



**UNITED NATIONS DEVELOPMENT  
ASSISTANCE FRAMEWORK**

**SIERRA LEONE**

**DRAFT 2008-2010**

**Peace Consolidation  
and  
Accelerating Development**

**United Nations Country Team  
March 2007**

Office of the UN Resident Coordinator in Sierra Leone

P.O. Box 1011

Mammy Yoko Hotel

Freetown, Sierra Leone

## PREAMBLE

*The United Nations Country Team supports Sierra Leone's national effort, led by the Government, to improve the lives of its citizens, especially the poorest and the most vulnerable.*

*We shall work closely with the Government and other development partners to sustain the process of consolidation of the peace, enforcement of human rights, reconciliation, the acceleration of development and enhanced poverty reduction.*

*In pursuing this goal, we shall encourage the participation of civil society, the empowerment of local communities and the promotion of the security and rights of all Sierra Leoneans, particularly women and children, who so often have been the victims of violence and abuse. We will particularly ensure the transparent and accountable use of the resources made available to us for this purpose. We will also strive to reduce the transaction costs associated with our assistance, in conformity with the Paris Declaration. As mandated by the Security Council, the UN Agencies, funds and programmes working together within this Development Assistance Framework, also undertake to work progressively in an integrated fashion.*

*Our collective aspiration is to assist the people of Sierra Leone in their quest for a future that is free of violence and extreme poverty, and one that offers peace, security, equality, dignity and opportunity for a decent livelihood for all.*

Minister of Development and Economic Planning, Government of Sierra Leone	UN Resident Coordinator
FAO Representative	UNICEF Representative
IOM Representative	UNIDO Head of Operations
UNAIDS Country Coordinator	UNIFEM Programme Manager
UNDP Country Director	WFP Representative
UNFPA Representative	WHO Representative
UNHCR Representative	World Bank Country Manager

## Executive Summary

This UNDAF for the period 2008-2010 takes account of Sierra Leone's current Poverty Reduction Strategy, the plans to upgrade this PRS during 2007 to a follow-up PRS for the period 2008-2010, the Millennium Development Goals (MDGs) and the obligations flowing from international conventions and human rights instruments. A Common Country Assessment (CCA) undertaken in 2006, which includes a detailed assessment of the challenges for Sierra Leone to reach the MDGs, forms the basis for the UNDAF. The CCA, in turn, takes bases itself on many source documents and also benefited from various country assessments conducted by other donor agencies, the 2006 annual review of the PRS and the outcome of the November 2006 Consultative Group (CG) deliberations. The context of the new UNDAF comprises the two Security Council Resolutions (1620 and 1734), a Peace Consolidation Strategy and the country's pioneer engagement with the Peace Building Commission.

The CCA concludes that the country made significant progress to development and peace consolidation since the peace agreement of 2002. However, progress coexists with persistent fragility, including continuing threats to security. Enduring other issues, such as unemployment, poverty, low literacy, gender discrimination, high maternal and infant mortality rates, and severe infrastructure bottlenecks translate into a major challenge that aspirations for a better life and a "peace dividend" may not be realised in line with the expectations of the majority of Sierra Leone's citizens.

The UNCT and senior Government officials reviewed the CCA during December 2006. A thorough review of all the MDGs and a discussion of recent trends resulted in a consensus on new priorities to be considered for the 2008-2010 UNDAF. These include: (1) Governance and Human Rights; (2) Shared Growth, Food Security & Livelihoods; (3) Maternal and Child Health Care; (4) Primary Education with special emphasis on Girls Education, and: (5) HIV/AIDS, Tuberculosis, Malaria and related diseases. Crosscutting issues include gender equality and gender empowerment, capacity building in support of UNDAF priorities, monitoring and evaluation, data for development, development communication, conflict sensitivity, peace consolidation, partnerships for development and environmental sustainability.

This UNDAF presents in a Results Matrix the relationship between the UNDAF Outcomes, Country Programme Outcomes, Country Programme Outputs and the associated resource requirements. These requirements are currently merely indicative and reviews are proposed for 2007 to refine resource requirements and to agree on joint resource mobilisation strategies. Other reviews planned for 2007 include technical meetings to review information management systems, a review of the UNDAF Indicator Matrix and specific linkages with emerging nationally owned information systems. The UNCT will also direct the implementation of the Harmonised Approach to Cash Transfers (HACT) during 2007 and review results of capacity assessments throughout 2007. The UNCT will furthermore engage in broad consultative processes to ensure that key partners appreciate the common country programming process, recognise opportunities for joint programming, address challenges in jointly managing for results and ensure adequate capacity at all levels. There will be a progressive drive to harmonise procedures and realise the objectives of the Paris Declaration across all UN Agencies active in Sierra Leone. The UNCT will naturally also review the UNDAF in the light of the outcome of the July 2007 elections, the assessment of the post- UNIOSIL era and the desired continued integrated modality of UN programmes and operations in Sierra Leone. The UN country team will continue to pursue a broad partnership strategy with the Government, other development partners, civil society and the private sector. The UN country team will undertake joint policy reviews joint monitoring and evaluation, to provide a common and consistent approach to monitor progress against priorities, goals and targets set out in the UNDAF.

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## 1. Introduction

- 1.1. The UNDAF is the common strategic framework for the operational activities of the United Nations system in Sierra Leone. It provides a collective, coherent and integrated United Nations response to national priorities and needs. It takes account of Sierra Leone's Poverty Reduction Strategy 2005-2007 (PRS), the Millennium Development Goals (MDGs), the commitments, goals and targets of the Millennium Declaration and the obligations flowing from inter alia the international conventions and human rights instruments of the UN system and the African Union. The UNDAF describes *what* the UN system in Sierra Leone will focus on during the 2008-2010 period; *how* the priorities were arrived at, *how* the expected outcomes will be achieved and *with whom* the UNCT hopes to collaborate as development partners.
- 1.2. The 2004-2007 UNDAF focused on ***Recovery from War***. A revised UNDAF (2006-2007), aligned to the 2005-2007 PRS reflected the transition from Recovery and Humanitarian Assistance to ***Peace Consolidation and Development***, and the achievement of the MDGs.
- 1.3. The current 2008-2010 UNDAF, is based on a Common Country Assessment (CCA) undertaken in 2006, including a detailed assessment of the MDGs and the challenges for Sierra Leone implied in these Goals. Government and UNCT reviewed the CCA in draft at a Prioritisation Retreat on 4 December 2006, which led to a consensus on the 2008-2010 UNDAF priorities.
- 1.4. The Government and the UNCT continue working together on an in-depth assessment of the precise human and financial requirements for meeting the MDGs in Sierra Leone. The results of this ongoing assessment will become available during the second quarter of 2007 and will form the basis for the preparation of the new 2008-2010 Poverty Reduction Strategy. The context of the new UNDAF also comprises the various Security Council Resolutions, a Peace Consolidation Strategy and Sierra Leone's engagement with the Peace Building Commission that started in 2006.
- 1.5. In adopting Resolution 1620 (2005), the UN created an Integrated Office in Sierra Leone (UNIOSIL), which became effective in January 2006 with the mandate to consolidate peace by enhancing political and economic governance, building national capacity for conflict prevention, and preparing for elections in 2007. Specifically, UNIOSIL would assist in building the capacity of State institutions to address further the root causes of the conflict, provide basic services and accelerate progress towards the MDGs. In keeping with this mandate, Government and UN jointly developed a Peace Consolidation Strategy (PCS) to address the immediate threats to peace. The Government's 2005-2007 PRS and the PCS therefore constitute important framework documents for the CCA and UNDAF. The CCA describes other source documents and also benefited from various country assessments as conducted by other donor agencies, the 2006 annual review of the PRS and the outcome of the November 2006 Consultative Group (CG) deliberations.
- 1.6. This UNDAF furthermore takes account of the Security Council Resolution of 22 December 2006 (1734/2006) through which the Council extended the mandate of UNIOSIL to the end of 2007 and in which the Security Council took note of the priorities the Government had placed before the Peace Building Commission (PBC). These priorities comprise Youth Employment and Empowerment, Justice and Security, Democracy and Governance and Capacity Reinforcement of the Public Administration. The Security Council further called upon all stakeholders to increase efforts to promote good governance, including continued efforts to combat corruption, improve accountability, the promotion of the development of the private sector, enhanced employment opportunities, the strengthening of the judiciary and the promotion of human rights. The Council also again emphasised the role of women in

the prevention and resolution of conflicts and in peace building, the need to mainstream gender in all programmes and the need to address the situation of women and girls and to protect them from gender-based violence.

- 1.7. Accordingly, this UNDAF presents a plan for the joint realisation of important development objectives during the period 2008 – 2010. However, critical contextual variables may change significantly before, and during, that period. Some of these variables include the withdrawal of UNIOSIL, tentatively expected during 2008, the strong likelihood that there will be a continuing need for attention to peace-building and national security assistance beyond the departure of UNIOSIL, and the implementation of the “Delivering as One” UN reform programme. As mentioned earlier, the continued elaboration of the MDG requirements and ongoing preparations of the 2008-2010 PRS, will also require that the current document be reviewed on an ongoing basis. This document therefore includes a review and evaluation schedule that provides additional details on important review moments.

## 2. The 2006 Common Country Assessment

- 2.1. The CCA assessed that Sierra Leone made significant progress to recovery and development, concurrent with maintaining and progressively consolidating peace since the peace agreement of 2002. The recovery and development indicators are impressive: real GDP growth was in the double digits during 2001-2002 and has been around 6%-7% in recent years fuelled by broad recovery in agriculture, mining construction and the services sectors. Government and development partners agreed on a medium term recovery strategy that focused on the twin macro-economic objectives of sustaining high real growth and maintaining a stable macroeconomic environment. The strong growth should be seen against the background of a vastly contracted economy: in real terms the 2004 value of the economy was only three quarters of the value of the 1985 economy.
- 2.2. Strategic governance issues were also addressed to strengthen the foundations for sustained recovery, including public sector governance and public sector reform, decentralisation, empowerment of local communities, strengthening of the justice sector and strengthened financial management and procurement. However, the tangible progress and robust strategies coexist with persistent fragility, including continuing threats to internal and regional security. There also continue to be challenges to peace and reconciliation. Accountability issues, the weak administration of human rights and the rule of law are also areas of concern. Significant economic disempowerment persists particularly for many women and young people. Considerable regional inequities and disparities also still exist between the rural and urban areas. While much progress has also been made in terms of agricultural recovery and production, food security concerns persist with alarmingly high levels of malnutrition, which in some districts require a continued but selective emergency response.
- 2.3. Critically, peace consolidation, reconstruction and development are also threatened by pervasive unemployment, particularly among young men and women. Some 70% of the country's 5.3 million citizens live below the poverty line and 26% can be classified as extremely poor. Many invisible scars from the recent conflict remain in the form of significant mental health challenges.
- 2.4. Gender inequality is significant at all levels of society. The maternal mortality ratio is the highest in the world. Adult literacy rates are low generally but significantly higher for men than for women. Many laws, particularly customary laws that affect the majority of women, are discriminatory. Women are also poorly represented in decision-making bodies at national and local levels. Customary practices further constrain women with 62% of women (15-45 years old) being married before 18 years of age.

The national HIV prevalence rate is 1.53% but the infection among pregnant women is 3.4%. Less than 10% of pregnant women have access to counselling and testing.

- 2.5. The situation of children in Sierra Leone is precarious with the highest infant mortality and under-five mortality rates in the world of 170 and 286 per 1,000 live births respectively, a high level of acute malnutrition (15%) and significant protection issues: 11.3% of children are orphans, and close to 40% do not live with their biological parents. Sexual and gender based violence remains a serious concern. Birth registration levels of under-five children (48%) are low. Less than 1% of children in need of Anti Retroviral Treatment (ART) actually receive it. Although primary school enrolments have doubled in the last five years, one third of primary age children including many girls in rural areas are still not in school.
- 2.6. Considerable requirements for infrastructure rehabilitation and development exist. Access to water and sanitation is still limited. Less than half of the population has access to improved drinking water sources and only one third uses improved sanitation facilities. Electrical power, when available, is only accessible to a fraction of all households. The road system is in a state of disrepair. Reducing poverty, food insecurity, or geographical imbalances and improving service delivery, will require higher levels of growth. That, however, is constrained by the current state of the country's infrastructure and the weak and small private sector.
- 2.7. The CCA concluded that the above issues translate into the major challenge that the aspirations, hopes and promises of a better life and a "peace dividend" may not be realised in line with the expectations and its associated time-horizon of the majority of Sierra Leone's citizens. There is a growing mismatch between the rising expectations of the people, on the one hand, and the significant progress already made and realistically feasible progress in the immediate future, on the other hand. Expectations therefore may outpace what has been accomplished and what is possible. This gap must be bridged by a continued engagement of a wide range of international development partners and by solid public information campaigns.
- 2.8. The CCA also assessed the situation of Sierra Leone vis-à-vis the Millennium Development Goals (MDG) and the prospects for progress against the targets of the MDG by 2015. The assessment grouped the MDGs in three categories: (1) **Goals difficult to be met**: which includes MDG-1, eradicating poverty; MDG-4, reducing child mortality, MDG-5, improving maternal health and MDG-8, developing partnerships for development. The second category (2) comprises **Goals likely to be met with special efforts** and this category includes MDG-2, achieving universal primary education, MDG-3, promoting gender equality and MDG-7, ensuring environmental sustainability. The third category (3) comprises the **Goals likely to be met with sustained efforts** and includes MDG-6, combat HIV/AIDS, malaria and other diseases.
- 2.9. The revised 2005-2007 UNDAF included the following broad outcomes: (1) Transparent, accountable and democratic governance advanced at national and local levels; (2) Increased production, availability, accessibility and utilisation of food, with improved employment opportunities for youth; (3) Improved health for all citizens, especially women of child-bearing age and children under-five years of age; (4) Intensified response for HIV/AIDS prevention, care and support; (5) Strengthened capacity of key national and local institutions for reconciliation, security, improved governance and respect for human rights. The 2005-2007 UNDAF also recognises capacity building, gender equality, and youth empowerment as crosscutting issues. While the broad outcomes of the ongoing UNDAF remain relevant, important shifts in emphases are warranted, particularly with respect to youth unemployment and empowerment. Education was not included in the ongoing UNDAF, given the orientation and resources of other development partners. Considering the significant linkages between education (both formal and non-formal), youth employment, and the elimination of

gender inequities, the competitive advantages of the UN Agencies should be applied to these critical areas in the new UNDAF. Focused attention to improve the situation of children, particularly vulnerable children, the rural poor and girls, should also be considered. The new UNDAF calls for greater attention to the situation of human rights, to align national laws with international conventions, particularly with respect to women and children, and human rights reporting generally. The ongoing collaboration with the UN Country Teams from the other Mano River Union (MRU) countries and Cote d' Ivoire should be strengthened and intensified, particularly with respect to youth employment, HIV/AIDS, cross-border management, and containment of the proliferation of small arms and light weapons. Consistent with the overriding requirement to build capacity at all levels, the 2008-2010 UNDAF should consider a gradual shift towards national execution of programmes. This shift should go hand in hand with the improvement of governance arrangements, accountability and a strengthened capacity to monitor and evaluate programmes.

- 2.10. The changes suggested in the CCA have been reviewed with senior Government officials during December 2006. A thorough review of all the MDGs, a discussion of recent trends and the results of the recently concluded CG meeting, where the UNCT presented some of the above issues and concerns, resulted in a consensus on the new priorities to be considered for 2008-2010. These include: (1) Governance and Human Rights; (2) Shared Growth, Food Security & Livelihoods; (3) Maternal and Child Health Care; (4) Primary Education with special emphasis on Girls Education, and; (5) HIV/AIDS, Tuberculosis, Malaria and related diseases.
- 2.11. These five priorities have been translated into new UNDAF outcomes. The relationship between the pillars of the ongoing Poverty Reduction Strategy and the agreed priority areas of the 2008-2010 UNDAF is shown in the table below:

<b>Sierra Leone's Poverty Reduction Strategy Pillars</b>		
1	2	3
<b>PROMOTE GOOD GOVERNANCE, SECURITY AND PEACE BUILDING</b>	<b>PROMOTE PRO-POOR SUSTAINABLE GROWTH FOR FOOD SECURITY AND JOB CREATION</b>	<b>PROMOTE HUMAN DEVELOPMENT</b>
<b>UNDAF Outcomes</b>	(1) Governance and Human Rights	(3) Maternal Health and Child Health Care
		(4) Basic Education for All
		(5) HIV/AIDS, Tuberculosis, Malaria and related diseases
<u>Crosscutting issues:</u> gender equality and gender empowerment, capacity building in support of UNDAF priorities, monitoring and evaluation, data for development, development communication, conflict sensitivity and peace consolidation, partnerships for development and environmental sustainability.		

- 2.12. Taking into account the various UNDAF Outcomes and the respective Country Programme objectives of the Agencies participating in the UNDAF, the Results Matrix as shown on the following pages has emerged. This shows, the UNDAF Outcomes, the related Country Programme Outputs, partnerships and estimated resources.



## 2008 – 2010 UNDAF Results Matrix

<b>2008 – 2010 UNDAF Results Matrix</b>			
PRSP Pillar:	Pillar 1 – Good governance, security and peace building		
UNDAF Priority Area:	Governance and Human Rights		
UNDAF Outcome 1:	By 2010, Governance and Human Rights practices have been advanced at all levels and enforcement arrangements are in place.		
Country Programme Outcomes	Country Programme Outputs	Lead Agency & Partners	Resource Requirements
Transparent and Accountable Democratic Governance	1. Independent, professional and well-resourced electoral capacity established at national and local levels for efficient and transparent management of elections.	<u>UNDP</u> NEC, PPRC, CSOs, EC, DfID, Irish Aid & UNIFEM.	UNDP 10.00 UNIFEM 0.13
	2. Strengthened national capacity built for regional integration.	<u>UNDP</u>	UNDP 0.30
	3. Improved delivery of public services (particularly basic services such as power, water, roads, housing and sanitation) and enhanced accountability in the public service.	CSOs, EC, DfID, UN-HABITAT, World Bank & Irish Aid.	
	4. Rule of law and capacity of the justice sector strengthened to provide transparent, accessible and prompt justice delivery services including alternate dispute resolution arrangements and effective processes to address gender based violence.	<u>UNDP</u> CSOs, DfID & UNIOSIL	UNDP 0.50
Reconciliation, Security and Respect for Human Rights	1. Improved respect for women's rights, child rights, and the rights of vulnerable groups, with special emphasis on monitoring and reporting, and protection from all forms of gender-based violence.	<u>UNICEF</u> UNHCHR, UNIOSIL, UNIFEM, UNHCR	UNICEF 1.00 UNIFEM 0.60
	2. Reduced threats to personal and national security through effective arms control.	<u>UNDP</u> CSOs, DfID & UNIOSIL	UNDP 2.00
	3. Strengthened national capacities established for the promotion, protection, monitoring and enforcement of human rights including compliance with international conventions.	<u>UNDP</u> UNIFEM, UNICEF, UNIOSIL, UNFPA & DfID	UNFPA 1.80 UNIFEM 0.40
	4. National reconciliation promoted, and effective support to the implementation of the recommendations of the Truth and Reconciliation Commission.	<u>UNDP</u> CSOs, DfID & UNIOSIL	UNDP 1.00

PRSP Pillar	Pillar 2 - Promoting Pro-Poor Growth for Food Security and Job Creation		
UNDAF Priority Area:	Shared Growth, Food Security & Livelihoods		
UNDAF Outcome 2:	By 2010, the livelihood of the youth, women and vulnerable groups would have been enhanced.		
Country Programme Outcomes	Country Programme Outputs	Partners	Resource requirements
Poverty Reduction, and Shared Economic Growth.	1. Improved self-employment opportunities provided for young people, women, refugees and vulnerable groups.	<u>UNDP</u> WFP, UNIDO, UNIFEM, ILO & UNHCR.	UNDP 5.00 UNIFEM 0.45 WFP 7.03
	2. National environmental policy reviewed and action plans developed to meet global convention obligations.	<u>UNDP</u> UNEP	UNDP 0.10
	3. Increased national capacity for pro-poor policy interventions and participation in global trade and investment initiatives.	<u>UNDP</u> UNCDF, UNIDO & WB	UNDP 3.00
	4. Strengthened business growth centres in grassroots communities in Northern and Southern regions, and establishment of new centres in other regions.	<u>UNIDO</u> UNDP	UNDP 0.50
	5. Increased vocational skills for young men and women through the implementation of skills training programmes.	<u>WFP</u> , GTZ, UNDP, SLOIC	WFP 1.50
Increased Production, Availability, and Utilisation of Food.	1. Reduced post-harvest losses through support to food processing and infrastructural development.	<u>FAO</u> WFP, UNIDO, UNDP & UNIFEM	FAO 0.85 UNIFEM 0.04 WFP 4.92 UNDP 0.50
	2. Strengthened national capacity for food security policies and strategies, and a national food & fish safety and information dissemination system established.	<u>FAO</u> UNIDO, UNHCR & WFP	FAO 0.25
	3. Increased adoption of improved farming methods and the practice of agriculture as a business.	<u>FAO</u> UNDP, EC & Irish Aid	UNDP 0.50
	4. Strengthened national capacity for vulnerability mapping, food security surveys and analysis.	<u>WFP</u> , FAO, UNICEF, UNDP	WFP 0.15

PRSP Pillar:	Pillar 3: Promoting Human Development		
UNDAF Priority Area:	Maternal Health and Child Health Care		
UNDAF Outcome 3:	By 2010, Health for children under five years of age and health for women of childbearing age has improved and child and maternal mortality rates have been reduced.		
Country Programme Outcomes	Country Programme Outputs	Lead Agency & Partners	Resource Requirements
Reduced Child & Maternal Mortality	1. Strengthened capacity to deliver essential health services for children and women of childbearing age including the availability and implementation of a strategic plan on child survival and maternal mortality, and skilled attendance at birth.	UNICEF WHO, UNFPA, WFP, WB, DfID, EC & Irish Aid.	UNICEF 9.00 WHO 0.20
	2. Nutrition policy on treatment of malnutrition developed: improved capacity established for nutritional assessments and surveillance & national code on breast milk substitutes established.	WFP UNICEF, WHO, UNFPA, WFP, WB, DfID, EC & Irish Aid	WFP 0.15 WHO 0.10
	3. Improved national capacity to deliver routine vaccination services and to implement plans for measles control, maternal neonatal tetanus elimination, and polio eradication.	WHO UNICEF, UNFPA, WB, DfID & EC	WHO 0.50
	4. Improved capacity to treat childhood illnesses at PHU, community and household levels and improved access by children to safe drinking water. Enhanced participation of mothers and children in ANC/PNC and U5 clinics through supplementary feeding.	UNICEF WHO, WB, DfID & EC	WFP 11.29 WHO 0.02
	5. Increased availability and utilisation of emergency obstetric and neo-natal care services; increased coverage of the population with reproductive health information, services and commodities.	UNFPA UNICEF, UNDP, UNIFEM & WHO	UNFPA 4.00 WHO 0.15

PRSP Pillar:	Pillar 3: Promoting Human Development		
UNDAF Priority Area:	Primary Education with special emphasis on Girls Education		
UNDAF Outcome 4:	By 2010, Access countrywide to basic education for boys and girls alike will have improved.		
Joint Country Programme Outcomes	Country Programme Outputs	Partners	Resource Requirements
Basic Education for All	1. Improved access to basic education through improvement of physical facilities including safe drinking water, separate latrines, and school feeding. 2. Enhanced national capacity for educational planning and monitoring, including the availability and implementation of the Education Strategic Plan (ESP) and Education Management Information System (EMIS). 3. Enhanced quality of basic education through improved teacher training, monitoring of professional conduct of teachers and use of child-centred teaching techniques and methodologies.	UNICEF WFP, WB and DfID	UNFPA 0.50 UNICEF 9.00 WFP 12.62

PRSP Pillar	Pillar 3: Promoting Human Development		
UNDAF Priority Area:	HIV/AIDS, Tuberculosis, Malaria and related diseases.		
UNDAF Outcome 5:	By 2010, there is increased access to prevention, treatment, care and support services and decreased related disease morbidity and mortality		
Country Programme Outcomes	Country Programme Outputs	Lead Agency & Partners	Resource Requirements
Prevention of new HIV infections	1. Improved access by children and young people, especially child-bearing women, and the most at risk, to appropriate information, services, peer education and life skills.	UNICEF UNDP, UNFPA, UNHCR, UNIFEM, UNESCO & WHO.	UNDP 1.00 UNICEF 0.50 UNIFEM 0.12
	2. Improved, availability and use of male & female condoms.	UNFPA	UNFPA 0.50
	3. Safe national blood transfusion system established.	WHO UNICEF & UNAIDS	WHO 1.00
Treatment, Care and Support for PLWH	1. Enhanced availability of paediatric AIDS treatment and of ARV-treatment to HIV-positive pregnant and lactating women.	UNICEF WHO & UNFPA	UNDP 1.00 UNICEF 0.50 UNFPA 0.50 WFP 3.59 UNAIDS 0.50 WHO 0.15
	2. Strengthened capacity of Primary Health Units (PHU) to provide a full range of sexual and reproductive health services.	UNFPA, UNICEF	
	3. Improved national capacity for the protection and care for Orphans and Vulnerable Children (OVC) and for PLWH.	UNICEF WHO, UNFPA, WFP & UNAIDS	
	4. Human resources capacity for DOTS strengthened and DOTS strategy expanded to the whole country.	WHO German Leprosy Relief Association (GLRA)	
	5. Improved nutrition for PLWHs and other vulnerable groups.	WFP UNAIDS	
Decreased malaria morbidity and mortality	1. Scale up malaria prevention including ITN and IPT among children under five and pregnant women.	WHO	WHO 0.04
	2. Increased access to prompt and appropriate treatment of malaria cases within 24 hours of appearance of the symptoms.	WHO	WHO 0.04

3. **Resources:**

- 3.1. The estimated financial resources required for each outcome are also included in the Results Matrix. These resources include both regular and extra budgetary income (trust funds, cost-sharing, in-kind contributions) of the UN agencies, funds and programmes expected to be available during the UNDAF period (2008-2010).
- 3.2. At this stage, February 2007, the resources reflect merely indications of requirements. A specific review is proposed during the second quarter of 2007 to refine the resource requirements and to agree on an appropriate resource mobilisation strategy.

4. **Implementation:**

- 4.1. UN partners will implement the programmes reflected in the UNDAF in all cases through Government-approved country cooperation programmes. Where possible, the Government and UN will implement these programmes and projects under the national execution modality, taking into account existing capacity and specific planned capacity strengthening initiatives. Individual UN country programmes and project documents have explicit links with the UNDAF objectives, explaining how they contribute to the overall UNDAF goals.
- 4.2. The harmonised programme cycles (2008-2010) of individual UN agencies will facilitate effective individual and joint programming and joint monitoring and evaluation. It will also reduce the burden on the Government of parallel programme negotiations.

5. **Continued 2007 UNDAF Review:**

- 5.1. The UNCT has recognised during the preparation of the CCA that the generation of appropriate development data is a crucial issue in the case of Sierra Leone. The decentralisation strategy has lent further urgency to this issue, as regular, consistent and systematic generation of data requires harmonised approaches, clearly understood protocols at the local levels, and agreed aggregation and compilation techniques. The UNCT will therefore propose to sponsor a specific technical meeting during the second quarter of 2007 to review the available systems, plans and structures, and particularly the most effective way for the UN to provide support in this regard. This review should include, among others, strengthening of capacity at Statistics Sierra Leone (SSL), integration of the Sierra Leone Information System (SLIS) into the range of tools and programmes of SSL and the aid database at DACO. Furthermore, this should also include a consensus on a concerted approach to the rollout and utilisation of DEVINFO. Another critical issue in this context would be the appropriate strengthening of capacity to support regular and systematic reporting against the Brussels Programme of Action for the Least Developed Countries. Finally, this meeting should also take into account sector-specific information systems, such as for example the Education Management Information System (EMIS).
- 5.2. The UNCT will subsequently organise a review of the indicator framework of the UNDAF to ensure that there is a manageable and verifiable system of monitoring progress against agreed benchmarks, as well as specific linkages between the UNDAF indicators and countrywide information systems.
- 5.3. A detailed plan for the implementation of the Harmonised Approach to Cash Transfers (HACT) is available and the UNCT will review the results of capacity assessments throughout 2007. In this connection, the UNCT will also oversee broad consultative processes to ensure that key partners appreciate the common country programming process and the progressive drive to harmonise procedures across all UN Agencies active in Sierra Leone.
- 5.4. The review results of the various assessments foreseen as part of the HACT implementation will be instrumental in defining the precise capacity strengthening and development that will be necessary within the public financial management system, the district level

systems for the delivery of services and among the various implementing partners. The UNCT will ensure a collective approach to capacity development, maximizing individual agency strengths at country level in line with UN reform and in line with national priorities.

- 5.5. The UNCT will also actively promote that capacity strengthening is specific and consistent with available guidelines and the emerging consensus among development partners. Capacity development strategies therefore need to be sufficiently specific to conform to the eight recognised capacity components, to wit:

- 5.5.1. Human resources;
- 5.5.2. Public sector accountability;
- 5.5.3. Access to information, development knowledge and technology;
- 5.5.4. Inclusion, participation, equity and empowerment;
- 5.5.5. Financial resource allocation, management and oversight;
- 5.5.6. Management and maintenance of material resources;
- 5.5.7. Management of environmental resources, and;
- 5.5.8. Management of external relations.<sup>1</sup>

## 6. **Monitoring and Evaluation:**

- 6.1. The UN country team will also otherwise ensure continuous monitoring and evaluation (M&E) in order to manage for developments results. Central to this M&E mechanism will be the emphasis and reliance on the results-based management (RBM) approach.
- 6.2. The monitoring of the UNDAF outcomes will be periodic (at least every six months) to enable the UN country team to capture information on an on-going basis regarding the progress towards the various outcomes. Included in the monitoring mechanisms will be field visits (jointly with other partners or by individual UN agencies), stakeholder meetings and other desk reviews and reports. Specific attention in this connection will be given to the role and effectiveness of the UN District Support Teams, given the crucial need for capacity strengthening at the local level.
- 6.3. Undertaking outcome evaluation will also be critical. It will help the UN country team to assess how and why the UNDAF outcomes, including progress towards the MDGs, are or are not being achieved, and provide recommended actions to improve performance. The UNCT will direct a major outcome evaluation, in consultation with strategic partners, towards the end of 2008.
- 6.4. The UNDAF monitoring and evaluation will be coordinated through the Resident Coordinator's office and major milestones will form part of the Resident Coordinator's annual report. The UN country team will maintain the UNDAF Working Group as a standing inter-agency committee to produce half-yearly reports on progress against UNDAF outcomes, for review by the government and Heads of Agencies. The Working Group will also be responsible for the timely organisation of the UNDAF review meetings planned for 2007, respectively on information systems, monitoring and refinement of indicators, and a meeting that will focus on the new PRS 2008-2010. Another important event will be the assessment of the ramifications of a UNIOSIL departure and the desired continued integrated modality of UN programmes and operations in Sierra Leone.

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<sup>1</sup> United Nations Development Group (UNDG), Position Statement on Enhancing the UN's contribution to National Capacity Development, October 2006.

## **7. Cooperation with Partners:**

- 7.1. The UNDAF, as a strategic planning framework, serves as the foundation of the joint UN programmes in Sierra Leone. It provides a collective, coherent and integrated response to the country's evolving development priorities. In line with the principles and emerging initiatives on UN reform, the UN country team will consistently pursue effective and efficient modalities of cooperation. The UN country team is aware that its resources and capacities are limited. The needs and expectation for consolidation of peace and transition to sustainable development and poverty reduction go well beyond the means of any individual agency and call for multi-dimensional partnerships with Government, other donors and many Civil Society Organisations. The UN country team will therefore be a pro-active partner within the aid coordination arrangements as currently exist and will lend maximum support to the implementation in Sierra Leone of the Paris Declaration on Harmonisation of Aid Flows. This should not only involve close collaboration to reduce transaction costs. It should also involve a joint consideration of the "revenue" side of the Declaration: how can aid be demonstrably more effective with increased tangible benefits for all beneficiaries
- 7.2. The World Bank has considered the UNDAF objectives in formulating its current Country Assistance Strategy (CAS) and will do so in the future. The current World Bank programme cycle ends in the middle of 2008 (calendar-year), to be followed by a new four year assistance strategy, which will then cover the period mid-2008 to mid 2012. The Bank coordinates implementation and policy discussions closely with the UN team in Sierra Leone. Over the coming UNDAF cycle, the Bank will work particularly closely with UN agencies in the context of implementation of programs financed by the Peacebuilding Fund.
- 7.3. The UN country team will continue to pursue a broad partnership strategy, which revolves around joint dialogue with the Government and all development partners including civil society and the private sector. To the maximum extent possible, the UN country team will undertake joint policy reviews and formulation, joint monitoring and evaluation, and joint programming to provide a common and consistent approach to monitor progress against the priorities, goals and targets set out in the UNDAF.

## Annex 1 - 2008 – 2010 UNDAF Indicator Matrix

PRSP Pillar:	Pillar 1 – Good governance, security and peace building		
UNDAF Priority Area:	Governance and Human Rights		
UNDAF Outcome 1:	By 2010, Governance and Human Rights practices have been advanced at all levels and enforcement arrangements are in place		
Country Programme Outcomes	Country Programme Outputs	Indicators	Sources of Verification
Transparent and Accountable Democratic Governance	1. Independent, professional and well-resourced electoral capacity established at national and local levels for efficient and transparent management of elections.	<ul style="list-style-type: none"> <li>▪ 50% reduction in external TA to EMBs;</li> <li>▪ Number of national professionals trained in electoral management and operations;</li> <li>▪ 2008 local councils' elections results accepted with reduced number of post-elections petitions;</li> <li>▪ Reliable voter register;</li> <li>▪ Significant voter turnout, particularly women;</li> </ul>	
	2. Strengthened national capacity built for regional integration.	<ul style="list-style-type: none"> <li>▪ APR survey report produced;</li> <li>▪ APR sensitization workshops conducted;</li> <li>▪ Office of MPPA trained and equipped;</li> <li>▪ Number of regional programs developed and implemented through MRU Secretariat.</li> </ul>	
	3. Improved delivery of public services (particularly basic services such as power, water, roads, housing and sanitation) and enhanced accountability in the public service.	<ul style="list-style-type: none"> <li>▪ Government annual audited reports published;</li> <li>▪ Ratio of procurement done through the NPPA;</li> <li>▪ Ratio of MDAs with functional SES in post;</li> <li>▪ Rate of compliance with public financial rules and regulations.</li> </ul>	
	4. Rule of law and capacity of the justice sector strengthened to provide transparent, accessible and prompt justice delivery services including alternate dispute resolution arrangements and effective processes to address gender based violence	<ul style="list-style-type: none"> <li>▪ Number of Police prosecutors and prison officers trained in case-tracking and management;</li> <li>▪ Number of functional Magistrate courts;</li> <li>▪ Back log cases reduced nationwide;</li> <li>▪ Reduced cases and duration of pre-trial detention;</li> <li>▪ Number of FSU-reported GBV cases actually prosecuted and convicted.</li> </ul>	
Reconciliation, Security and Respect for Human Rights	1. Improved respect for women's rights, child rights, and the rights of vulnerable groups, with special emphasis on monitoring and reporting, and protection from all forms of gender-based violence.	<ul style="list-style-type: none"> <li>▪ CEDAW reports adopted by and submitted;</li> <li>▪ Child Rights Bill adopted;</li> <li>▪ Ratification of ILO conventions 138, 182 and the Hague Convention on Inter-Country adoption;</li> <li>▪ Relevant laws and policies to protect the rights of OVCs are identified;</li> <li>▪ Draft policy on children deprived of primary caregivers and draft regulatory mechanisms on children in residential institutions developed;</li> <li>▪ Mechanisms are in place for monitoring, prevention and protection of victims of trafficking;</li> <li>▪ Adoption of Customary Marriages-Divorce, Intestate Succession, &amp; Domestic Violence Acts;</li> <li>▪ Proportion of FSU-reported GBV-cases successfully prosecuted and sentences passed.</li> </ul>	
	2. Reduced threats to personal and national security through effective arms control.	<ul style="list-style-type: none"> <li>▪ Number of communities declared arms free;</li> <li>▪ Number of border posts established and personnel trained;</li> <li>▪ Number of joint border patrols conducted;</li> <li>▪ New Small Arms Legislation enacted;</li> <li>▪ Functional small arms licensing systems.</li> </ul>	
	3. Strengthened national capacities established for the promotion, protection, monitoring and enforcement of human rights including compliance with international conventions.	<ul style="list-style-type: none"> <li>▪ Annual National Human Rights Report produced;</li> <li>▪ Percentage of reported cases acted upon by the Human Rights Commission;</li> <li>▪ Relevant national laws, policies that need to be introduced/amended to ensure compliance with the Child Rights Bill are identified</li> <li>▪ Number of international human rights instruments and related domestic laws adopted;</li> <li>▪ Number of training events provided to CSOs on Human Rights monitoring and reporting;</li> <li>▪ Percentage of births registered</li> </ul>	
	4. National reconciliation promoted, and effective support to the implementation of the recommendations of the Truth and Reconciliation Commission.	<ul style="list-style-type: none"> <li>▪ Volume of Peace Building Fund resources disbursed and implemented;</li> <li>▪ Percentage of youth and women participating in decision-making processes;</li> <li>▪ Number of TRC Recommendations satisfactorily implemented.</li> </ul>	

PRSP Pillar	Pillar 2 - Promoting Pro-Poor Growth for Food Security and Job Creation		
UNDAF Priority Area:	Shared Growth, Food Security & Livelihoods		
UNDAF Outcome 2:	By 2010, the livelihood of the youth, women and vulnerable groups would have been enhanced.		
Country Programme Outcomes	Country Programme Outputs	Indicators	Sources of Verification
Poverty Reduction, and Shared Economic Growth.	1. Improved self-employment opportunities provided for young people, women, refugees and vulnerable groups.	<ul style="list-style-type: none"> <li>▪ Number of micro enterprises owned by youth and women;</li> <li>▪ Number of jobs created for youth and women;</li> <li>▪ Number of youth and women's groups accessing microfinance services;</li> <li>▪ Number of sustainable MFIs providing microfinance services to the poor;</li> <li>▪ Proportion of beneficiary households indicating reduction in food deficit by at least two months;</li> <li>▪ Percentage of households with increased income by gender;</li> <li>▪ Percentage of women participating in decision-making bodies.</li> </ul>	
	2. National environmental policy reviewed and action plans developed to meet global convention obligations.	<ul style="list-style-type: none"> <li>▪ Number of Status reports and Action plans for sustainable environmental management;</li> <li>▪ Legislation adopted to monitor compliance with global environmental conventions;</li> <li>▪ A revised national environment policy;</li> <li>▪ Disaster and risk management policy adopted.</li> </ul>	
	3. Increased national capacity for pro-poor policy interventions and participation in global trade and investment initiatives.	<ul style="list-style-type: none"> <li>▪ PRSP 3 produced;</li> <li>▪ Functional poverty monitoring and reporting systems;</li> <li>▪ PETS report produced;</li> <li>▪ Number of trade related projects implemented.</li> </ul>	
	4. Strengthened business growth centres in grassroots communities in Northern and Southern regions, and establishment of new centres in other regions.	<ul style="list-style-type: none"> <li>▪ Number of business growth centres upgraded;</li> <li>▪ Number of business growth centres upgraded;</li> <li>▪ Reports of surveys of business growth centres and their clients.</li> </ul>	
	5. Increased vocational skills for young men and women through the implementation of skills training programmes.	<ul style="list-style-type: none"> <li>▪ Reports of training events conducted;</li> <li>▪ Number of men and women having successfully participated in skills training activities</li> </ul>	
Increased Production, Availability, and Utilisation of Food.	1. Reduced post-harvest losses through support to food processing and infra-structural development.	<ul style="list-style-type: none"> <li>▪ Functioning markets and storage facilities;</li> <li>▪ Percentage of rural communities with access;</li> <li>▪ Percentage of households with access to post-harvest storage facilities;</li> <li>▪ Percentage of households with access to post-harvest processing facilities for rice and cassava.</li> </ul>	MAFS and MFMS
	2. Strengthened national capacity for food security policies and strategies, and a national food & fish safety and information dissemination system established.	<ul style="list-style-type: none"> <li>▪ Number of policy &amp; strategy documents developed and adopted;</li> <li>▪ Number of regulations enacted and enforced;</li> <li>▪ National food &amp; fish safety and information dissemination system developed and initiated.</li> </ul>	
	3. Increased adoption of improved farming methods and the practice of agriculture as a business.		
	4. Strengthened national capacity for vulnerability mapping, food security service and analysis.	<ul style="list-style-type: none"> <li>▪ Number of training activities conducted jointly with UN and Government counterparts;</li> <li>▪ Number of Food Security and Vulnerability Joint Assessment Missions conducted;</li> <li>▪ Number of monitoring and evaluation reports generated in collaboration with Government and other partners.</li> </ul>	

PRSP Pillar:	Pillar 3: Promoting Human Development		
UNDAF Priority Area:	Maternal Health and Child Health Care		
UNDAF Outcome 3:	By 2010, Health for children under five years of age and health for women of childbearing age has improved and child and maternal mortality rates have been reduced.		
Country Programme Outcomes	Country Programme Outputs	Indicators	Sources of Verification
Reduced Child & Maternal Mortality	1. Strengthened capacity to deliver essential health services for children and women of childbearing age including the availability and implementation of a strategic plan on child survival and maternal mortality, and skilled attendance at birth	<ul style="list-style-type: none"> <li>▪ Availability and implementation of strategic plan on child survival and maternal mortality;</li> <li>▪ MBB used as a tool for budgeting on child &amp; maternal health.</li> </ul>	
	2. Nutrition policy on treatment of malnutrition developed; improved capacity established for nutritional assessments and surveillance & national code on breast milk substitutes established.	<ul style="list-style-type: none"> <li>▪ At least 50% of PHUs, hospitals and TBAs promote early and exclusive breast-feeding;</li> <li>▪ 1600 health workers in 800PHUs trained to provide curative services on MCH interventions;</li> <li>▪ 75% of households consume iodized salts;</li> <li>▪ National nutrition policy developed;</li> <li>▪ Code on breast milk substitutes developed.</li> </ul>	
	3. Improved national capacity to deliver routine vaccination services and to implement plans for measles control, maternal neonatal tetanus elimination, and polio eradication.	<ul style="list-style-type: none"> <li>▪ At least 80% of PHUs nationwide deliver routine vaccination services;</li> <li>▪ 75% of infants fully immunised against childhood immunisable diseases;</li> <li>▪ 25% reduction in mortality of vaccine preventable childhood diseases.</li> </ul>	
	4. Improved capacity to treat childhood illnesses at PHU, community and household levels and improved access by children to safe drinking water. Enhanced participation of mothers and children in ANC/PNC and U5 clinics through supplementary feeding.	<ul style="list-style-type: none"> <li>▪ 1600 health workers and 800PHUs trained to provide curative services on child survival and safe motherhood interventions.</li> <li>▪ Prevalence of acute moderate malnutrition (WH) and acute severe malnutrition (WH) among under-5 children by gender;</li> <li>▪ Prevalence of malnutrition among women in MCH programmes (BMI and low birth weight);</li> <li>▪ Prevalence of diarrhoea in under-fives.</li> </ul>	
	5. Increased availability and utilisation of emergency obstetric and neo-natal care services; increased coverage of the population with reproductive health information, services and commodities.	<ul style="list-style-type: none"> <li>▪ 50% increase in SDPs offering RH services;</li> <li>▪ 60% increase in health units that offer at least three methods of modern FP methods;</li> <li>▪ Percentage of deliveries that in EmONC facilities;</li> <li>▪ Caesarean sections increase by 5%;</li> <li>▪ Percentage of health facilities fully equipped with BEmONC and CEmONC services.</li> </ul>	MOHS Programme Implementation Reports

PRSP Pillar:	Pillar 3: Promoting Human Development		
UNDAF Priority Area:	Primary Education with special emphasis on Girls Education		
UNDAF Outcome 4:	By 2010, Access countrywide to basic education for boys and girls alike will have improved.		
Joint Country Programme Outcomes	Country Programme Outputs	Indicators	Sources of Verification
Basic Education for All	<ol style="list-style-type: none"> <li>1 Improved access to basic education through improvement of physical facilities including safe drinking water, separate latrines, and school feeding.</li> <li>2 Enhanced national capacity for educational planning and monitoring, including the availability and implementation of the Education Strategic Plan (ESP) and Education Management Information System (EMIS).</li> <li>3 Enhanced quality of basic education through improved teacher training, monitoring of professional conduct of teachers and use of child-centred teaching techniques and methodologies.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Availability of Education Strategic Plan;</li> <li>▪ 75% of teachers trained to deliver child-centred teaching techniques and methodologies;</li> <li>▪ EMIS set up and effectively being used;</li> <li>▪ 45,000 children in remote communities access quality primary education in community schools;</li> <li>▪ Safe drinking water and gender separated latrines are available in 40% of all schools;</li> <li>▪ Enforcement of a misconduct code for teachers;</li> <li>▪ Availability of criteria for child-friendly schools;</li> <li>▪ 210,000 primary school children receive daily school meals;</li> <li>▪ 210,000 primary school children are de-wormed.</li> <li>▪ Net attendance in primary education is increased from 69% to 75%, with special emphasis on girls.</li> </ul>	MEST Reports



PRSP Pillar	Pillar 3: Promoting Human Development		
UNDAF Priority Area:	HIV/AIDS, Tuberculosis, Malaria and related diseases.		
UNDAF Outcome 5:	By 2010, there is increased access to prevention, treatment, care and support services and decreased related disease morbidity and mortality.		
Country Programme Outcomes	Country Programme Outputs	Indicators	Sources of Verification
Prevention of new HIV infections	1. Improved access by children and young people, especially childbearing women, and the most at risk, to appropriate information, services, peer education and life skills.	<ul style="list-style-type: none"> <li>▪ Availability of functional national policy on HIV/AIDS;</li> <li>▪ Percentage of children and child-bearing women having adequate knowledge on prevention and transmission of HIV;</li> </ul>	
	2. Improved, availability, accessibility and use of male and female condoms.	<ul style="list-style-type: none"> <li>▪ Number of males and females using condoms at last high risk sex encounter;</li> <li>▪ 30% yearly increase in male and female condoms sold or distributed;</li> <li>▪ 15% increase in the number of condom delivery points in districts.</li> </ul>	MOHS/NAS Condom Provision Report
	3. Safe national blood transfusion system established.		
Treatment, Care and Support for PLWH	1. Enhanced availability of paediatric AIDS treatment and of ARV-treatment available to HIV-positive pregnant and lactating women.	<ul style="list-style-type: none"> <li>▪ At least 80% of HIV-infected children have access to paediatric AIDS treatment and care;</li> <li>▪ At least 80% of HIV-positive pregnant women and their exposed infants and have access to complete courses of ARV prophylaxis and treatment;</li> </ul>	
	2. Strengthened capacity of Primary Health Units (PHU) to provide a full range of sexual and reproductive health services.	<ul style="list-style-type: none"> <li>▪ At least 40% of PHUs provide VCCT, medical and palliative care, treatment of opportunistic infections, STIs, PEP and sexual and reproductive health services;</li> </ul>	
	3. Improved national capacity for the protection and care for Orphans and Vulnerable Children (OVC) and for PLWH.	<ul style="list-style-type: none"> <li>▪ Guidelines on home-based care and treatment of malaria, diarrhoea, pneumonia and HIV/AIDS developed and promoted at household level;</li> <li>▪ Draft OVC policy and strategic plan developed;</li> <li>▪ Draft PLWA policy and strategic plan developed, including measures to reduce and prevent discrimination;</li> </ul>	
	4. Human resources capacity for DOTS strengthened and DOTS strategy expanded to the whole country.	<ul style="list-style-type: none"> <li>▪ 80% of PHUs implementing the DOTS strategy;</li> <li>▪ 80% of PHU-staff trained to implement the DOTS strategy.</li> </ul>	
	5. Improved nutrition for PLWHs and other vulnerable groups.	<ul style="list-style-type: none"> <li>▪ Number of PLWAs receiving food support;</li> <li>▪ Number of other vulnerable groups receiving food rations.</li> </ul>	
Decreased malaria morbidity and mortality	1 Scale up malaria prevention including ITN and IPT among children under five and pregnant women.	<ul style="list-style-type: none"> <li>▪ Percentage of households with at least one ITN;</li> <li>▪ Percentage of pregnant women who receive IPT at ANC.</li> </ul>	
	2 Increased access to prompt and appropriate treatment of malaria cases within 24 hours of appearance of symptoms.	<ul style="list-style-type: none"> <li>▪ Percentage of malaria patients who receive treatment within 24 hours of symptoms according to national treatment policy;</li> </ul>	

**Annex 2: Indicative Agency Resources for UNDAF Outcomes<sup>2</sup>**

UNAIDS								0.50		0.50
UNDP	10.80	3.00	8.60	1.00			1.00	1.00		25.40
UNFPA		1.80			4.00	0.50	0.50	0.50		7.30
UNICEF		1.00			9.00	9.00	0.50	0.50		20.00
UNIFEM	0.13	1.00	0.45	0.04			0.12			1.74
WFP			8.53	5.07	11.44	12.62		3.59		41.25
WHO					0.97		1.00	0.15	0.08	2.20
Totals by Country Programme Outcomes	10.93	6.80	18.43	6.36	25.41	22.12	3.12	6.24	0.08	99.49
Totals by UNDAF Outcomes	17.73		24.79		25.41	22.12	9.44			99.49

<sup>2</sup> Resources in millions of United States dollars.

**Annex 3: 2007 UNDAF Review Calendar**

		J	F	M	A	M	J	J	A	S	O	N	D
1	Broad UNDAF Consultation		X										
2	Draft UNDAF to Readers Group		X										
3	1st Draft MDG Investment Requirements			X									
4	2nd Draft MDG Investment Requirements						X						
5	Workshop on Data for Development					X							
6	UNDAF Indicators & Resources Review						X						
7	Sensitisation, training and roll-out for HACT & FACE <sup>3</sup>			X			X			X			
8	Assessment(s) of post-UNIOSIL Requirements					X					X		
9	DEPAC Meeting(s)			X						X			
10	Draft 2008-2010 Poverty Reduction Strategy										X		
11	National Elections							X					
12	UNDAF Review and Signature											X	

<sup>3</sup> Harmonised Approach to Cash Transfers (HACT); Funding Authorisation and Certification of Expenditures.

**Annex 4: Sierra Leone: Poverty Reduction Strategy Pillars**

<b>1</b>	<b><u>GOOD GOVERNANCE, SECURITY AND PEACE BUILDING</u></b>	
	<b>OBJECTIVE</b>	<b>EXPECTED OUTPUT</b>
<b>GOOD GOVERNANCE</b>	Promote transparency and democracy	The NEC operating fully and efficiently
	Strengthen decentralisation process	Complementary support to IRCBP.
	Build capacity for effective implementation, monitoring and evaluation of the PRSP	Capacity developed to facilitate the coordination and implementation of the PRSP
<b>REFORMING THE SECURITY SECTOR</b>	Security forces able to prevent and respond to external and internal security threats, and to provide an enabling environment for poverty reduction	Capacity in the security sector transformed
		Increased Partnership between State Security Organisations, Civilians (Civil Societies and Local Authorities), and Regional/Sub-regional Organisations, and also amongst State Security forces able to prevent & respond to external agencies established and maintained.
		Governance and oversight roles of Parliamentarians and civil societies re-established.
<b>PEACE BUILDING</b>	Facilitate reconciliation amongst the Sierra Leone population.	TRC recommendations implemented.

<b>2</b>	<b><u>PROMOTING PRO-POOR GROWTH FOR FOOD SECURITY AND JOB CREATION</u></b>	
	<b>OBJECTIVE</b>	<b>EXPECTED OUTPUT</b>
<b>INFRA-STRUCTURE DEVELOPMENT</b>	Improve infrastructure facilities (roads& energy).	Improved road network.
		Improved electricity supply.
<b>AGRICULTURE AND FOOD SECURITY</b>	Increase the year round supply of domestic food production	Increased crop and livestock production
		Increased agricultural infrastructure development
		Increased nationwide sensitization
		Availability of loan facilities for agricultural activities
<b>PRIVATE SECTOR DEVELOPMENT</b>	Promote the enabling environment for private sector development	Activity Matrix of the Diagnostic Trade Integration Study (DTIS) implemented
		Increased public-private sector dialogue and partnerships for development.
	Promote employment opportunities for youths in the formal and informal sectors	Wider job creation and value addition on traditional and non-traditional exports

<b>3</b>	<b><u>PROMOTING HUMAN DEVELOPMENT</u></b>	
	<b>OBJECTIVE</b>	<b>EXPECTED OUTPUT</b>
<b>EDUCATION</b>	Expand access and quality to basic education for all	Increased net intake rate, net enrolment rate in primary and Junior secondary level institutions
		Increased passes in public examination
<b>HEALTH</b>	Reduce under fives and maternal mortality rates	Fully functional Primary Health Care Units Established
		Under-five and maternal mortality rates reduced
		Diagnostic and treatment facilities improved
		Increased access to clean water and sanitation

## Annex 5: Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ANC	Ante Natal Care
ARV	Anti-Retroviral
BEmONC	Basic Emergency Obstetric and Neonatal Care
BMI	Body Mass Index
CCA	Common Country Assessment
CEmONC	Comprehensive Emergency Obstetric and Neonatal Care
CG	Consultative Group
CSO	Civil Society Organisation
DevInfo	Development Information (Software)
DfID	Department for International Development (of the UK)
DHMT	District Health Management Team
DOTS	Directly Observed Treatment Short-course
EC	European Community or European Commission
EMB	Election Management Body
EMIS	Education Management Information System
EmONC	Emergency Obstetric and Neonatal Care
ESP	Education Sector Plan
FAO	Food and Agriculture Organisation of the United Nations
FP	Family Planning
GBV	Gender Based Violence
GDP	Gross Domestic Product
GLRA	German Leprosy Relief Agency
HIV	Human Immunodeficiency Virus
HTP	Harmful Traditional Practices
ILO	International Labour Organisation
IMC	International Medical Corps
IOM	International Organisation for Migration
M&E	Monitoring and Evaluation
MAFS	Ministry of Agriculture and Food Security
MBB	Marginal Budgeting for Bottlenecks
MCH	Maternal and Child Health
MDAs	Ministries, Departments & Agencies
MDG	Millennium Development Goal
MFI	Micro-Finance Institution
MFMR	Ministry of Fisheries and Marine Resources
MOHS	Ministry of Health and Sanitation
MRU	Mano River Union
MSF	Médecins sans Frontières (Doctors without Borders)
NEC	National Electoral Council
OVC	Orphans and Vulnerable Children
PBC	Peace Building Commission (UN)
PCS	Peace Consolidation Strategy
PEP	Post Exposure Prophylaxis
PETS	Poverty Expenditure Tracking Survey
PHU	Primary Health (Care) Unit
PLWH	Persons Living with HIV
PNC	Post Natal Care
PPRC	Political Parties Registration Commission
PRS	Poverty Reduction Strategy
RBM	Results Based Management
RH	Reproductive Health
SDP	Service Delivery Point
SES	Senior Executive Service
SLOIC	Sierra Leone Opportunities Industrialisation Centre
SLIS	Sierra Leone Information System
SSL	Statistics Sierra Leone

STI	Sexually Transmitted Infections
TBA	Traditional Birth Assistant
TRC	Truth and Reconciliation Commission
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCHR	United Nations High Commissioner for Human Rights
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNIFEM	United Nations Development Fund for Women
UNIOSIL	United Nations Integrated Office in Sierra Leone
U5	Children under five years of age
WB	World Bank
WFP	World Food Programme
WH	Weight for Height (Indicator of Malnutrition)
WHO	World Health Organisation
YES	Youth Employment Scheme

## Annex 6: UNIOSIL Mandate

- 1) [Security Council Resolution 1620 of 2005 (31 August 2005) requested] the Secretary General to establish UNIOSIL with the following key tasks:
  - a) To assist the Government of Sierra Leone in:
    - i) Building the capacity of State institutions to address further the root causes of the conflict, provide basic services and accelerate progress towards the Millennium Development Goals through poverty reduction and sustainable economic growth, including through the creation of an enabling framework for private investment and systematic efforts to address HIV/AIDS;
    - ii) Developing a national action plan for human rights and establishing the national human rights commission;
    - iii) Building the capacity of the National Electoral Commission to conduct a free, fair and credible electoral process in 2007;
    - iv) Enhancing good governance, transparency and accountability of public institutions, including through anti-corruption measures and improved fiscal management;
    - v) Strengthening the rule of law, including by developing the independence and capacity of the justice system and the capacity of the police and corrections system;
    - vi) Strengthening the Sierra Leonean security sector, in cooperation with the International Military Advisory and Training Team and other partners;
    - vii) Promoting a culture of peace, dialogue, and participation in critical national issues through a strategic approach to public information and communication, including through building an independent and capable public radio capacity;
    - viii) Developing initiatives for the protection and well-being of youth, women and children.
  - b) To liaise with the Sierra Leonean security sector and other partners, to report on the security situation and make recommendations concerning external and internal security threats;
  - c) To coordinate with the United Nations missions and offices and regional organisations in West Africa in dealing with cross-border challenges such as the illicit movement of small arms, human trafficking and smuggling and illegal trade in natural resources;
  - d) To coordinate with the Special Court for Sierra Leone;

[The Security Council, in Article 3 of the same Resolution]: *Underlines* the importance of establishing a fully integrated office with effective coordination of strategy and programmes between the United Nations agencies, funds and programmes in Sierra Leone, between the United Nations and other international donors, and between the integrated office, the Economic Community of West African States and other United Nations missions in the region.

- 2) [In Security Council Resolution 1734 of 2006 (22 December 2006)], the Security Council,
1. *Decides* to extend the mandate of UNIOSIL [.....] until 31 December 2007; [.....] and:
  7. *Calls upon* the Government of Sierra Leone, UNIOSIL and all other stakeholders in the country to increase their efforts to promote good governance, including through continued measures to combat corruption, improve accountability, promote the development of the private sector to generate wealth and employment opportunities, strengthen the judiciary and promote human rights;
  8. *Calls upon* the Government of Sierra Leone to expedite the implementation of the recommendations of the Truth and Reconciliation Commission, and *calls upon* Member States to assist the Government in funding the activities of the National Human Rights Commission;
  9. *Emphasizes* the important role of women in the prevention and resolution of conflicts and in peacebuilding, as recognized in resolution 1325 (2000), *underlines* that a gender perspective should be taken into account in implementing all aspects of the mandate of UNIOSIL, *welcomes* in this regard the action plan developed by UNIOSIL, *encourages* UNIOSIL to work with the Government of Sierra Leone in this area, and *requests* the Secretary-General to ensure there is adequate capacity, expertise and resources within UNIOSIL to carry out this work;
  10. *Requests* the Secretary General, where appropriate, to include in this reporting to the Council progress on gender mainstreaming throughout UNIOSIL and all other aspects relating to the situation of women and girls, especially in relation to the need to protect them from gender-based violence.



### Annex 7: Map of Sierra Leone

