

**United Nations  
Peacebuilding Commission  
Sierra Leone Configuration**



**Supporting the Implementation  
of the  
United Nations Joint Vision  
for Sierra Leone**

(Sent to PBSO on 14 February 2011)

## Preface

This document has been prepared by the United Nations Peacebuilding Support Office with information and data provided by the United Nations Integrated Peacebuilding Office in Sierra Leone and the United Nations Country Team in Sierra Leone. The document is aimed at supporting the Chair and Members of the Sierra Leone Configuration of the Peacebuilding Commission in their resource mobilization work during the year 2011.

The United Nations Joint Vision for Sierra Leone is reproduced in Box 1. An important part of the Joint Vision is programmatic aligning with the Government's Agenda for Change, the peace consolidation and development framework of the Government of Sierra Leone. Since June 2009 the Agenda for Change is also the peacebuilding framework of reference of the Peacebuilding Commission, which is in particular engaged on good governance and the rule of law, youth unemployment, and drug trafficking, with gender and human right issues as cross cutting.

As part of its resource mobilization mandate, the Sierra Leone Configuration of the Peacebuilding Commission intends to strengthen its support to the United Nations family in Sierra Leone by helping to bridge the funding gaps of the Joint Vision.

The main section of this document contains information on the 20 programmes contained in the United Nations Joint Vision, including funding gaps by programme. For each programme, the chapter of reference in the Agenda for Change is clearly noted.

A summary table is provided in the end of the section, which estimates a four-year (2009-2012) programme with a price tag of **\$381,335,000** and, as of the end of 2010, with a combined funding gap of **\$174,931,000**.

## Box 1: The UN Joint Vision for Sierra Leone

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

#### I. Developing a Joint Vision

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

The Joint Vision defines our contribution to implementing the **Government's Agenda for Change**, to accomplishing the mandate given to us by the Security Council and to supporting the goals and work of the UN Peacebuilding Commission. With the Joint Vision, we intend to put into practice the main principles of the Paris Declaration on Aid Effectiveness under the leadership of the Government. In parallel to the Agenda for Change, the Joint Vision will cover the initial period from 2009 to 2012.

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

#### II. Working together: One & Four Priorities

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

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

#### **Priority Area 1. Consolidation of peace and stability**

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

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

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

gender-based violence, crime investigation and related fields.

### **Priority Area 2. Integrating rural areas into the national economy**

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

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

### **Priority Area 3. Economic and social integration of the youth**

The marginalization of Sierra Leone's youth, and in particular its rural youth, was a key contributing factor to the civil war. That sense of marginalization among the youth has remained. Over 60% of them are unemployed, many of whom crowd aimlessly in the streets of Sierra Leone's cities. Much remains to be done to address this urgent difficulty. The arrival of illicit hard drugs in West Africa, particularly cocaine, poses a serious threat to the youth, and ultimately the security of the nation, underlying the urgency to take tangible actions for their economic and social integration.

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

### **Priority Area 4. Equitable and affordable access to health**

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

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

### **Priority Area 5. Accessible and credible public services**

Good governance is a fundamental pre-condition for peace consolidation; it lays the ground for economic development and future prosperity. We, the UN family want, therefore, to support the Government's efforts, through concrete programmes and projects, in public sector reform processes and in improving public accountability. In particular, we will support the President's efforts to root-out corruption. We will support the decentralization process and the reform and capacity building of key national institutions such as the Parliament, and the electoral institutions including the National Electoral Commission, the Human Rights

Commission, the justice sector, local district councils and the new Sierra Leone Broadcasting Corporation. We will work together to strengthen Sierra Leone's law enforcement organisations to fight international crime and to maintain high level policing standards.

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

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

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

### **III. Maximizing Synergies: Cross-Cutting Issues**

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

#### **o Capacity building**

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

#### **o Millennium Development Goals**

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

#### **o Human rights protection**

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

#### **o Gender equality**

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

#### **o Poverty reduction**

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

#### **o Sub-regional cooperation**

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

## **IV. Building on Comparative Advantages**

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

### **o Linking political and development mandates**

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

### **o Wide range of expertise**

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

### **o Provincial outreach**

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

### **o Social outreach**

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

## **V. Joining Forces for Implementation**

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

### **o Sharing of responsibilities**

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

### **o Joint funding mechanism**

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

### **o Joint programming and evaluations**

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

Other development partners will be invited to join our programming and evaluation exercises.

- o [Joint regional office](#)

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

- o [Joint operational infrastructure](#)

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

## **VI. Reaching Out to Sierra Leoneans**

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

## **VII. Helping Coordinate International Assistance**

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

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

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

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

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

**The WB and the AfDB**



## The UN Joint Vision for Sierra Leone

### Revised Total Programmes Costs and Funding Gaps

#### Definitions:

- **Revised Total Programme Cost:** The total amount required to complete the programme based upon the project documents from the agencies participating in the programme.
- **Total Secured Funds:** Money that has been received since the Joint Vision started in 2009 to the end of 2010 plus estimates of expected funding due to arrive through agency 'pipelines' in 2011 and 2012.
- **Funding Gap:** The difference between the Revised Total Programme Cost and the Total Secured Funds.

In some cases the **Estimated Programme Costs** that were made in 2009 have been revised as we move into 2011. Where the estimates from 2009 have been revised the basis of that revision is due to one or more of the following factors:

- a) The developing and changing situation in Sierra Leone leading to either the contraction or expansion of the needs placed on a number programmes that support the Government's Agenda for Change.
- b) A more concise set of programme documents have evolved that have allowed the initial estimate to be more precisely calculated, coupled with additional clarifications about the money being provided through alternative channels by our partners, i.e. the EC, WB and bilateral projects.
- c) Relative absorption capacities of the agencies, and their implementing partners where appropriate, to utilize the funds before end of this programme cycle, that being the end of 2012.

## **Joint Vision Programme 1:** **Democratic Elections and Political Dialogue**

UN Lead Agency:	UNDP
Participating Agency:	UNIPSIL, UNWomen
National Counterparts:	NEC, PPRC, SLP, Ministry of Finance and Economic Development, Ministry of Internal Affairs, Civil Society
Development Partners:	DFID, EC, Irish Aid, Germany
Agenda for Change:	Chapter Eight – Democracy and Good Governance

**Brief:** Sierra Leone has made notable progress in the consolidation of peace and democratic governance since the end of its civil war in 2002. This includes the successful administration of peaceful elections in 2007, the 2008 Local Council Elections and several By-Elections throughout 2010. However, the gains made are not yet irreversible and the situation remains fragile with a growing political polarization marked by regional and ethnic divisions. This, combined with a weak economy including high levels of unemployment, particularly among the youth, will make the complex 2012 electoral process, Presidential, Parliamentary and Local Council Elections with a possible presidential runoff, a test of all institutions involved.

Ensuring that root causes and triggers of electoral violence are addressed well in advance of election day and beyond will require engagement with political parties and their leaders, civil society organizations and the media, as well as those institutions directly involved in electoral security such as the Sierra Leone Police and Office of National Security. The capacities of the Electoral Management Bodies, the National Electoral Commission (NEC) and the Political Parties Registration Commission (PPRC), have been strengthened considerably but targeted international assistance is still required. The role of women in electoral processes – as voters, candidates and electoral administrators – needs to improve if the process is to be truly inclusive.

The “**Support to Electoral Cycle in Sierra Leone – 2011-2014**” programme (Joint Vision Programme 1) was approved for implementation in Freetown 3 February 2011 in a meeting attended by Ministry of Finance and Economic Development, the Ministry of Internal Affairs, NEC, PPRC, Sierra Leone Police and the Office of National Security, National Elections Watch (NEW) representing civil society, the UN and development partners. The Programme aims to contribute to the following outcomes:

- 1) Electoral institutions have the capacity to administer technically sound, credible and sustainable elections (with progressively less international support);
- 2) Improved public confidence and participation in the electoral process; and
- 3) Election-related conflict managed for peaceful polls (before, during and after).

The UN Election Programme will enhance the capacities of the NEC and PPRC through the improvement of the electoral administration process as a whole, including support to legal reform, voter registration, institutional strengthening, and outreach and sensitization of electoral stakeholders. It will also focus on expanding levels of electoral awareness and participation prior to the 2012 elections, particularly for under-represented and disadvantaged segments of society (women, youth and people living with disabilities), and working through key stakeholders such as political parties, civil society and the media to promote political dialogue, tolerance and diversity in order to reduce the level of political tension and ensure a more conciliatory and consultative

political and electoral process. The programme will also support electoral security through working with the Sierra Leone Policy as well as improving the access to and administration of electoral disputes. The 2012 electoral cycle will continue the transition, begun during the 2007 cycle, from a donor and UN-driven process to one that is nationally owned and led by the Electoral Management Bodies and GoSL.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$45,125,000</b>	<b>\$41,131,000</b>	<b>\$3,994,000</b>

**Special Note: Special Note:** *The initial costs were made for outcome (1), however over time it has become clear that outcomes (2) and (3) are necessary additions, hence the increase in the overall cost. New elements include assistance to voter registration technology under component (1), to non-State actors to ensure the environment around the elections is conducive to a successful democratic process (component 2) and support to electoral security (component 3).*

## Joint Vision Programme 2: Access to Justice and Human Rights

UN Lead Agency:	UNDP
Participating Agency:	IOM, OHCHR, UNICEF
Government Counterparts:	Office of the Chief Justice, Attorney General, Human Rights Commission, Justice Sector Coordination Office, Ministry of Justice, Ministry of Social Welfare, Gender and Children's Affairs, Ministry of Social Welfare, Gender, and Children's Affairs (MSWGCA), Solicitor General and Law Officer's Department, Parliament, Sierra Leone Police (SLP), Department of Public Prosecutors (DPP),
Development Partners:	DFID, Irish Aid, GDC.
Agenda for Change:	Chapter Eight - Equitable and Affordable Justice and Human Rights

**Brief:** Post-conflict Sierra Leone continues to be characterized by a dual system of justice. 70% to 80% of the population relies on customary/traditional justice institutions which do not always observe national laws or international human rights standards, particularly for women and children. Access to the ordinary justice system - especially for the poor and vulnerable - remains weak. A number of human rights issues remain to be addressed such as discrimination, impunity, the prevalence of laws which are not in line with international standards and capacity constraints of national institutions and civil society to promote and monitor human rights.

This programme has two components: (1) access to justice, and (2) promotion of human rights. It builds on the successful interventions of the DFID-funded Justice Sector Development Programme (JSDP) and the UNDP-implemented Peace Building Fund interventions. It also draws inspiration from the Justice Sector Reform Investment Plan (JSRIP) (2008-2011) and Human Rights Commission Strategic Plan (2009-2011). These

programmes are aimed at strengthening the national justice system for the effective and timely delivery of judicial and legal services to the people. The programme also seeks to increase access to justice and rule of law by enhancing the provision of justice services at local level, strengthening the administration of justice in both customary and ordinary justice systems, and supporting law reform to strengthen legal protection for vulnerable populations.

The first component of the programme works throughout the justice 'chain' to address the many challenges to accessing justice for Sexual and Gender-Based Violence (SGBV). It supports Civil Society at the grassroots level to raise awareness on the Gender Acts that criminalise SGBV and provide services such as legal representation to enable survivors to access justice. It also develops the capacity of law enforcement personnel to implement the Gender Acts. Finally, the programme supports institutionalised consultative fora which enable Civil Society to engage in face-to-face interactions with MPs, Ministers, and the Office of the President. In these fora, Civil Society hold Government accountable for the implementation of the Gender Acts and advocates for policy, legislative, and budgetary changes that support the prevention and prosecution of SGBV.

The second component of the programme provides technical and financial assistance to support national human rights institutions (Human Rights Commission and Parliamentary Human Rights Committee) to promote human rights and the rule of law, including by monitoring the situation of human rights in the country through the creation and strengthening of regional offices and by activating their quasi-judicial powers. The programme also supports the Human Rights Secretariat of the Ministry of Foreign Affairs, including human rights capacity building of the police and prison systems. Finally, it strengthens the capacity of civil society in human rights monitoring and advocacy.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$13,500,000</b>	<b>\$9,171,000</b>	<b>\$4,329,000</b>

\*Funding gap is predominantly for UNDP's Access to Justice Project

### **Joint Vision Programme 3:** **[Finance for Development](#)**

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

**Brief:** Sierra Leone continues to be one of the most aid dependent countries in the world, with external aid amounting to around 30% of GDP and 70% of the Government budget. The inadequacy of available public and private resources puts serious constraints on the national development effort, as highlighted in the Millennium Development Goals (MDG) Needs Assessment undertaken in 2008. It is therefore a considerable national priority to improve the efficiency and effectiveness of the

substantial development assistance flows as well as to expand the domestic resource base—in both public and private spheres—by stimulating trade and investment, facilitating entrepreneurship, improving the business environment and enhancing the management of key growth sectors like agriculture, minerals and tourism.

The detailed aims of this programme include strengthening Government capacity to attract and negotiate beneficial terms on medium and large scale investment, notably for public-private partnerships and industrial mining. They also include improving the growth potential of the tourism sector by developing a national tourism strategy, marketing programmes and private sector quality of services; of the agriculture sector by establishing agribusiness training schools and expanding rural access to financial services; of the extractives sectors by professionalizing license management and increasing transparency around revenues (viz. through the EITI).

The programme will further aim to increase aid effectiveness and implement the Paris Principles on Aid Effectiveness by helping to establish a nationally owned coordination mechanism at national, sector and district level; to increase the availability of data and analysis of aid flows; to support rationalization of aid delivery through division of labour, sector wide approaches and harmonization of modalities; and to strengthen the mutual accountability of the government and its partners for their respective commitments to increasing aid effectiveness.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$7,000,000</b>	<b>\$5,362,000</b>	<b>\$1,638,000</b>

**Joint Vision Programme 4:**  
[Smallholders' Commercialisation Programme](#)

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

**Brief:** The SCP is a part of the National Sustainable Agriculture Development Plan (NSADP), a broad sector-wide framework for putting the objectives of the Agenda for Change into action. The NSADP also served as Sierra Leone's contribution to the Comprehensive Africa Agriculture Development Programme (CAADP) Compact under the African Union's New Partnership for Africa's Development (AU/NEPAD) activities. Both FAO and WFP plays a lead role of Component 1 and 5 respectively of the Smaller Holder Commercialization Programme (SCP). The overall goal of SCP is to reduce rural poverty and household food insecurity on a sustainable basis and to strengthen the national economy and increase agricultural sector growth from 4 percent to 7.7 percent; increase income of farming households by 10 percent and increase household food security by 25 percent.

Under Component 1, FAO promote commercialisation of smallholder agriculture through increasing productivity, intensification, value addition, post-harvest infrastructure, and marketing with emphasis on commodity chain development and institutional strengthening to build self-reliance of farmer-based organisations (FBO). Under Component 5 of the SCP, WFP is responsible for overseeing the coordination and implementation of the Productive and social safety nets for livelihoods enhancement activities.

Expected results of component 1 that FAO will contribute to include the formation of 2,750 FBOs trained in FFS including organizational and business management skills, and organized into about 650 ABCs with adequate capacity, infrastructure and equipment to render services to clients. Result of component 5 includes support to about 30 percent of food insecure households in meeting basic food security and nutritional needs as well as other identified vulnerable groups ( infants, PLWAs, children <5 years and primary school children). Transfer to 1800 persons that will benefit from food/cash for works/training each for 90 days annually. 114,000 malnourished children <5 years will receive supplementary feeding annually and all children under 2 years (estimated at 83,570) will receive supplementary feeding. Primary school children estimated at 384,500 will receive daily school meal. In all 13 Districts storage facilities with buffer stock (200 MT) will be established for emergency and disaster response.

**Programme Finances:**

<b>Revised total programme cost:</b> \$35,000,000	<b>Total secured Funds:</b> \$19,610,000	<b>Funding gap:</b> \$15,390,000
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**Special Note:** The initial costs included the expectation that the UN would be a main channel for significant funds from a multilateral source that has now been reduced, hence the reduction in the revised programme figures.

**Joint Vision Programme 5:**  
**Rural Industrial Growth and Renewable Energy**

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

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

One such project focuses on the rehabilitation/establishment of rural growth or agro-enterprise centres which aim to provide grassroots support for the rapid development of

micro, small and medium scale industries in Sierra Leone. Under the framework of the UNIDO Integrated Programme in Sierra Leone, the buildings of three Industrial growth centres (one each in Bombali, Kenema and Pujehun Districts) have recently been rehabilitated and furnished with workshop and food processing equipment. The growth centres will serve as centres for appropriate technology development, demand-led training, agro-processing, packaging and marketing; thereby linking rural industries to larger markets, reducing post harvest losses and promoting value addition. Following several requests from Communities and Government Ministries, UNIDO now seeks new funding to establish additional growth centres in strategic locations across the country, while consolidating and helping to professionalize the management of each growth centre.

The second project under this programme focuses on the construction of off-grid small hydropower stations, as well as solar and biogasification systems, with the possibility of integrating water supply/irrigation systems as add-on components. Particular effort will be made to link the renewable energy supply systems with the growth centres and/or other productive activities, including Medium, Small and Micro Enterprises (MSMEs).

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

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$7,000,000</b>	<b>\$2,100,000</b>	<b>\$4,900,000</b>

**Joint Vision Programme 6:**  
[HIV/AIDS and Malaria Programme](#)

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

**Brief: HIV/AIDS:** Reaching the MDG Goal on HIV/AIDS by 2015 – to halt and reverse the spread of the epidemic of HIV/AIDS and the incidence of malaria - also makes reference to commitments made by Governments in the Political Declaration on HIV and AIDS adopted in June 2006, to scale up their response to AIDS towards universal access to HIV prevention, treatment, care and support by 2010. The UN will support the national multisectoral response to AIDS based on the priorities set in the National

Strategic Plan on AIDS (2006-10). It includes providing support to the National AIDS Secretariat and the National HIV/AIDS Control Program to work towards achieving universal access to HIV prevention, treatment care and support by 2010 through a coordinated multisectoral response. Support goes to the decentralised national AIDS response to strengthen the District AIDS Committees to ensure a coordinated response at the various constituencies and Chiefdom levels. UN support also includes promoting the meaningful involvement of People Living With HIV in the national response through capacity building programmes.

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

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>14,000,000</b>	<b>\$7,798,000</b>	<b>\$6,202,000</b>

**Programme 7:**  
**Reproductive and Child Health and Nutrition Programme**

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

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

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

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

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

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$68,000,000</b>	<b>\$22,500,000</b>	<b>\$45,500,000</b>

**Special Note:** *This programme has been absorbed into the ‘Free Health Care Initiative’ for children under five and lactating mothers that is part of the response to the country’s high maternal mortality figures, which explains the relatively high initial estimate and ongoing requirements. Whilst the funding gap appears large it is in line with the gravity of the problem facing the health sector.*

**Joint Vision Programme 8:**  
**School Feeding Programme and Primary Education**

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

**Brief:** Reaching the Millennium Development Goals 2 and 3 with all children successfully completing primary education and as many girls as boys transiting to

secondary school will provide an important contribution to the ongoing development of Sierra Leone.

Considerable progress has been made in primary education since the war. The key successes include policy formulation, establishment of new schools and rehabilitation of war-damaged ones, resulting in expansion of school enrolment from 1,135,000 in 2003/2004 to 1,322,000 in 2006/2007, which is an increase of 16.5% and expansion of the distance teacher training programme and school feeding programme. In spite of this progress, development in the basic education sector is constrained by low capacity of the Ministry of Education Youth and Sports (MEYS) and its subsidiaries at district level. About 30% of children are still out of school due to the socio-cultural and poverty barriers to enrolment and retention of children, particularly girls. An unhealthy and child-unfriendly school environment including a lack of basic WASH provision also results in early drop outs. About 40% of primary school teachers remain untrained and unqualified and there is still a scarcity of teaching and learning materials.

The basic education and school feeding programme will contribute to increased access to primary education for children and increased completion rates of primary education. Envisaged outcomes of the programme include: (a) national policy frameworks that are supportive of the right of all children to quality primary education (b) attitudes, values, behaviours and practices among communities that enable timely school enrolment and completion for all children; and (c) an education system and school environment at national and district levels which enable quality primary education for all children.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$55,862,000</b>	<b>\$33,322,000</b>	<b>\$22,540,000</b>

**Special note:** In 2009 this programme was published as only 'School Feeding', however since then UNICEF and WFP have integrated their efforts to create a joint programme for which the overall total figure has been revised upwards.

**Joint Vision Programme 9:**  
**Child Protection**

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

**Brief:** UNICEF will support the Government in strengthening the child protection system to better protect children against abuse, violence and exploitation. Child protection failures have a negative impact on the development of children, their health and their access to education and are a violation of their human rights. The Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) is the responsible Ministry in the area of child protection. The UN will support that Ministry in developing and expanding its knowledge base on child protection issues and dynamics in the country to better understand what interventions are needed and where. On the basis of outcomes of research, assessments and a child protection database (to be developed), the UN will

support the MSWGCA to develop appropriate child protection policies, standards and referral mechanisms. It will help the Ministry at national and district levels to strengthen its role in the coordination of implementing partners (NGOs and CBOs) and the information flow between the local and national levels and among the relevant Ministries, UN agencies and NGOs. Furthermore the UN will further build the Ministry's capacity in monitoring the work of service-delivering partners and the child protection situation in the country. The Child Rights Act of 2007 lays out a structure of child welfare functions at village, chiefdom and district levels. The UN will support the Government in setting up these structures, where lacking, and in building their capacity on their child protection responsibilities.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$9,700,000</b>	<b>\$6,101,000</b>	<b>3,599,000</b>

**Special note:** *The success, and subsequent high funding and absorption rates, of this programme has allowed for further expansion, hence the increase from the initial estimate.*

**Joint Vision Programme 10:**  
[Reparations to War Victims](#)

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

**Brief:** This programme aims to ensure the sustainability of the reparations process for the victims of the civil war. The Reparations Programme follows the recommendations of the Sierra Leone Truth and Reconciliation Commission (TRC). The Sierra Leone Reparations Programme was set up by the National Commission for Social Action (NaCSA) and assists people who have, as a result of the war, suffered in the following way: amputees, war wounded, victims of sexual violence, war orphans, war widows and their direct dependents. The three million US dollars that were made available through the PeaceBuilding Fund was only the starting point for the TRC's recommendations. It is estimated that eighteen thousand eligible victims are entitled to direct assistance. More resources and more time are needed to provide meaningful reparations to all the eligible victims. This programme will support the Government to deliver on its commitment to the reparations process that will continue for at least another five years.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$11,000,000</b>	<b>\$4,983,000</b>	<b>\$6,017,000</b>

**Joint Vision Programme 11:**  
**Public Sector Reform**

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

**Brief:** Despite the support provided by development partners since the end of the war, the public sector in Sierra Leone, by all accounts, is weak and not able in its current form to provide strategic direction for the implementation of key Government macroeconomic and social policies and programmes as articulated in the Agenda for Change. The combined effect of the war, the resultant capacity deficits as well as the poor conditions of service have continued to have a serious impact on government capacity to administer the day to day planning and management functions necessary to deliver key social services to the people.

The Agenda for Change identifies capacity gaps across the public sector as a huge challenge for the Government of Sierra Leone. It recognizes that a weak public sector impedes economic growth and undermines human development. Coupled with this is poor policy coherence, lack of clarity in institutional roles and responsibilities as well as division of labour, resulting in duplication of efforts and weak accountabilities to the citizenry. In short, the civil service is struggling to meet the demands placed upon it.

This programme will support the Government's Reform Programme overall objective of which is to establish a leaner, performance-oriented, well motivated, modern and efficient civil service that is able to deliver high quality services to its clients in a timely, accountable, responsive and cost effective manner. The reform initiatives in the public sector have aimed to be integrative, ensuring broad-based stakeholder consultation as well as promoting equity (regional, gender, etc) in their design. To achieve its objective, the programme has focused on: short and long-term capacity enhancement initiatives; skills training for civil servants; systems re-engineering and retooling; introduction of results and performance management techniques; and enhancing communication through e-governance; and strengthening technical and advisory support to the Presidency for strategy formulation, policy coherence and programme coordination.

As part of support to the Presidency, the programme has assisted the Office of Diaspora Affairs (ODA) in tapping into the potential of Sierra Leone's Diaspora community. ODA's overall objective is to coordinate and optimise the contribution of the experience, know-how and, where appropriate, financial and other resources from the diasporas for the social, political and economic development of their country of origin. This component of JVP11 will be finalized in July 2011.

**Programme Finances:**

<b>Updated total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$9,000,000</b>	<b>\$6,387,000</b>	<b>\$2,613,000*</b>

\* The funding gap is predominantly for UNDP's Public Sector reform Programme

**Special note:** For many reasons the national reform process has been much slower than anticipated and the supporting programmes across the board have needed to reassess what can be channeled and realistically achieved in the timeframe within the remaining programme cycle. The initial estimate for this programme has subsequently been revised downwards.

**Joint Vision Programme 12:**  
[Data Collection, Assessments and Planning](#)

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

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

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$8,000,000</b>	<b>\$4,973,000</b>	<b>Total: \$3,027,000</b>

**Joint Vision Programme 13:**  
[Mitigating External Threats to Security](#)

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

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

The programme will have three components:

- (i) On transnational crime: International illicit drug traffickers are increasingly using Sierra Leone as a major transit point for European bound cocaine shipments. The increase in the trafficking of cocaine into Sierra Leone also threatens to facilitate the increase other forms of organized crime such as money laundering, corruption, terrorism and human trafficking. This program will enhance the capacity of law enforcement agencies to apprehend and investigate transnational organized crime syndicates and to build the capacity of the judiciary to investigate and prosecute serious organized crime cases.
- (ii) On illicit drug trafficking: Illicit drug trafficking through Sierra Leone is threatening the stability of the sub-region. A recent UNODC report in October 2008 estimates that at least 50 tons of cocaine transit West Africa annually bound for Europe where it is worth approximately \$2 billion dollars a year on the streets of European cities. This program will enhance the capacity of Security Sector and Law Enforcement entities by providing vital equipment, logistics and training to aggressively interdict, investigate and apprehend national and international criminals involved in the illicit drug trade.
- (iii) On coastal security: Under the programme will help the Government to have a fully integrated, effective and cost-efficient system of controlling its territorial waters that brings together its Fisheries Ministry, its Marine Wing, the Sierra Leonean Police, the Ministry of Finance (customs) as well as the Office for National Security. To achieve this, the programme will help setting up a joint Monitoring, Surveillance and Control Center that coordinates the surveillance of Sierra Leone’s costal water among all relevant government agencies and collects, analyses and disseminates information.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$12,000,000</b>	<b>\$4,080,000</b>	<b>\$7,920,000</b>

**Joint Vision Programme 14:**  
[\*\*Security Sector Reforms\*\*](#)

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

**Brief:** Providing safety and security is one of the most important functions for governance institutions in post conflict countries. Despite the remarkable progress made by the Government during the last ten years, in part due to the assistance of key development partners, the security forces in Sierra Leone remain a potential source of instability and an important factor in the country’s fragility. Large numbers of people still feel increasing frustration at political and social exclusion, corruption, high inequality,

centralization of power and resources in Freetown, and high unemployment. In addition, there is still a lack of coherence and proper coordination between the conventional security organs themselves on the one hand and between them and civilian bodies with democratic oversight role over them on the other hand. There is an early warning system in place with provincial and district level security committees that deal with community security issues that are then reported to the Office of National Security (ONS). However, the Chiefdom Police need to be supported in terms of training and equipment, especially in the border areas where there is little or no accountability. A critical need also exists to strengthen the capacity of the border security apparatus at recognized border crossing points. While a large portion of the border areas are totally porous it is imperative that the formal crossing points reflect national sovereignty and security of the country.

Corruption is still an issue and oversight is crucial and thus the Sierra Leone Police's Professional Standards Division must also be strengthened. The Government is now in the process of establishing the Chiefdom Security Committees which will require some financial and capacity building assistance in terms of training, logistics, mobility and equipment in order to assure its effectiveness. Recent cases of the existence of large scale cannabis sativa farms underscore the need for the Chiefdom Security Committees which can improve security coverage at Chiefdom level.

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

The objectives of the expanded security sector program are to build on the achievements of the International Military Assistance Training Team (IMATT) and UN in: enhancing early warning systems and community security; to improve the operational, disciplinary, human resource and the mobility capacity of the Sierra Leone Police (SLP) to provide impartial and professional services to lives and property; to strengthen the Transnational Organized Crime Unit (TOCU) to deal with potential threats of terrorism and financial corruption; and to also provide the needed technical and operational support to the Transnational Organized Crime Unit. (TOCU)

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$9,000,000</b>	<b>\$2,177,000</b>	<b>\$6,823,000</b>

**Joint Vision Programme 15:**  
[Support to Democratic Institutions](#)

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

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

**Programme Finances:**

<b>Updated total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$9,600,000</b>	<b>\$4,525,000</b>	<b>\$5,075,000</b>

**Joint Vision Programme 16:**  
[Local Governance and Decentralisation](#)

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

**Brief:** The decentralisation process is now in its second phase of implementation, that being the devolution of powers and functions. To date, the decentralisation process has enabled rural communities to participate in many aspects of their own local affairs and drive forward programmes and projects in their areas. However, while Local Councils in some areas are active and have made some progress in extending services, they are often constrained by poor organisation and a lack of trained personnel and technical expertise. All the inherited weaknesses of the old administrative system remain intact and the huge infrastructural problems resulting from the war still persist.

Whilst decentralisation is being pursued according to the 2004 Local Government Act, many constraints still hamper the reform. Breaks to progress are mainly caused by a lack of capacity of the local councils, including lack of financial management skills, coupled with delays in fiscal transfers from central Government and low levels of local resource mobilization. One of the main challenges to the decentralisation is the lack of

clarity between the respective roles and responsibilities of the local councils, the paramount chieftaincy and the central Government. While the launch of the National Decentralization Policy is a major step forward, finalisation of a review of the Local Government Act and its harmonisation with other legislation that affects the devolution process is important.

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

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

To improve communication and information throughout the country and, at the same time, improve quality of education, all 144 senior secondary schools (38,000 students) in Sierra Leone will be connected to the worldwide education TV programmes provided, at no cost, by Transnational (DSTV) Satellite Company as part of their corporate responsibility programme. The system will be powered by solar photovoltaic.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap *:</b>
<b>\$7,100,000</b>	<b>\$4,311,000</b>	<b>\$2,789,000</b>

\* The funding gap is predominantly for UNDP's portion of the UNDP/UNCDF programme on local governance

As of 1<sup>st</sup> January 2011 programme 18 (Rural Community Empowerment) was merged with programme 16 (Local Governance and Decentralisation). It was found that the two programmes were quite similar and by combining them it was possible to simplify the implementation of the activities and streamline the coordination.

**2009 & 2010 carry over and subsequent merge of programme 18 to programme 16**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$10,000,000</b>	<b>\$3,665,000</b>	<b>\$6,335,000</b>

**Joint Vision Programme 17:**  
[Promoting Gender Equality and Women's Rights](#)

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

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

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

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

***Programme Finances:***

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$7,000,000</b>	<b>\$2,697,000</b>	<b>\$4,303,000</b>

**Joint Vision Programme 18:**  
[Rural Community Empowerment](#)

As of January 2011 this programme has been merged with programme 16

## **Joint Vision Programme 19:** **Youth Development and Employment**

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

**Brief:** The youth population of Sierra Leone is estimated at 33% of the total population, with 60% unemployed, under-employed or working in the informal economy. This is the highest youth unemployment rate in the world. Overall, youth are also not prepared for employment. Sierra Leone has very low human capital, with the average number of completed years of education half that of India, one third that of China and a fourth that of South East Asia. Approximately 50% of youth (15-24 years) are illiterate. In general, youth have had little connection to the formal economy and lack relevant life skills. If peace is to be consolidated in Sierra Leone, then youth must be actively engaged in renegotiating their roles in society and included in the solutions that lay the foundations for political and social stability, economic prosperity and poverty alleviation.

The Government has made a number of changes to reflect the importance of youth employment. A new ministry has been established with the responsibility of youth employment and a National Youth Commission has been created. A Partner Group has also been formed to provide support to the Government that is coherent and well coordinated. The focus of the work in 2011 and 2012 will be on the development of a national employment strategy that focuses on the structural and economic issues that underpin employment. The strategy decisions will be based on in-depth research into such areas as macroeconomic policy, agriculture sub-sectors that can provide the most employment opportunities, and in the high-employment sub-sectors, what types of investments are required to create employment, and also, how to provide financing to those that cannot access the current micro-financing mechanism. Secondly, the programme will implement a number of quick impact projects. These will be of two types:

- a) small-scale entrepreneurship development projects which aim to reach 13,000 youth, and
- b) labour-intensive road rehabilitation projects. These projects will be based on the successful projects undertaken over the last two years.

Programme 19 will be coordinated with the World Bank supported Youth Employment Support Programme. There are three shared focus areas of the supported initiatives – policy and strategy, cash-for-work, and youth entrepreneurship. The national strategy work will be coordinated through the Partner Group, the cash-for-work has a joint planning mechanism, and the youth entrepreneurship component uses the same mechanism for project and implementing partner selection and the training and orientation of the implementing partners.

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured Funds:</b>	<b>Funding gap:</b>
<b>\$20,265,000</b>	<b>\$5,914,000</b>	<b>\$14,351,000</b>

**Special Note:** *The importance, the needs and the complexities associated with this area of work all continue to grow. Since the 2009 estimate considerable progress has been made in terms of policies and partners pulling together around a central strategy, as a result a new set of programme documents have been developed that have driven up the revised cost of this programme. The increases are in line with the expanding needs.*

**Joint Vision Programme 20:**  
**National Health Systems**

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

**Brief:** The health service in Sierra Leone is impeded by problems at all levels. These multi-layered problems conspire to give a low geographic coverage of state-run health facilities. Even if health facilities are available they are frequently unaffordable for the majority of the people that need them, and often provide an inadequate range of services for the diverse needs of the population. Human resource management is a key area that is highlighted for improvement in the work of the Ministry of Health & Sanitation. Sierra Leone lost approximately 50% of its trained human resources as either a direct or indirect result of the civil war. The health sector needs to build its human resources for health in number and quality in order to recover from the heavy national loss of skilled health workers. It should also be noted that those working inside the health sector are often demoralised because of the very low salary remuneration and very slow public service recruitment procedures, which fuels an exodus of health workers abroad. The procurement and supply chain management requires an immediate solution if necessary medicines, equipment and other much needed supplies are to reach where they are needed. The weak laboratory services at all levels of the public health facilities compromises the quality of patient care and detection of outbreaks that potentially could be of national, regional and international concerns. This is further complicated by lack of a national reference health laboratory to provide quality control and quality assurance services to ensure that the tests meet international standards. Such systematic problems require attention for which long term and highly structured investment is necessary.

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

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$18,183,000</b>	<b>\$13,778,000</b>	<b>\$4,405,000</b>

**Special note:** Whilst this programme supports the health service in its broadest sense, the 'Free Health Care Initiative' for children under five and lactating mothers has intensified the need to upgrade the support systems to ensure the extra load can be carried. As a result this programme has increased its initial estimate to help meet the extra challenges

**Joint Vision Programme 21:**  
[Environmental Cooperation for Peacebuilding](#)

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

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

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

**Programme Finances:**

<b>Revised total programme cost:</b>	<b>Total secured funds:</b>	<b>Funding gap:</b>
<b>\$5,000,000</b>	<b>\$1,819,000</b>	<b>\$3,181,000</b>

**Summary Table**

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

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

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