THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF)

SIERRA LEONE

(January 2015 - December 2018)

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Government, UN Country Team and UN Staff College participants at the UNDAF Strategic Planning Workshop.

UN Photo/Silke von Brockhausen

Executive Summary

This UNDAF is particularly significant for the people of Sierra Leone because it follows the departure of UN Peacekeepers (UNAMSIL) and UN Peacebuilders (UNIOSIL and UNIPSIL) from the country. The decision to close UNIPSIL on 31st March 2014 marked the end of a decade of Security Council engagement with Sierra Leone.

This UNDAF defines the UN's contribution, under the leadership of the UN's Resident Coordinator to Sierra Leone, to the Government's current Poverty Reduction Strategy Paper, the Agenda for Prosperity.

The UN family acknowledges and endorses the central theme of the Agenda for Prosperity that seeks a sustainable future for Sierra Leone with the longer term goal of being a middle income country by 2035. It is widely recognized that the Government, the international community and private business all have essential roles to play to make that goal a reality, for which the UN family is committed to make a valuable contribution.

In the preparation of the UNDAF, as well as throughout its subsequent implementation, the Human Rights Based Approach, which emanates from the UN's Charter, is the foundation upon which all UN activities will sit. The principles of environmental sustainability and gender equality permeate throughout the UNDAF.

The UN family will work in the most efficient manner possible to obtain the results outlined in the UNDAF. The UN Country Team, including non-resident agencies, shall work together to ensure transparency and mutually supporting programmes.

The UN Country Team shall work inside the coordination structures that have been established by the Government in order to manage the contributions of the international community to the Agenda for Prosperity. In line with the Agenda for Prosperity the UN Family maintains a policy of zero tolerance with respect to corruption.

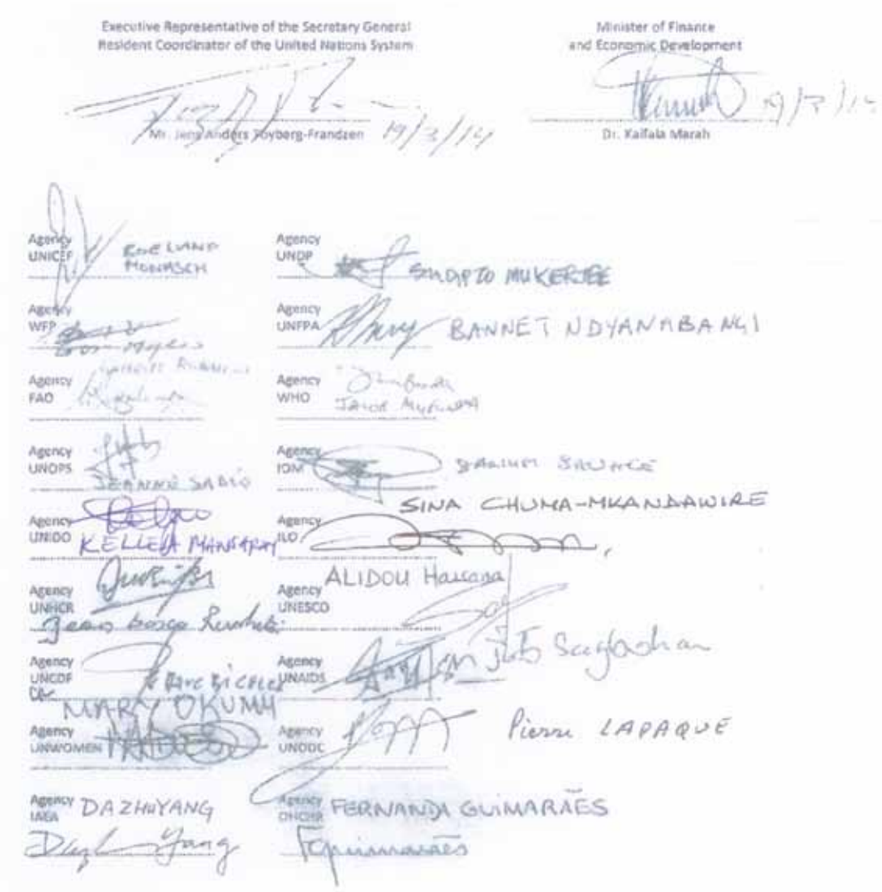
All UN activities will seek to build national capacity and, on the basis that the global policy of due diligence has been fully applied, promote national systems and national ownership in its partnerships in Sierra Leone.

The UNDAF will be rolled out in-line with the aspirations contained in the New Deal as well as the Sierra Leone Mutual Accountability Framework that follows the spirit of the New Deal.

Dr. Kaifala Marah, Minister of Finance and Economic Development and the Executive Representative of the Secretary General for Sierra Leone, Mr Jens Anders Toyberg-Frandzen, sign the UNDAF.

Signature Page

The UNDAF, under the leadership of the Resident Coordinator, is directly supported by the agencies listed below and has been developed and endorsed by the Government of Sierra Leone through the good offices of the Minister of Finance and Economic Development.



United Nations Secretary-General Ban Ki-moon visited Sierra Leone on 4-6 March 2014 to mark the closing of the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) after fifteen years of successive UN peace and political operations and highlight the transition to a United Nations presence focused on development.

UN Photo/Silke von Brockhausen

Introduction

In line with global UN procedures there were four sequential stages that led to the completion of the UNDAF, which were as follows:

- Road Map April (May 2013)
- Country Analysis (June – July 2013)
- Strategic Prioritization (August – November 2013)
- Finalization (December 2013 – February 2014)

The UNDAF Road Map was jointly written by the UNCT and the Ministry of Finance and Economic Development. The Road Map was also endorsed by the Development Partners Group and the UN's Regional Directors' Team. The Country Analysis concluded that there were multiple root and underlying causes that accounted for under-achievement in many developmental targets.

'Root Causes' in UNDAF terms were defined as attitudes and behaviour traits at different levels (families, communities and government) that require to be addressed over a long period of time. According to the Country Analysis the root causes in Sierra Leone were: a tendency for short term focus; unequal distribution of national wealth, notably revenue generated from resource exploitation that does not adequately flow back to local communities; frequently weak accountability and oversight; insufficient child protection, and inequalities in gender that were rooted in the social norms and harmful traditional practices.

'Underlying Causes' in UNDAF terms were defined as obstacles to development due to the consequences of policies, laws, coordination and the availability, or rather lack, of resources. These could be tackled in the relative short term. The underlying causes identified in the Country Analysis included; lack of capacity and insufficient access to information and services provided by the health sector; food insecurity and malnutrition; high levels of youth unemployment, and unsustainable management of natural resources. Whilst good progress has been made in these areas in recent years collectively they remained "underlying causes" for under achievement. It was considered to be important that the current focus and momentum in these areas should be increased.

When the 'Root Causes' and the 'Underlying Causes' were combined and converted into programmatic sectors, where the UN had expertise, then Food Security, Land Reform, Sustainable Environmental Management, Education, Health, particularly sexual and reproductive health, child protection, Employment, Youth Employment, Nutrition, Public Sector Reform, Governance, Gender and Women's Empowerment emerged as the UN's contribution to the Agenda for Prosperity. These UN priority areas were subsequently mapped onto the architecture of the Government's Agenda for Prosperity to form the backbone of the UNDAF. To enable effective monitoring and evaluation, outcome statements were added and aligned directly with the pillars of the Agenda for Prosperity to form the results table that is shown below.

Representatives from civil society were consulted twice during the design process, at the Country Analysis stage and again at the Strategic Prioritization Stage. Over thirty civil society organisations assisted the UN to draft the UNDAF. All UN agencies commit to engage with civil society organizations as an important element of the design and / or implementation of projects.

The UNDAF was finalized after further consultations with the Government and the UN's Regional Director's Team.

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UNDAF Results

The UN family has worked well with the Bretton Woods Institutes and the traditional resident donors in Sierra Leone to form a harmonized approach in support the current **Agenda for Prosperity** (2013-2018), as well as the previous **Agenda for Change** (2009-2012).

The success of Sierra Leone in maintaining peace since the end of the war was due to many factors. An important factor was sustained multi-lateral interest and highly coordinated international interventions.

Externally the Security Council and the Peacebuilding Commission have helped guide international interventions. Internally the 2009 Sierra Leone Aid Policy, that is supported by regular Development Partners Committee (DEPAC) meetings, has keep the positive momentum. Looking forward, the Mutual Accountability Framework (MAF) dashboard that was agreed at the DEPAC in October 2013, which emerged from the New Deal (Busan in 2011), will guide the Government and the international community in the years ahead. Through the UNDAF the UN re-commits itself to promoting success against the Busan Peace and Statebuilding Goals and the MAF 'building blocks' that includes the Universal Periodic Review of Human Rights.

In October 2013 the UN revised its communications strategy for the **Transitional joint Vision** (2013-2014). This strategy provided a solid foundation for the UN leading into the UNDAF, so ensuring that changing UN 'footprint' in 2014 was well understood by Sierra Leoneans. The strategy reiterated that the decision of Security Council to draw down UNIPSIL was based on hard won progress in key political, security and democratic arenas leading to the conclusion that a standard UN configuration would be appropriate to the situation of Sierra Leone. The UNDAF communications strategy will continue to build on such upbeat messages, that Sierra Leone is on a good path to recovery, that the changes are ongoing and positive, that the country is becoming more robust and that the UN's configuration is in-step with the developments of the country.

The UNDAF is fundamentally developmental and that represents a very real shift away from Sierra Leone's previous 'post-conflict' status.

Preventing 'slippage', however, remains at the core of the UN's work in Sierra Leone. During the **Transitional Joint Vision** (2013-2014) the geographic area of Kono emerged as a priority for the UNCT. The area-based programme that was developed for Kono during the Transitional Joint Vision will be continued during the UNDAF cycle. Kono was identified as a politically sensitive area for which 'Peace Consolidation' efforts was considered to be essential. With the exception of Kono, there are no geographic areas of particular critical needs; in a geographically small country of just six million people all the districts are equally important for UN interventions. Consequently the UN will work equally across the whole country, with the exception of Kono that will be an area of particularly intense UN activity.

The table below sets out the UNDAF outcomes inside the broader Agenda for Prosperity Pillars. It is important to note that each PRSP pillar is significantly bigger than the UNDAF contributions shown in the table. Also, that the UN does not plan to contribute to Pillar 4, that being "International Competitiveness", as others are better positioned to partner with the Government in that area.

PRSP Pillar 1. Economic Diversification to Promote Inclusive Growth
Outcome convener: UNDP
Contributing agencies: FAO, WFP, UNIDO, UNWOMEN, UNCDF, ILO

OUTCOME INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INDICATIVE RESOURCES
A. Households' productive capacities and access to markets for agriculture, manufacturing, fisheries and tourism have increased.				
1. % change in production and yield of key commodities (crops & livestock). **Baseline:** Smallholder yield average for rice is 1.24MT/HA, for cassava is 15.88MT/HA, groundnuts is 0.82MT/HA, and Maize is 2.2MT/HA **Target:** Smallholder yield average for rice is 1.61MT/HA,[1] for cassava is 20.64MT/HA, groundnuts is 1.01MT/HA, Maize is 2.64MT/HA 2. % change in households that have access to inputs, extension services, processing services, storage facilities and market outlet. **Baseline:** 1.9% of smallholder use of fertilizers for rice, 8.5% of smallholder use machinery for processing agricultural produce, 1 extension worker per block (number of wards) **Target:** 10% of smallholder producers of rice use of fertilizer, 30% of smallholders use machinery for processing agricultural produce, and 1 extension worker per ward 3. Contribution of primary (agriculture including livestock, forestry and fishing), secondary (mining, manufacturing, mining and quarrying) and tertiary (services) sectors to the growth of GDP (sources of growth). **Baseline:** In 2012 the sources of the 15.2% GDP growth were as follows- primary sector (2.8%), secondary sector (9.3%) and tertiary sector(2.1%) **Target:** Overall GDP is projected to grow at 5.2%. The target sectoral contribution to GDP growth primary sector (1.6%), secondary sector (1.8%) and tertiary sector(1.8%)	• Annual agricultural survey • NGO project survey • Annual crop assessment • MAFFS' annual Report • SLRA WFP data base • GAFSP six-month report • Statistics Sierra Leone GDP data	**Assumption:** • There is fairly stable macroeconomic environment • Political stability • Stable and predictable policies in these sectors **Risk:** • Uncertainty of donor funding • Abrupt changes in government policy	• MDAs • Municipal • District Councils • NGOs • AfDB	FAO $8,000,000 WFP $10,000,000 UNIDO $1,000,000 UNWOMEN $148,750 UNCDF $1,000,000 ILO $200,000 **$ 20,348,750**

1 Assumed 30% increase for Cassava

B. Low income and food insecure households have improved access to sustainable income generating opportunities (on-farm and off-farm)				
1. Number of local councils plans and budgets withlocal economic development (LED) component. Baseline: 4 LCs Target: 10 LCs 2. % change in households below the poverty line **Baseline:** (2011): Absolute poverty-52.3%, food poverty-47.7% Extreme poor women: 84% **Target:** Absolute poverty-34%, food poverty-30% Extreme poor women: 54.6% 2. A functioning Local Network of the UN Global Compact **Baseline:** No Local Network of the UN Global Compact established in Sierra Leone. **Target:** Local network exists and is active 3. A revised Fiscal Decentralization Framework with Local Economic Development (LED) dimensions in place **Baseline:** LED not included **Target:** LED inlcuded	• Integrated household surveys • Local business survey market assessment • WFP survey (CFSVA) • LCs MDTF and Annual Development and Budget • Grants allocation formula (by MoFED-LGFD) • Reports of intergovernmental transfers (MoFED-LGED) • M&E Report from MLGRD • Annual Activity report of LoCASL • Reviewed CLoGPAS policy • LCs MDTF and Annual Development and Budget • LCs Budget hearing Reports • LCS annual financial and activity Reports • World Bank Poverty Profiles • UN Global Compact Members Database • Fiscal Decentralization Report	**Assumption:** • There is fairly stable macroeconomic environment • Political stability • Stable and predictable policies in these sectors • Decentralisation reform agenda continues to be supported • Adequate and timely disbursement of funds to local government. **Risk:** • Financial mismanagement. • Macroeconomic instability • LGFD of MoFED does not complete the policy reform on local council revenue • Delay in reviewing the CLoGPAS Policy • LCs do not receive dedicated grants for LED • LCs do not use own revenues to promote LED	• MDAs • World Bank • Local Councils • NGOs	UNDP $15,000,000 FAO $6,000,000 WFP $3,000,000 UNIDO $756,000 UNWOMEN $250,000 UNCDF $1,500,000 ILO $300,000 **$ 26,806,000**

FAO Photo | Matt Smith

PRSP Pillar 2. **Managing Natural Resources**
Outcome convener: **FAO**
Contributing agencies: **IOM, UNDP, UNIDO, OHCHR, IAEA, UNOPS**

OUTCOME INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INDICATIVE RESOURCES
A. By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way				
1. Extent to which the Improved legal frameworks are being implemented by relevant sectors. **Baseline:** • Forestry framework is under development • Land Policy under reform since 2009 draft to be submitted to Cabinet by end 2013 • Draft Energy Strategy 2012 • DRM Policy drafted in 2006, Reformed draft to be submitted to Cabinet 1st quarter 2014. • No policy for water resource management • No policy for solid waste management • Fisheries Act not yet tabled to parliament **Target:** (each agency to work with relevant MDAs to support the enactment and implementation of the draft policies indicated above) 2. Percentage area per district where sustainable natural resource management is being practiced. **Baseline:** FAO/UNDP to establish baseline data (% of land under forest cover, mining, fisheries, key water points) **Target:** Targets to be established in 1st Quarter 2014. – FAO/UNDP to follow up with EPA and Forestry division 3. Percentage of households with access to affordable sustainable renewable energy sources. **Baseline:** See National Energy Profile of Sierra Leone 2012; **Target:** Tangible improvement in National Energy Profile	• Published documents and reports • Visual verification of committed inputs and resources • Interviews with stakeholder community • Reports from Environmental Protection Agency (EPA)	**Assumption:** • A legal framework exists, and can be improved and approved. **Risk:** • Insufficient or limited political will and incompliance with Corporate Social Responsibility (CSR) by private sector. • Non application of relevant legislation	• Office of the President, Ministry of Justice, Ministry of Energy, Water, Lands and Country Planning, Ministry of Agriculture and Food Security, Ministry of Agriculture, Forestry and Food Security, Ministry of Fisheries and Marine Resources, Ministry of Works and Housing, Ministry of Mines and Mineral Resources, Environment Protection Agency, Ministry of Local Government and Rural Development (local councils) • Private Sector • Civil Society • Universities	FAO $4,000,000 IOM $100,000 UNDP $10,400,000 UNIDO $1,000,000 OHCHR $250,000 IAEA $132,000 UNOPS $1,500,000 **$ 17,382,000**
B. By 2018, communities within targeted districts demonstrate increased resilience to natural and man-made disasters.				
1. Number of districts implementing disaster prevention preparedness and response plans, in line with the Hyogo Framework of Action. **Baseline:** No district disaster management plan in place **Target:** 14 district disaster management plans validated and operationalized 2. Percentage change in the population affected by natural and man-made disaster or cross boarder movements. **Baseline:** disaggregate - floods, fire, landslides, cholera, refugee and IDP	• Published documents and reports • Visual verification of committed inputs and resources • Interviews with stakeholder community • Water quality monitoring surveys • Issued guidelines on pollution control • Regular weather broadcasting and reports	**Assumption:** • Basic logistic and institutional infrastructure exists. • Communities have existing capacities for early warning systems and disaster preparedness. **Risk:** • Occurrence of disasters of extremely high magnitude	• Ministry of Energy, Water, Lands and Country Planning, • Ministry of Agriculture and Food Security, • Ministry of Agriculture, Forestry and Food Security, • Ministry of Fisheries and Marine Resources, • Ministry of Works and Housing, Ministry of Transport and Aviation, • Office of National Security/Disaster Management Department, Environment Protection Agency • Private Sector • Civil Society • Universities	FAO $3,500,000 IOM $2,000,000 UNDP $6,340,000 UNOPS $1,500,000 **$ 13,340,000**

PRSP Pillar 3: Accelerating Human Development
Outcome convener: UNFPA
Contributing agencies: UNICEF, IOM, WFP, WHO, UNAIDS, UNESCO, IAEA, UNHCR, UNOPS

OUTCOME INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INDICATIVE RESOURCES
A. By 2018 the capacity of the education system to provide free, compulsory and quality primary education is enhanced through targeted UN programmes.				
1. Net intake rate in primary education, % (disaggregated by gender). **Baseline:** Boys 42%, Girls 48% (MICS, 2010) **Target:** 100% 2. Net attendance rate in primary education (disaggregated by gender's geographical district). **Baseline**: Boys 73%, Girls 76% (MICS 2010 **Target:**100% 3. % of grade three children with appropriate literacy and numeracy skills **Baseline**: data not available at this **Target:** data not available at this time	• EMIS • Learning assessment reports • MICS/DHS	**Assumption:** • Families have adequate resources to meet hidden costs • Policy on compulsory education is enforced. **Risk:** • Attitudes of parents towards education. • Families do not have the resources to meet the hidden costs	• Government • NGO • Local Government • Communities	UNICEF $50,500,000 WFP $9,000,000 UNHCR $500,000 UNOPS $500,000 UNESCO $1,000,000 **$ 61,500,000**
B. By 2018, boys and girls have increased access to quality secondary education (junior and senior secondary).				
1. Pass rate in WASCE Exams. **Baseline**:1% **Target:** 25% 2. Transition rate from primary to junior secondary. **Baseline:** 77% **Target**: 87% (Disaggregation of boys and girls needed – work in progress) 3. Literacy rate of 15-24 year old **Baseline:** Female 48% (MICS 2010) **Target:** Female 75%	• WASCE Result • Report • EMIS • MICS/DHS • Annual school census	**Assumption:** • Sufficient resources available for infrastructure capacity building. **Risk:** • Non willingness to attend secondary school. Because Distance between households and schools and families do not have the resources to pay tuition fees	• Government • NGO • Local Government • Communities Private Sector	UNICEF $6,000,000 IOM $1,000,000 **$ 7,000,000**
C. Vulnerable populations (women, adolescent girls, children under 5, PLHIV) increase utilization of quality reproductive health services.				
1. % of births attended by a skilled birth attendant. **Baseline:** 62% (MICS 2010) **Target:** 75% * (will be updated based on DHS 2013 report) 2. Adolescent fertility rate (women age 15 – 19) **Baseline:** 122/1000 (MICS 2010) **Target:** 100/1000 Disaggregated by age, wealth quintile, location – rural/urban 3. % of people receiving HIV services in health facilities (disaggregated, HCT, PMTCT, ART, M/F children). **Baseline:** PMTCT: 93% (2012) ART: 39% (2012); Paediatric ART 28% (2012) HCT: 7% (2008 DHS)* (will be updated from 2013 DHS) **Target:** PMTCT: 100%, ART: 60%, HCT: 50% 4. Coverage of three doses of DTP3 by 1st birthday **Baseline:** 84% **Target:** 90% 5. Proportion of children under five sleeping under LLINs **Baseline:** 45% (MIS 2013) **Target:** 80% 6. Contraceptive prevalence rate **Baseline:** 16% **Target:** 30% 7. Cancer Control: Initiation of the establishment of radiotherapy and upgrading of the nuclear medicine facility in the country **Baseline:** Not available at time of writing **Target:** Not available at time of writing	• MOHS / DHS • NACP report • MICS • WHO/UNICEF joint immunization estimates	**Assumption:** • Continuation of free health care initiative • Sufficient and sustainable funding. • Continued implementation of Teenage Pregnancy Strategy • HIV, Counselling & Test: Test For All is implemented **Risk:** • Myths/stigma and misconceptions about health services.	• Government (MDAs) – enabling and supportive environment including financial support. • NGO/CSO/Media – service delivery implementation	UNFPA $16,200,000 UNICEF $80,085,000 IOM $250,000 UNAIDS $1,495,000 WHO 13,000,000 IAEA $355,000 UNHCR $500,000 UNOPS $2,000,000 **$ 113,885,000**

D. By 2018, children under five, adolescent girls, women of reproductive age, vulnerable groups and households are better protected from hunger and show improved nutritional status as a result of stronger UN support to the Government.					
1. Proportion of women 15-49 years with anaemia. **Baseline:** 60% (2008 DHS)* To be Updated based on DHS 2013 data **Target:** 40% 2. Proportion of children under 2 years. that are stunted **Baseline:** 25.7% (2010 SMART) **Target:** 17.7% 3. Proportion of children under 5years that are Underweight **Baseline:**18.7% (2010 SMART) **Target:** 13.1% 4. Proportion of infants 0-5 months that are exclusively breastfed **Baseline:** 32% (2010 MICS) **Target:** 60%	• KPA survey • HMIS & Surveys • DHS • MICs • SMART	**Assumption:** • Sufficient awareness and willingness to use nutritional service and adopt appropriate practices. • Adequate funding available for the implementation of priority interventions in the food and nutrition security implementation plan • Sustained political will to improve nutrition **Risk:** • Corruption/Theft in the provision of nutritional services	• Government • NGOs • Civil Society	UNICEF $20,000,000 WFP $7,000,000 WHO $500,000 UNHCR $350,000 **$ 27,850,000**
E. By 2018, communities have improved and equitable use of safe drinking water, sanitation and hygiene practices.					
1. Proportion of population using an improved water source (disaggregated by sex, urban,/rural and wealth quintiles). Baseline: 57% (JMP 2013) **Target:** 80% 2. Proportion of population using basic sanitation (disaggregated by sex, urban,/rural and wealth quintiles) **Baseline:** 13% (JMP 2013) **Target:** 60% Disaggregate by MICS/JMP 3. Proportion of population that is practicing open defecation (disaggregated by sex, urban/rural and wealth quintiles) **Baseline:** T: 27% (JMP 2013) (U:9% / R:39%) **Target:** 10% disaggregated by MICS / JMP	• KAP survey • HMIS • JMP (WHO/UNICEF)	**Assumption:** • Government domestic resources allocation further increase • Government adopts quality standards for construction, operation and maintenance of water and sanitation facilities • Sustained adoption and practice of appropriate sanitation and hygiene practices	• Government provide enabling environment –ensuring supportive policies are in place • NGO/CSOs-service delivery implementation	UNICEF $30,000,000 WHO $150,000 IAEA $394,000 UNHCR $150,000 UNOPS $1,500,000 **$ 32,194,000**

UNICEF Photo/Ann Johanssen

PRSP Pillar 5: Labour & Employment
Outcome convener: ILO
Contributing agencies: UNDP, IOM, FAO, UNIDO, UNESCO

OUTCOME INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INDICATIVE RESOURCES
A. Private sector enabled to lead on accelerated generation of sustainable inclusive and decent employment.				
1. No. of youth conducive policies and institutional frameworks in place (youth, women empowerment, M.S.M.E., etc.). **Baseline:** Youth policy drafted; National Youth Employment Action Plan (to be approved); Local Content Policy in place **Target:** 5 new policies, strategy and framework 2. % change in sustainable and decent jobs created (disaggregated by age, etc.). **Baseline:** To be established in 2014 through Labour Force Survey **Target:** To be established in early 2015 (after Labour Force Survey)	• Various MDA's (reports and publications etc.) and parliament. • Statistics SL (integrated household survey) (IHS) and Ministry of Labour.	**Assumption:** • Government will continue to create conducive environment for private sector growth. • Organized private sector (OPS) committed to fulfilling corporate social responsibility (CRS) and the local content policy. **Risk:** • Delay/failure in operationalizing necessary policies/frameworks.	• MOLSS, • MOYA, • NAYCOM (coordinating IPs) • CSOs/NGOs, • Private Sector	UNDP $ 14,000,000 IOM $2,000,000 FAO $3,000,000 UNIDO $1,000,000 ILO $1,000,000 UNESCO $1,000,000 **$ 22,000,000**
B. State institutions/MDAs capacitated to use employment intensive approaches in an inclusive manner for public works.				
1. Number of MDAs who have adopted a policy on affirmative use of public works budgets for employment generation. **Baseline data being sought: to be included in M&E plan** 2. Proportion of public works using employment intensive approach. **Baseline data being sought: to be included in M&E plan** 3. No. of functional TECVOC institutions **Baseline data being sought: to be included in M&E plan** 4. No. of trainees successfully completing training programme **Baseline data being sought: to be included in M&E plan**	• Various MDAs (Reports and publications) • Ministry of Works and Labour Ministry (Reports).	**Assumption:** • There is political and institutional will to implement new approaches. • Willingness of youths to acquire and apply employable skills • Government willing to recognize certificates awarded by informal learning institutions **Risk:** • Resistance to change of technology and the adoption of new approaches. • Low perception of vocational and informal education	• MDA's (Policy formulation and implementation) • Private sector (Partnership and implementation) • Ministry of Labour (to keep data on employment) • University, NAYCOM and MOYA (partnership and implementation)	FAO $1,000,000 UNIDO $195,000 ILO $1,000,000 **$ 2,195,000**

FAO Photo | Matt Smith

PRSP Pillar 6: **Strengthen Social Protection Systems**
Outcome convener: **WFP**
Contributing agencies: **UNFPA, UNICEF, IOM, UNAIDS, UNWOMEN, ILO, UNOPS**

OUTCOME INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INDICATIVE RESOURCES
A. By 2018, vulnerable populations including adolescent girls have increased access to livelihoods, education and improved nutritional status.				
1. Percentage of food secure house hold (Food Consumption Score, FCS >35 : food secure) **Baseline:** FCS >35, 55% **Target:** FCS>35, 70% 2. Percentage of adolescent girls (15-19) who have been pregnant **Baseline:** 34% **Target:** 28% 3. Percentage of children 5-14 years involved in child labour **Baseline:** 49.8% **Target:** 40% 4. Supplementary feeding performance rates among targeted children under 5 **Baseline:** recovery rate = 95.2 default rate = 2.8 death rate = <3% non-response rate = 0.8 **Target:** recovery rate = >75% default rate = <15% death rate = <3% non-response rate = <5%	• MAFFS- Annual agricultural survey • Annual crop assessment • WFP report • DHS • MICS • IPEC/ILO	**Assumption:** • Coordination of social protection programs • No shocks disrupt household food security **Risk:** • Food price hike,	• MDAs, • NGOs • Civil Society,	WFP $14,000,000 UNFPA $7,000,000 UNICEF $10,780,000 IOM $2,000,000 UNAIDS $200,000 UNWOMEN $224,375 ILO $200,000 UNOPS $500,000 **$ 34,904,375**
B. By 2018, 20% of extremely poor households have access to social safety nets.				
1. Proportion of extremely poor and vulnerable households receiving cash transfers and food assistance **Baseline:** 0% **Target:** 7% 2. Proportion of cash for work programme beneficiaries who are women **Baseline:** 31% **Target:** 50% 3. School attendance among children in beneficiary households of cash transfers and school feeding programme beneficiaries **Baseline:** TBD 2014 **Target:** TBD 2014	• Sierra Leone Integrated Household Survey. • Routine Safety Nets data • Cash Transfer survey (NACSA)	**Assumption:** • Funding by Government and development partners to implement safety nets will be available. • Capacity to implement the safety net programmes will be built. • Coordination will be strengthened **Risk:** • Misappropriation of fund • Poor targeting Lack of capacity of financial institu-tions	• MDAs, • World Bank, • Local Councils • NGOs • Civil Society	WFP $28,000,000 UNICEF $4,000,000 UNAIDS $200,000 UNWOMEN $223,125 ILO $200,000 UNOPS $500,000 **$ 33,123,125**

PRSP Pillar 7: Governance and Public Sector Reform
Outcome convener: UNDP
Contributing agencies: UNFPA, UNICEF, UNWOMEN, IOM, WHO, UNODC, ILO, UNOPS, UNESCO

OUTCOME INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INDICATIVE RESOURCES
A. UN support to public sector reforms promotes quality, transparent, and increasingly accountable services.				
1. Number of mechanisms in place to facilitate participatory planning, monitoring and decision making. **Baseline:** The 10 fundamental principles of official statistic of UN are missing in the Statistic Act 2002; No unified and coordinated systems for delivering statistical products and services. **Target:** I. Statistics Act 2002 reviewed with the 10 UN principles incorporated. II. A national strategy for development of statistics formulated. III. A credible macro-economic and social demographic data for monitoring socio-economic trends produced. 2. Proportion of MDAs implementing the performance management system (data disaggregated by district, institution and gender). **Baseline:** A merit-based recruitment and Individual Appraisal systems (IPAS) have been introduced. **Target:** Performance management systems cascaded to all MDAs. Quality of performance increased to a satisfactory level through the use of the newly developed Individual Performance Appraisal Systems (IPAS) tools across all MDAs. 3. Progress towards the application of national procurement regulations (by 2018). **Baseline:** Procurement Act 2004 exists with NPPA established but the Act not fully harmonized with other procurement manuals, bidding document, etc. Procurement Officers trained and assigned to all MDAs in country. Persistent interference and resistance to following standard procurement procedures. 4. Percentage of children under five who have a birth certificate (disaggregated by district and gender) **Baseline:** 78% **Target:** 90%	• SSL reports • Revised Statistics Act • Development Partners' reports • EMIS • Performance appraisal/monitoring reports of MDAs • Signed performance contracts • Revised and harmonised procurement legal and regulatory frameworks. • MDAs and Local Councils Procurement Plans • MICS	**Assumption:** • Government of Sierra Leone is committed to implementing formulated reform policies; including the functional reviews, right sizing and a decent pay policy. • Government of Sierra Leone is committed to creating the enabling environment for effective service delivery – staff development, on-the-job training, and provision of equipment.	• SSL – Data collection and analysis • HRMO, PSRU, PSC, Cabinet Secretariat – Coordination and policy formulation • Development Partners Resource mobilization, technical assistance • GoSL – Coordination • Development Partners – Technical assistance and funding	UNDP $4,000,000 UNWOMEN $200,000 WHO $2,634,500 ILO $200,000 UNOPS $2,000,000 UNESCO $500,000 **$ 9,534,500**
B. Justice and security sector delivery systems improved in compliance with international human rights principles.				
1. Percent (%) of cases reported and disposed of by type (civil and criminal) at the Traditional Courts, Magistrate Courts and High Courts in the provinces (including mobile courts) (disaggregated by district and gender). **Baseline:** TBC **Target:** At least 50% increase in cases received and disposed of in Traditional, Magistrate and High Courts (including mobile courts) by type (civil and criminal). 2. Percent (%) of court users satisfied with the outcome of cases (Civil and Criminal) (disaggregated by district, court type and gender). **Baseline:** 53.2% (ASJP perception survey 2013) **Target:** 65%. 3. The % of respondents who believe that the problem of corruption is serious in the functioning of the Magistrate Courts (by district, court type and gender). **Baseline:** 33.7% (ASJP perception survey 2013) **Target:** 25% (Follow-up surveys will be conducted by ASJP and possibly UNDP). 4 Number of cases investigated by the Transnational Organized Crime Unit – TOCU and persons prosecuted for drug trafficking and organized crimes (by drug type and gender). **Baseline:** 41 Cases investigated by Transnational Organized Crime Unit – TOCU and 12 persons prosecuted (1 Semester 2013). **Target:** Increase of 50% for cases investigated and increase of 50% persons prosecuted 5. Proportion of juvenile offences diverted from formal justice system (by district, age and gender).: **Baseline:** 35% **Target:** 70% by 2017. 6. Percent (%) of populace expressing satisfaction with quality of security provision **Baseline:** 30.1% (to be disaggregated) **Target:** 45%	• ACC Reports • Development partners Report • Court Reports and Statistics • Justice partners' (UNDP and ASJP) court monitoring and court user perception survey reports. • Court monitoring Reports ASJP perception survey 2013 • UNDP and ASJP follow-up perception survey 2015 • Police statistics and reports • Courts statistics and reports • Child justice strategy, Police/FSU, judiciary • Citizen perception survey of security and justice	**Assumption:** • Institutional mechanisms and legal frameworks functioning effectively and enabling access to justice for all. **Risk:** • Low level political will. • Political interference. • Widespread poverty. • Lack of knowledge of the justice system **Assumption:** • Continuation of Institutional engagement on the fight against organized crime • Judicial mechanisms and legal frameworks functioning accordingly with the rule of law **Risk:** • Lack of funding for TOCU • Internal instability • Integrity problems • Lack of political will to fight organized crimes	• Judiciary – Case management • MOJ – Prosecution and policy formulation • MIA – Investigation, policy, prosecution, correction, security • Office of the President – Intelligence, boarder management • Advocacy, public information • MSWGCA – Policy, protection. • MOJ – Prosecution and policy formulation • Capacity building activities • Technical support: INTERPOL	UNDP $17,200,000 UNICEF $5,000,000 UNWOMEN $300,000 IOM $1,000,000 UNODC $2,000,000 UNOPS $1,865,000 **$ 27,365,000**

C. Capacity of democratic institutions strengthened to enable good governance

1. The number of Media laws revised (or extent of revision) in line with international best practice on press freedom. **Baseline:** No unified media laws **Target:** A codified media law endorsed; . 4. Number of selected CSO partners who are qualified to apply and monitor normative standards in their relevant areas of work (by type of CSO and gender)... **Baseline:** 0 (as the UN as of now does not have a project on capacity development on normative standards). **Target:** 25% of UN CSO partners by 2019. 8. Number of legislative and oversight activities by Parliament on national development programmes/targets **Baseline:** TBD. **Targets:** TBD 9. Political parties Registration Commission strengthened. Baseline data being sought: first step in M&E plan 10. Voter turnout in electoral processes including draft national constitution referendum **Baseline:** 87.3% **Target:**90% 11. Number of public institutions and electoral bodies using the integrated national civil register **Baseline:** 0 **Target:** 3	• A codified Sierra Leone media law (Book/pocket guide) • IMC Media Watch • IMC, SLAJ, WIMSAL annual reports. • Sensitization seminar reports • Feedback from stakeholders on press freedom related practices • Capacity building progress reports • IMC monitoring and evaluation reports. • Annual National Media Development Forum reports. • Reports on training and technical assistance programs conducted. Reports show personnel training sessions, workshops seminars and coaching and mentoring sessions have been realized. • Capacity assessments that demonstrate changes in knowledge and skills of civil society partners. • Pre and post assessment linked to the training/orientation event. • Assessments show improved service to MPs; • Legislative Department maintains legislative records like in other Parliaments.	**Assumption:** • Government will support efforts on improving media laws to strengthen democracy. • There will be an increase in media responsibility to respect the law. • Government will be committed to supporting media capacity building exercises. • Access to Information Act will be popularized and understood by the Public and Media Houses • There will be consistency in media regulation. • Media Organizations will be effective and efficient. • Parliamentary strengthening will continue to be perceived as an essential component of the governance reform process. • Donor support will be available throughout the period. • Donor support for Parliament will increase. • Parliament believes that views of citizens & CSOs should be engaged more comprehensively in the Parliamentary processes (legislative and oversight);	• IMC will serve as the led agency working in close collaboration with UNDP/DPs and selected national media organizations in planning and rolling out of the programs. Specific roles are as follows: • IMC: Media monitoring • IRN/CTN: Community/independent radio network • Mass Communication/FBC – Journalism education and training media research • SLAJ: Professional association • WIMSAL: Protecting interest of women journalists • GoE: Peer review mechanism for newspaper editors • Reporter Union: Defending rights of reports • Association of Journalists on Extractives, Journalists for Human Rights: Sector/theme specific reporting. • Newspaper Vendors Association: Newspaper distribution and marketing	UNDP $34,800,000 UNWOMEN $150,000 UNOPS $1,500,000 **$ 36,450,000**
	• Most legislative records available on the Parliamentary website. • Parliamentary resource Centre set up as a support mechanism for Parliament. • PACO donor meetings; Annual data on donor assistance to Parliament provided to partners. • Parliament uses social media for feedback; • Parliamentary Committees maintain data of specialized CSOs/ NGOs and academics for ready reference and for deposing before the committee on specific issues. • Increased tabling of Committee reports in Parliament; • Monitoring of recommendations made in reports. • International and National Electoral Reports • National Registration Secretariat Reports • Elections Commission Annual voter turnout report	• Parliament Committees are interested in monitoring the progress of targets as specified in various policy documents. **Risk:** • Media can be perceived as too powerful. • Political parties may indulge in petty politics and jeopardize the institutionalization of democratic best practices in Parliament. • Political interference in the Parliamentary administration; Ethnic divide may • overshadow merit in the Parliamentary service. • Global recession make impact availability of resources. • Vested interests may get perpetuated through the CSOs. • Authentic data may not be readily available; • Parliamentary research may not be very thorough.	• PACO will be the focal office in Parliament for UNDP and Donor partners to collaborate with Parliament. • ACBF funds will be available largely for infrastructure assistance, though a portion will be available for the women caucus, ICT and Library. • World Bank will undertake its proposed support to the financial committees of Parliament under its financial sector project. • UNFPA will continue its support to Parliament in specialized areas.	

A United Nations Police officer meets with Sierra Leonean forces to discuss border issues.

UN Photo/Silke von Brockhausen

UN Initiatives that are outside the UNDAF Results Matrix

The following agencies are working on projects that cover regional issues but do not specifically target Sierra Leone and therefore did not participate in the country specific UNDAF process:

The United Nations Office in West Africa (UNOWA).

UNOWA is working together with ECOWAS and the Mano River Union Secretariat to support the operationalization of their recently adopted security strategy. The strategy aims at addressing cross-border threats to peace and stability in the MRU and is based on a comprehensive approach that takes into account the nexus between security and development. UNOWA is also working with ECOWAS, EU and UNDP on the implementation of a regional White Paper on Increasing Access to Modern Energy Services for rural and peri-urban populations. The implementation stage is expected to start in 2014.

United Nations Environment Programme (UNEP).

The Governments of Chad, the Gambia, Mali, Sierra Leone and Togo are working collaboratively in leading a regional project addressing the links between climate change and protected areas. The project ("Evolution of Protected Areas systems with regard to climate change in the West Africa Region") will build capacity for understanding and managing Protected Areas (PAs) for the threat of Climate Change (CC) by: combining and distilling existing information from disparate sources; undertaking new research to contribute to the body of knowledge; borrowing from other fields and innovating to develop new management approaches; and ensuring that discussion, training and learning are taking place to support a strong cadre of PA managers in the region. Three other countries- Burkina Faso, Cote d'Ivoire, Ghana, are be involved in trans-boundary aspects. The $3.5 million regional GEF project started in 2010 and will end in 2015 and is implemented by UNEP DEPI (GEF) and executed by UNEP WCMC. Other partners include IUCN Protected Areas Programme for West and Central Africa (PAPACO), UK meteorological office Hadley Centre, BirdLife, Durham University, IUCN Global Species Programme (GSP) and Durrell Institute of Conservation and Ecology (DICE) University of Kent.

Estimated Resource Requirements

It is estimated that the total resources required for implementing the UNDAF over the four years will be approximately US$ 533 million. The table below summarizes the funds required to meet the outcomes listed in each pillar.

Proposed UNDAF contribution to Agenda for Prosperity Pillar	Indicative Resources Required (Jan' 2015 - Dec' 2018) US $
Note: The figures, while only indicative, are as accurate as possible at the time of the UNDAF drafting. In all cases the funds are to be secured and should not be considered as a commitment for accounting purposes.	
Pillar 1. Economic Diversification to Promote Inclusive Growth	47,154,750
Pillar 2. Managing Natural Resources	30,722,000
Pillar 3: Accelerating Human Development	242,429,000
Pillar 5: Labour & Employment	24,195,000
Pillar 6: Strengthen Social Protection Systems	68,027,500
Pillar 7: Governance and Public Sector Reform	73,349,500
Pillar 8: Gender equality and Women's empowerment	46,942,750
TOTAL	**532,820,500**

The table below shows the financial targets against which each agency will raise funds during the UNDAF.

UNDAF Agency Targets
Jan 2015 - Dec 2018

UNICEF	226,365,000	ILO	3,350,000
UNDP	104,020,000	UNHCR	3,000,000
WFP	79,000,000	UNESCO	2,900,000
UNFPA	30,560,000	UNCDF	2,500,000
FAO	28,535,000	UNAIDS	2,195,000
WHO	16,284,500	UNWOMEN	2,195,000
UNOPS	15,365,000	UNODC	2,000,000
IOM	8,780,000	IAEA	881,000
UNIDO	4,390,000	OHCHR	500,000
		TOTAL:	**532,820,500**

The UNDAF will be supported by a Common Country Fund (CCF) that will be administrated through the Multi-Partner Trust Fund Office (MPTFO). The CCF will offer donors, in particular non-resident donors, a simple channel through which their contributions can be made and registered within the UNDAF structure.

The MPTFO/CCF will accept un-earmarked contributions for which the in-country Joint Steering Committee, chaired by the Minister of State, will set priorities, by pillar, and allocate money based on a mutually agreed set of criteria. It follows that pillars responding to the root causes as noted in the Country Analysis would be prioritized by the Government. The UN family in Sierra Leone has operated such a fund since 2009 which has in the past successfully channeled one-off contributions by countries as well as allocations from the MDG window / Delivering as One Fund. It is expected that the new Delivering Results Together Fund will also be able to contribute to the CCF.

In addition UN agencies will also allocate core funds to their programmes contained inside the UNDAF.

Contributions to the UNDAF can be made bi-laterally or through the CCF, however in line with increasing national ownership over the prioritization of funds the preferred channel would be through the CCF.

Regardless of the channel through which the funds arrives the formulation of each programmme contained within the UNDAF remains with the implementing agency. Each agency will follow the rules and regulations by which it is governed through its Head Quarters.

Under the leadership of the Resident Coordinator the UN Country Team will work together to mobilize resources. The agencies, programmes and funds that work inside the UNDAF structure will (a) strive to keep the Government's Development Assistance Database (DAD) that tracks Overseas Development Aid up to date, and (b) keep the Resident Coordinator's Office informed of newly secured funding. The UN Country Team will ensure that the various funding channels are transparently operated so that the Resident Coordinator is in a position to lobby for additional funds as and when necessary.

UN Photo

Implementation

The central management and coordination hub for each of the UNDAF pillars will be the Government-led Pillar Coordination Working Groups, that in turn feed information to the **Agenda for Prosperity** Results table and the DEPAC. This is possible because the UNDAF aligns directly with seven of the eight Pillars.[2] The **Agenda for Prosperity** is significantly broader than the sum of the UN's outcomes shown in the UNDAF results table. The UNADF is the UN's contribution to the Agenda for Prosperity; a contribution that should be brought to bear on the needs of the country alongside other parallel contributions from other parts of the international community, the private sector, civil society and the Government. The UN will assist the Government to organize those Pillar Working Groups for which it is a member, whilst always encouraging the Government to adopt its central role in the aforementioned Groups.

At the end of 2011 the UN and the Government of Sierra Leone developed Direct Programme Support (DiPs) that extended HACT into a wider understanding of harmonization, simplification, risk mitigation and national capacity building. DiPs has been in operation since 2012 and will be continually improved through the UNDAF. Within the UNDAF DiPS represents a common system to implement national execution through the use of common tools and procedures. The UN cannot provide direct support to the national budget, but through direct programme support the UN has a complementary role to that of donors who provide budget support.

As country systems and processes strengthen there will be the expectation of increasing levels of national execution, for which the Harmonised Approach to Cash Transfers (HACT) will become more central to the way the UN operates.

[2] The UNDAF does not contribute to Pillar Four, International Competitiveness

Monitoring and Evaluation

The UNDAF's monitoring and evaluation mechanisms will be linked to existing national M&E systems.

In particular each agency commits to completing the Gender Score Card on an annual basis.

The UN System will continue to provide support for further strengthening the national M&E systems as may be required.

Management of M&E:

The UNDAF will be monitored using indicators, baselines and, where relevant, annualized targets. At the outcome level, indicators will be aligned as far as possible with national Agenda for Prosperity indicators, thus relying on the same means of verification used in the national report on MDG and progress reports for the Agenda for Prosperity. The UN's Deputies' Group will be responsible for tracking overall UNDAF performance, based on the UNDAF M&E matrix and plan, and for promoting a harmonized approach to M&E activities. The UNCT DIPS taskforce will strengthen the role of the Deputies' Group on M&E by ensuring regular joint assurance and oversight activities. The Deputies' Group will review UNDAF programmes and strengthen technical support to, (i) baseline data collection, (ii) effective monitoring mechanisms for the UNDAF (iii) joint UN data collection, analysis and (iv), reporting.

The Pillar Conveners will play an important role with respect to coordinating the agencies in each UNDAF Pillar.

UNDAF Annual Reviews:

UNDAF annual reviews will form an integral part of the Joint Strategy Meetings to assess the progress towards achieving the annualized targets and expected results, including contributions towards the outcomes of the Agenda for Prosperity. Findings and recommendations of the UNDAF reviews will inform the Resident Coordinator's Annual Report.

Outcome and output monitoring:

At the output level, monitoring will be carried out by responsible UN agencies and their implementing partners, based on field visits, sectoral review meetings, desk reviews and reports. At the outcome level, monitoring will be conducted by UNDAF working groups and joint programme teams (as appropriate). At sectoral and programme levels, periodic monitoring and data from routine information management systems will be used to assess the management and efficiency of the interventions.

Evaluation:

The timing of the UNDAF reviews will be harmonised with those of the Agenda for Prosperity to ensure that the two processes inform each other. The UNDAF Annual reviews will be conducted by UN agencies. They will examine to what extent the UNDAF results have been achieved and how they are contributing to priorities in the Agenda for Prosperity. A final evaluation will be conducted during the first half of 2018 to inform the formulation of the next UNDAF.

Capacity Building for M&E:

The UN system will continue to strengthen national monitoring and evaluation capacities by providing technical assistance in data collection, analysis and reporting for the implementation of the UNDAF together with other partners. The UN will strengthen the capacity of government partners to measure development effectiveness and the attainment of Agenda for Prosperity and to collect, analyze, use and disseminate data and information.

Monitoring and Evaluation Calendar

		2015 (Year1)	2016 (Year 2)	2017 (Year 3)	2018 (Year 4)
UNCT M&E Activities	Surveys/ Studies	Multiple Indicator Cluster Survey (MICS 5) Census Post Enumeration Survey (PES) Secondary Analysis of 2013 DHS Release of the agriculture sector review report Release of report on community perception on national early warning system. Comprehensive Food Security and Vulnerability Assessment (CFSVA) Census Post Enumeration Survey (PES) Secondary Analysis of 2013 DHS SARA(Service Availability Readiness Assessment) BEmONC (Basic Emergency Obstetric and Neonatal Care) assessments	SARA (Service Availability Readiness Assessment BEmONC (Basic Emergency Obstetric and Neonatal Care) assessments	SARA (Service Availability Readiness Assessment BEmONC (Basic Emergency Obstetric and Neonatal Care) assessments	3rd Demographic & Health Survey SARA (Service Availability Readiness Assessment BEmONC (Basic Emergency Obstetric and Neonatal Care) assessments
	Monitoring Systems	Joint Monitoring Visits Joint Programme Monitoring System for UN Joint Team on AIDS HIV/AID M&E System Assessment Quarterly data collection, analysis and dissemination-UNDP Quarter progress reports from Programmes –UNDP/UNFPA Joint assurance and oversight visits (spot checks)-UNDP/UNICEF/UNFPA	Joint Monitoring Visits Joint Programme Monitoring System for UN Joint Team on AIDS Quarterly data collection, analysis and dissemination -UNDP Quarter progress reports from Programmes –UNDP/UNFPA Joint Assurance and oversight Visits (spot checks)-UNDP/UNICEF/UNFPA	Joint Monitoring Visits Joint Programme Monitoring System for UN Joint Team on AIDS HIV/AIDS M&E System Assessment Quarterly data collection, analysis and dissemination –UNDP Quarter progress reports from Programmes-UNDP/UNFPA Joint Assurance and oversight Visits (spot checks)-UNDP/UNICEF/UNFPA	Joint Monitoring Visits Joint Programme Monitoring System for UN Joint Team on AIDS Quarterly data collection, analysis and dissemination –UNDP Quarter progress reports from Programmes-UNDP/UNFPA Joint Assurance and oversight Visits (spot checks)-UNDP/UNICEF/UNFPA
	Evaluations	Evaluation of a project to reduce teenage pregnancy – BRAC AIDS report for MDG and HLM Terminal evaluation of the Country Programme Document (2013-14)-UNDP	Mid-Term Evaluation of Country Programme-UNFPA/UNICEF Programme outcome evaluation (per outcome) –UNDP Mid-Term Evaluation of Country Programme document-UNDP	Programme outcome evaluation (per outcome)-UNDP	End of Programme Evaluation –UNICEF/UNDP/UNFPA Impact assessment of Country Programme 2008-12

		2015 (Year1)	2016 (Year 2)	2017 (Year 3)	2018 (Year 4)
UNCT M&E Activities	Reviews	UNDAF Annual Review Quarterly/Annual review meetings	UNDAF Annual Review Quarterly/Annual review meetings	UNDAF Annual Review Quarterly/Annual review meetings	UNDAF End of Cycle Evaluation Quarterly/Annual review meetings
Planning References	M&E Capacity Building	M&E Curriculum for NAS partners Training and capacity building of IPs (UNCT/Joint DiPs Team)	Training and capacity building of IPs (UNCT/Joint DiPs Team)	Training and capacity building of IPs (UNCT/Joint DiPs Team)	Training and capacity building of IPs (UNCT/Joint DiPs Team)
	Use of Information	Operationalize the Country STAT for Sierra Leone (FAO) Programme achievement and lessons learned workshop	Programme achievement and lessons learned workshop	Programme achievement and lessons learned workshop	Programme achievement and lessons learned workshop
	Partner Activities	Release and dissemination of 2014 Census Results BSS (General Population and Key populations) by NAS ANC Study by NACP National AIDS Spending Assessment by NAS	National AIDS Spending Assessment by NAS	BSS (General Population and Key populations) by NAS ANC Study by NACP National AIDS Spending Assessment by NAS	National AIDS Spending Assessment by NAS

Challenges experienced during the 2013-2014 programme cycle that will roll over into the UNDAF

During the review of the Transitional Joint Vision at the start of 2014 the following challenges were noted when implementing projects that will almost certainly persist during the UNDAF cycle. During the planning for the UNDAF it will be important for all projects to build in activities that take these challenges into account, and where necessary mitigate against the associated risks that they may present.

The challenges that will carry over to the UNDAF cycle are shown below:

- Delays in the movement of money through internal financial systems. This challenge applied to both Government and UN systems.
- The mapping of facilities across the districts proved difficult. In many cases establishments were not labeled correctly and / or were identified with the wrong map coordinates. This affected distribution and planning activities. In broad terms reliable data was often not readily available in many sectors.
- Human resource planning, and particularly staff appraisals, was not uniform across Government systems. Too often counterparts were not of the required level to form effective partnerships given the technical skills needed to implement projects.
- Recruitment of new national staff, be it for short term consultancies or regular posts, frequently proved unsuccessful as the required qualifications were often hard to find.

UNDAF Project selection: At the start of 2014 the Transitional Joint Vision was on track, in that the funding from the donors was strong and over 90% of the elements set out in the results framework registered outputs / results at the 50% point of the programme cycle. Whilst those elements that were not able to show progress in 2013 may still be able to produce results in the second half of the cycle during 2014, it is important that the UNCT does not commit to projects that cannot be started / completed within the time permitted in the programme cycle. In most of the elements that were struggling to show results there were other non-UN and / or Government partners that had a comparative advantage over the UN; during the UNDAF it will be important to ensure the careful selection of projects with respect to the landscape in Sierra Leone as opposed to adherence only to agency mandates.

Acronyms

The UN Family

Acronym	Meaning
FAO	Food and Agriculture Organization
IAEA	International Atomic Energy Association
ILO	International Labour Organization
IOM	International Organization for Migration
OHCHR	Office of the Higher Commissioner for Human Rights
UNAIDS	The United Nations Joint Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Populations Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children´s Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organization

TheMain Document

Acronym	Meaning
ACBF	African Capacity Building Foundation
ACC	Anti-Corruption Commission
AfDB	African Development Bank
ART	Antiretroviral Therapy
ASJP	Access to Security and Justice Programme
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CLoGPAS	Comprehensive Local Government Performance Assessment System
CSO	Civil Society Organization
DHS	District Health Survey
EMIS	Education Management Information System
GAFSP	Global Agriculture and Food Security Program
GDP	Gross Domestic Product
GoSL	Government of Sierra Leone
HCT	HIV Counselling and Testing
HMIS	Health Management Information System
HRMO	Human Resource Management Office
IMC	Independent Media Commission
IP	Implementing Partners
IPEC	International Programme on the Elimination of Child Labour
JMP	Joint Measurement Programme
KPA	Key Performance Assessment
LC	Local Council
LED	Local Economic Development
LGED	Local Governance and Economic Development
LGFD	Local Government Finance Department
LoCASL	Local Council Association of Sierra Leone
MAFFS	Ministry of Agriculture, Forestry and Food Security
MDA	Ministries, Departments and Governmental Agencies

Acronym	Meaning
MIA	Ministry of Internal Affairs
MICS	Multiple Indicator Cluster Survey
MLGRD	Ministry of Local Government and Rural. Development
MoFED	Ministry of Foreign Affairs and Economic Development
MOHS	Ministry of Health and Sanitation
MOJ	Ministry of Justice
MOLSS	Ministry of Labor and Social Security
MOYA	Ministry of Youth Affairs
MSWGCA	Ministry of Social Welfare, Gender and Children´s Affairs
NACP	National AIDS Control Programme
NACSA	National Commission for Social Action
NAYCOM	The National Youth Commission
NGO	Non-Governmental Organization
PACO	Parliamentary Assistant Coordination Office
PMTCT	Prevention of Mother to Child Transmission
PSC	Public Service Commission
PSRU	Public Sector Reform Unit
SLAJ	Sierra Leone Association of Journalists
SLRA	Sierra Leone Roads Authority
SMART	Specific, Measurable, Attainable, Realistic and Timely
SSL	Statistics Sierra Leone
TOCU	Transnational Organized Crime Unit
WASCE	West Africa Senior Certificate Examination
WIMSAL	Women in the Media Sierra Leone

UNICEF Photo

THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

(UNDAF)

SIERRA LEONE

(January 2015 - December 2018)