In order to consolidate these achievements, FFRP is mainstreaming gender into the parliamentary structure, and preparing and adopting laws promoting gender equality and equity. FFRP drafted and tabled a gender-based violence (GBV) bill which was passed in parliament by general consensus on August 2006. The bill has been proposed as an organic law and will serve to provide the legal framework for protecting women's rights and fostering an environment conducive to the eradication of poverty.

Elections

Rwanda has a National Electoral Commission which aims organize free, transparent, and fair elections. UNDP's future programmes will focus on developing a new unified electoral code, and mainstreaming civic education programmes in all the sectors[385].

Justice System and Human Rights

With respect to justice, UNDP has been focusing on access of the poor to justice and legal aid. UNDP's Sensitization and Legal Aid project supported 'Clinique Juridique', a legal aid clinic under the law faculty at the National University of Rwanda which provides legal aid free of charge to indigents, and trains authorities and communities on legal issues. UNDP supported the 'Clinique Juridique' in nationwide sensitization of sector authorities and individual advice to communities on sexual violence against children, gender-based violence and the rights of children and women under Rwandan law in general. The project aimed to achieve behavioral change through the transfer of knowledge of the law and legal assistance to individuals through individual advice and legal representation in the most severe cases[386].

More information on initiatives on increasing access to justice can be found in Section 10 – Public Participation – Access to Justice, pg.33 of this report.

A survey carried out by the Supreme Court in 2005 reveals that several shortcomings in the justice system still remain, including:

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[382] United Nations Development Programme Rwanda. 2006. ibid.

[383] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

[384] United Nations Development Programme Rwanda. 2007. ibid.

[385] United Nations Development Programme Rwanda. 2006. ibid.

[386] Government of Rwanda; United Nations Development Programme (UNDP). 2004. *UNDP Country Cooperation 2004-2008: Project Profiles.*

- Lack of sufficient information on the functioning of the courts;
- Inadequate reception services to people who go to courts;
- Slowness in the accomplishment of judicial activities;
- Low accessibility to courts; and
- Court users in need of procedures that are flexible and simple[387].

Gacaca

The Government has implemented a community-based process of dispute-resolution, the 'Gacaca' courts, which are constituted to deal with the genocide cases, except those suspects accused of masterminding the genocide or committing very serious crimes. They are based on traditional indigenous mechanisms where village elders would convene all parties to a crime and mediate a solution involving reparations. The general aim is to promote community healing by making the punishment of perpetrators faster and less expensive[388]. The population has been sensitised to this process.

'Gacaca' courts were rolled out across all districts during 2004, involving nearly all the population, helping to speed-up the processing of cases, and promoting reconciliation based on truthful confession of genocide related crimes committed during 1994. Within the prisons, there has also been a wide and broad sensitization of the inmates about 'Gacaca' jurisdiction and a good number have responded and confessed their involvement in the 1994 Genocide[389]. MININTER and the Ministry of Justice (MINIJUST) are in the process of developing a joint information technology network which will facilitate the easy monitoring of the 'Gacaca' system. Moreover, UNDP is currently developing a project that focuses on the establishment of an electronic documentation system in the National Service of Gacaca Jurisdictions. The objective is to allow easy storage, access to information and retrieval of information, both data and audio, whenever required during and after the Gacaca trials[390].

UNDP believes it is important to ensure that the restorative element, as opposed to the judiciary element, is given sufficient weight in the 'Gacaca' process, by for instance providing psychosocial counselling to help participants deal with the trauma generated by the process, as well as strengthening community-based mediation mechanisms in association with 'Gacaca'. The continued killings of genocide survivors and witnesses in relation to 'Gacaca' courts shows that the process is a very delicate one, carrying the risk of reigniting past tensions if it is not properly controlled. The NHDR 2007 suggests the reparation of genocide and war victims, through a National Reparation and Conflict Transformation Fund so as not to fuel resentment among the population.

Other considerations with respect to the 'Gacaca' process still remain. The number of 'Gacaca' courts is still few compared to the number of cases to be processed, 'Gacaca'

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[387] United Nations Development Programme Rwanda. 2007. ibid.
[388] Government of Rwanda. 2002. ibid.
[389] Republic of Rwanda. 2005. ibid.
[390] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.

judges are relatively inexperienced and have difficulties in handling evidence, and reports of harassment of genocide witnesses and survivors create obstacles to providing open testimony.

The 'Gacaca' system is particularly well suited to deal with post-conflict traditional justice because it is a participatory, community-based restorative justice system that encourages openness and dialogue between perpetrators and victims as a means to resolve issues through reconciliation rather than punishment[391]. Moreover, the system has attracted significant international attention, particularly from other post-conflict low-income countries that are eager to benefit from the Rwandan experience on how to deal with transitional justice issues in a post-conflict, low capacity environment. Some researchers have also noted that this system can play an important role in building Rwanda's fledgling democracy, by "training" people in the exercise of open debate and peaceful resolution of differences[392].

Human Rights

The National Human Rights Commission (NHRC), an independent institution established in March 1999, is mandated with examining and prosecuting human rights violations committed in Rwanda, sensitising the population on human rights, and instituting legal proceedings in case of human rights violations[393]. The UNDP Annual Report 2006 states that all NHRC commissioners and officials have been trained in investigative techniques, and several others were trained on monitoring and evaluation, as well as media and communication strategies[394]. UNDP has also established a human rights case-handling database, and UNDP supported the Commission to create a coordination framework for human rights activities in the country[395].

The Government has also made progress on integrating human rights issues into law enforcement by training prison staff and police officers on human rights issues. Issues covered included torture, sexual and gender based violence, children rights, and the rights of vulnerable groups within prisons. Pocket guidebooks on human rights were provided for all police officers[396].

Furthermore, the UNDP Annual Report 2006 states that several international conventions on human rights have been translated into the local language, Kinyarwanda, which is common for Rwanda's three ethnic groups – the Hutus, Tutsis, and Twas[397].

[391] United Nations Development Programme Rwanda. 2007. ibid.
[392] Government of Rwanda. 2002. ibid.
[393] Government of Rwanda. 2002. ibid.
[394] United Nations Development Programme Rwanda. 2006. ibid.
[395] United Nations Development Programme Rwanda. 2006. ibid.
[396] Republic of Rwanda. 2005. ibid.
[397] United Nations Development Programme Rwanda. 2006. ibid.

10.   Decentralization

In 2004, the Ministry of Local Government, Community Development and Social Affairs (MINALOC) operationalised the second phase of the 'Rwanda five-year Decentralisation Implementation Programme' (DIP). The DIP emphasises a number of cross-cutting issues such as reduction of gender disparity, HIV/AIDS, Information & Communication Technology (ICT), and recommends their inclusion in District Development Plans[398].

After progress during the first phase (2000-03), which focused on putting in place different structures and establishing a set of appropriate procedures and mechanisms, the second phase of the DIP (2004-08) looks to ensure the participation of all the population in decision making processes and planning, and to facilitate a better allocation of resources in favour of local government. The process also offers opportunities for human rights issues to be better integrated into the work of the Community Development Committees (CDCs) at the grassroots level. UNDP has reviewed the legal and policy framework in line with the second phase of decentralization. All laws and decrees relating to the functions and duties of mayors and district councils, as well as the demarcation of districts and sectors, have been reviewed.

UNDP aims for a functional National Decentralization Implementation Secretariat (NDIS), and a National Decentralization Steering Committee (NDSC). Moreover, UNDP aims to:

-    strengthen local government and grass-root strategic capacities by establishing instruments for effective community participation in local government planning and management of resources;
-    strengthen the fiscal transfer system for local governments;
-    strengthen the Common Development Fund (CDF) for a larger and more stable financial transfers through the CDF to local governments[399]. The CDF commits 10% of government revenue to fund development programmes identified by districts[400], and is expected to increase in the future[401];
-    establish overall capacity-building programme for personnel leading the decentralization process;
-    complete a sensitization campaign for all actors in the process, including wide dissemination of the related laws, regulations and policies; and
-    improve the capacity for Monitoring and Evaluation of Decentralization[402].

Local government officials have been trained in various subjects, including the role and responsibilities of districts councils, executive committees, joint forums, the participatory community development approach, and effective delivery of services, among others.

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[398] Republic of Rwanda. 2005. ibid.
[399] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.
[400] Government of Rwanda. 2002. ibid.
[401] African Peer Review Mechanism (APRM). 2006. ibid.
[402] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.

However, UNDP reports that capacity building of newly elected officials should go beyond training to include the provision of material and other logistical support[403].

The UNDAF 2008-2012 aims to support the Ministry of Local Government, Community Development and Social Affairs in drafting and implementing the Rwanda Decentralization Strategic Framework (RDSF) and provide capacity building support to elected authorities[404]. The DIP has been updated to fit this new framework, which will fall within the EDPRS[405].

A major weakness of the decentralization initiative is that the transfer of resources has not matched the political transfer of responsibilities[406]. Overall CDF disbursement was extremely disappointing in 2004 and local government's own revenue-raising could also be significantly strengthened. Rural districts often do not have a sufficient local economic base to generate adequate revenues to run their administrative overheads and will likely to remain so for some years. The Rwandan Association of Local Government Authorities is making strenuous efforts to remedy the situation through training and the sharing of experiences and best practices[407].

Moreover, there needs to be better public information about fiscal flows, and formal accounting mechanisms at the level of the district[408]. There also needs to be a better harmonisation of accounting and financial management at the central and decentralized levels[409]. In transferring responsibilities to local governments, the Joint Staff Advisory Note on the PRSP Annual Report 2005 emphasizes the need to make a clear distinction between fiscal, administrative, and political decentralization as well as potential sectoral differences in the transfer of authority from the central to local governments[410].

Community Action Planning

Decentralisation is also being pursued below the District level, under the community action planning – the 'ubudehe mu kurwanya ubukene' approach. 'Ubedehe' is the traditional Rwandese practice and cultural value of working together to solve problems with the objective to revive and foster collective action at community level. This is being achieved by developing bottom-up budgeting and planning systems through cellules[411], the lowest level of administration in Rwanda. The country has 9,165 cellules each comprising about 200 households[412]. These systems articulate communities' needs and

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[403] United Nations Development Programme Rwanda. 2006. ibid.
[404] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.
[405] United Nations Development Programme Rwanda. 2006. ibid.
[406] Government of Rwanda. 2002. ibid.
[407] Republic of Rwanda. 2005. ibid.
[408] Government of Rwanda. 2002. ibid.
[409] United Nations Development Programme Rwanda. 2006. ibid.
[410] International Development Association (IDA), International Monetary Fund (IMF). 2006. ibid.
[411] Government of Rwanda. 2002. ibid.
[412] World Bank. 2005. *Toward a Conflict-Sensitive Poverty Reduction Strategy.*

building upon local Government structures of Community Development Committees[413]. In the spirit of 'Ubudehe', communities have to contribute a minimal percentage to CDF projects. This contribution may take place in the form of monetary contributions or through labour (which is most often the case)[414].

Each cellule will go through a process of collectively defining and analysing the nature of poverty in their community, using a number of standard analysis tools including social mapping, seasonality, and preference scoring and process techniques. The list of analysed problems is then ranked in terms of priority, and according to what the community wants to spend most of its own time, effort, and resources. From there, they develop action plans to address the problems they have prioritized. A central information centre, in cooperation with sectoral ministries, will develop packages of information for specific problems that the cellules encounter. In this way, a cellule facing a specific problem will be able to access technical information about the best methods to tackle this problem[415].

This exercise is seen as becoming the direct basis for decentralised planning and budgeting through the district level MTEF. The linkage has already been established with joint budget and poverty assessment training at the District level in 2001. Moreover, the initiative is already providing useful feedback to the central 'Ubudehe' team. As further data becomes available from 'Ubudehe', the Government hopes that it will be possible to draw clear policy conclusions for all partners engaged in delivering the PRS[416].

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[413] Government of Rwanda. 2002. ibid.
[414] African Peer Review Mechanism (APRM). 2006. ibid.
[415] Government of Rwanda. 2002. ibid.
[416] Republic of Rwanda. 2005. ibid.

11.   Public Participation

The EAC recognises the critical role of integrating the key stakeholders such as civil society, women, youth and the private sector in the development agenda of the Community. Strategic interventions in the EAC Development Strategy for 2006-2010 in this respect include the institutionalisation of the participation of civil society, women and private sector associations at national and regional consultations[417].

Community Development

The Social Protection Policy includes a programme in support of community development, the Labour Intensive Public Works (PDL-HIMO). Its overall objective is to contribute to poverty reduction by investing in development infrastructure while generating employment. Areas of intervention include: roads infrastructure, agriculture and environment protection, water, and social infrastructure (health and schools)[418]. Moreover, local citizens are required to invest, via HIMO projects, a portion of their earnings in the community health insurance scheme – the 'Mutuelles'[419].

Current constraints of the programme include weak capacity of districts to prepare, monitor and evaluate projects, as well as insufficient number of projects due to insufficient resources. Therefore, few people are employed and projects use a rolling strategy (employing different people on different days) with negative effects on their saving capacities[420].

'Mutuelle' Insurance Scheme

Through this scheme, households prepay for health insurance for a year to receive services at their designated health centre[421], overcoming the major costs of accessing healthcare. This has effectively increased access to basic health care services, especially for the indigent part of the population and the most vulnerable, such as child-headed households. 'Mutuelle' activity is owned by local government, and is trusted within the communities they serve. It is composed of a three layer system of management provided by customers, providers and regulators. There is a plan to introduce subsidies to assist the poorest to join 'mutuelles' in 2005 and to achieve national coverage by 2007[422].

The NHDR 2007 notes that delivery is covered by the 'mutuelles' and could thus play an important part in reducing maternal mortality rates in the coming years. However, the scheme does not cover more complicated interventions and requires beneficiaries to pay 10% of the total cost for hospital delivery, limiting the impact for poor women and complicated deliveries[423].

[417] East African Community (EAC). 2006. ibid.
[418] Republic of Rwanda. 2005. ibid.
[419] African Peer Review Mechanism (APRM). 2006. ibid.
[420] Republic of Rwanda. 2005. ibid.
[421] Government of Rwanda. 2002. ibid.
[422] Republic of Rwanda. 2005. ibid.
[423] United Nations Development Programme Rwanda. 2007. *National Human Development Report.*

Key objectives and corresponding indicators of the Social Protection Policy updated for the APR 2005 can be found in the Appendix, pg. 38 of this report.

UNDAF 2002-2008 aims to have empowered and self-sustaining community-based institutions in all sectors capable of assisting community co-operative initiatives. Special attention will be given to ensuring gender equality and to introducing technology for productive activities, including ICTs. Support will also be given to civil society and community based initiatives that provide counselling, vocational training and psycho-social support to vulnerable groups, such as street children, women and child-headed households, and people living with AIDS[424].

Through the UNDAF 2008-2012, UNDP will support the Government in instituting 'safety nets' for the protection of the most vulnerable, and in improving productivity and access to markets for small producers. Support will also be provided for the review and strengthening of a national social protection policy framework, and the development and implementation of a national strategy for financial inclusion, to enhance access to financial services by small producers[425]. In the area of micro-finance, the government recently finalised the National Microfinance Policy[426].

Africa 2000 Network

The Africa Network programme was set up in 1989 under UNDP impetus to provide capacity-building and institutional support to grass-roots groups, promoting participatory development and self-help ventures to meet community needs in a sustainable manner, particularly in the rural areas. The project focuses on sustainable environment protection to improve living standards. In 2004, the emphasis shifted from project support for self-help to building capacities using the Participatory Development Management (PDM) model.

The Africa 2000 Network-Rwanda (A2N) continues to support community-based activities, aimed at poverty eradication, community empowerment, and good governance with a focus on knowledge management and promotion of the PDM approach for the achievement of the MDGs[427].

Gender

There has been an increase in the participation rate of Rwandan women in decision-making bodies at the level of Parliament, the Executive, and the Judiciary. Rwanda's parliament is now close to gender parity. To increase female political representation,

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[424] United Nations Rwanda. 2002. ibid.

[425] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

[426] United Nations Development Programme Rwanda. 2006. ibid.

[427] Government of Rwanda; United Nations Development Programme (UNDP). 2004. ibid.

quotas were introduced in local and national government through the adoption of a new constitution in 2003 by referendum. The constitution also established women councils at all political levels to promote affirmative action, particularly in local administration. The percentage of women now occupying decision-making positions in Rwanda's local government administration (cell, sector and district levels combined) has increased from 28% in 2003 to 40.2%

In addition to these quotas, the constitution also provides for the establishment of a Gender Observatory to monitor and make recommendations to national organs in order to promote gender equality, non-discrimination and equal opportunities for women. However, four years after the constitution was adopted, the Gender Observatory is not yet established, although there are some ambitions to follow through during 2007. This institution would provide a better instrument for the Government and the MIGEPROF to hold sectors and national organs accountable with regard to gender issues[428].

However, there still remain many challenges and weaknesses. Although women are well represented in national decision-making bodies, capacity building has yet to be upgraded in tandem to empower them[429]. Furthermore, the socio-economic and political status of women is still weak. Performance indicators related to gender are not sufficiently developed; there is a non-systematic integration of gender in policies, programmes, laws, and projects. The operational plans (action plans) of various institutions do not consider gender issues and there is also a lack of gender expertise at all levels.

The Government has the following recommendations for the next PRSP Annual Progress Report:
- develop gender-related indicators for each sector for follow-up and evaluation;
- in the process of elaborating the PRS II in 2006, each sector must work out an operational plan with key gender indicators and a clear system of monitoring and evaluation;
- MIGEPROF should strive for a sufficiently important progress report on gender issues to justify the inclusion of a full chapter on this subject[430].

Key objectives, indicators, and results on this area updated for the APR 2005 are found in the Appendix, pg. 38 of this report.

Access to Justice

There is a limited spread of legal aid services and a high need for such services in rural areas. Even in urban areas, where many legal aid providers are located, citizens are not aware of the existence of legal aid services. Many people are not aware of the law and their legal rights. Judges, advocates, and legal aid providers expressed the need to amend the existing laws and put in place a policy framework to enhance access to justice[431].

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[428] United Nations Development Programme Rwanda. 2007. ibid.
[429] African Peer Review Mechanism (APRM). 2006. ibid.
[430] Republic of Rwanda. 2005. ibid.
[431] United Nations Development Programme Rwanda. 2007. ibid.

The UNDAF 2008-2012 aims to enhance the capacity of the Justice sector to provide universal access to justice[432].

In light of the recent decentralisation and administrative reform, the national legal assistance strategy aims at strengthening the district levels by creating access to justice contact points called "Maisons d'Accès à la Justice" (MAJs)[433]. The aim of this project at the district level is to coordinate and harmonise existing initiatives of CSOs, universities and the Bar Association with a view to improving access to justice by the surrounding population, especially the poor and vulnerable. The MAJ is a first stop for clients and will serve as a point of orientation and redirection to the right resources, for example the Bar Association for legal representation in courts. Apart from legal advice, the MAJ will also disseminate effective information and raise legal awareness. In accordance with the decentralisation policy, each district should have a MAJ in the medium term.

Committees of Mediators

Informal and traditional mechanisms of justice are often more accessible to poor and disadvantaged people and may have the potential to provide speedy, affordable and meaningful remedies to the poor and disadvantaged. In Rwanda, the Committees of Mediators ('Abunzi') are a traditional means of meting out justice. The 'Abunzi' system, established by the constitution, provides a framework for obligatory mediation prior to litigation in any court of law. In addition to reducing the caseload in courts, it has provided a cheap and easier process of obtaining legal remedies for the general population by bringing justice closer to the people. Instead of the fines and other punishments which had previously been meted out to community members, conflict management techniques are used in the mediation process[434].

The PRSP Evaluation Report notes that special attention must be given to ensure that the indicators in the justice sector specifically indicate whether the poorest are gaining access to legal services. Only an appropriate MTEF with a comprehensive set of poverty indicators and clear mechanisms for monitoring can lead to a stronger correlation between justice sector spending and its impact on poor groups or areas. A clear strategy should be elaborated on how to ensure and measure access to justice for the poor and how this relates to poverty reduction. The NHDR 2007 emphasises that there should also be a national mechanism to ensure the quality of legal service provision that will document, monitor, and share information[435].

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[432] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

[433] United Nations Development Programme Rwanda. 2006. ibid.

[434] United Nations Development Programme Rwanda. 2007. ibid.

[435] United Nations Development Programme Rwanda. 2007. ibid.

12.   Monitoring and Evaluation

ii. Poverty Reduction Strategy Paper (PRSP) 2008-2012:

The monitoring and evaluation mechanism consists of process monitoring, impact monitoring, and performance monitoring.

The education chapter is currently the closest to best practice in M&E, with a useful set of key performance indicators as well as indicators at the input and output levels. The biggest challenge for most sectors is the weak indicators and targets and the absence of baselines, making it difficult to make an informed assessment of progress. The new methodology will provide a framework for an objective assessment of performance (rather than simply a report on activities carried out).

iii. Economic Development and Poverty Reduction Strategy Paper (EDPRSP) 2008-2012

The implementation of the EDPRSP will be monitored by the National Steering Committee, Technical Steering Committee and Sector Working Groups.   Monitoring and evaluation will be done at three levels, at central government local government and at the political level.

The central government will be responsible for evaluating the impact of the policies. They will also be responsible for gathering and analyzing information on the EDPRS, and ensuring that feedback from this analysis is used in policy making and improving the monitoring system.

At the local government level, the annual progress reports of the EDPRSP will be evaluated at the National Steering Committee who will draw on information from Joint Sector Reviews and District Performance Contract evaluations.[436]

iv. United Nations Development Assistance Framework (UNDAF):

The UNDAF monitoring and evaluation (M&E) framework will serve as the basis for country office monitoring and evaluation activities. In addition, UNDP will seek to partner with government bodies and other development partners for results monitoring and evaluation, in accordance with the broader M&E plan of the EDPRS. A mid-term evaluation of the country programme will be undertaken to evaluate progress. Annual auditing of projects and programmes will continue as a component of the financial management plan[437].

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[436] Republic of Rwanda. 2007. Economic Development and Poverty Reduction Strategy Paper.
[437] Executive Board of the United Nations Development Programme and of the United Nations Population Fund. 2007. ibid.

v.   EAC Development Strategy 2006-2010

The EAC has a mechanism for assessing progress in the implementation of the development strategy. The Ministries responsible for EAC in all member states will establish M&E departments/units to link with corresponding departments and units at the EAC headquarters. There is no information on whether such unit has been established in Rwanda. However, in the May 2005 summit, Partner States established Ministries to handle EAC matters and promote successful implementation of decisions made[438].

For further information, please refer to the NSDS general report for Africa.

vi.   APRM Programme of Action 2005-2008

As a self-monitoring mechanism, the APRM Programme of Action includes indicators to ensure that Rwandan policies and practices conform to the agreed political, economic corporate governance and socio-economic values, standards and codes[439].

The Programme of Action 2005-2008 can be found in the Appendix, pg. 38 of this report.

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[438] East African Community (EAC). 2006. ibid.
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APPENDIX VIII

SIERRA LEONE

Table of Contents

Next Elections

Presidential elections were held in Sierra Leone in September 2007, and are constitutionally due every five years. The next presidential elections are scheduled for 2012.[440]

Conflict

Conflict in Sierra Leone began after it attained independence in 1961, with their first election being held in 1967. It enjoyed a period of multi-party democracy, which degenerated into dictatorship when the first military interference took place. From there, it had a one party political dictatorship interspersed with military interregnum. The era of one party dictatorial rule was characterized by total neglect of social needs, economic mismanagement and bad governance.[441]

Since the end of the civil war in Sierra Leone in 2002, there has been the restoration of security and the government is in the process of restoring public services and setting the country on a strong footing for economic growth, good governance and poverty reduction.[442]

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[440]African Elections Database – Sierra Leone. URL: < http://africanelections.tripod.com/sl.html> Accessed: January 16, 2009.

[441] Republic of Sierra Leone 2003.Vision 2025. URL: < http://www.uniqueservers.net/vision2025/background.htm.> Accessed: January 16, 2009

[442]World Bank Group.
 URL: <
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/SIERRALEONEEXTN/0,,
menuPK:367829~pagePK:141159~piPK:141110~theSitePK:367809,00.html. > Accessed: January 16, 2009.

National Sustainable Development Strategies and Other Planning Frameworks

Status of NSDS
No NSDS, as of 2008.[443]

Comprehensive Strategies

Vision 2025

Vision 2025 is a systematic approach used by the government of Sierra Leone as a long term plan to achieve sustainable development. The aim of Vision 2025 is to ensure that development in Sierra Leone is people centered, strategic and long-term. The implementation of the poverty reduction strategies and the medium term expenditure plan will be the key strategies for achieving the Vision. The vision focuses on six areas: economic, social, political, environmental, cultural, and technological.

Its focuses on ensuring the welfare of its citizens through poverty reduction strategies by answering the following questions:

1. How to attain a competitive private sector-led economy with effective indigenous participation.
2. How to create a high quality of life for all Sierra Leoneans.
3. How to build a well-educated and enlightened society.
4. How to create a tolerant, stable, secure and well managed society based on democratic values.
5. How to ensure sustainable and effective utilization of natural resources while maintaining a quality environment.
6. How to develop a Science and Technology driven nation.[444]

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[443] United Nations Division for Sustainable Development. 2008. *National Sustainable Development Strategies: The Global Picture.*

[444]Sierra Leone Encyclopedia 2008. URL: < http://www.daco-sl.org/encyclopedia/4_strat/4_1v2025.htm> visited on January 19,2009.

Poverty Reduction Strategy (2005-2007)

The Poverty Reduction Strategy (PRS) of Sierra Leone was developed in the context of Vision 2025, as well achieving the Millennium Development Goal by 2015. The aim of the poverty reduction strategy in Sierra Leone is to eradicate poverty and its underlying cause through the development and proposed implementation of sectoral policies as well as institutional reforms in order to achieve economic growth, ensuring food security, job creation, and the provision of basic social services and safety nets.[445]

The PRS is made up of three pillars:
- Good governance, peace and strengthening national security
- Sustainable economic growth, job creation, food security, and health
- Human development which includes the accessibility of education and health care to all citizens as well as access to safe water and proper sanitation.[446]

Key Sustainable Development Coordination Mechanisms

Ministry of Development and Economic Planning

Mandate of Coordination Mechanism(s)

National Steering Committee – is guided by the Ministry of Development and Economic Planning. This committee supervises the other coordinating mechanism, and is also responsible for policy direction.

National Core Team – is responsible for the management of the technical aspects of Vision 2025.

Multi-Disciplinary Work Group – supports the National Core Team.[447]

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[445] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*
[446] World Bank Group. URL: <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/SIERRALEONEEXTN/0,,menuPK:367837~pagePK:141132~piPK:141123~theSitePK:367809,00.html > Accessed January 20, 2009.

[447] Republic of Sierra Leone Sierra. Ibid.

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[448] Republic of Sierra Leone Vision 2025. 2001. National Core Team. URL:
http://www.uniqueservers.net/vision2025/national_core_team.htm Accessed: January 16, 2009.

Other Planning Frameworks

UNDP Country Programme 2008-2010

The focus of the 2008-2010 country programme is to assist the government of Sierra Leone in dealing with the issues that led to conflict, and its repercussions. The programme is three pronged, focusing on:

- Fostering democratic governance and state capacity
- Preventative Development and Peace Consolidation
- Poverty Reduction and Human Development [449]

Sierra Leone PBF Priority Plan (October 2008 Revision)

The United Nations Peace Building Commission and the government of Sierra Leone have identified four peace-building areas which require the intervention of the Peace Building Fund. These four areas are:

- Youth empowerment and employment
- Democracy and good governance;
- Justice and security
- Capacity building of public administration.[450]

United Nations Development Assistance Framework (UNDAF) 2006-2007

The UNDAF along with the government of Sierra Leone has developed a strategic framework which takes into consideration capacity building, gender equality and youth empowering in all anticipated outcomes and outputs.[451] The Sierra Leone country programme is centered on four objectives:

- Poverty reduction and reintegration
- Human rights and reconciliation
- Good governance and, peace and security
- Economic Recovery[452]

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[449] United Nations Development Progamme. 2007. *Country Programme Action Plan 2008-2010-Sierra Leone*

[450] United Nations Peace Building Commission. (2008). Priority Plan for Peace Building Fund-Sierra Leone. URL < http://www.unpbf.org/docs/PBF-Sierra-Leone-Priority-Plan.pdf>. Accessed: January 20, 2009.

[451] United Nations Country Team-Sierra Leone. 2007. *United Nations Development Assistance Framework-Sierra Leone 2006-2007: "Peace Consolidation and Transition to Development"*.
[452] United Nations Country Team-Sierra Leone. Ibid.

International Cooperation Mechanisms

Economic Commission of Africa (ECA)

As one of the UN's regional commissions, the ECA plays a significant role in the implementation of sustainable development agenda in the region, of which Sierra Leone is a member state.

African Union

As of March 2004, no progress reports have been made with regards to the initiative's targets. Sierra Leone is a partner to the initiative, and implementation of the partnership has already begun.[453]

Details of the initiative are found on the NSDS general report for Africa.

The Peace and Security Council

It serves as a decision making and enforcement body for crisis prevention and management.[454] It is patterned similar to the UN Security Council.

Economic Community on West African States (ECOWAS)

A regional group of fifteen countries committed to promoting economic integration in all fields of economic activity. Its mandate is the maintenance of regional peace, stability and security through promotion and strengthening of good neighborliness; accountability, economic and social justice and popular participation in development; and promotion and consolidation of democratic system of governance.

The ECOWAS Department of Defense and Security consists of a Mission Planning and Management Cell (MPMC), a Defense and Peacekeeping Division, eight Programme Officers, and a small arms Unit.

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[453] United Nations Division for Sustainable Development: Partnerships. African Union Initiative on Promotion and Development of Agenda 21 in Africa.
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html> Accessed January 28,2009.
[454] United Nations Development Programme Rwanda. 2007. *National Human Development Report*.

International Conference on Disarmament, Demobilisation, Reintegration (DDR) and Stability in Africa

The conference provides a forum that enables and facilitates dialogue on the issue. It also formulates recommendations of the best practices and strategies for DDR programs in Africa. The latest meeting was held in June 2007, where Sierra Leone participated. [455]

United Nations Mission to the Republic of Sierra Leone

The mandate of the UN Mission in Sierra Leone (UNAMSIL) was to cooperate with the government and other parties in implementing the LOME peace agreement. UNAMSIL was also required to assist in the implementation of disarmament, demobilization and reintegration plan. This mandate was completed in December 2005. Since its completion UNAMSIL was replaced by the United Nations Integrated Office for Sierra Leone (UNIOSIL), whose mandate was to assist in the consolidation of peace.[456] It was also responsible for capacity building of state institutions so that they can further address the root causes of conflict and work towards achieving the MDG's.[457] The work carried out by UNISOL ended in December 2008, and its mandate is being continued by the High Commission of Human Rights in Sierra Leone. [458]

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[455] Economic Community of West African States (ECOWAS). URL < http://www.ecowas.int/> accessed on January 28, 2009.
[456] United Nations. 2005. United Nations Mission in Sierra Leone. URL: <http://www.un.org/Depts/dpko/missions/unamsil/index.html >. Accessed on January 28, 2009.
[457] United Nations Country Team-Sierra Leone. 2007. *United Nations Development Assistance Framework-Sierra Leone 2006-2007: "Peace Consolidation and Transition to Development"*.
[458] Office of the High Commission for Human Rights. OCHR in Sierra Leone. URL < http://www.ohchr.org/EN/Countries/AfricaRegion/Pages/SLSummary.aspx >. Accessed on February 06, 2009.

Strategic Objectives, Outcomes, Indicators/Targets

Vision 2025

Vision 2025 consists of a number of strategic issues which are of national importance, which will be addressed in order to achieve the vision. These areas form the basis of all plans, policies and programme geared towards the development of the country. The strategic issues and how they will be achieved are as follows:

- How to attain a competitive private sector-led economy with effective indigenous participation. This will be achieved through:
  - Improving the economic environment
  - Reforming the financial sector
  - Encourage indigenous ownership of business
  - Improving internal and external trade
  - Developing an industrial base
  - Supporting regional integration

- How to create a high quality of life for all Sierra Leoneans.
  - Promoting a healthy society
  - Attaining food security and adequate nutrition
  - Provision of decent and affordable housing
  - Promoting gender equality
  - Providing equal opportunities for vulnerable and disabled citizens
  - Creating employment opportunities

- How to build a well-educated and enlightened society.
  - Supporting basic education in all sectors
  - Trained educators
  - Strengthening the administration and management of the education system
  - Construction and rehabilitation of schools

- How to create a tolerant, stable, secure and well managed society based on democratic values.
  - Promoting good governance and national reconciliation

- How to ensure sustainable and effective utilization of natural resources while maintaining a quality environment.
    - Promote sustainable natural resource exploitation and utilization
    - Promote effective town and country planning
    - Promote tourism, cultural heritage and recreation

- How to develop a Science and Technology driven nation
    - Encourage and improve the teaching service and technology needs at all levels of education.
    - Improve science and technology to increase productivity in all sectors of the economy , including the informal sector
    - Improve the use of science and technology to facilitate decision making at all levels of society.[459]

Poverty Reduction Strategy Paper (2005-2007)

The strategic direction of the poverty reduction strategy in Sierra Leone is influenced by their poverty indicators such as food insecurity, poor housing and health care, high mortality rates, inadequate assess to basic education, inadequate water resources and extreme poverty.   This direction is espoused in the three main areas of focus of the PRSP, and they are:

- Pillar One – good governance, peace and strengthening national security
- Pillar Two - sustainable economic growth, job creation, food security, and health
- Pillar Three - is focused on human development which includes the accessibility of education and health care to all citizens as well as access to safe water and proper sanitation.[460]

The objective of pillar one is to ensure that the public sector functions efficiently and effectively, so that poor people are not marginalized or deprived of basic needs, and that these services are delivered in an environment that is peaceful and secure.

 Initiatives under this pillar focus on:

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[459] Republic of Sierra Leone. 2003. Sierra Leone Vision 2025- Strategies for National Transformation.
[460] World Bank Group. URL: <
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/SIERRALEONEEXTN/0,,
menuPK:367837~pagePK:141132~piPK:141123~theSitePK:367809,00.html >. Accessed February 06,
2009.

- Ensuring good governance through public sector reform, decentralization of government, accountability and fighting corruption as well as capacity building in public management.
- Consolidating peace through judicial reforms in order to improve the administration of justice as well as strengthening democratic institutions.
- Strengthening national security in order to preserve law and order and to assist with the resolution of community-level conflict.

The objective of pillar two relates to sustainable economic growth as well as ensuring food security. The strategies are:

- A food security strategy which is aimed at improving consumption patterns as well as encouraging subsistence farmers to increase production.
- Development of a supportive infrastructure with the priority areas being energy, transportation networks and information and communication technology.
- Programmes for private sector development
- Strategies for mining
- Programmes to support other sectors, particularly tourism.

The third pillar is focused on improving human development, by improving access to education, health care and water. This will be accomplished by:
- Basic education for all and manpower development in key sectors.
- Equitable access to basic health care services
- Improving access to safe water and sanitation
- Fostering an enabling environment for low-cost housing
- Improving the quality of life for the vulnerable
- Combating HIV/AIDS
- Gender equality and empowerment
- Implementation of environmental policies and improving its institutional framework.[461]

UNDP Country Programme 2008-2010

The objective of the 2008-2010 UNDP Country Programme is to assist the government in tackling the consequences of conflict whilst simultaneously promoting sustainable development and economic growth. The programme is centered on three components:

- Democratic Governance – UNDP strategy will be aligned with the critical areas related good governance as identified in the 2008-2010 Poverty Reduction Strategy. The areas identified are public sector reform, justice and human rights support, electoral support and parliamentary oversight mechanisms. UNDP

[461] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*

assistance will be in the form of capacity development at the leadership level as well as fostering a relationship between civil society and the state through dialogue.

- Preventive Development and Peace Consolidation – the area of focus for this initiative will be on further strengthening security and stability to ensure sustainable development and growth. The UNDP in collaboration with the United Nations Peace Building Commission will work on three areas; decentralized governance, peace building and reconciliation and preventative development.

- Poverty Reduction and Human Development – UNDP will continue to support poverty reduction macroeconomic policies by offering policy support as well as monitoring the same based on MDG's Poverty Reduction Strategy Paper 2008-2010.[462]

See Appendix 1 for details of CPAP Results and Resources Framework.

Sierra Leone PBF Priority Plan (October 2008 Revision)

The PBF programme initiatives in Sierra Leone have three priority areas:

- Youth empowerment and employment will be achieved by providing remedial education for the youth as well as developing a robust private sector that will result in job creation.

- Democracy and governance by strengthening democratic institutions of governance including parliament and the establishment on various institutions, as well as enhancing the role of civil society in the decision making process.

- Justice and security through justice and security sector reform aimed at strengthening the national reconciliation process, promoting conflict resolution as well as strengthening institutional mechanisms, safeguards and oversight arrangements for the promotion of human rights.

- Capacity building of public administration aimed at improving service delivery particularly to vulnerable groups, addressing gender and age bias within the civil service and developing skills and mechanisms for accountability and responsiveness to people's needs.[463]

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[462] United Nations Development Progamme. 2007. *Country Programme Action Plan 2008-2010-Sierra Leone*
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[463] United Nations Peace Building Commission. (2008). *Priority Plan for Peace Building Fund-Sierra Leone*. URL < http://www.unpbf.org/docs/PBF-Sierra-Leone-Priority-Plan.pdf>. Accessed: January 20,2009.

United Nations Development Assistance Framework (UNDAF) 2006-2007

The country programme will consist of four components: promoting good governance, security and peace building; promoting pro-poor sustainable growth for food security and job creation; and promoting human development.

- Good governance, security and peace building is aimed at transparent, accountable and democratic governance at the national and local levels; as well as enhanced capacity of national and local institutions for reconciliation, security, improved governance and human rights.

- Promoting pro-poor sustainable growth for food security and job creation through increased production, availability and accessibility of food, and also the creation of job opportunities for the youth.

- Promoting human development by improving health care for all citizens especially women and children, as well as improving their response to HIV/AIDS through prevention, care and support.[464]

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[464] United Nations Country Team-Sierra Leone. 2007. *United Nations Development Assistance Framework-Sierra Leone 2006-2007: "Peace Consolidation and Transition to Development"*.

Budgeting and Funding

Vision 2025

There is no budgetary information available for the implementation of Vision 2025. Budgeting and costing for the implementation of Vision 2025 will occur at the next phase of the planning cycle.[465]

Poverty Reduction Strategy (2005-2007)

The PRSP budgeting shows the break down of the estimated expenditure for each pillar, and the required resources needed to implement those programmes. It also shows gives the overall funding available from both domestic revenue generation, and donor budgetary support which includes loans and grants, as well as domestic bank and non-bank credit.[466]

See Tables 6.1, 6.2, 6.3, 6.4 and 6.5, as seen in Appendix 2, of this report for the breakdown and funding scenarios of the PRSP.

UNDP Country Programme 2008-2010

See Appendix 1 for the CPAP Results and Resources Framework which details the resource requirements annualized for the implementation of the 2008-2010 country action programme.

Sierra Leone PBF Priority Plan (October 2008 Revision)

See Appendix 3, for the Summary if On-going/Planned projects and resource allocations under the PBF.

United Nations Development Assistance Framework (UNDAF) 2006-2007

See Appendix 4, for the Sierra Leone UNDAF Results Matrix which shows the breakdown of the financial resources required for each programme outcome.

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[465] Republic of Sierra Leone 2003.*Vision 2025*. URL: <
http://www.uniqueservers.net/vision2025/background.htm.> Accessed: January 16, 2009

[466] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*

Addressing the Consequences of Conflict

The root causes of conflict in Sierra Leone can be attributed to poor governance which includes a poor functioning central government, widespread corruption and the marginalization of persons in rural communities. The 2005-2007 Poverty Reduction Strategy Paper (PRSP) seeks to addresses the root cause of conflict by addressing the governance, security and peace. One pillar has been dedicated to addressing the causes of conflict by focusing on the promotion of good governance, peace and security. The objective of the pillar is to create an environment that fosters good governance, and secure and stable living conditions. The strategies for addressing conflict are: ensuring good governance, peace consolidation and national security.

Governance strategies will focus on public sector reform, decentralization, improvements to public management and measures to reduce corruption.

Peace consolidation strategies will be implemented through measures to improve the administration of justice and access to the poor. It also includes strategies to strengthen democratic institutions and public participation with increased access to information and press freedom.

National security will be strengthened by restructuring the armed forces, the recruitment of police, as well providing them with the necessary training and equipment to ensure public safety and resolving community level conflict.[467]

In October 1999, the United Nations Mission to Sierra Leone (UNMISL) was established to assist the government with the implementation of the Lome Peace Agreement and a Disarmament, Demobilization and Reintegration Plan, as well as transitioning into democratic governance.[468] UNAMISL was able to disarm ten of thousands of ex-fighters, assisted in the holding of elections, assisting to rebuild the country's police force, and contributed towards rehabilitating the infrastructure and bringing government services to local communities. UNAMISL also assisted with the reintegration of refugees and displaced persons, trained police personnel and assisted in the restoration of government authority and basic social services. The mission made significant steps towards the restoration of peace in Sierra Leone, and completed its mandate by December 2005. [469]

Although the mandate of UNAMISL was complete in December 2005, Sierra Leone was still at a fragile stage in its peace process. The United Nations Integrated Office in Sierra Leone (UNISOL) was established in January 2006, to assist with the consolidation of

[467] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*

[468] United Nations, Department of Peacekeeping Operations (2005). URL:
< http://www.un.org/Depts/dpko/missions/unamsil/index.html > Accessed February 06, 2009.

[469] United Nations Mission in Sierra Leone. UNASMIL- A Successful Peacekeeping Story (newsletter)

peace in that country.[470]   It was also responsible for assisting the government in strengthening the capacity of state institutions, rule of law, human rights, the security sector, improve transparency and to build the capacity to hold free and fair elections in 2007. [471]

UNISOL co-developed and implemented a Peace Consolidation Strategy with the government of Sierra Leone. UNISOL was also mandated to assist the government in establishing a human rights commission and formulate a national action plan for addressing human rights issues, implementing the recommendation of the Truth Reconciliation Council, strengthening the justice system as well building the capacity of the security forces. UNISOL was phased out at the end of 2008.[472]   Although peace has been restored in Sierra Leone since 2002, the root causes of conflict still remain present today.   These include bad governance, corruption, human rights violations, gender discrimination, and political and economic exclusion.[473] To this end, the Office of the High Commission on Human Rights will be responsible for continuing the efforts in strengthening national capacity to deal with the root causes of conflict.

 UNDP is also working along with the government of Sierra Leone to address the causes and consequences of conflict there.   UNDP Sierra Leone programmes focus on addressing democratic governance, poverty and human development, as well as recovery for development.[474]   The UNDP CPAP 2008-2010, also seeks to address the consequences of conflict, whilst simultaneously putting the country on a path to sustainable development.

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[470] United Nations Missions in Sierra Leone. URL: < http://www.un.org/Depts/dpko/missions/unamsil/index.html > Accessed February 06, 2009.

[471] Office of the High Commission for Human Rights. OCHR in Sierra Leone, < http://www.ohchr.org/EN/Countries/AfricaRegion/Pages/SLSummary.aspx >. Accessed on February 06, 2009.

[472] Office of the High Commission for Human Rights. Ibid.

[473] United Nations Development Progamme. 2007. *Country Programme Action Plan 2008-2010-Sierra Leone*

[474] UNDP Sierra Leone. 2009. URL < http://www.sl.undp.org/ >. Accessed February 06, 2009.

Governance, Justice and Human Rights

Governance

Since the end of civil war in Sierra Leone in 2002, the country has made some progress in promoting good governance which includes: the conduct of two post war elections, restoration of the rule of law, and the formulations of new policies and legislation. Despite this progress the executive, the legislative and the judicial branches of government remain weak.

Improving governance is Sierra Leone is one of the pillars of its 2005-2007 PRS, and has also been included on the UNDP agenda. The PRSP will focus on good governance as a way of reducing poverty. The PRSP will improve the public sector through public sector reform, decentralization of state governance, public financial management and procurement reform and anti-corruption strategies. [475] The UNDP's agenda will focus on governance interventions such as public sector reform, providing justice and human rights support, as well as electoral support and parliamentary oversight.[476] Good governance will also be the central focus of Vision 2025, through governance reform. The government programme is aimed at strengthening the judiciary, the civil service, and oversight organizations. [477]

The 2005-2007 PRSP also focuses on ensuring good governance in Sierra Leone

Justice

The administration of justice for the poor and vulnerable is weak[478]. The justice system is plagued by the inaccessibility to justice by some Sierra Leones especially in communities, delays in the administration of justice because of the need for new institutional arrangements. The government of Sierra Leone has developed a Justice Sector Reform Strategy, to reform the system. The government has identified the lack of resources as the key constraint to improving the justice system in Sierra Leone. However, with effective planning and budgeting, further progress will be made. The priority of the Justice Sector Reform Strategy is to improve the primary and formal access to justice by ensuring that they are safer communities, access to the formal justice system for all citizens, strengthened rule of law, and improved justice service delivery.[479]

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[475]Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*

[476] United Nations Development Progamme. 2007. *Country Programme Action Plan 2008-2010-Sierra Leone*

[477] Republic of Sierra Leone 2003.Vision 2025. URL: < http://www.uniqueservers.net/vision2025/background.htm.> Accessed: January 16, 2009

[478] United Nations Development Progamme. Ibid.

[479] Republic of Sierra Leone. 2007.*Justice Sector Reform Strategy and Investment Plan.*

The government recognizes that there the need for accessible and effective means of addressing conflicts, disputes and crime if peace is to be maintained.[480]   The UN Peacebuilding Commission is working with the government of Sierra Leone to develop their criminal justice system, so that it can effectively deter and punish acts of violence. UNPBC is supporting security sector reform as a key peace building intervention in Sierra Leone. Rehabilitating barracks and improving living conditions for integrated defense forces is also a priority of the PBF.[481]   The Office of the High Commission for Human Rights in Sierra Leone is also working on developing the independence and capacity of the judiciary, and the police and correction systems. The PRSP for the time period 2005-2007 seeks to address the inaccessibility of justice to the poor, and the abuse of human rights of women and children.

Promoting and Protecting Human Rights

One of the features of the conflict in Sierra Leone was the abuse of human rights for women and children. The medium term strategy of the government is to reform laws related to women and children.[482] UNISOL assisted the government in establishing a national human rights commission, and has is now operational. The national rights commission addresses human rights violations, involving the deprivation of life, discrimination, political intolerance and prolonged delays in trial, denial of rights to education, detention etc. The OHCR in Sierra Leone will continue to strengthen the national capacity of the national human right commission, as well as the promotion of and protection of human rights there. [483]

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[480] Government of Sierra Leone. Justice Sector Reform Policy.

[481] United Nations Peace Building Commission. (2008). Priority Plan for Peace Building Fund-Sierra Leone. URL < http://www.unpbf.org/docs/PBF-Sierra-Leone-Priority-Plan.pdf>. Accessed: January 20, 2009.

[482] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*

[483] Office of the High Commission for Human Rights. OCHR in Sierra Leone. URL < http://www.ohchr.org/EN/Countries/AfricaRegion/Pages/SLSummary.aspx >. Accessed on February 06, 2009.

Decentralisation

Through democratic governance, the government of Sierra Leone envisions a local governance structure that is effective, democratic and legitimate through its service delivery, participatory development, transparency and accountability. In 2004, the government of Sierra Leone enacted the Local Government Act. Decentralisation in Sierra Leone will be implemented in three phases 2004-2008.[484] During the first phase, the institutional and legal framework for local councils was established. 19 councils were established to provide social services for their communities, during the second phase which ended in May 2008. The third phase of the decentralization programme is to assess the effectiveness of the local councils in three years, to determine its sustainability.

The objectives of decentralization in Sierra Leone are to:
- Devolve political and state power in order to promote participatory democracy through local level institutions
- Deconcentrate and devolve administration, development planning and implementation to the local councils
- Introduce and effective system of fiscal decentralization which give local councils control over their revenue
- Establish a national development planning system
- Incorporate economic, social and environmental issues into development.[485]

UNDP and other donor agencies have been supporting the decentralization programme in Sierra Leone by offering technical and budgetary support, so that the local councils can function effectively.[486] UNDP reports that decentralization has political support and is making some progress, but a balance is necessary between the role of central government, local councils, communities and NGO's. Additionally, decentralization needs to move beyond political will and become fully operational, by transferring central government power to the local councils, and providing them with the necessary human and financial resources.[487]

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[484] United Nations Development Programme. 2007. *Human Development Report Sierra Leone*
[485] UNDP. 2007. Ibid.
[486] United Nations Development Programme in Sierra Leone – Democratic Governance. URL:
<. http://www.sl.undp.org/governance.htm > Accessed February 17, 2009.
[487] UNDP. 2007. Ibid.

Public Participation

Since 1996, the government is involving a wide range of stakeholders in the development planning processes, as a methodology to allow for collaborative decision-making process, consensus and ownership. [488]   The long-term development plan of Sierra Leone Vision 2025 was developed using this participatory approach, where the government engaged in dialogue and consultations with the private sector and civil society.[489]   The government also engages in Participatory Poverty Assessments (PPA) to give citizens the opportunity to voice their concerns, as well as discuss their needs, so that it can be reflected in their policies.

Open dialogue between government and other key stakeholders was conducted in order to develop the PRSP.   It was an opportunity for government to sensitise the public as to benefits of the PRSP, and its processes.   The methodologies employed include focus group discussions, strategic planning and action processes, chiefdom sensitization meetings and PPA's.[490]

In developing Sierra Leone long term development Vision 2025, a similar approach was taken, where every segment of the society was involved in the process to ensure national ownership and to promote a democratic culture.   National consultations were held with representative from different groups in civil society including students and ex-combatants.   The implementation of Vision 2025 will see civil society playing a critical role in the sustainable development of Sierra Leone, where they will hold leaders accountable for their actions.   Civil society is also expected to become implementation partners through volunteerism, as well as including the outcomes of the vision in their actions.[491]

[488] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*
[489] Republic of Sierra Leone 2003.Vision 2025. URL: <
http://www.uniqueservers.net/vision2025/background.htm.> Accessed: January 16, 2009.
[490] Republic of Sierra Leone. 2005. Ibid.
[491] Republic of Sierra Leone. 2003. Ibid

Monitoring and Evaluation

Vision 2025

Monitoring and evaluation of the Vision will be directly undertaken by the Ministry of Development and Economic Planning, and will be lead by the Strategic Planning and Information Unit and the Vision Council.

The government of Sierra Leone will also make provisions for ongoing monitoring. Annual reports and progress reports will be made, and the government will also collaborate with stakeholders to conduct major reviews coinciding with the national planning cycles. The focus of the reviews will be on the relevance of the vision, its strategic directions and any other developments that occur within and outside of the country.

Poverty Reduction Strategy (2005-2007)

Monitoring and evaluation will be conducted at each stage of the implementation cycle, with indicators being used to monitor the progress. Outputs and short-run outcomes will be assessed annually, showing all available evidence related to the particular programme/project. It will be subject to a review process, where modifications are made as necessary, as well as recommendations for budget allocations for the following year.

The monitoring and evaluation framework will be supported by agencies within the public sector (which includes line ministries, commissions, and local councils) as well as non-governmental organisations, community based organizations and community service organizations.

The PRS Secretariat is responsible for the coordination of this process and is also responsible for the coordination of the monitoring working groups (Resource Allocation and Expenditure Working Group; Censuses, Surveys and Routine Data Systems Working Group).[492]

UNDP Country Programme 2008-2010

Monitoring and evaluation will be in line with the UNDAF Monitoring and Evaluation Framework (See appendix 5 for details). UNDP and the government of Sierra Leone will be jointly responsible for the monitoring and evaluation mechanisms tools and reviews, in order to ensure that it is done on a continuous basis.[493]

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[492] Republic of Sierra Leone. 2005. *Poverty Reduction Strategy Paper.- A National Transformation Programme for Food Security, Job Creation and Good Governance.*
[493] United Nations Development Progamme. 2007. *Country Programme Action Plan 2008-2010-Sierra Leone*

United Nations Development Assistance Framework (UNDAF) 2006-2007

UNDAF will monitor the programmes every six months with an emphasis on results based management. Monitoring mechanisms include field visits, stakeholders meetings, and other desk reviews and reports.[494]

See Appendix 5 for the UNDAF Monitoring and Evaluation Framework which details the outcomes and indicators to be used in the monitoring and evaluation process.

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[494] United Nations Country Team-Sierra Leone. 2007. *United Nations Development Assistance Framework-Sierra Leone 2006-2007: "Peace Consolidation and Transition to Development".*

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United Nations Missions in Sierra Leone. URL: < http://www.un.org/Depts/dpko/missions/unamsil/index.html > Accessed February 06, 2009.

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 < http://www.ohchr.org/EN/Countries/AfricaRegion/Pages/SLSummary.aspx >.
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United Nations, Department of Peacekeeping Operations (2005). URL:
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Republic of Sierra Leone Vision 2025. 2001. National Core Team. URL:
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Sierra Leone Encyclopedia 2008. URL: < http://www.daco-
sl.org/encyclopedia/4_strat/4_1v2025.htm>   visited on January 19,2009.

United Nations Peace Building Commission. (2008). Priority Plan for Peace Building
Fund-Sierra Leone. URL < http://www.unpbf.org/docs/PBF-Sierra-Leone-Priority-
Plan.pdf>. Accessed: January 20, 2009.

World Bank Group.
 URL: <
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/SIERRAL
EONEEXTN/0,,menuPK:367829~pagePK:141159~piPK:141110~theSitePK:367809,00.
html. > Accessed: January 16, 2009.

APPENDIX IX

UGANDA

Table of Contents:

1. Next Elections

Museveni has been president since 1986, with Presidential elections being last held in 2006. The next scheduled Presidential election will be in 2011[495].

2. Conflict

Insecurity and continued insurgency are the most important reasons for increasing poverty in (northern) Uganda. Northern Uganda continues to lag behind the rest of the country in all aspects of development, primarily as a result of the armed rebellion led by the Lord's Resistance Army that has persisted in the region for the last seventeen years[496]. Cattle rustling is also prominent in the region, and since the 1970s has become increasingly violent with more frequent use of firearms[497]. Land mine contamination increasingly poses a threat to the civilian population in Northern Uganda[498].

In districts where insurgency persists, people have been displaced from their villages and are crowding in camps. Over 5% of the population has been displaced. The problem of internal displacement has been aggravated by the influx of refugees from the neighbouring countries such as Rwanda, Sudan and the Democratic Republic of Congo[499].

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[495] State House, Republic of Uganda. URL: < http://www.statehouse.go.ug/ > Accessed: June 22, 2007.
[496] United Nations Development Group. 2004. *Uganda MDG Report (2003).*
[497] Ministry of Finance, Planning and Economic Development. 2004.
[498] United Nations Development Programme. 2005. *Country Programme Action Plan 2006-2010: Uganda.*
[499] United Nations. Johannesburg Summit 2002. *Uganda: Country Profile.*

3. National Sustainable Development Strategies (or equivalent) and other Planning Frameworks

1) **Status of NSDS**

NSDS being implemented, as of 2008[500].

Various sustainable development strategies are incorporated in the following national plans, which integrate social, economic, environmental, and political components:

2) **Poverty Eradication Action Plan (PEAP) 2004/05 – 2007/08**:

PEAP is Uganda's main national development plan, and it's revised every 3 years. It is the country's Poverty Reduction Strategy Paper (PRSP)[501].

The new PEAP (II) 2004/05 – 2007/08 has replaced Vision 2025, a framework for planning economic and social development established in 2000. Operationalisation of Uganda's Vision 2025 was envisaged to be through the creation of a National Planning Authority. This Authority, once established, could assume the responsibility of Uganda's National Council for Sustainable Development (NCSD). Currently, the national planning process works under the co-ordination of The Ministry of Finance, Planning and Economic Development (MFPED)[502].

The PEAP 2004 argues for a shift of the policy focus from recovery to sustainable growth and structural transformation and presents specific Government policies to accelerate poverty reduction. It has four goals, namely: economic growth and structural transformation, good governance and security, increasing the incomes of the poor, and improving their welfare[503]. Moreover, it is grouped under five 'pillars' that directly relate to the UN MDGs: (1) Economic management, (2) Production, competitiveness and incomes (3) Security, conflict-resolution and disaster-management (4) Good governance and (5) Human development.

The PEAP recognises addressing environmental concerns and the prudent use of natural resources as means of promoting sustainable development. Moreover, the National Programme and Action Plan on Democratic Governance defines good governance – the efficient, effective and accountable exercise of political, administrative and managerial authority – as a means of achieving sustainable development. As part of strengthening

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[500] United Nations Division for Sustainable Development. 2008. *National Sustainable Development Strategies: The Global Picture.*
[501] United Nations Development Group. 2004. ibid.
[502] United Nations. *Johannesburg Summit 2002. Uganda: Country Profile.*
[503] United Nations Development Group. 2004. ibid.

primary education, the PEAP aims at including aspects of education related to sustainable development in the curriculum[504].

3) **Key Sustainable Development Coordination Mechanism(s)**

Uganda presently does not have a formal National Council for Sustainable Development. However, as of 1997, the following entities are listed as being responsible for the coordination of sustainable development activities:

National Environment Management Authority (NEMA);
Ministry of Finance, Planning and Economic Development (MFPED);
Ministry of Natural Resources, Directorate of Environment Protection[505].

- **Mandate of Coordination Mechanism(s):** to coordinate, supervise and monitor activities aimed at promoting environmentally sound development[506].

- **Contact Point:** the report presented for the 2002 Johannesburg Summit states that NEMA plays a similar role to that of a National Council for Sustainable Development[507]. NEMA has a mandate to oversee environmental policy formulation and integration into all programmes and activities in Uganda[508].

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[504] Ministry of Finance, Planning and Economic Development. 2004. *Poverty Eradication Action Plan (2004/5 – 2007/8).*
[505] United Nations Commission for Sustainable Development. 1997. United Nations Commission on Sustainable Development – National Level Coordination Structure of Agenda 21 Actions – Uganda (Fact Sheet).
[506] United Nations Commission for Sustainable Development. 1997. ibid.
[507] United Nations Commission for Sustainable Development. 1997. ibid.
[508] United Nations. *Johannesburg Summit 2002.*
[509] United Nations Commission for Sustainable Development. 1997. ibid.

As of 2002, the national planning process is working under the co-ordination of The Ministry of Finance, Planning and Economic Development (MFPED)[510].

4) Bodies Involved in Sustainable Development Strategies, as of 1997[511]

Ministries and Agencies

Ministry of Natural Resources; Ministry of Finance, Planning and Economic Development (MFPED); Ministry of Finance; Ministry of Tourism, Wildlife and Antiquities; Ministry of Agriculture, Animal Industry and Fisheries; Ministry of Trade and Industry; Ministry of Health; Ministry of Lands, Housing and Physical Planning; Ministry of Gender; Ministry of Finance; Ministry of Works, Transport and Communications.

Para-statal Bodies and Institutions / Academic and Private Sectors

National Environment Management Authority (NEMA); Uganda National Council of Science and Technology; Uganda Wildlife Authority; Makerere University - Institute of Environment and Natural Resources; National Agricultural Research Organisation; National Bureau of Standards; National Water and Sewerage Corporation.

Non-governmental Organizations

DENIVA; Uganda Manufacturers Association; Natural Resources Management Forum; Wildlife Clubs of Uganda.

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[510] United Nations. *Johannesburg Summit 2002. Uganda: Country Profile.*
[511] United Nations Commission for Sustainable Development. 1997. ibid.

4. Other Planning Frameworks

1) Country Programme Action Plan (CPAP) 2006-2010:

The CPAP is a five-year framework that serves as a link between the MDGs and the PEAP. UNDP Uganda has identified three key priority areas in the CPAP: (1) Poverty reduction and MDGs, (2) Democratic governance, (3) Crisis prevention and recovery.

The CPAP recognises energy and the environment as important concerns for sustainable development. It also seeks to integrate disaster risk reduction through the Hyogo Framework for Action 2005-2015 into sustainable development policies and planning[512].

2) United Nations Development Assistance Framework (UNDAF) 2006-2010:

Apart from similar objectives as those of the CPAP in the areas of poverty, human development, good governance, promotion of human rights, and in accelerating the transition from relief to recovery in conflict-afflicted areas, the UNDAF framework also includes actions in supporting the national AIDS response.

With regards to sustainable development, the UNDAF recognises the need to have sound conservation policies and management and of environmental/natural resources[513].

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[512] United Nations Development Programme – Uganda. URL: < http://www.undp.or.ug/ > Accessed: June 21, 2007.
[513] United Nations Uganda. 2005. *United Nations Development Assistance Framework (UNDAF) – 2006-2010.*

5. International Cooperation Mechanisms

1) Economic Commission for Africa (ECA)

As one of the UN's five regional commissions, the ECA plays an important role in the implementation of the sustainable development agenda in the region[514]. Uganda is a Member State.

Details on the ECA's role with respect to sustainable are found on the NSDS general report for Africa.

2) East African Community (EAC)

Uganda is a Member State. To facilitate the implementation of the Treaty, the EAC adopted a five-year Development Strategy. The EAC Development Strategy (2006-2010) is the third one to be formulated[515]. Under the PEAP, it is a priority action that the Government of Uganda participates actively in the EAC[516].

More information on the EAC, details on the newly established monitoring and evaluation system under the EAC-DS (2006-2010), and the Action Matrix for the EAC Development Strategy 2006-2010 can be found on the NSDS general report for Africa.

3) The New Partnership for Africa's Development (NEPAD)

Under the PEAP, it is a priority action that the Government of Uganda participates actively in NEPAD[517].

No peer review has been conducted thus far for Uganda, but the country has acceded to the process[518]. Morever, CPAP targets 2 peer reviews to be completed by the end of the programme. UNDP is currently undertaking capacity building for the implementation of the APRM / NEPAD component in Uganda[519].

Details on NEPAD priority areas and the APRM peer review process are found on the NSDS general report for Africa.

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[514] United Nations Division for Sustainable Development. 2005. *Institutional and Strategic Framework for Sustainable Development in Africa.*
[515] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010.*
[516] Ministry of Finance, Planning and Economic Development. 2004.
[517] Ministry of Finance, Planning and Economic Development. 2004.
[518] The New Partnership for Africa's Development (NEPAD). 2006. *Press Release on the 4th Summit of the APR Forum to be Held On 22 January 2006, Khartoum, Sudan.*
[519] United Nations Development Programme. 2005.

4) **African Union**

Initiative On Promotion and Development of Agenda 21 in Africa

As of March 2004, no progress against the initiative's targets has been reported. However, the partnership is being implemented in a large number of countries. Uganda is a partner to the initiative, but its implementation has not yet begun[520].

Details of the initiative are found on the NSDS general report for Africa.

The Peace and Security Council

Serves as a decision-making and enforcement body for crisis prevention and management[521]. It is patterned somewhat after the UN Security Council.

5) **Pact on Peace, Security, Democracy and Development in the Great Lakes Region**

Uganda is a signatory to the pact. As a demonstration of the commitment to implement the Pact, the countries of the region committed themselves to pay the mandatory contributions to the Conference Secretariat and to make pledges to the Special Fund[522].

However, the UN Peacebuilding Commission reports that the Pact has not yet been ratified, and that this could weaken the peace processes and efforts in the region, particularly with the persistence of armed groups in the sub-region that could compromise stability at the borders[523].

Details of the pact are found on the NSDS general report for Africa.

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[520] United Nations Division for Sustainable Development: Partnerships. *African Union Initiative On Promotion and Development of Agenda 21 in Africa.*
URL: < http://webapps01.un.org/dsd/partnerships/public/partnerships/899.html > Accessed: June 28, 2007.
[521] United Nations Development Programme Rwanda. 2007. *National Human Development Report.*
[522] United Nations News Centre. 26 June, 2007. *At UN meeting, 11 African countries from Great Lakes region sign new stability pact.* URL:
< http://www.un.org/apps/news/story.asp?NewsID=21000&Cr=great&Cr1=lakes >
[523] Republic of Burundi, United Nations Peacebuilding Commission. 2007. *Strategic Framework for Peacebuilding in Burundi.*

6) **International Conference on Disarmament, Demobilization, Reintegration (DDR) and Stability in Africa**.

The conference provides a forum that enables and facilitates dialogue on the issue. It also formulates recommendations of the best practices and strategies for DDR programs in Africa. The latest meeting was held in June 2007, where Uganda was a participant[524]. The Secretariat to the Conference is based in Burundi[525].

Details of the conference are found on the NSDS general report for Africa.

7) **Multi-Country Demobilization and Reintegration Program (MDRP):**

No national program is currently supported by the MDRP in Uganda. However, there are MDRP activities in the country through the Repatriation, Rehabilitation, Resettlement and Reintegration of 'Reporters' project[526].

Details of the program are found on the NSDS general report for Africa.

8) **Inter-Agency Standing Committee (IASC) Cluster Working Groups**

The Cluster Approach aims to improve the predictability, timeliness, and effectiveness of humanitarian response, and pave the way for recovery. Essentially, the cluster approach represents a substantial strengthening of the 'collaborative response' with the additional benefits of predictable and accountable leads – which in turn will enhance partnerships and complementarity among the UN, Red Cross Movement, and non-governmental organisations (NGOs)[527].

More information at: http://www.humanitarianinfo.org/iasc/content/default.asp

Uganda is one of four countries where the IASC Cluster Approach is being piloted in order to deal with the on-going humanitarian crisis. Four main clusters and a number of sub-clusters have been established (Health, Nutrition & HIV/AIDS, Protection, Early Recovery and Water & Sanitation). A self-assessment was conducted in October 2006 in order to further increase coordination in the humanitarian sector[528].

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[524] United Nations – Office of the Special Adviser on Africa (OSAA). 2007. *International Conference on DDR and Stability in Africa - Kinshasa, Democratic Republic of Congo 12-14 June 2007: Aide Memoire.*
[525] Republic of Burundi, United Nations Peacebuilding Commission. 2007. ibid.
[526] MRDP. Multi-Country Demobilization and Reintegration Program. URL: < http://www.mdrp.org/ > Accessed: July 2nd, 2007.
[527] Inter-Agency Standing Committee (IASC).
URL: < http://www.humanitarianinfo.org/iasc/content/default.asp > Accessed: July 30th, 2007.
[528] United Nations Development Group (UNDG) – RCAR 2006.
URL: < http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=UGA&P=490 > Accessed: July 30th, 2007.

9) **Multi-Stakeholder Integrative Sustainability Planning Project (MISP):**

Launched by the Earth Council (NGO) to integrate global environmental priorities into national sustainable development planning. Attached to the NEMA, the project seeks to develop a framework for integrating international conventions (CBD, CCD, UNFCCC, RAMSAR) in national and local planning processes.

6. Strategic Objectives, Outcomes/Indicators and Targets

1) Poverty Eradication Action Plan (PEAP):

One of the five pillars of the PEAP is dedicated to security, conflict-resolution and disaster-management, which focuses on the following priority actions:

- Ending rebel insurgency, by peaceful means if possible
- Ending cattle-rustling
- Dealing with internal displacement and abduction, which are major sources of distress in contemporary Uganda

There is also a pillar dedicated to good governance, which focuses on:

- Human rights and democratization
- Decentralisation
- The development of a better legal system
- Transparency, accountability and the elimination of corruption

The other pillars focus on economic management, raising the poor's production, competitiveness and incomes, and human development. The latter two are recognised as contributing to the stability of peace, and focus on the following:

- Increasing incomes of the poor, production, and competitiveness:
    - o increasing agricultural productivity
    - o providing financial services for the poor (through micro-finance)
    - o modernisation of agriculture
    - o preservation of natural resource base
    - o infrastructure – road, electricity, and railways.
    - o enhancing private sector skills and business development.

- Human Development:
    - o Increasing people's ability to plan the size of their families
    - o Community empowerment including adult literacy
    - o Providing poverty reducing public services.[529]

The PEAP Strategic Objectives, Outcomes/Indicators and Targets matrix, as well as Sector Specific Targets, can be found in the Appendix, pg. 43 of this report.

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[529] Ministry of Finance, Planning and Economic Development. 2004. ibid.

2) **Country Programme Action Plan (CPAP) 2006-2010:**

Two of the three programatic areas are dedicated to crisis prevention and recovery, and democratic governance. The third priority area focuses on poverty reduction. Particular attention is also accorded to gender, HIV/AIDS, environment, and applying a rights-based approach, as crosscutting concerns.

3) **Support to Conflict Prevention, Resolution and Recovery:**

The overall objective of this component is to reduce the regional imbalance in terms of achieving the MDGs through the creation of enabling environment for peace and the resettlement, reintegration, and socio-economic recovery of conflict-affected populations and host communities. Within this context, UNDP will concentrate its efforts on the following three areas:

- Human security, peace building and reconciliation;
- Supporting community-based reintegration of IDPs and ex-combatants;
- Addressing gender dimensions of the Conflict.

4) **Promotion and Consolidation of Democratic Governance:**

UNDP will focus on the following three issues:

- Support to the implementation of the APRM / NEPAD;
- Deepening the democratic process and strengthening democratic institutions;
- Transparency and accountability.
- Improved impact of available resources to fight HIV/AIDS.

5) **Building Capacity to Reduce Human Poverty:**

UNDP will focus on the following three issues:

- MDG Country reporting and poverty monitoring;
- Local poverty initiatives, including microfinance;
- Energy and environment for sustainable development[530].

For the UNDAF Outcomes, Outputs, Targets, and Indicators matrix, please refer to the Appendix, pg. 43 of this report.

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[530] United Nations Development Programme. 2005. ibid.

6) **United Nations Development Assistance Framework (UNDAF) 2006-2010:**

Please refer to the Appendix, pg. 43 of this report for the UNDAF Outcome Results Matrix.

7. Budgeting and Funding

1) Poverty Eradication Action Plan (PEAP)

A Long-Term Expenditure Framework (LTEF) and a Medium Term expenditure Framework (MTEF) have been in place since 1992, in which sectors are responsible for drawing up medium and long-term expenditure plans that reflect their priorities[531].

The LTEF and MTEF integrate all public expenditures by a clear analysis of the links between inputs, outputs and outcomes in a coherent three years framework. The framework ensures consistency of sectoral expenditure levels with the overall annual limits on public spending within these three years. The Long-Term Expenditure Framework projects the overall resource envelope for future years. This ensures macro economic stability and maximizes the efficiency of public expenditure in attaining pre-determined outcomes[532]. Project aid is also integrated into the LTEF and MTEF, allowing for a more flexible use of these sources. The shift from donor funded project spending to spending through the Government's budget has brought about a major improvement in the allocation of expenditures.

This is one of the critical elements of the planning framework in Uganda, allowing flexible and efficient use of public resources and reallocation in accordance with changing strategic priorities, and developing sustainable aggregate expenditure ceilings. This strategy enables the government's long-term poverty eradication goals to be translated into action within the set budgetary limits, and has improved budget support by donors.

Poverty Action Fund (PAF):

The PAF was created as part of the PEAP, and consists of a subset of the Government's budget which is considered to contribute directly to poverty reduction. It is protected from budget cuts and solely used to execute poverty eradication programs, notably primary education, primary health care, water and sanitation, agriculture and rural roads. The PAF also enjoys special monitoring and reporting arrangements

As the PAF's share of the budget has increased, it has tended to distort budget allocations towards specific social sectors which are favored by donors, at the expense of other national priorities such as support for more productive activities. For this reason, other public sectors that also make an important contribution to PEAP objectives have received less attention and budgetary support. For this reason, the Government wishes to phase out the PAF over the long term and instead focus on ensuring that all parts of the Government budget, and not just a subset of the budget, contribute to meeting PEAP objectives[533].

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[531] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[532] United Nations. *Johannesburg Summit 2002. Uganda: Country Profile.*
[533] United Nations Development Group. 2004. ibid.

2) **Public Expenditure**

The PAF share of the budget has risen from 17% in 1997/98, when it was first established, to 35% in the preliminary 2003/04 outturn.

The following table shows how the sector shares are expected to evolve over the long term. It sets out the LTEF sector ceilings for 2003/04 and 2013/14. The sectors identified as priorities are health, education, agricultural extension and research, and district road maintenance.

3) **Provisional Sector Shares, 2003/04 and 2013/14: Shs billions**
(Sector shares are in parenthesis, denoting % of LTEF budget)[534]

Sector	2003/04	2013/14
Security	336 (10.4%)	674 (9.2%)
Road and Works	303 (9.4%)	915 (12.4%)
Agriculture	97 (3.0%)	326 (4.4%)
Education	575 (17.8%)	1474 (20%)
Health	375 (11.6%)	1169 (15.9%)
Water	89 (2.7%)	327 (4.4%)
Justice, Law, and Order	208 (6.4%)	329 (4.5%)
Accountability	261 (8.1%)	229 (3.1%)
Economic Functions and Social Services	273 (8.5%)	745 (10.1%)
Public Administration	382 (11.9%)	826 (11.2%)
Interest Payments	245 (7.6%)	273 (3.7%)

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[534] Ministry of Finance, Planning and Economic Development. 2004. ibid.

8. Addressing the Consequences of Conflict

With the election of Museveni in 2006, the government has been re-organized. New Ministries of Security and Regional Integration have been created and new Ministers in the Disaster Preparedness and Refugees and Defense portfolios have been introduced. The general elections also saw a change in the leadership of district governments in northern Uganda, with several new districts being created. However, despite changes in the political system, civil and political rights violations have persisted, especially in the North and North-East of the country[535]. Current strategies include:

1) Security and Defence

Through the creation of the National Security Act in 2000, the Government of Uganda has in place a Defence Policy and a Security Policy framework, which analyses the security challenges and identifies the roles of different Government agencies in addressing them. The Security Policy Framework gives a major role to the National Security Council in coordinating security-related actions.

In the area of Security and Defence, the Government is committed to:

- Ensure that the defence forces are adequately equipped to protect people throughout Uganda against attack and defeat rebel forces;
- Regularise the status of vigilante forces and ensure that they do not recruit underage children;
- Clarify the roles of the army and other institutions;
- Act urgently to eliminate 'ghost soldiers' and improve procurement;
- Promote good relations between all the security forces and the local population;
- Develop capacity to anticipate crises, including conflict[536]. On this respect, an EAC Protocol on Early Warning is currently under negotiation.

2) Disarmament, Demobilisation, and Reintegration

UNDP is active in the disarmament, demobilization, and reintegration of the Lord's Resistance Army ex-combatants. Moreover, it aims to increase human security in the region of Karamoja by linking voluntary disarmament initiatives with longer-term development plans[537]. As stated in the PEAP, the Government launched a disarmament programme in Karamoja in 2001. The first phase of the programme was based on voluntary disarmament, providing incentive in the form of an ox-plough. Subsequently, disarmament has been enforced. The Uganda Human Rights Commission (UHRC)

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[535] United Nations Development Group (UNDG) – RCAR 2006. URL: <
http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=UGA&P=490 > Accessed: July 30th, 2007.
[536] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[537] United Nations Development Programme. 2005. ibid.

through its Civil-Military Liaison offices is also implementing a framework of engagement between Government and civil society to achieve disarmament in Karamoja.

The Government is resettling and reintegrating former rebels by providing amnesty packages through the Amnesty Commission. Reception centers have been established in a number of districts by CSOs. The Government is taking special measures to reintegrate children into supportive home communities, as well as providing psychosocial support for the traumatized, particularly abducted children. Psychosocial support, as well as health care, is also being provided to reporters. Information about the Amnesty Act is also being disseminated to all parts of the country including to the rebels.

At the national level, the Government is resolving perceived disparities between amnesty and anti-terrorist legislation[538]. On the other hand, UNDP is providing critical advisory support to the Office of the Prime Minister to implement the national IDP policy and assist in formulating an integrated framework for recovery in Northern Uganda. UNDP will also provide technical assistance to the conflict-affected districts to ensure that reintegration of IDPs and excombatants is included in their recovery and development plans based on participation from the communities[539].

3) **Cattle Rustling and Small Arms Control**

Both cattle rustling and rebel insurgency have an international dimension, since the weapons used in cattle rustling are also used to resist incursions from tribes in neighbouring countries, and rebels have used bases in neighbouring countries to invade Uganda. Karamojong pastoralists still fear that they will be attacked by tribes based in Kenya if they disarm themselves. For this reason, the Government is committed to ending cattle rustling, recovering stolen cattle, participating in regional initiatives to promote small arms control, and seeking mutual agreements that will stop rebels from continuing disruptive activity across the borders[540]. A strategic intervention of the EAC Development Strategy is specifically concerned with establishing measures to combat proliferation of illicit small arms and light weapons[541].

Furthermore, the Government of Uganda has established a National Focal Point (NFP), bringing together Government departments and civil society to help coordinate remedial actions on the issues of small arms control and also facilitate interaction with international and regional agencies. Moreover, the Government has also developed a National Action Plan which will be implemented as a priority, in close cooperation with neighbouring countries, particularly Kenya and Sudan. Research and information sharing will play a key role in all these efforts.

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[538] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[539] United Nations Development Programme. 2005. ibid.
[540] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[541] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010*. ibid.

4) Reconciliation

The aim is to assign responsibility within Government to respond to peace initiatives. Currently, the Government is committed to work with CSOs, faith based groups, and traditional leaders in conflict resolution and the peace building process. Civil society initiatives have focused on restoring better relations between different groups in Karamoja and between the Karamojong and neighbouring groups. The Government is considering the development of a regular forum for national discussion on conflict-resolution[542]. Moreover, UNDP will support the Uganda Human Rights Commission, traditional and religious leaders in Acholi and Karamoja, and CSOs in their peace building and reconciliation activities[543].

5) Refugee Management

The national policy on refugees and on refugee self-reliance has the twin objectives of protecting refugees while protecting national interests and meeting international standards. By promoting self-reliance, refugees hosted by Uganda are able to become an asset to the country. The focus is on enhancement of household incomes, the development of an appropriate legal and institutional framework to foster productive activities, as well as the relevant civil, social and economic rights. Generally, funding for refugee programmes from Government is limited. Refugees are mainly assisted under the United Nations High Commission for Refugees (UNHCR) country programme. Being an emergency issue, expenditure on refugees is not treated as part of the LTEF or MTEF[544].

6) Addressing the Gender Dimensions of the Conflict

UNDP recognizes that gender concerns in the IDP camps warrants the need to build a strong coalition for a cohesive and comprehensive gender programme to address the particular situation of women, girls, and other vulnerable groups. Under the leadership of the Ministry of Gender, Labour, and Social Development (MGLSD), UNDP will work closely with other partners to support a programme of response to the widespread Sexual and Gender Based Violence in Northern Uganda[545]. Moreover, the Network for Sexual Exploitation and Abuse by Humanitarian Workers began to meet in late 2006 with almost all UN agencies. It is expected that the network will become fully operational and receive further training in 2007[546].

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[542] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[543] United Nations Development Programme. 2005. ibid.
[544] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[545] United Nations Development Programme. 2005. ibid.
[546] United Nations Development Group (UNDG) – RCAR 2006.
URL: < http://www.undg.org/rcar.cfm?fuseaction=RCAR&ctyIDC=UGA&P=490 > Accessed: July 30th, 2007.

7) Increasing Incomes and Improving Delivery of Services in Conflict Areas

The Government recognises the importance of enhancing the delivery of services in conflict areas and increasing the incomes of the poor in easing the reintegration process and maintaining peace. Priority actions include:

- Implementation of a cost-effective system for resolving land issues under the Land Act;
- support to districts where service delivery costs are increased by insecurity (e.g. armed escorts);
- flexible funding to allow special service delivery measures for areas where conventional service delivery is impractical (e.g. learning centres for children in IDP camps);
- assistance to people in camps, especially for sanitation;
- hardship allowances or other facilitation for recruitment of frontline staff in insecure districts[547].

Under the Northern Uganda Reconstruction Programme (NURPII), selective investments are being made in public infrastructure and services and the participation of community based organizations, NGOs, private sector and other stakeholders in development is being promoted through a bottom-up approach. The challenge is to integrate these various initiatives into a coherent programme that addresses the needs of conflict-afflicted areas. Achievements so far include the creation of the Northern Uganda Social Action Fund (NUSAF) and the Restocking Programme.

NUSAF is a Government project for empowering communities by enhancing their capacity to systematically identify, prioritize, and plan for their needs within their own value systems. Funds are then provided for projects identified by communities themselves. The Northern Uganda Management Unit (NUMU) is responsible for its operation. Given the exceptional circumstances in the North, NUSAF works directly with communities rather than through the normal structures of local government. NUSAF has four main programme areas:

- Community Development Initiatives
- Vulnerable Groups Support
- Community Reconciliation and Conflict Management
- Institutional Development

The Restocking Project is a long term measure to enable people in the northern districts and other parts of the country to restore their economic base, reinstate the cattle culture and reduce poverty by owning livestock and related infrastructure. The programme aims at contributing to poverty reduction through increased agricultural productivity, incomes and improvement in food security in the project areas.

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[547] United Nations. *Johannesburg Summit 2002. Uganda: Country Profile.*

Despite these achievements, it is important to note that over 50 percent of the population is now in the dependent age groups with the young requiring primary and secondary education and the old seeking health care. The PEAP Joint Staff Advisory Note remarks that a longer-term vision on the best way to promote key social services on a sustainable basis is long overdue, as is the debate on the need to reduce the average fertility rate currently standing at just below 7 children per woman[548]. Population growth issues should be taking into account in the mainstreaming of conflict and development.

UNDP will also work directly with the affected communities to implement skills development and income-generating and reintegration programmes for IDPs and ex-combatants in camps and areas of return[549].

As part of their education priority actions, the Government also aims at providing basic education in emergency situations. This includes psychosocial support and construction of temporary infrastructure in cases of disaster, among others.

8) **Disaster Preparedness and Management**

The persistent phenomenon of displacement in Uganda also implies that Uganda's disaster-management policy must be closely linked to issues of security and conflict resolution. Because of their living conditions, people in the Internally Displaced Persons (IDPs) camps are especially vulnerable to natural disasters.

Under the PEAP, the Government is committed to the following priority actions:

- Government will develop concrete plans to implement the IDP policy, in cooperation with key stakeholders including donors and civil society;
- where appropriate, increased flexibility may be given to distressed districts to divert money from activities that are currently impractical to meeting the immediate needs of the IDPs;
- better monitoring and improvement of conditions in the IDP camps, with a particular focus on health and sanitation[550].

An EAC framework for disaster management and preparedness is also currently under negotiation[551].

Despite achievements in addressing the consequences of conflict, the PEAP Joint Staff Advisory Note remarks that the focus on security, conflict resolution and disaster management needs to be translated into tangible progress. According to the report, the

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[548] International Development Association (IDA), International Monetary Fund (IMF). 2005. *Poverty Eradication Action Plan Joint Staff Advisory Note.*
[549] United Nations Development Programme. 2005. ibid.
[550] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[551] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010.*

PEAP 2004 lacks a comprehensive and strategic plan that addresses both the security and poverty reduction objectives. This is particularly important since in the nine districts most affected by insecurity and distress migration, an average of about half of the population is classified as internally displaced persons, most living under extreme hardship conditions as well as under perennial fear of insurgency attacks[552].

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[552] International Development Association (IDA), International Monetary Fund (IMF). 2005. *Poverty Eradication Action Plan Joint Staff Advisory Note.*

9. Governance, Justice, and Human Rights

1) Strengthening Good Governance and Security

The Government recognises the importance of promoting good governance for the maintenance of peace. Priority actions in this area include:

- improvement of the quality of services delivered by the police;
- full implementation of the Anti-Corruption Action Plan;
- reforming the system of Government procurement;
- reforming payroll management and public sector pay and pensions to address difficulties in recruitment and retention;
- strengthening management to reward good performance and encourage staff development;
- Constitutional review[553].

UNDP aims to further developing the capacity of Parliament to play its constitutional role in support of the democratic process in Uganda. Moreover, UNDP is committed to enhancing the culture and practice of transparency and accountability in the conduct of public affairs. Following on from the second Country Cooperation Framework (CCF II), UNDP will do this primarily through capacity building for national institutions that promote these two dimensions of democratic governance. Particular support will be provided to the Office of the Inspector General of Government (IGG) to enhance its capacity to promote and foster strict adherence to the rule of law, to enforce the Leadership Code, and to fight corruption, as well as building capacity for procurement at central and local government levels.

In addition, the Department of Ethics and Integrity (DEI) in the Office of the President will be supported throughout the rollout of the ethics strategy developed under CCF II[554]. The DEI was created by the government to ensure good management. It is a one-stop center providing political leadership on corruption and to ensure improved coordination of all anti-corruption efforts. It also intends to build ethics and integrity in public offices[555].

In the area of procurement, UNDP will support the Public Procurement and Disposal of Public Assets Authority (PPDA) through a customized program of capacity building, support in procurement, contracting and legal aspects and assistance for financial administration assistance, management training and access to skilled consultants[556].

The PEAP Joint Staff Advisory Note reports that overall progress in governance has continued to be slow, despite some marked progress in a few areas. Recent reports on

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[553] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[554] United Nations Development Programme. 2005. ibid.
[555] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[556] United Nations Development Programme. 2005. ibid.

corruption show that Uganda has slightly improved its rating globally, but still remains at the low end of the scale in country rankings.

With regards to governance reform, the progress in implementing the recommendations of various Commissions of Inquiry has been very slow and warrants specific actions. The PEAP Joint Staff Advisory Note stresses the need for a clear demonstration of Government's commitment on governance reforms and a strengthening of the specific implementation details, currently lacking in the PEAP 2004. The Government is currently engaging the stakeholders in defining measures that could contribute to improved governance in the annual PEAP policy and results matrix, but concerns remain on the speed of implementation as well as the effectiveness of some proposed measures in reducing corruption. Moreover, the donor community has often expressed concerns over a number of recent government interventions in favor of individual investors or businessmen where there may be a perceived or real conflict of interest. As many of these interventions have distorted, or placed a burden on, the approved budget, the PEAP Joint Staff Advisory Note recommends that such interventions be strictly avoided.

Monitoring and Research

The Government is also strengthening its monitoring and research capabilities on the issue of governance and security. After further research, monitoring and research would focus on the following:

- assessing the cost of corruption;
- living conditions in insecure areas;
- assessment of trends in service delivery and priorities of beneficiaries;
- the conditions for conflict-resolution in Karamoja;
- decentralisation[557].

2) **Human Rights**

Emphasis will be placed on building the capacity of national bodies, including the Uganda Human Rights Commission, to report to UN human rights treaty bodies and implement their recommendations with particular reference to the rights of marginalized and vulnerable groups such as IDPs, illiterates, children, elderly and people with disabilities[558].

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[557] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[558] United Nations Development Programme. 2005. ibid.

10. Decentralisation

Decentralisation in Uganda has been implemented over time guided by the Local Government Statute of 1993, the 1995 Constitution and the 1997 Local Government Act. Most executive decisions are taken at the district or sub-county level, although the village level has important responsibilities. The Government has in place District Development Plans (DDP), which are strategies that have been created based on local priorities and needs.

1. **Fiscal Decentralisation Strategy (FDS):**

Adopted in 2002, it will streamline the fiscal transfer system of resources to local governments and increase their autonomy, particularly on the development budget. The framework under the FDS, combined with funds under the Local Government Development Programme (LGDP), provides increased flexibility to local governments in allocating funds for investments in public goods based on their priority needs. Under the LGDP programme, 20% bonuses and penalties are applied to LGs that comply well or poorly with reporting requirements. As a result, local authority finances and compliance has improved. Most LGs now prepare balanced budgets, maintain recommended books of accounts and prepare monthly and quarterly financial reports[559].

Moreover, a start was made in 1999 on extending the Budget Framework Process (BFP) process to the districts. Through training workshops, technical expertise is being provided by the central ministries to help district administrators prepare their own three year expenditure planning frameworks consistent with resource availability. Government hopes that in due course this capacity can be extended to lower-level local councils.

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[559] Ministry of Finance, Planning and Economic Development. 2004.

11. Public Participation

While a few of the country's policies, plans and programs reviewed have extensive consultations with the ultimate beneficiaries, the majority are developed without their participation[560].

Access to Information

The Uganda Constitution of 1995 entrenched the right to access to information in its general terms[561]. In 2001, the MFPED developed a Medium Term Communication Strategy to strengthen government's communication capacity to articulate and manage economic policies and public expenditure programmes. The aim was to enhance poverty eradication and increase stakeholder understanding and involvement in Government programmes. The strategy was reviewed in 2003 and it was found that a number of communities supported by civil society organisations were using the information provided to monitor budget implementation. The PEAP states that Government will promote the role of local budget monitors including Local Councils at the village or parish level, organised citizen's groups or individuals. The Government is also committed to providing the necessary information to such groups.

Other initiatives to enhance public participation include regular dialogue with Local Governments through budget and PEAP workshops, the issue of simplified versions of the budget, publication of the monthly report on the Performance of the Economy on the Website, and the translation of the PEAP and the PMA into local languages. Moreover, drafting of a Public Information Bill to ensure maximum access to information by the public is in its final stages. All funds released to local governments are now published in the newspapers, and increased use is being made of Ministry websites to provide easily downloadable information including funds releases, and budgets. Furthermore, the Government is committed to promote access to public information through the public library network. A National Library of Uganda is being established[562].

Access to Justice

Quasi-judicial institutions have been set up which have provided alternative redress mechanisms for affected individuals and groups. The Uganda Human Rights Commission that is charged with the monitoring and enforcement of human rights[563]. Additonally, the Justice, Law, and Order Sector (JLOS) is cooperating with legal aid service providers to increase access to justice, particularly for vulnerable groups. In 2002, Legal Aid Service Providers (LASPs) established a civil society partnership of

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[560] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[561] United Nations. *Johannesburg Summit 2002. Uganda: Country Profile.*
[562] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[563] United Nations. *Johannesburg Summit 2002. Uganda: Country Profile.*

seven key NGOs and identified their area of geographical coverage and quality and quantity of service delivery nationally[564].

The PEAP also states that there are Local Government courts in place, which are a fundamental aspect of the judicial system. However, these will need further support and strengthening in order for them to deal with cases of domestic violence.

Involvement of Vulnerable Groups

Several initiatives are in place to enhance the involvement of often marginalized groups in political processes. The Government aims to strengthen the social capital of communities in order to achieve greater social inclusion, social and economic security, and empowerment achieved through community mobilisation. The Social Development Sector (SDS) was formed in 2000 and covers community-level actions to reduce poverty. Direct interventions in this sector concern community mobilisation and care of vulnerable groups, but also include hygiene promotion and sanitation, functional adult literacy, promotion of culture, and labour market interventions. Indirect interventions include the mainstreaming of gender and social protection throughout government. Actions are guided by the Social Development Sector Strategic Plan (SDIP), which was formulated over a three-year period under the leadership of the Ministry of Gender, Labour and Social Development (MGLSD) with the participation of key stakeholders, including local governments. A National Community Mobilisation and Empowerment Strategy (CMES) has been initiated and is due to be finalized.

The Government is planning to recruit and facilitate a community development worker (CDW) for each sub-county. A Community Development Workers Conditional Grant (CDWCG) has been created under the PAF to conditional grant will be used to finance CDWs as a supplement to Local Government efforts to finance Community Development. CDWs will help in promoting awareness of responsibilities for major services at the community level. CDWs will work with voluntary community development agents at the parish level. Moreover, MGLSD is planning to develop a monitoring strategy. This will include the role of CDWs in representing probation and social welfare officers in the community. Indicators to verify that CDWs are delivering a useful service are in the process of being created.

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[564] Ministry of Finance, Planning and Economic Development. 2004. ibid.

Gender Mainstreaming

The SDS seeks to actively engage all sectors and local governments in efforts to institute policy mechanisms that influence the national development process to consciously target and benefit both women and men, and mainstream them in their plans, programmes and policies. The Government has implemented measures of affirmative action in Local Governments with a legal requirement that 30% of the Parliament and Local Councils is comprised of women representatives, in addition to provision for representatives of youth and people with disabilities. This has produced a major increase in the political representation of women. However, this does not apply to administrative positions.

Children

Following project-based experience showing that children can participate actively in community decisions, the Government aims to encourage greater participation by children.

Indigenous People

The sections concerned with culture in the PEAP state that the role and use of indigenous knowledge is gaining recognition in sectors such as Health. However, more work is required to build up the necessary capacity to ensure best practices in the use of indigenous skills and knowledge in the development process. Instances of malpractices by some traditional health practitioners, for example, show the clear need for a regulatory framework for activities of cultural practitioners in the country.

In view of the above, the Government plans to formulate and implement a national culture policy. This will go a long way, not only in protecting the rights to indigenous knowledge but also in addressing existing gaps[565].

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[565] Ministry of Finance, Planning and Economic Development. 2004. ibid.

12. Monitoring and Evaluation

Poverty Eradication Action Plan (PEAP) 2004/05 – 2007/08:

Monitoring indicators are classified along five links of the results chain: input, output, process, outcome, and impact.

The PEAP 2004 provides a results matrix (available in the Appendix, pg. 43 of this report) which links areas for policy action with intended results and annual indicators for monitoring the results. After the finalization of the PEAP, the Government has developed a substantially more detailed results matrix which ties specific policy actions to monitorable annual output/outcome indicators. Once finalized, this matrix will allow, at the same time, the consolidation of multiple Monitoring and Evaluation processes used by the Government and the donors[566]. The National Integrated Monitoring and Evaluation Strategy (NIMES) coordinates monitoring and evaluation functions at the national, sectoral, and district levels[567].

UNDAF/CPAP 2006-2010:

Please refer to the Appendix, pg. 43 of this report for comprehensive monitoring indicators and the Monitoring and Evaluation Programme Cycle Calendar 2006-2010.

Annual and mid-term reviews of Country Programmes of individual Agencies will analyse progress towards the Outcomes of the UNDAF. A joint mid-term evaluation by the Government of Uganda, United Nations System and other development partners will be conducted at the mid-point of the UNDAF period (2006–2010), synchronised with the respective Agencies' mid-term Country Programme reviews. Similarly, a joint end-of-cycle evaluation of the UNDAF will occur[568].

EAC Development Strategy 2006-2010

The EAC has a mechanism for assessing progress in the implementation of the development strategy. The Ministries responsible for EAC in all member states will establish M&E departments/units to link with corresponding departments and units at the EAC headquarters.

There is no information on whether such unit has been established in Uganda. However, in the May 2005 summit, Partner States established Ministries to handle EAC matters and promote successful implementation of decisions made[569].

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[566] International Development Association (IDA), International Monetary Fund (IMF). 2005. ibid.
[567] Ministry of Finance, Planning and Economic Development. 2004. ibid.
[568] United Nations Uganda. 2005. *United Nations Development Assistance Framework (UNDAF) – 2006-2010.*
[569] East African Community (EAC). 2006. *EAC Development Strategy 2006-2010.*

For further information, please refer to the NSDS general report for Africa.

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