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Country programme document for Sierra Leone (2015-2018)

Contents

| | <i>Page</i> |
|--|-------------|
| I. Programme rationale | 2 |
| II. Programme priorities and partnerships | 4 |
| III. Programme and risk management | 5 |
| IV. Monitoring and evaluation | 7 |
| Annex | |
| Results and resources framework for Sierra Leone (2015-2018) | 8 |



I. Programme rationale

1. Sierra Leone is fast transitioning to a new era of development guided by the Agenda for Prosperity (A4P) 2013-2018. The peaceful post-conflict elections and subsequent launching of the Constitutional Review Process in 2013 are critical indicators of the collective aspirations of the people of Sierra Leone to forge ahead and enhance their social cohesion. Sierra Leone has moved from its lowest point of crisis on the fragility spectrum, gradually built resilience and is currently considered to be in the 'transition stage'. The signing of the Mutual Accountability Framework under the New Deal signals a renewed commitment of the Government of Sierra Leone and its international partners to further pursue its peace and State-building goals.

2. Since the crisis, key achievements have been made in relation to institutional reform. The appropriate structures, laws, policies and processes are progressively falling into place. The Fragility Assessment (2012) concluded, "Sierra Leoneans feel that the foundations for resilience are now in place, upon which a strong and stable nation can be built, but the country should ensure to develop the right systems and skills to enable existing institutions to become fully functional. Overall and across all sectors, and in order to ensure that the structures are effective and accountable, the [Government] should ensure the implementation of policies, enforcement of laws and compliance with processes of laws".

3. Progress has been made in terms of governance, human rights, transparency and accountability. The Mo Ibrahim Governance Index for 2012 ranked Sierra Leone 31 of 52 countries, with the third-fastest improving governance score for the past six years, a record which the Government has tried to maintain. The ongoing amendments to the Local Government Act 2004 and the drafting of a Local Finance Law reflect the political commitment to accelerate inclusive and diversified growth and poverty reduction at all levels. The Right to Access Information Act in 2013 represents a major step towards ensuring greater transparency, the rule of law and respect for human rights. Other areas present a mixed picture. Sierra Leone is ranked 139 of 148 in the Gender Inequality Index, the Gender Equality Bill proposed in 2013 has yet to be presented to the Parliament and female representation in Parliament declined from 13.2 to 12.9 per cent (Human Development Report 2013). Further, endemic corruption, curbs to press freedom, weak judicial and security systems, weak parliamentary oversight and constitutional limits all impede efforts to deepen good governance and sustainable development. The continuing political polarization along regional and ethnic divides, non-transparent and poorly regulated management of natural resources and tensions between local councils, communities and traditional chiefs constrain local-level peace consolidation and are also potential drivers of conflict.

4. Socioeconomic indicators have improved and macroeconomic performance has been maintained with 15.2 per cent real growth of the gross domestic product (GDP) in 2012, single digit inflation of 8.2 per cent and low interest rates of 3.3 per cent (Bank of Sierra Leone, December 2013 and Statistics Sierra Leone (SSL), 2012). The World Bank rated Sierra Leone among the top 11 reforming countries in the 'Ease of Doing Business' Report (2013), but much more needs to be done to attract socially and environmentally responsible investors and to translate this growth into commensurate improvements in the lives of all Sierra Leoneans.

5. Although the 2013 Human Development Report (overall rank 177) showed an improvement in the Human Development Index from 0.348 in 2011 to 0.359 in 2012, reflecting progress in health, education and income dimensions, it is still below the sub-Saharan average of 0.475. Some 52.9 per cent of Sierra Leoneans still live below the national poverty line (SSL 2011). Consistent with this, while the country has made progress towards the Millennium Development Goals, only Goal 6 related to HIV/AIDS, malaria and tuberculosis is likely to be achieved by 2015 (MDG Progress Report 2010). Women's access to livelihood opportunities, including land ownership, finance and basic services, remains limited. Unemployment remains extremely high,

estimated at 60 per cent, and especially among the youth (African Economic Outlook, 2012). The Gini-coefficient was 35.4 in 2011 (World Bank, 2012).

6. The economy, dominated by primary sectors, (74 per cent of GDP, SSL 2012) needs to be diversified to produce sufficient gainful employment. Exploitation of natural resources has limited benefits in its production value chain and linkages with the local economy. Fiscal space to promote pro-poor policies remains limited.

7. Furthermore, the current levels of growth and development cannot be sustained in the absence of sound environmental and natural resource management policies. Sierra Leone is ranked 173 of 178 countries on the Global Environmental Performance Index (Columbia University, 2014) and the country was assessed as extremely vulnerable (ranked 3 of 193) in the 2013 Climate Change Vulnerability Index. Overall, deforestation rates of woodlands are presently estimated at 0.7 per cent per year (African Development Bank, 2012). High environmental degradation, resulting from unsustainable land management, unplanned urbanization and pollution and weak legislative and monitoring structures, is increasingly resulting in reduced environmental resilience against disaster risks.

8. Going forward, the key challenges for Sierra Leone will be its ability to generate employment and livelihood opportunities for the youth as well as to build institutions that ensure accountability and service delivery for all, especially the most vulnerable and marginalized. The Fragility Assessment Report recommends that Sierra Leone should focus on, among other things: economic diversification; an educated workforce; strong regulatory frameworks; the development of an engaged public and a strong civil society; and capacities for reconciliation and conflict resolution at all levels.

9. The final drawdown of the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) in 2014 has provided the United Nations system, and UNDP in particular, the opportunity to realign itself in response to the country's longer-term development needs. UNDP has made significant strategic interventions aimed at improving democratic institutions, in particular the electoral management bodies for the organization of free and fair elections; the Human Rights Commission for the promotion of human rights principles; and the public sector and security and justice institutions for improved service delivery at all levels. UNDP continues to enjoy a strong partnership with the Government and members of the United Nations Country Team (UNCT).

10. The lessons learned during the current programme are well articulated in the Assessment of Development Results (ADR) 2008-2012 and inform the new programme. These include greater consolidation and rationalization so as to reduce the disproportionately high transaction costs associated with managing multiple small budget projects and the need to increase the developmental impact of interventions; the paucity of reliable disaggregated data, including on the basis of gender; and leveraging strategic partnerships with potential to yield more enduring results.

11. In line with the vision of the UNDP Strategic Plan of eradicating poverty and reducing inequality, the need to build a strong and resilient country and to address the root causes of conflict and consolidating peace underpins this country programme. To achieve those expected results, UNDP must continue at all levels to build the capacity and resilience of key public sector institutions such as the electoral management bodies, the Anti-Corruption Commission (ACC), judicial sector institutions, the police and local government to discharge their mandates in an equitable and effective manner. UNDP will invest in building capacities for democratic inclusive governance on both the demand and supply sides. Noting that the current extractives-reliant economic growth is not inclusive and has limited capacity to generate employment, UNDP will focus on economic diversification and ensuring that future growth is sustainable. To do so, UNDP will establish strong partnerships with the private sector and build the capacities of key institutions such as the Public Private Partnerships (PPP) Unit.

II. Programme priorities and partnerships

12. In line with the A4P, the United Nations Development Assistance Framework (UNDAF) 2015-2018 and the UNDP Strategic Plan 2014-2017, UNDP will focus on: (a) **inclusive and effective democratic governance**; and (b) **inclusive growth and sustainable development**. Within this framework, the programme will seek to address social, economic and geographical inequalities by targeting the most marginalized groups, especially women and youth, as actors and beneficiaries in select conflict-prone areas using an area-based development approach, jointly with other United Nations agencies. UNDP will provide both upstream and downstream policy advice and technical assistance in parallel for complementarity and to bring about shifts at both policy and operational levels. UNDP will strategically engage with other development partners, especially the World Bank, African Development Bank, European Union (EU) and the United Kingdom Department for International Development (DfID), that are involved with the direct budget support programme in order to leverage transformational change. This will allow an inclusive approach to addressing broader development issues covering areas such as good governance, economic diversification, sustainable natural resource management and adaptation to the impacts of global climate change. UNDP will ensure that support to these areas is showcased, replicated and scaled up to become equitable and fully transformational. Concerted efforts will be made to ensure sustainability of development results and continuity of interventions with clear exit strategies based on adequate capacity development and/or institutionalization of mechanisms and processes. Flexibility within and across the proposed strategic pillars will be exercised to remain relevant to national needs and priorities through periodic perception surveys. Programmatic and operational synergies with the UNCT will be stepped up in order to contribute to the UNDAF outcomes in a coherent, effective, efficient and relevant manner.

13. UNDP will broaden its partnership base to include non-traditional donors such as the private sector on a corporate social responsibility format. UNDP will also put special emphasis on operational and programmatic learning for reviews of the underlying theory of change guiding the country programme for necessary course corrections, operational and programmatic risk management and informed decision-making throughout the country programme cycle. UNDP will utilize its worldwide networks and South-South and triangular cooperation to enhance solution exchange and knowledge management, for example from the India-Brazil-South Africa initiative in Sierra Leone, to collect, analyze, use and disseminate data, lessons learned and success stories. In the spirit of South-South partnerships, UNDP will seek partnerships with State and non-State institutions in other countries including Botswana, Ghana and South Africa (extractives), Liberia and South Sudan (constitutional review), Nigeria (security sector), Kenya (parliamentary learning) and China and India (broader governance issues).

14. **Inclusive and effective democratic governance.** The UNDP contribution to democratic governance will be in line with the A4P Governance and Public Sector Reform pillar, and implemented in close collaboration with United Nations agencies and development partners. It will build on the lessons learned from the current programme cycle, including addressing the residual activities stemming from the withdrawal of UNIPSIL. UNDP will help to create a governance environment that is politically and socially cohesive, as well as accountable, and which offers effective justice, security and good quality services to all the people. It will work through and with key democratic institutions in Sierra Leone that seek to strengthen their capacities to broker reforms, strengthen their voices and accountability and improve service delivery.¹ UNDP will also work with the National Registration Secretariat (NRS), the National Election Commission (NEC) and the National Social Security and Insurance Trust in the design of a national civil registry system linked with the socio-political,

¹ These include Parliament; the NEC; Political Parties Registration Commission; the ACC; the Ministries of Justice, Gender and Social Welfare, Information and Communication; Office of National Security (ONS); Sierra Leone Police (SLP); civil society organizations (CSOs) and women's organizations; the Independent Media Commission; the Sierra Leone Association of Journalists; and Women in the Media Sierra Leone, among others.

economic and judicial systems. This will improve service delivery across sectors and further enhance the credibility of the electoral processes. In close collaboration with UN-Women and UNFPA, UNDP will work with the Human Rights Commission and CSOs to facilitate access to justice, to prioritize issues affecting women, including Sexual and Gender-Based Violence (SGBV), family law and inheritance and land issues. UNDP will strengthen the security sector, focusing on modernization of the Sierra Leone Police (SLP) for border management and enhancing partnership with the Mano River Union in addressing cross-border issues. Institutions will be strengthened to monitor threats and build response mechanisms and conflict prevention capacities from the local to national levels, focusing particularly on mediation training for youth and women. Through partnership with the Ministry of Finance and Economic Development (MoFED), UNDP will continue to support aid effectiveness and mutual accountability under the New Deal.

15. Inclusive growth and sustainable development. Livelihoods and jobs are central to inclusive development, social cohesion and sustainability. The economy will therefore be diversified to generate employment and livelihoods while ensuring environmental sustainability. Building on structures established in previous programme cycles, UNDP will target the economically excluded and vulnerable groups, especially youth and women. An integrated approach will be adopted covering key economic, social and environmental dimensions for inclusive and sustainable growth. Fiscal decentralization and local economic development (LED) processes, PPPs and youth employment initiatives will be promoted in a participatory and gender-responsive way. Partnerships will be forged with the Ministry of Local Government, MoFED, Ministry of Youth Affairs, the National Youth Commission, the PPP Unit and the World Bank and other donors. UNDP will foster PPPs with local councils, and small and medium enterprises for creation of decent, equitable and sustainable employment opportunities, as well as facilitate skills development for low-income households. UNDP will support extractive industries transparency initiatives, the establishment of a local chapter of the United Nations Global Compact and the roll-out of the local content policy to promote improved governance in the extractive industry. Strategic private sector partnerships will be used to mobilize resources and promote sustainable natural resource governance. Environmental sustainability will be mainstreamed through work with the Environmental Protection Agency (EPA), National Secretariat for Climate Change, Ministry of Lands, Country Planning and Environment, Ministry of Water Resources and Ministry of Energy. Support will include policy dialogue and strengthening of institutional and local capacities to promote inclusive economic growth and diversify livelihoods while simultaneously increasing resilience to disasters and climate change. Sustainable energy will be implemented access interventions within the South-South cooperation frameworks of Sustainable Energy for All and the Economic Community of West African States (ECOWAS).

16. Key cross-cutting issues will include youth and women's empowerment; conflict prevention; institutional transparency; social accountability; environmental sustainability; and adaptation to climate change. UNDP will proactively engage with State, non-State and private sector partners in the promotion and use of innovative practices and technologies that are contextually relevant, locally sourced and sustainable. Work around local governance, decentralization, LED, environmental management, service delivery and disaster risk management (DRM) will also offer opportunities to factor in urban dimensions especially in Freetown, which is growing in an unregulated manner and at unsustainable pace.

III. Programme and risk management

17. UNDP will continue to encourage and promote national ownership and leadership in the implementation of the country programme. This will, however, be based on continued capacity assessments to identify areas for strengthening implementation capacity which will be stepped up during this programming period. A recent assessment under the harmonized approach to cash transfers (HACT), which reveals significant fiduciary risks and capacity gaps amongst key partners, suggests that while national

implementation will remain the default implementation modality, the country office will adopt a pragmatic approach constituting a mix of implementation modalities (direct and national implementation) based on the findings of the assessment. Targeted training and capacity-building activities will be incorporated in annual work plans based on the recommendations in micro assessments. Overall, the country office will respect and support national ownership and leadership of the development processes. A detailed capacity assessment will be done for major national partners, and a capacity development plan will be formulated to support broader UNCT efforts as part of compliance with HACT and in line with the direct programme support framework. UNDP is expected to play a catalytic role in this regard and will be part of the joint audit proposed for 2015. UNDP will also continue to engage with the World Bank and relevant development partners to improve budget planning, financial control, accountability and oversight in government finances in Sierra Leone, especially at subnational levels.

18. UNDP will continue to bolster government capacities to coordinate and manage aid in an effective, transparent and efficient manner, working within the framework of the Development Partners Committee, which meets regularly to ensure effective coordination of development partners' support to Sierra Leone. It will provide further technical support in advancing the Mutual Accountability Framework signed in February 2014, especially through the dashboard as the key monitoring and reporting tool.

19. Sierra Leone remains fragile and warrants careful tracking of social, political and economic dynamics at play across the country to mitigate and respond to emerging risks that may affect the ability of national implementing partners and UNDP to implement the country programme successfully. UNDP will take a participatory and consultative approach to ensure engagement of citizens, especially women's organizations across the country, in the constitutional review process. The ongoing global financial crisis and shifting trends in donor priorities continue to exert financing pressures on the A4P, which guides both the UNDAF and the country programme. Risk mitigation strategies will focus on strengthening communication with national counterparts, enhancing national and UNDP capacities to rapidly respond to change, and diversify funding and opportunities for joint initiatives that target private sector and non-resident donors.

20. Implementation risks and challenges will be monitored regularly to avoid jeopardizing partnerships and/or the momentum of programme implementation. The management will ensure full compliance with the Programme Operations Policies and Procedures which provide the basis for effective programme and risk management. Project boards will continue to provide the platform for participatory governance and decision-making that is nationally owned and led. Through its conflict prevention programme, UNDP is supporting the setting up of national and local early warning systems (EWS) to monitor threats and potential risks which could also affect the implementation of the programme. In line with the ADR recommendation, UNDP will institutionalize conflict analysis as part of its regular planning and monitoring processes to ensure a coordinated response to emerging risks.

21. UNDP will adopt a fully integrated approach to managing the programme portfolio to ensure synergy and operational effectiveness. The Programme Management and Support Unit (PMSU) will be resourced with additional capacities in gender-responsive results-based planning, monitoring and data analysis, evidence-based reporting and evaluation, and gender mainstreaming and programme advocacy. A multi-year support framework that stipulates support requirements from the Regional Bureau, the Bureau of Policy and Programme Support and the Regional Service Centre, will be developed at the outset to ensure that the country programme remains relevant to addressing national needs and priorities while contributing to the UNDP Strategic Plan 2014-2017.

IV. Monitoring and evaluation

22. The country programme will be monitored using indicators, baselines and targets, which will be disaggregated by sex, age, and geography to the extent possible. The country programme's outcome-level indicators are aligned with the UNDAF and the UNDP Strategic Plan. The indicators are sourced from existing national data such as the SSL Integrated Household Survey, NEC Annual Report, Justice Partners Report, and National Energy Profile of Sierra Leone. UNDP will support capacity-building of national statistical systems and work in collaboration with national research institutions for credible gender-responsive data collection, analysis and outcome level research. In partnership with UNFPA and the United Nations Children's Fund (UNICEF), UNDP will support SSL to undertake national surveys such as the census (2014) and Demographic and Household Survey to augment evidence-based monitoring of the A4P as well as to support United Nations system-wide planning, monitoring, reporting and evaluation processes. The results-based management capacities of partners will also be enhanced for effective results-based planning, monitoring, reporting and evaluations. At the output level, monitoring will be carried out by UNDP and/ or implementing partners through field visits, participatory sectoral review meetings, desk reviews and internal and external reports. The use of geographic information systems (GIS) will be expanded to ensure effective programmatic targeting at national and local levels. This system will also be used for UNDP projects and partner mapping, ensuring real-time results tracking, evaluation and evidence-based reporting.

23. The country office realizes the need to enhance the quality and frequency of disaggregated data for evidence-based planning at all levels. In order to complement internal organizational and broader United Nations efforts to improve monitoring and evaluation, UNDP will commission a third party to support with monitoring, evaluation and research in a credible, inclusive and professional manner. Given the high fiduciary risk in the country, the hiring of a firm will augment the capacities of the country office and national counterparts in the areas of field monitoring, data collection and analysis, research and knowledge management. UNDP will also collaborate with United Nations agencies for the tracking of outcome-level indicators and to promote a harmonized approach to monitoring and evaluation activities, including: (a) baseline data collection; (b) effective monitoring mechanisms for the UNDAF; (c) joint United Nations data collection and analysis; and (d) reporting. UNDP will support the preparation of a National Human Development Report and Millennium Development Goals report to inform the Government of the social, economic, political and environment aspects of human development in the country.

24. UNDP will establish a common pool of funding to augment the monitoring, evaluation, research and analysis capacities of the PMSU. It will work closely with national government and non-government institutions and think tanks in the design, analysis and dissemination of action research on substantive issues that would enhance the ability of UNDP and partners to effectively target and address inequalities resulting from geographic, gender-based, social and economic disparities. The estimated cost of monitoring, evaluation and data collection and analysis will comprise 3 per cent of the total country programme budget. The costed evaluation plan outlines a set of summative and formative projects (i.e., Global Environment Facility projects) and outcome evaluations of the programme portfolio to assess the operational and development effectiveness of the UNDP country programme and to generate data and evidence for potential replication, scaling up and upstream advocacy. The proposed evaluation will also feed into the mandatory UNDAF evaluation scheduled for 2017.

Annex. Results and resources framework for Sierra Leone (2015-2018)

| NATIONAL PRIORITY OR GOAL: PRSP Pillar 1 - Economic diversification to promote inclusive growth | | | | |
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| UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1: Low-income and food-insecure households have improved access to sustainable income-generating opportunities (on-farm and off-farm) | | | | |
| RELATED STRATEGIC PLAN OUTCOME: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihood for the poor and excluded. | | | | |
| UNDAF OUTCOME INDICATOR(S), BASELINES (B), TARGET(S) (T) | DATA SOURCE (S) AND FREQUENCY (F) OF DATA COLLECTION, AND RESPONSIBILITIES (R) | INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets) | MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS | INDICATIVE RESOURCES BY OUTCOME (\$) [to be reviewed further in light of the integrated budget] |
| 1a. Number of local council (LC) plans and budgets with local economic development (LED) component B: 4 LCs; T: 10 LCs | S: Annual fiscal decentralization report F: Annual R: MoFED | 1.1 Targeted local councils are enabled to undertake participatory and transparent pro-poor gender-responsive planning and budgeting for inclusive LED 1.1.1: Number of gender-responsive draft plans and budgets including LED dimension. B:4;T:19; S:Project reports; F: Quarterly 1.1.2: % change in local council LED investment B: TBD T: TBD S: Local Council reports F: Annually | Ministry of Local Government, Ministry of Finance through Local Government Finance Department, local councils, PPP Unit/ Office of President, Local Council Association of Sierra Leone, Ministry of Gender, Ministry of Youth, National Youth Commission, ILO, UN-Women, IFAD, UNIDO, World Bank, JICA, EU, UNDP Guinea and Iraq, Regional MOU with mining companies, DfID | Regular: 12,200,000 |
| | | | | Other: 21,000,000 (includes 2,000,000 from UNCDF) |
| 1b. Number of youth policies and institutional frameworks in place (youth, micro, small and medium-sized enterprises, etc.) B: Youth policy drafted; Draft National Youth Employment Action Plan finalized; Local content policy passed T: Five new policies, strategy and frameworks | S: Official Government Notification/ SL Gazette F: Annual R: Ministry of Youth Affairs together with National Youth Commission | 1.2 Targeted government institutions are able to develop/ revise institutional policy, strategies/ frameworks and knowledge products that promote private sector and export-led youth employment and empowerment. 1.2.1 Number of national policies, strategies, and institutional frameworks reviewed/ formulated. B:3; T:5; S:Govt notification; F:Annual 1.2.2: Number of new jobs and other livelihoods generated disaggregated by sex, age and excluded groups B:TBD; T:TBD; S:Statistics Sierra Leone F:Annual | | |
| 1c. % change in sustainable and decent jobs created (disaggregated by sex, age, etc.) B: To be established in 2014 through Labour Force Survey T: To be established in early 2015 | S: Labor Force Survey (2014) F: Every two years R: SSL supported by the World Bank | 1.3 National and local capacity to establish and participate in public-private partnerships is enabled to generate economic opportunities for | | |

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| | | <p>pro-poor sustainable livelihoods especially for female-headed households and youth at national and local levels.</p> <p>1.3.1: Number of PPP agreements signed and/or reviewed: B: 8 (local) 2 (national); T: 14(local) 7 (national); S: actual PPP agreement; F:Annual</p> <p>1.3.2: number of youth capacitated to engage in livelihood opportunities; B: 4102 female and 5457 male; T: 25,000 female and 25,000male, S:Project reports; F: Annual</p> | | |
| <p>1d. A functioning Local Network of the United Nations Global Compact in place. B: No Local Network T: Local Network exists and is active</p> | <p>S: United Nations Global Compact Members Database F:Annual R:UNDP together with the local network of United Nations Global Compact will provide regular updates to the Global Compact initiative</p> | <p>Targeted government institutions are enabled to promote and participate in sustainable corporate social responsibility (CRS) initiatives.</p> <p>Number of government institution active in promoting sustainable CSR initiatives B; 0; T: At least 1; F: Annually Source: Ministry of Finance and Economic Development</p> | | |
| <p>1e. Revised Fiscal Decentralization Framework with Local Economic Development (LED) dimensions in place B: LED not included T: LED included</p> | <p>S: Fiscal decentralization report F:Annually R: MoFED</p> | <p>1.4. Targeted government institutions are enabled to undertake devolution process including fiscal decentralization in an effective manner</p> <p>1.4.1 Number new functions transferred to LCs. Baseline: 56; Target: 80; Source: Ministry of Local Government and Rural Development Monitoring Report; Frequency: Annual</p> | | |
| NATIONAL PRIORITY OR GOAL: PRSP Pillar 2 - Managing natural resources (sustainable management of natural resources leading to increased environmental and social resilience) | | | | |
| UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2: By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way | | | | |
| RELATED STRATEGIC PLAN OUTCOME: 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change; | | | | |
| <p>2a. Extent to which improved legal frameworks are being implemented by relevant sectors. B: Energy Policy 2009 requires revision, Disaster Risk Management Policy reformed 2013, Reformed draft to be</p> | <p>S: Official Government Notification/ Sierra Leone Gazette F: Annually R: Government</p> | <p>2.1 Targeted ministries, departments and agencies (MDAs) are better able to revise, develop and implement gender-responsive legal and participatory coordination frameworks to enable environmental sustainability across sectors, with particular focus on the extractive</p> | <p>MDAs, LCs, Global Compact, UNEP, ICRAF, Sustainable Energy for All, ECOWAS, LCs, GEF regional EWS initiative</p> | <p>Regular: 4,600,000</p> |

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| <p>submitted to Cabinet 1st quarter 2014; Land Policy Reform draft 2013 T: Legal and coordination frameworks improved and implemented for environmental protection and energy sectors</p> | | <p>industry 2.1.1 Number of policies/acts revised/drafted, B: 0 T:3 (EPA Act, Pollution and energy policies) S:Draft documents; F: Annually 2.1.2 Number of coordination & implementation frameworks established. B:0; T:1 national, 3 provincial, 14 LC networks linked; S: Project reports F: Quarterly</p> | | |
| <p>2b. % area per district where sustainable natural resource management (NRM) is being practiced. B: GIS maps (2014) T: 40% Increase in targeted areas</p> | <p>S: State of the Environment Report F: Bi-annually R: Government (EPA)</p> | <p>2.2 Communities in targeted districts are engaged in design and implementation of gender- responsive sustainable NRM and livelihood diversification 2.2.1 Number of poor households implementing sustainable NRM and livelihood initiatives. B: 50 rural households; T: 4,000 rural households; S: Community project reports; F: Quarterly 2.2.2 Number of jobs and livelihoods created through NRM and DRM, disaggregated by sex, rural and urban. B: TBD T: TBD S: Progress Reports F: Quarterly</p> | | |
| <p>2c. Percentage of households with access to affordable sustainable renewable energy sources. B: National Energy Profile of Sierra Leone 2012; T: Tangible improvement in National Energy Profile</p> | <p>S: SL Integrated Household Survey (IHS) National Energy Profile of Sierra Leone 2012; F: Every 5 years R: Government (Min Energy & Statistics SL)</p> | <p>2.3 Poor households, especially female-headed households in targeted districts are enabled to use energy efficient sources for domestic use. 2.3.1 Number of poor households using improved cook stoves. B: 0; T: 4,000 S: Project reports F: Annually</p> | | |
| <p>2d. Number of districts implementing disaster prevention preparedness and response plans, in line with the Hyogo Framework of Action (HFA) B: Number of district disaster management plan in place; T:14 district disaster management plans validated and operationalized</p> | <p>S: Progress report on HFA F: Annually (until 2015) R: Government (Disaster Management Dep't) 2.4 National and local authorities enabled to implement DRM & EWS 2.4.1 Number of district DRM committee members trained; B: 150 (M:130, F:20); T: 350 (M:200, F:150); S: Project reports F: Quarterly 2.4.2 Number of hydro-meteorological monitoring systems functioning. B:0, T:13 S: GEF project report F: Annual</p> | | | |

| NATIONAL PRIORITY OR GOAL: PRSP Pillar 7 - Governance and public sector reform | | | | |
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| UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #3: <i>Capacity of democratic institutions strengthened to enable good governance</i> | | | | |
| RELATED STRATEGIC PLAN OUTCOME: 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance | | | | |
| 3a. Number of media laws revised (or extent of revision) in line with international best practice on press freedom. B: No unified media law; T: A codified media law endorsed | S: Official Government Notification/ Sierra Leone Gazette F: Once in cycle R: Ministry of Information and Communication | 3.1 Legal and institutional framework for professional media practices and capacity of state and media institutions and CSOs strengthened for free and fair media 3.1.1: Sierra Leone media law codified in line with international best practice; B: No; T: Yes; S: Sierra Leone Gazette F: Once in cycle. 3.1.2 No of media institutions with business plans. B: 0; T: 8; S: TBD; F: Quarterly | Ministry of Information Communication, Independent Media Commission, Guild of Editors, Media Reform Coordination Group, National Electoral Commission, Political Party Registration Commission, National Registration Secretariat, CSOs, Parliament, President's Office, Solicitor General's Office Ministry of Finance and Economic Development, Office of Auditor General, Open Government Initiative Directorate, Anti-Corruption Commission. World Bank, EU, DfID, United Nations agencies, | Regular: 11,000,000 |
| | | | | Other: 33,200,000 |
| 3b. Voter turnout in electoral processes including referendum on draft constitution. B: 87% (elections) T: 90% B: 0 (referendum) T: 70% | S: Election Commission Voter Turnout report F: CSO-led Observation Commission report R: Commonwealth Observation Mission Report | 3.2 State institutions, CSOs including women's organizations and media are enabled to undertake joint outreach initiatives for a participatory constitutional review process 3.2.1: <i>Level of adherence of the constitutional review process to international norms and standards</i> 1 – Not adequately 2 – very partially 3: Partially 4: Largely. B: 1 – Not adequately; T: 4: Largely; S: Survey; F: Once at the end of programme | | |
| 3c. Number of reservations of local and international monitors and observer groups with regards to transparency and conduct of electoral processes. B: 2012 election was well regarded by local and international observer groups, T: To be established | S: International and national electoral reports F: Every four to five years R: National Electoral Commission | 3.3 Electoral Management Bodies (EMBs) are able to administer a free and fair referendum and elections 3.3.1: Number of electoral management supports provided for free and fair elections. B: 5 by end 2014; T: 20 by end 2018; F: 5 Annually | | |
| 3d. Number of legislative and oversight activities by Parliament on national development programmes/targets Baseline: TBD. Targets: TBD | S: Hansard, Parliament Website F: Every sitting R: Parliament (Parliamentary Service Commission) | 3.4 Parliament is enabled to undertake its mandated functions including legislation, oversight, outreach activities, and donor coordination. 3.4.1 Number of outreach activities undertaken B: 0 Private Member Bill, no documentation; Hansard produced but not disseminated; 7 out 32 PCs produced reports in 2013. T: At least 2 private members Bills introduced; Hansard accessible to public; all subject specific comm. present report; S: Hansard; F: Quarterly 3.4.2 Number of interventions aiming at empowering women MPs for them to be able to perform their mandated functions. | | |

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|--|---|--|--|--------------------|
| | | B: TBD; T: TBD; F: Annually | | |
| 3e. Number of public institutions and electoral bodies using the integrated national civil register. B: 0; T: 3 | S:National Registration Secretariat Report F:Yearly R:NRS | 3.5 Government is enabled to develop and implement an integrated national civil registry system for improved citizen services and electoral processes that respond to both men and women needs. 3.5.1: % of Sierra Leonean citizens registered in integrated database. B: 0; T:70%; S:Database: F:Annually | | |
| UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #4: Justice and security sector delivery systems improved in compliance with international human rights standards | | | | |
| RELATED STRATEGIC PLAN OUTCOME: 3. Countries have strengthened institutions to progressively deliver universal access to basic services | | | | |
| 4a. % of court users satisfied with the outcome of cases (civil and criminal) (disaggregated by district, court type and gender) B:53.2% (Access to Security and Justice programme (ASJP) perception survey 2013); T: 65%. | S: ASJP Perception Survey F:Annually R:Judiciary | 4.1 Targeted state institutions and constitutional bodies are able to provide effective justice and security services in an accountable manner at national and local levels. 4.1.1 % of people who have access to justice support provided by targeted state institutions and constitutional bodies, disaggregated by sex | Ministry of Justice, Sierra Leone Police, Judiciary/ Office of Chief of Justice, Justice Sector Coordination Office, Human Rights Commission of Sierra Leone, CSOs, Ministry of Social Welfare, Gender and Children Affairs, Irish AID, DfID, UN-Women, UNICEF | Regular: 7,000,000 |
| 4b. % of respondents who believe that the problem of corruption is serious in the functioning of the Magistrate courts (by district, court type and gender) B:33.7% (ASJP perception survey 2013 T: 25% | S: Justice partners (Justice Sector Development Programme (JSDP), ASJP & Centre for Accountability and Rule of Law (CARL) reports) F:Annually R:Judiciary | B:492; T:2748 (M:1640, F:1108; S:(UNDP Access to Justice Annual Progress Report 2013);F: Annually 4.1.2 National and local dialogues on key issues of national concern facilitated | | Other: 15,000,000 |
| | | Number of gender-responsive national and local dialogues held B: 0; T: National and local dialogues conducted in at least four thematic areas of issues of national concern. F: Annually. Source: Project Progress Report | | |

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| <p>4c. Proportion of women subjected to physical or sexual abuse receiving victim support (medical referral, legal aid and legal awareness).</p> | <p>S:Citizens Perception Survey of Security and Justice F: Annual R:Ministry of Defense</p> | <p>4.2 State institutions and CSOs including women’s organizations and networks are better enabled to provide justice services for women including on GBV, family, inheritance, land and property issues 4.2.1: Proportion of SGBV grievances addressed within the formal justice system, disaggregated by sex B:TBD T:TBD; S:(SLP/FSU Annual Report, UNDP Access to Justice Annual Progress Report) F:Annually 4.2.2: Number of awareness raising conducted to reduce harmful traditional practices such as early marriage, FGM etc. B: 0; T:8; F: Annually 4.2.3 Number of state institutions/ CSOs trained on family, land and property rights B:235 T: 800</p> | <p>Ministry of Internal Affairs, Office of National Security, MANO River Union, International Security Advisory Team, Ministry of Defence, UNODC</p> | |
| <p>4d. Percentage of populace expressing satisfaction with quality of security provision B:30.1% (2013) to be disaggregated; T:45%</p> | <p>S:Citizens Perception Survey of Security and Justice F: Annually</p> | <p>4.3 Security sector institutions are engaged to strengthen oversight and accountability mechanisms 4.3.1 Number of gender-responsive security sector policies and systems revised/ drafted in line with international best practice B: TBD: T: TBD; S:Citizens Perception survey of Security and Justice F:Annually 4.4 National and local efforts for identifying and resolving tensions and threats of potential conflict supported. Number of National and Chiefdom level early warning systems and structures established Baseline: 0; Target: At least 149 F: Annually Source: Project Progress Report</p> | | |