THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF)

SIERRA LEONE

(January 2015 - December 2018)
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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.

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, 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.
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.
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 of the current Agenda for Prosperity (2013-2018), as well as the previous Agenda for Change (2009-2012). 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.

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.

UNDAF Results

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

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

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

### 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 1.24 MT/HA, for cassava is 15.88 MT/HA, groundnuts is 0.82 MT/HA, and Maize is 2.2 MT/HA.
   - **Target:** Smallholder yield average for rice is 1.61 MT/HA, for cassava is 20.64 MT/HA, groundnuts is 1.01 MT/HA, Maize is 2.64 MT/HA.

2. % change in households that have access to inputs, extension services, processing services, storage facilities and market outlet.
   - **Baseline:** 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 (21.1%).
   - **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%).

### 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 with local 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%

3. 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

4. A revised Fiscal Decentralization Framework with Local Economic Development (LED) dimensions in place
   - **Baseline:** LED not included
   - **Target:** LED included

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**Assumption:**
- There is fairly stable macroeconomic environment
- Political stability
- Stable and predictable policies in these sectors
- Uncertainty of donor funding
- Abupt changes in government policy

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- There is fairly stable macroeconomic environment
- Political stability
- Stable and predictable policies in these sectors
- Uncertainty of donor funding
- Abupt changes in government policy

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1. Assumed 30% increase for Cassava
### Managing Natural Resources

**Outcome convener:** FAO  
**Contributing agencies:** IOM, UNDP, UNIDO, OHCHR, IAEA, UNOPS

<table>
<thead>
<tr>
<th>INDICATOR</th>
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<th>RISKS AND ASSUMPTIONS</th>
<th>ROLE OF PARTNERS</th>
<th>INDICATIVE RESOURCES</th>
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<tbody>
<tr>
<td><strong>A.</strong> By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way.</td>
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| 1. Extent to which the improved legal frameworks are being implemented by relevant sectors. | 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 incompelance with Corporate Social Responsibility (CSR) by private sector.  
Private Sector  
Civil Society  
 Universities | $17,382,000 |
| 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) | | |
| Target: Baseline: FAO/UNDP to establish baseline data (% of land under forest cover, mining, fisheries, key water points) | | | |
| 2. Percentage area per district where sustainable natural resource management is being practiced. | | | |
| Target: 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 | | |
| Target: Baseline: See National Energy Profile of Sierra Leone 2012; Target: Tangible improvement in National Energy Profile | | | |
| 3. Percentage of households with access to affordable sustainable renewable energy sources. | | | |
| **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. | | | |
| Target: 14 district disaster management plans validated and operationalized | | | |
| Target: Baseline: No district disaster management plan in place | | | |
| Target: Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| 2. Percentage change in the population affected by natural and man-made disaster or cross border movements. | | | |
| Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| **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. | | | |
| Target: 14 district disaster management plans validated and operationalized | | | |
| Target: Baseline: No district disaster management plan in place | | | |
| Target: Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| 2. Percentage change in the population affected by natural and man-made disaster or cross border movements. | | | |
| Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| **B.** By 2018, communities within targeted districts demonstrate increased resilience to natural and man-made disasters. | | | |
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| Target: 14 district disaster management plans validated and operationalized | | | |
| Target: Baseline: No district disaster management plan in place | | | |
| Target: Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| 2. Percentage change in the population affected by natural and man-made disaster or cross border movements. | | | |
| Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| **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. | | | |
| Target: 14 district disaster management plans validated and operationalized | | | |
| Target: Baseline: No district disaster management plan in place | | | |
| Target: Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| 2. Percentage change in the population affected by natural and man-made disaster or cross border movements. | | | |
| Baseline: disaggregate - floods, fire, landslides, cholera, refugee and IDP | | | |
| **B.** By 2018, communities within targeted districts demonstrate increased resilience to natural and man-made disasters. | | | |
### PRSP Pillar 3:
#### Accelerating Human Development

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<th>OUTCOME</th>
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<th>ROLE OF PARTNERS</th>
<th>INDICATIVE RESOURCES</th>
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<tbody>
<tr>
<td>A.</td>
<td>By 2018 the capacity of the education system to provide free, compulsory and quality primary education is enhanced through targeted UN programmes.</td>
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|         | 1. Net intake rate in primary education, % (disaggregated by gender)  
Baseline: Boys 42%, Girls 48% (MICS, 2010)  
Target: 100% | 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 |
|         | 2. Net attendance rate in primary education (disaggregated by gender’s geographical district)  
Baseline: Boys 73%, Girls 76% (MICS 2010)  
Target: 100% | Baseline: data not available at this time | | | |
|         | 3. % of grade three children with appropriate literacy and numeracy skills  
Baseline: data not available at this time  
Target: data not available at this time | Baseline: data not available at this time | | | |
|         | 1. Pass rate in WASCE Exams.  
Baseline: 1%  
Target: 25% | 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  
$6,500,000  
IOM  
$1,000,000 | $7,000,000 |
| B.      | By 2018, boys and girls have increased access to quality secondary education (junior and senior secondary). |                           |                        |                 |                      |
|         | 1. % of births attended by a skilled birth attendant  
Baseline: 62% (MICS 2010)  
Target: 75%  
[will be updated based on DHS 2013 report] | 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 For All is implemented | 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  
$I,493,000  
WHO  
$13,000,000  
IAEA  
$335,000  
UNHCR  
$500,000  
UNOPS  
$2,000,000 | $113,885,000 |
| 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] | 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 For All is implemented | 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  
$I,493,000  
WHO  
$13,000,000  
IAEA  
$335,000  
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 5 years 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%

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.
- Corruption/Theft in the provision of nutritional services

Risk:
- Corruption/Theft in the provision of nutritional services

Assumption:
- Government domestic resource 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 provides enabling environment – ensuring supportive policies are in place
- NGO/CSOs service delivery implementation

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% (2013 JMP)
   Target: 80%

2. Proportion of population using basic sanitation (disaggregated by sex, urban/rural and wealth quintiles)
   Baseline: 13% (JMP 2013)
   Target: 60%

3. Proportion of population that is practicing open defecation (disaggregated by sex, urban/rural and wealth quintiles)
   Baseline: 27% (JMP 2013) (U: 9% / R: 39%)
   Target: 10% disaggregated by MICS/JMP

Assumption:
- KAP survey
- HMIS & Surveys
- MICS
- SMART

Assumption:
- KAP survey
- HMIS
- JMP/UNICEF
- WHO/UNICEF

Assumption:
- Government provides enabling environment – ensuring supportive policies are in place
- NGO/CSOs service delivery implementation

UNICEF
$20,000,000
WHO
$700,000
UNHCR
$500,000
UNOPS
$1,500,000
$ 27,850,000

UNICEF
$30,000,000
WHO
$150,000
IAEA
$94,000
UNHCR
$150,000
UNOPS
$1,300,000
$ 32,194,000
<table>
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<tr>
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<tr>
<td>A. Private sector enabled to lead on accelerated generation of sustainable inclusive and decent employment.</td>
<td>1. No. of youth conducive policies and institutional frameworks in place (youth, women empowerment, M.S.M.E., etc.)&lt;br&gt;Baseline: Youth policy drafted, National Youth Employment Action Plan to be approved; Local Content Policy in place&lt;br&gt;Target: 5 new policies, strategy and framework</td>
<td>• Various MDA’s (reports and publications etc.) and parliament.&lt;br&gt;• Statistics SL (Integrated household survey) (IHS) and Ministry of Labour.</td>
<td>• MDSS, MOYA, NAYCOM (coordinating IPs)&lt;br&gt;• CSOs/NGOs&lt;br&gt;• Private Sector</td>
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<td></td>
<td>2. % change in sustainable and decent jobs created (disaggregated by age, etc)&lt;br&gt;Baseline: To be established in 2014 through Labour Force Survey&lt;br&gt;Target: To be established in early 2015 (after Labour Force Survey)</td>
<td>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.</td>
<td>Risk: Delay/failure in operationalizing necessary policies/frameworks.</td>
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<td>3. Number of MDAs who have adopted a policy on affirmative use of public works budgets for employment generation.&lt;br&gt;Baseline data being sought: to be included in M&amp;E plan</td>
<td>• Various MDA’s (Reports and publications etc.)&lt;br&gt;• Ministry of Works and Labour Ministry (Reports).</td>
<td></td>
<td>UNDP $ 1,400,000</td>
</tr>
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<td></td>
<td>4. Proportion of public works using employment intensive approach.&lt;br&gt;Baseline data being sought: to be included in M&amp;E plan</td>
<td>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.</td>
<td>Risk: Resistance to change of technology and the adoption of new approaches.</td>
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<td>5. No. of functional TECVOC institutions&lt;br&gt;Baseline data being sought: to be included in M&amp;E plan</td>
<td>Ministry of Works and Labour Ministry (Reports).</td>
<td></td>
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<tr>
<td></td>
<td>6. No. of trainees successfully completing training programme&lt;br&gt;Baseline data being sought: to be included in M&amp;E plan</td>
<td></td>
<td></td>
<td>$ 2,195,000</td>
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UNDAF RESULTS
### PRSP Pillar 6: Strengthen Social Protection Systems

**Outcome convener:** WFP  
**Contributing agencies:** UNFPA, UNICEF, IOM, UNAIDS, UNWOMEN, ILO, UNOPS

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<tr>
<td><strong>A.</strong> By 2018, vulnerable populations including adolescent girls have increased access to livelihoods, education and improved nutritional status.</td>
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1. Percentage of food secure household  
   (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%

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| **Assumption:** | Coordination of social protection programs  
No shocks disrupt household food security  
**Risk:**  
Food price hike, |
| **ROLE OF PARTNERS** | 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 |
| **INDICATIVE RESOURCES** | $ 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

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| **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 institutions | | | |
| **ROLE OF PARTNERS** | WFP  
$28,000,000  
UNICEF  
$4,000,000  
UNAIDS  
$200,000  
UNWOMEN  
$223,125  
ILO  
$200,000  
UNOPS  
$500,000 |
| **INDICATIVE RESOURCES** | $ 33,123,125 |
PRSP Pillar 7: Governance and Public Sector Reform

Outcome conveners: UNDP

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 UN are missing in the Statistic Act 2002. No unified and coordinated systems for delivering statistical products and services.
   **Target:**
   - Statistic Act 2002 reviewed with the 10 UN principles incorporated.
   - A national strategy for development of statistics formulated.
   - 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 2019).
   **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%

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:** 78%
   **Target:** 65%

2. Percent (%) of court users satisfied with the outcome of cases (Civil and Criminal) (disaggregated by district, court type and gender).
   **Baseline:** 70% (by district, court type and gender)
   **Target:** 75%

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:** 56.2% (by ASJP perception survey 2015)

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 30% for cases investigated and increase of 50% persons prosecuted

5. Proportion of juvenile offenders 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% (to be disaggregated)
   **Target:** 45%
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 freedoms.
   **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
   **Target:** TBD

   **Baseline data being sought: first step in M&E plan
   **Target:** 90%

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.
- AMC, SLAJ, WIMSAL annual reports.
- Sensitisation 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.
- Assessments 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.

- IMC will serve as the lead agency working in close collaboration with UNDP/DHs and selected national media organizations in planning and rolling out the programs.
- Specific roles as follows:
  - IMC: Media monitoring
  - IBN/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
  - Reporters’ Union: Defending rights of reporters
  - Association of Journalists on Extractives, Journalists for Human Rights: Sector/theme specific reporting
  - Newspaper Vendors’ Association: Newspaper distribution and marketing

- 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.

**Assumption:**
- Government will support efforts in 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).

**Risks:**
- Media can be perceived as too powerful.
- Political parties may indulge in petty politics and jeopardize the institutionization of democratic best practices in Parliament.
- Political interference in the Parliamentary administration; Ethnic divide may overshadow most in the Parliamentary service.
- Global recession may 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.

**Notes:**
- Most legislative records available on the Parliament’s 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 disposing 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.
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 involved in trans-boundary aspects. The $3.5 million regional GEF project started in 2010 and will end in 2015 and is implemented by UNEP DEPI (GEF) and executed by UNEP WCMC. Other partners include IUCN Protected Areas Programme for West and Central Africa (PAPACO), UK meteorological office Hadley Centre, BirdLife, Durham University, IUCN Global Species Programme (GSP) and Durrell Institute of Conservation and Ecology (DICE) University of Kent.
I t is estimated that the total resources required for implementing the UNDAF over the four years will be approximately US$ 533 million. The table below summarizes the funds required to meet the outcomes listed in each pillar.

<table>
<thead>
<tr>
<th>Proposed UNDAF contribution to Agenda for Prosperity Pillar</th>
<th>Indicative Resources Required (Jan’ 2015 - Dec’ 2018) US $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pillar 1. Economic Diversification to Promote Inclusive Growth</td>
<td>47,154,750</td>
</tr>
<tr>
<td>Pillar 2. Managing Natural Resources</td>
<td>30,722,000</td>
</tr>
<tr>
<td>Pillar 3: Accelerating Human Development</td>
<td>24,299,000</td>
</tr>
<tr>
<td>Pillar 5: Labour &amp; Employment</td>
<td>24,195,000</td>
</tr>
<tr>
<td>Pillar 6: Strengthen Social Protection Systems</td>
<td>68,027,500</td>
</tr>
<tr>
<td>Pillar 8: Gender equality and Women’s empowerment</td>
<td>46,942,750</td>
</tr>
<tr>
<td>TOTAL</td>
<td>532,820,500</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>UNDAF Agency Targets</th>
<th>Jan 2015 - Dec 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNICEF</td>
<td>226,365,000</td>
</tr>
<tr>
<td>UNDP</td>
<td>104,020,000</td>
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<tr>
<td>WFP</td>
<td>79,000,000</td>
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<tr>
<td>UNFPA</td>
<td>30,560,000</td>
</tr>
<tr>
<td>FAO</td>
<td>28,535,000</td>
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<tr>
<td>WHO</td>
<td>16,284,500</td>
</tr>
<tr>
<td>UNOPS</td>
<td>15,365,000</td>
</tr>
<tr>
<td>IOM</td>
<td>8,780,000</td>
</tr>
<tr>
<td>UNIDO</td>
<td>4,390,000</td>
</tr>
<tr>
<td>ILO</td>
<td>3,350,000</td>
</tr>
<tr>
<td>UNHCR</td>
<td>3,000,000</td>
</tr>
<tr>
<td>UNESCO</td>
<td>2,900,000</td>
</tr>
<tr>
<td>UNCDF</td>
<td>2,900,000</td>
</tr>
<tr>
<td>UNAIDS</td>
<td>2,195,000</td>
</tr>
<tr>
<td>UNWOMEN</td>
<td>2,195,000</td>
</tr>
<tr>
<td>UNODC</td>
<td>2,000,000</td>
</tr>
<tr>
<td>IAEA</td>
<td>881,000</td>
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<tr>
<td>OHCHR</td>
<td>500,000</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>532,820,500</td>
</tr>
</tbody>
</table>

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.

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.
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. 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.

### Implementation

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

**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.

**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.

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2 The UNDAF does not contribute to Pillar Four, International Competitiveness
## Monitoring and Evaluation Calendar

### UNCT M&E Activities

<table>
<thead>
<tr>
<th>2015 (Year 1)</th>
<th>2016 (Year 2)</th>
<th>2017 (Year 3)</th>
<th>2018 (Year 4)</th>
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<tbody>
<tr>
<td>Surveys/Studies</td>
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<tr>
<td>Multiple Indicator Cluster Survey (MICS 5)</td>
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<tr>
<td>Census Post Enumeration Survey (PES)</td>
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<tr>
<td>Secondary Analysis of 2013 DHS</td>
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<tr>
<td>Release of the agriculture sector review report</td>
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<td>Release of report on community perception on national early warning system</td>
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<tr>
<td>Comprehensive Food Security and Vulnerability Assessment (CFSVA)</td>
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<tr>
<td>Census Post Enumeration Survey (PES)</td>
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<td>Secondary Analysis of 2013 DHS</td>
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<tr>
<td>SARA (Service Availability Readiness Assessment)</td>
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<td>SARA (Service Availability Readiness Assessment)</td>
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<tr>
<td>BEmONC (Basic Emergency Obstetric and Neonatal Care) assessments</td>
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<tr>
<td>3rd Demographic &amp; Health Survey</td>
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### 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/UNFPA/UNICEF/U NSFPA

### Joint 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/UNFPA

### Quarterly data collection, analysis and dissemination - UNDP

### Quarterly progress reports from Programmes - UNDP/UNFPA

### Joint Assurance and oversight visits (spot checks) - UNDP/UNFPA

### UNCT M&E Activities

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<th>2016 (Year 2)</th>
<th>2017 (Year 3)</th>
<th>2018 (Year 4)</th>
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<tbody>
<tr>
<td>Evaluations</td>
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<tr>
<td>Evaluation of a project to reduce teenage pregnancy - BRAC</td>
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<tr>
<td>AIDS report for MDG and HLM</td>
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<tr>
<td>Terminal evaluation of the Country Programme Document (2013-14) - UNDP</td>
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<tr>
<td>Mid-Term Evaluation of Country Programme - UNFPA/UNICEF</td>
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<tr>
<td>Programme outcome evaluation (per outcome) - UNDP</td>
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<tr>
<td>Mid-Term Evaluation of Country Programme document UNDP</td>
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<tr>
<td>End of Programme Evaluation - UNICEF/UNDP/UNFPA</td>
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<tr>
<td>Impact assessment of Country Programme 2008-12</td>
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</table>
**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

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACBF</td>
<td>African Capacity Building Foundation</td>
</tr>
<tr>
<td>ACC</td>
<td>Anti-Corruption Commission</td>
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<tr>
<td>ADB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>ART</td>
<td>Antiretroviral Therapy</td>
</tr>
<tr>
<td>ASJP</td>
<td>Access to Security and Justice Programme</td>
</tr>
<tr>
<td>CFVSA</td>
<td>Comprehensive Food Security and Vulnerability Analysis</td>
</tr>
<tr>
<td>CLoGPAS</td>
<td>Comprehensive Local Government Performance Assessment System</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>DHS</td>
<td>District Health Survey</td>
</tr>
<tr>
<td>EMIS</td>
<td>Education Management Information System</td>
</tr>
<tr>
<td>GAFSP</td>
<td>Global Agriculture and Food Security Program</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GoSL</td>
<td>Government of Sierra Leone</td>
</tr>
<tr>
<td>HCT</td>
<td>HIV Counselling and Testing</td>
</tr>
<tr>
<td>HRMO</td>
<td>Human Resource Management Office</td>
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<tr>
<td>IMC</td>
<td>Independent Media Commission</td>
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<tr>
<td>IP</td>
<td>Implementing Partners</td>
</tr>
<tr>
<td>IPEC</td>
<td>International Programme on the Elimination of Child Labour</td>
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<tr>
<td>JMP</td>
<td>Joint Measurement Programme</td>
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<tr>
<td>KPA</td>
<td>Key Performance Assessment</td>
</tr>
<tr>
<td>LC</td>
<td>Local Council</td>
</tr>
<tr>
<td>LED</td>
<td>Local Economic Development</td>
</tr>
<tr>
<td>LGED</td>
<td>Local Governance and Economic Development</td>
</tr>
<tr>
<td>LGFD</td>
<td>Local Government Finance Department</td>
</tr>
<tr>
<td>LoCASL</td>
<td>Local Council Association of Sierra Leone</td>
</tr>
<tr>
<td>MAFSS</td>
<td>Ministry of Agriculture, Forestry and Food Security</td>
</tr>
<tr>
<td>MDA</td>
<td>Ministries, Departments and Governmental Agencies</td>
</tr>
<tr>
<td>Acronym</td>
<td>Meaning</td>
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<tr>
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</tr>
<tr>
<td>MIA</td>
<td>Ministry of Internal Affairs</td>
</tr>
<tr>
<td>MICS</td>
<td>Multiple Indicator Cluster Survey</td>
</tr>
<tr>
<td>MLGRD</td>
<td>Ministry of Local Government and Rural Development</td>
</tr>
<tr>
<td>MoFED</td>
<td>Ministry of Foreign Affairs and Economic Development</td>
</tr>
<tr>
<td>MOHS</td>
<td>Ministry of Health and Sanitation</td>
</tr>
<tr>
<td>MOJ</td>
<td>Ministry of Justice</td>
</tr>
<tr>
<td>MOLSS</td>
<td>Ministry of Labor and Social Security</td>
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<tr>
<td>MOYA</td>
<td>Ministry of Youth Affairs</td>
</tr>
<tr>
<td>MSWOGCA</td>
<td>Ministry of Social Welfare, Gender and Children’s Affairs</td>
</tr>
<tr>
<td>NACP</td>
<td>National AIDS Control Programme</td>
</tr>
<tr>
<td>NACSA</td>
<td>National Commission for Social Action</td>
</tr>
<tr>
<td>NAYCOM</td>
<td>The National Youth Commission</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>PACO</td>
<td>Parliamentary Assistant Coordination Office</td>
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<tr>
<td>PMTCT</td>
<td>Prevention of Mother to Child Transmission</td>
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<tr>
<td>PSC</td>
<td>Public Service Commission</td>
</tr>
<tr>
<td>PSRU</td>
<td>Public Sector Reform Unit</td>
</tr>
<tr>
<td>SLAJ</td>
<td>Sierra Leone Association of Journalists</td>
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<tr>
<td>SLRA</td>
<td>Sierra Leone Roads Authority</td>
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<tr>
<td>SMART</td>
<td>Specific, Measurable, Attainable, Realistic and Timely</td>
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<td>SSL</td>
<td>Statistics Sierra Leone</td>
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<td>TOCU</td>
<td>Transnational Organized Crime Unit</td>
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<td>WASCE</td>
<td>West Africa Senior Certificate Examination</td>
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<td>WIMSAL</td>
<td>Women in the Media Sierra Leone</td>
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