COUNTRY PROGRAMME ACTION PLAN (CPAP)
2011 - 2012

The Government of Sierra Leone
and
The United Nations Development Programme
Contents

The Framework .................................................................................................................. 3
Part I. Basis of Relationship ......................................................................................... 3
Part II. Situation Analysis ............................................................................................. 3
Part III. Past Cooperation and Lessons Learned .......................................................... 5
Part V. Partnership Strategy .......................................................................................... 13
Part VI. Programme Management ................................................................................. 14
Part VII. Monitoring and Evaluation ........................................................................... 15
Part VIII. Commitments of UNDP ................................................................................. 16
Part IX. Commitments of the Government .................................................................... 16
Part X. Other Provisions ............................................................................................... 17
The Framework

The GOVERNMENT OF SIERRA LEONE and the UNDP are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme,

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the GOVERNMENT OF SIERRA LEONE and UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Country Programmes (2004-2007 and 2008-2010),

Entering into a new period of cooperation (2011 - 2012),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I. Basis of Relationship

1.1 WHEREAS the Government of Sierra Leone (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country Standard Basic Assistance Agreement (SBAA) which was signed by both parties on 21 December 1977. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonization initiative. In light of this decision this Country Programme Action Plan (CPAP) together with an Annual Work Plan (AWP) (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

Part II. Situation Analysis

2.1 Sierra Leone has made notable progress in the consolidation of peace and democratic governance since the end of its civil war in 2002. This includes the successful administration of peaceful elections in 2007, the 2008 Local Council Elections and several By-Elections throughout 2010. However, the gains made are not yet irreversible and the situation remains fragile with risks of political polarization marked by regional and ethnic divisions. This, combined with a weak economy including high levels of unemployment, will make the complex 2012 electoral process, Presidential, Parliamentary and Local Council Elections with a possible presidential runoff, a test of all Institutions involved.
2.2 Prior to the global financial crisis, Sierra Leone’s economic growth averaged around 7%. During the crisis, it experienced a drop to 4% in 2009. With the stimulus package implemented by the Government, GDP growth increased to 5% in 2010. Sierra Leone’s absolute poverty headcount stands at 60%. This figure represents a 6% decline since the end of the conflict. Given the current global crisis, falling demand for key exports, and fewer jobs, there are risks that poverty rates may start rising again. Sierra Leone’s 2010 MDG Progress Report finds that MDG 1 will not be met by Sierra Leone, as the poverty rate would need to fall to below 40 percent (lifting 20 percent of the population out of poverty in 4 year’s time) to reach the target. The employment to population ratio has remained constant at 40 to 45%, indicating that the absorptive capacity of the labour market in Sierra Leone is very limited, likely a result of low investment, industry, and job seekers lacking relevant education and/or skills. According to the joint progress report on the ‘Agenda for Change’, it is estimated that half of the youth (15-35 years) population in Sierra Leone is unemployed.

2.3 Sierra Leone enjoys strong support and partnership from the international community, with Official Development Assistance (ODA) levels standing at approximately USS65 per capita in 2010. The country is still heavily dependent on ODA, with about 50% of public investment programmes financed by external resources. All development partners have endorsed the Government’s Agenda for Change, and new support strategies such as the UN Joint Vision and AfDB/WB Joint Assistance Strategy are fully aligned with it. A new Aid Policy has been approved by Government and endorsed by all development partners. Many challenges still remain, including shortcomings in meeting aid effectiveness commitments, fragmentation of projects and implementation modalities, difficulties obtaining information on past, present or future aid flows and their use, and the low use of national systems and Direct Budget Support.

2.4 In the UNDP Global Human Development Report (HDR) 2010, Sierra Leone ranked 158 out of 169 countries. Sierra Leone’s 2010 HDI is still below the average for countries in Sub-Saharan Africa and is also below the average of low human development countries in general. The country’s key human development and social indicators including adult literacy (41.4%), combined gross enrolment in education of both sexes (44.6%), life expectancy (48.2), maternal mortality (2,100/100,000), and child mortality (140/1000) have improved only marginally, if at all, over 2007 figures. Major towns with large populations are without safe drinking water. The proportion of people with access to safe drinking water has leveled off at 50% in 2008 whereas the MDG target for 2015 is 73%.

2.5 With women accounting for more than half the nation’s population, and with the economic empowerment of women emerging as a key priority, a national gender strategy encompassing both social improvement and economic opportunity was developed and launched in 2010. In this regard, the Government began to review existing laws and practices that contribute to gender inequality. In stark contrast with women in other post-conflict countries in Africa, such as Liberia and Burundi, Sierra Leonean women have not been able to achieve greater gender equality and women’s empowerment to meet MDG 3. In 2010, 13% of parliamentary seats are held by women, and 10% of adult women have a secondary or higher level of education compared to 20% of their male counterparts.

2.6 MDG 6 targets for combating HIV/AIDS will be met, but reducing malaria and tuberculosis lags behind. HIV prevalence appears to have been stabilized at a rate of just over 1.5% of the general population, with pockets of higher prevalence among certain groups. Treatment options are widely available free of charge, but fear of stigma appears to be a larger obstacle to effective treatment than access.
2.7 While progress has been made to strengthen institutional capacities, Sierra Leone faces a number of governance challenges. Continued public sector reform is needed to strengthen the capacity of the public sector to manage and deliver quality services and implement key government macroeconomic and social policies. Sierra Leone has a dual system of justice, with approximately 70% of the population living under the jurisdiction of customary law. Laws have been passed with a view to increasing access to justice, such as the ‘Gender Acts’ (2007 and 2009) which criminalize sexual and gender-based violence (SGBV). However, awareness of these laws is limited and impoverished communities often lack the confidence and support they need to assert the rights that they protect. The capacities of the Electoral Management Bodies, the National Electoral Commission (NEC) and the Political Parties Registration Commission (PPRC), have been strengthened considerably but targeted international assistance is still required. The role of women in electoral processes – as voters, candidates and electoral administrators – needs to improve if the process is to be truly inclusive.

2.8 Agriculture, including fisheries and forestry, is the mainstay of the Sierra Leone economy, contributing about 46 percent of the GDP and providing employment for about 75 percent of the population. However, at present, agriculture is still largely subsistence and small scale. Production is not integrated with complementary value chain activities to enhance the quality and value of farm products. Soil erosion, deforestation, loss of biodiversity, floods and environmental degradation remain obstacles to sustainable development in Sierra Leone. Many sustainable principles have already been incorporated into law and policies for reversal of the loss of environmental resources but require medium to long term implementation.

Part III. Past Cooperation and Lessons Learned

3.1 Against the overall development context, UNDP worked closely with the Government and development partners from 2008 to present in streamlining its efforts to align with the Government’s strategy, the PRSP II and Agenda for Change, in promoting effective governance structures and economic development while addressing institutional and human capacity building needs at both local and national levels. UNDP Sierra Leone has made a significant contribution to the country’s transition from recovery to development in order to achieve the MDGs. In close collaboration with the then United Nations Integrated Office in Sierra Leone (UNIOSIL), now United Nations Integrated Peacebuilding Office (UNIPSIL), UNDP managed the multi-donor basket fund to support Electoral Management Bodies which supported the conduct of the free and fair administration of Parliamentary, Presidential and Local Government Elections in 2007 and 2008 respectively. The peaceful elections were a significant step forward for the country’s consolidation of democracy and stability. Support provided by the Peacebuilding Fund (PBF) though UNDP since 2008 greatly helped Sierra Leone’s peace consolidation process in the area of emergency support to energy, anti-corruption, national security, political reconciliation and the Joint Communiqué, and support to independent broadcasting and non partisan media.

3.2 Strengthening institutions to deliver on their mandates has been advanced through a number of initiatives, foremost of which is the ongoing joint WB/EC/DFID/UNDP support to the government’s comprehensive Public Sector Reform Programme developed in 2009. UNDP support to the Programme included support to design and roll-out targeted training programmes covering over

---

1 The Joint Communiqué is an agreement signed by all the major political parties in Sierra Leone in the aftermath of an outbreak of violence following inter-party clashes in March 2009 which commits the parties to taking up their joint responsibility in building a democratic country, particularly in the need for consensus on key national policies such as those on youth employment, on the mitigation of regional rivalries, on the development of an independent media and on fighting the growing threat of illicit drug trafficking.
150 civil servants of all cadres, and the Staff Regulations and Civil Service Code. UNDP also supported the recruitment of Diaspora experts to fill critical gaps within the Ministries. Since the project’s inception, 24 experts have been recruited and have transferred critical knowledge and skills to counterparts across the Government’s Ministries, Departments and Agencies.

3.3 In an effort to support Government decentralization, UNDP and United Nations Capital Development Fund (UNCDF) piloted a Joint Programme in 2007 in Kenema district to strengthen local governance capacity and increase local economic development activity. Through this support, Local Councils are now better placed to formulate local development plans through participatory and consultative processes. Through the establishment of cadastral software database system for the City Council, data collection on both residential and commercial properties improved considerably, enhancing revenue collection for local economic development which rose by 8% in 2010. Another critical UNDP contribution to the PSR was in the area of strengthening the Office of President through support to the functional review and evaluation of the Strategy and Policy Unit (SPU) that eventually led to the development of a strategy for the new SPU.

3.4 The UNDP-supported National Youth Employment Programme, the largest youth supported programme in the country, which began in 2007 comprised of UN Support to the National Youth Employment (Basket Fund), the Youth Enterprise Development Programmes (PBFL), and Youth Employment Regional Programme (YERP) with the aim to increase youth employment and empowerment in order to prevent the marginalization of youth as well as strengthen the youth coordination structures. These contributed to the creation of enterprises as a potential source for self-employment and promoted sustainable livelihoods for young people through entrepreneurship development. It also supported the provision of business development services, micro-finance, skills development and training and up scaling innovative projects. The 2010 impact assessment found that these projects had made a substantial impact on the lives of the 10,300 youth targeted.

3.5 UNDP supported the establishment of the country’s first Legal Aid Scheme, administered by the Sierra Leone Bar Association Legal Aid Scheme since 2009. Between January and November 2010, the Scheme successfully handled 728 cases for citizens across Sierra Leone. Support to Civil Society Organisations (CSOs) through the SGBV Victims Support initiative is making a significant impact in terms of influencing community views towards SGBV and monitor police and Family Support Unit action. Since 2008, the Human Rights Commission of Sierra Leone has been provided with support to become fully operational to promote human rights and monitor the implementation of the Truth and Reconciliation Commission’s recommendations in Sierra Leone. The Commission has helped to raise the population’s awareness of human rights, and has further regionalized its services to the districts so that a greater number of citizens have access to its resources.

3.6 In shifting gear towards long-term development planning, a focus on improving aid effectiveness and coordination amongst development partners has been emphasized by the Government. An evaluation of the UNDP-supported Development Assistance Coordination Office (DACO) project was conducted in 2009. Lessons learned in the first phase of assistance have been taken into consideration and a national Aid Policy was developed by the Government and endorsed by all development partners.

In terms of overall lessons learned, without rigorous monitoring, it is impossible to coordinate development efforts, ensure delivery of development targets and take necessary corrective actions. Though UNDP strictly follows its own internal monitoring and review processes of project implementation, the linkages to national monitoring and evaluation efforts could be strengthened.
This would ensure sharing of lessons learned among development partners and increase the ability of the Government to adequately manage the wide-ranging development efforts in the country.

During the 2008-2010 CPAP period, efforts were made to shift from UNDP direct implementation to national implementation. However, programme implementation experienced delays due to capacity challenges among implementing partners. UNDP will continue the gradual shift to national implementation but in a managed manner informed by the micro assessment under HACT. Lesson learnt is that while national counterparts provide the strategic direction, capacity building for national implementation requires a sustained intervention over the medium term and transition to national implementation should be gradual.

Delivering better communication and advocacy initiatives about the work of UNDP is critical to ensure the greatest impact of development programmes and ensure development partners have updated and correct information about the work of UNDP. UNDP is improving its communications in relation to all stakeholders including government, development partners and the communities in which UNDP works. Better communication and easy access to information has improved partner buy-in and engagement as manifested in the 2010 CPAP Review.

The 2008 – 2010 period was characterized by a lead role for UNDP in managing the multi-donor basket fund in support of local government elections in 2008 and the sixteen Peace Building Fund (PBF) projects for which UNDP was the recipient organization. Recruiting and retaining the staffing capacity needed to deliver this large portfolio was a challenge for UNDP. The office structure has been reviewed and strengthened to address the challenges of the past and ensure that UNDP has the capacities to anticipate staffing needs in a timely manner and implement, report and account for resources it is entrusted by development partners to manage.

Part IV. Proposed Programme

4.1 The United Nations in an effort to streamline its efforts and resources in support of the Government National Strategy the “Agenda for Change” 2008 – 2012, developed the United Nations Joint Vision 2009 - 2012 (UN JV) which defines its contribution to the Agenda for Change by identifying areas of focus where the UN’s comparative advantage would lead to the most strategic impact. UNDP in its programming will continue to support Gender equality and the empowerment of women and also promote Sustainable Human Development and Human Right-based principles that specifically address the concerns of gender and youth inclusion and empowerment. Capacity development will also be addressed as cross-cutting themes in all interventions under the CP. UNDP have aligned its programme portfolio to the areas it is entrusted to lead in the UN JV as indicated in the table below:

<table>
<thead>
<tr>
<th>UNDP as a Lead Agency</th>
<th>JVP 1: Democratic Elections and Political Dialogue</th>
<th>Support to the 2011 - 2014 Electoral Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>JVP 2: Access to Justice and Human Rights</td>
<td>Capacity Building of the Human Rights Commission</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gender Equality and Women’s Empowerment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Access to Justice</td>
<td></td>
</tr>
</tbody>
</table>
| JVP 3: Finance for Development | Support to Aid Policy Coordination  
Private Sector Support  
Development of a Sustainable Pro-Poor Financial Sector  
Mineral Sector Support  
MDGs Policy and Advocacy |
| JVP 11: Public Sector Reform | Public Sector Reform  
Diaspora Programme  
Support to the Strategy and Policy Unit |
| JVP 15: Democratic Institutions | Support to Parliament  
African Peer Review Mechanism  
Development of an Independent Broadcasting Service  
Support to the National HIV/AIDS Secretariat  
Support to the Independent Media Commission |
| JVP 16: Local Governance and Decentralisation | Local Governance and Decentralisation |
| JVP 19: Youth Development and Employment | Youth Employment and Empowerment |
| JVP 21: Environmental Cooperation for Peacebuilding | Support to the Meteorological Directorate  
Capacity Building for Sustainable Land Management  
Land Policy Reform  
Climate Change  
Disaster Risk Reduction |

Democratic Elections and Political Dialogue (JVP Programme 1):

4.2 In supporting the 2012 electoral cycle, UNDP will help ensure: 1) electoral institutions that have the capacity to administer technically sound, credible and sustainable elections (with progressively less international support); 2) improved public confidence and participation in the electoral process; and that 3) election-related conflict managed for peaceful polls (before, during and after). The Election Programme 2011-2014 is implemented in close cooperation with UNIPSIL and follows an electoral cycle approach. UNDP will seek to enhance the capacities of the NEC and PPRC through the improvement of the electoral administration process as a whole, including support to legal reform, voter registration, institutional strengthening, and outreach and sensitization of electoral stakeholders. It will also focus on expanding levels of electoral awareness and participation, particularly for under-represented and disadvantaged segments of society (women, youth and people living with disabilities), by working with key stakeholders such as political parties, civil society and the media to promote political dialogue, tolerance and diversity. UNDP will also work to reduce the level of political tension and ensure a more conciliatory and consultative political and electoral process, as well as improving access to and the administration of electoral disputes. The 2012 electoral cycle will continue the transition, begun during the 2007 cycle, from a donor and UN-driven process to one that is nationally owned and led by the Electoral Management Bodies and the Government.
Access to Justice (JV Programme 2):

The Government of Sierra Leone’s Justice Sector Reform and Investment Plan (JSRSIP) 2008-2011 provides the framework within which UNDP supports the justice sector in Sierra Leone. UNDP enhances access to justice for poor communities by strengthening awareness of the Gender Acts, and providing the practical legal aid services (e.g. transport to court, legal representation and monitoring of trial processes) they need to be able to pursue justice. The project also supports ordinary and customary courts to ensure implementation of the Gender Acts. It will promote the strengthening of the national justice system and advocates and provides technical assistance to support the revision of legislation which adversely affects access to justice. Finally, the project enables rule of law institutions and civil society to elicit accountability for the implementation of protective legislation, and for legal and policy changes that promote poor communities’ access to justice.

4.3 Finance for Development (JV Programme 3):

Sierra Leone continues to be one of the most aid dependent countries in the world, with external aid amounting to approximately 50% of the government budget. The inadequacy of available public and private resources puts serious constraints on the national development effort, as highlighted in the MDGs Needs Assessment undertaken in 2008. It is therefore a considerable national priority to improve the efficiency and effectiveness of development assistance flows as well as to expand the domestic resource base in both public and private spheres by stimulating trade and investment, facilitating entrepreneurship, improving the business environment and enhancing the management of key growth sectors like agriculture and minerals.

Aid Effectiveness

4.4 UNDP assistance to aid effectiveness will focus on supporting the effective implementation of the Aid Policy and on strengthening Government leadership in aid coordination and improve the predictability and accountability of aid by helping to establish a nationally owned coordination mechanism at national, sector and district level; to increase the availability of data and analysis of aid flows; to support rationalization of aid delivery through division of labour, sector wide approaches and harmonization of modalities; and to strengthen the mutual accountability of the government and its partners for their respective commitments to increasing aid effectiveness.

Private Sector Development

4.5 UNDP will seek to strengthen Government capacity to attract and manage the investment capital needed to develop the economy and to negotiate beneficial terms on medium and large scale investment, notably for public-private partnerships and industrial mining and the development of potential of key growth sectors by professionalizing license management and increasing transparency around revenue, for instance, through the Extractive Industries Transparency Initiative (EITI). UNDP will also support Government in its efforts to improve Sierra Leone’s business environment by attracting reputable investors.

Sierra Leone Agri-Business Initiative (SABI)

4.6 UNDP in collaboration with the Ministry of Agriculture, Forestry and Food Security Government and UNIDO support the establishment of the SABI national agri-business Centre which
adopts a holistic approach to agri-business and entrepreneurship development, which involves training, provision of support services, linkage to credit and market through networking of graduates after the training. The SABI aims to promote the participation of especially youth and women in appropriate and commercially viable agro-enterprises in Sierra Leone.

Microfinance

4.7 UNDP together with UNCDF, Cord aid and KfW will support the development of a competitive and sustainable inclusive microfinance sector that provides access to financial services to poor and low-income people targeting micro and small businesses in particular with a special focus on rural areas. Primarily, it will promote synergy and the mainstreaming of the informal microfinance into the financial system, make financial services accessible to a large segment of the population, promote linkages between various types of microfinance actors and the commercial banks, and support institutional sustainability in the microfinance sector.

Public Sector Reform (JV Programme 11):

4.8 UNDP continues to support public sector reform with the primary focus being the strengthening of institutional capacities to bring about efficiency, effectiveness and accountability in public service delivery to the people, especially the poor and vulnerable. A related key component is to help establish a leaner, performance oriented, well-motivated civil service that delivers high quality services. Key outputs for the 2011-2012 period include providing support to both HRMO and PSC in coordinating PSR, including agenda setting, updates, briefings, especially during SC meetings, and other consultative fora; the design and roll-out of standardized prescriptive guidance covering assessment and recruitment, strategic planning, training, etc; the design or adaptation of a enhanced performance management system; the stepped up capacity building for civil servants through training covering all cadres.

Diaspora

4.9 In addition to the above, UNDP is also supporting the strengthening of research and policy analysis capacity at the central level, working through and with a restructured Strategy and Policy Unit (SPU) in the design and roll-out of strategic and high-quality technical and advisory support to the Presidency and in ensuring effective implementation of government priority programming and coordination across Ministries, Departments and Agencies. Through the Diaspora project, UNDP will conclude its support to the Office of Diaspora Affairs (ODA) through which over 30 highly skilled nationals have been attracted home and participated in Sierra Leone’s development. Through a new project supported under the India-Brazil-South Africa (IBSA) facility, UNDP will seek to strengthen the capacity of key state institutions in Sierra Leone, namely the Office of the President, the Cabinet Secretariat and the Ministry of Foreign Affairs and international Co-operation, by addressing critical capacity gaps, including performance management and leadership development.

Support to Democratic Institutions (JV Programme 15):

Democratic gains made in Sierra Leone through the electoral processes alone is not enough to guarantee the entrenchment of democratic values. UNDP will support capacity building of other democratic institutions and processes including Parliament, support to free and fair media and the African Peer Review Mechanism to complement the achievements secured through ‘electoral democracy’. Support to the Legislature will continue to be the key for further peace consolidation for its oversight function as a democratic institution as well as in discouraging party division and violence between political parties. UNDP, in cooperation with UNIPSIL, will continue building the
capacity of the Sierra Leone Broadcasting Corporation which was established through a parliamentary act in 2009 to ensure access to balanced, neutral and unbiased information for all citizens.

**Independent Media Commission (IMC)**

4.10 UNDP’s work will support the IMC to launch an effective monitoring of radio stations and newspapers across the country to ensure compliance with the Media Code of Practice in the lead-up to the 2012 elections and training programmes for media managers and reporters in electoral coverage as well as ethics, legal norms and other obligations of broadcast media. Improvements in journalistic standards will focus in particular on the portrayal of women candidates in the media.

**African Peer Review Mechanism (APRM)**

4.11 UNDP will support the APRM in Sierra Leone by supporting the Country Review process aiming at ultimately submitting the APRM Country Report and National Programme of Action to the Heads of State and Governments Implementation Committee.

**Sierra Leone Broadcasting Corporation**

4.12 The Sierra Leone Broadcasting Corporation (SLBC) was created by law in January 2010, replacing the Sierra Leone Broadcasting Service (SLBS) and UN Radio, as the second independent public broadcaster across all of Africa. UNDP will continue to assist the transition process through initial financial and operational support, technical assistance, capacity building and sponsorship of development-oriented programmes. UNDP will also continue to support SLBC in establishing itself as an independent public broadcaster that contributes to enhanced peace, reconciliation, democracy, human rights, development and empowerment of the people of Sierra Leone through high quality and impartial programmes which are available nationwide to all sections of the population.

**Parliament**

4.13 A Parliamentary Service Act, adopted in 2007, calls for the establishment of eight parliamentary departments essential for the efficient functioning of the Parliament as well as the sustainability of capacity building interventions. A mapping of development partner support carried out by UNDP in 2010 revealed that the Parliament of Sierra Leone presently engages with more than 60 development partners, which has resulted in duplication as well as high transaction costs. UNDP’s support to Parliament will focus on supporting the Parliamentary Service Commission to recruit staff, build capacity and operationalize the eight administrative departments of the Parliamentary Service to serve MPs and Parliamentary Committees. UNDP will also provide technical assistance to operationalize a Parliamentary Assistance Coordination Office (PACO) to effectively coordinate development partner assistance, reduce transaction costs and ensure the most strategic use of limited development resources.

**Gender Equality and Women’s Empowerment**

4.14 UNDP will aim to increase the meaningful participation of women in peace consolidation and development through support to initiatives that will lead to the greater involvement of women in decision making and electoral processes. This will be achieved through
support to the enactment of the affirmative action for a minimum 30% quota for women in decision making and the development of guidelines for its implementation. The project will also support the Female Parliamentary Caucus in the implementation of their strategic plan by integrating it into the broader Parliament Strategic Plan. The capacity of women’s CSOs will also be built to ensure that they are enabled to effectively advocate for the minimum 30% quota for women in decision making which will enable an increase in women’s opportunities to compete for political office in the 2012 elections.

HIV & AIDS

4.15 UNDP’s work in the area of HIV and AIDS will strengthen the National HIV/AIDS Secretariat’s capacity to accelerate a community response to the HIV and AIDS epidemic by creating opportunities for the population to develop and act on homegrown solutions to HIV and AIDS issues affecting their lives. It will support the Secretariat in empowering communities to reflect, articulate, and document the values, attitudes, beliefs, traditions, and practices that fuel the epidemic and equip communities to address concerns around prevention, care, and treatment and to develop sustained interventions to be incorporated into local government planning and implementation.

Local Governance and Decentralisation (JV Programme 16):

4.16 Through the Local Governance and Economic Development Programme (LG-ED) UNDP, in collaboration with UNCDF, will support (i) strengthening capacity of the Ministry of Local Government and Rural Development (MLGRD) to strengthen its strategic leadership of the decentralization process; (ii) the capacity development, at the local government level, in financial management and planning, and local economic development (LED) by local government initiatives; and (iii) promote investment in pro-poor economic activities, and make critical public-private partnership investments, in target districts to exploit the potential of important productive sectors and value chains. In the next two years, UNDP/UNCDF will support the roll-out of the new Decentralization Policy and the development of the national technical guidelines on LED together with a programme of training for district planning officers. The LG-ED Programme will support the implementation of LED planning and the provision of direct investment grants for economic development by four Local Councils, with the provision for expansion to additional councils, if funds become available.

Youth Development and Employment (JV Programme 19):

4.17 The Youth Employment and Empowerment Programme (YEEP) supported by UNDP will strengthen national policy, strategy and coordination for youth employment. This will involve supporting the national Youth Commission to become operational and building capacity of the Commission and Ministry of Youth Employment and Sports to be able to provide technical leadership on youth employment. Relevant policies and strategies will be developed/revised based on up-to-date research and data collection/analysis. The coordination of initiatives on youth employment will be further developed and technical training of NGO staff on employment/youth employment will be provided. A feasibility study on a possible national youth service will be carried out as the first step to initiate the service in the near future. These national level initiatives will complement and strengthen field-level youth employment projects. The programme will also support the development of essential youth-employment services such as the Careers Advice and Placement Services in the universities and Business Development Advisory services, initially, in five districts.
Environmental Cooperation for Peacebuilding (JV Programme 21):

Disaster Risk Reduction (DRR)

4.18 UNDP will support the Government’s efforts towards enhancing institutional and community capacities for DRR and management as well as sustained environmental management. Recognising the acute environmental challenges the country is faced, UNDP will also build on existing capacity and ongoing programmes to address issues of biodiversity, sustainable land management, renewable energy and conservation. It will ensure that DRR is integrated into general planning processes. As deforestation greatly exacerbates the negative impacts of climate change, UNDP will also promote the link between climate change and DRR.

Climate Change

4.19 UNDP will support the GoSL in preparing the Second National Communication to the United Nations Framework Convention on Climate Change (UNFCCC) and to present the information therein in a consistent, transparent and comparable as well as flexible manner, taking into account specific national circumstances. The project will also aim to continue raising awareness and knowledge of the population on climate change related issues in Sierra Leone and to strengthen the ability of the country to participate in different mechanisms aimed at curbing Greenhouse Gas emissions from its territory and to fulfill other commitments to the UNFCCC.

Sustainable Land Management (SLM)

4.20 UNDP will build capacity for SLM in Sierra Leone through the removal of the key barriers to SLM and through the greater mainstreaming of SLM into laws, university and school curricula, and the national budget. This project will also support the creation of sustainable capacity and ownership in Sierra Leone to mitigate land degradation and thereby meet the country’s obligations under the United Nations Convention to Combat Desertification.

Part V. Partnership Strategy

5.1 Recognizing the importance of strategic partnerships to maximize impact, UNDP will work in close collaboration with the Government, UN System, other multi and bilateral development partners, CSOs as well as the private sector in support of Sierra Leone’s efforts to strengthen human development and achieve the Millennium Development Goals.

5.2 The partnership strategy will take into account the following existing international agreements as well as national and international strategic frameworks and practices: (i) the Agenda for Change (PRSP II); (ii) the United Nations Joint Vision 2019-2012 (iii) the Paris Declaration on Aid Effectiveness; (iv) South-South Cooperation; (v) common funding mechanisms such as HIV/AIDS Global Fund, GEF, and Montreal Protocol.

5.3 Guided by the above, each programme component will be implemented in partnership with specific entities. Further, UNDP’s will be partnering with the UK Department for International Development (DFID), Irish Aid, and the European Commission (EC) for the elections programmes. For details, please see the Results and Resources Framework for each component (Annex).
Part VI. Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Ministry of Finance and Economic Development (MoFED). Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the programme activities. The AWP’s describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources. The reference to “Implementing Partner(s)” shall mean “Executing Agency (ies)” as used in the SBAA.

6.2 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNJ results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWPs. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements.

6.3 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP and monitored through Atlas for timely and efficient delivery of activities.

6.4 Cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
   a. Prior to the start of activities (direct cash transfer), or
   b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.5 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.6 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.7 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing
Partner shall participate. Cash transfers will be contingent on the risk levels identified in the micro assessments for each Implementing Partner.

6.8 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.9 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part VII. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UN JV results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity.  

The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 Implementing Partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.3 To facilitate assurance activities, Implementing Partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.4 The audits will be commissioned by UNDP and undertaken by private audit services.

7.5 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

\[\text{For more details, Cash Transfer Framework should be referred.}\]
Part VIII. Commitments of UNDP

8.1 UNDP will ensure coherence between the CPAP/AWP, Joint Vision results matrix and MDGs, including M & E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.2 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in [here insert the number of days as per agency schedule].

8.3 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within a reasonable amount of time.

8.4 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.5 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX. Commitments of the Government

9.1 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 21 December 1977. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP’s property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA (or other agreement in non-SBAA countries).

9.2 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

9.3 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash
received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

9.4 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWPs only.

9.5 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.6 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.7 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by UNDP;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner’s internal control structure through which the cash transfers have passed.

9.8 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI).
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UN agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

Part X. Other Provisions

10.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2012.

10.2 This CPAP supersedes any previously signed CPAP between the Government of Sierra Leone and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.
IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 3 JUNE 2011 in Freetown, Sierra Leone.

For the Government of Sierra Leone
Name: Dr. Samura Kamara
Title: Minister of Finance and Economic Development

For the United Nations Development Programme
Sierra Leone
Name: Ms Mia Seppo
Title: Country Director
# ANNEX CPAP RESULTS AND RESOURCES FRAMEWORK 2011 - 2012

## United Nations Joint Vision Programme 1: Democratic Elections and Political Dialogue:

<table>
<thead>
<tr>
<th>UNDP programme component</th>
<th>Expected Outcomes</th>
<th>Expected Outputs</th>
<th>Annualized Output targets and indicators</th>
<th>Implementing Partners</th>
<th>Indicative Resources by programme component (per year, US$)</th>
</tr>
</thead>
</table>
| Fostering Democratic Governance and State Capacity | 1.1 Electoral institutions have the capacity to administer technically sound, credible and sustainable elections (with progressively less international support) | 1.1.1 The National Electoral Commission’s administration of elections is improved | Output targets 2011  - Voter Registration system operational 
- 70% NEC staff trained in public admin 
- Legal reform finalised 
- Security agencies and the media trained 
- 85% of the electorate duly informed and ready to take part in the process 
- Disabled and marginalized groups knowledgeable and involved in the electoral process 
- Journalists trained on professional reporting on electoral matters | National Electoral Commission 
Political Parties Registration Commission 
NEW 
UNPSIL 
SLP 
IMC 
ONS 
MOFED 
MIALGRD | Total USD1M USD11M USD34M |
|                           | 1.2 Improved public confidence and participation in the electoral process | 1.1.2 Political Party Registration Commission is able to maintain dialogue among political parties and promote their constructive, non-violent participation in the electoral process | Indicators  - Reformed results transmission system and laws developed, amended and implemented by JAN2012 
- Four regional and district offices operational and tally of votes is decentralized 
- Existence of a legislative framework for PPRC that mandatorily sanctions violation of the Political Party Code of Conduct 
- PPRC staff and offices operating effectively in all regions | | |
|                           | 1.3 Election-related conflict managed for peaceful polls (before, during and after) | 1.1.3 CSOs and media are able to monitor and report on the electoral process and promote broad civic and voter education | Output targets 2012  - NEC successfully undertakes the Voter registration process 
- Political parties and inter-party dialogue undertaken 
- Presidential, Parliamentary and local elections held | | |
|                           | Baseline: 2007-2008 Presidential and Parliamentary elections | 1.1.4 Political parties play a constructive and informed role in the electoral process | Indicators  - 80% of the population registered for voting 
- % of voter turnout 
- % of civic and voter education media messages in local languages nationwide 
- Domestic CSO observation efforts extended into pre-electoral period 
- % of successful intra- and inter-party dialogue held on emerging issues 
- % Increase of women candidates | | |
|                           | Target: International and national observers describe elections as peaceful and well administered | 1.1.5 Media monitoring and improved reporting standards | | | |
|                           | Outcome indicators  - % of political violence cases effectively solved/handled by the PPRC 
- Domestic CSO observation efforts extended into pre-electoral period 
- # of successful intra- and inter-party dialogue held on emerging issues 
- % increase of women candidates (compared to 2007 cycle) | 1.1.6 National unity and cohesion for a peaceful election | | | |
|                           | | 1.1.7 The electoral dispute resolution mechanism is strengthened | | | |
|                           | | 1.1.8 National Electoral Security Plan implemented and improved capacity of SLP to safeguard elections | | | |

* the total cost of the programme is USD41,576,018 over 4 years (2011-2014)
### United Nations Joint Vision Programme 2: Access to Justice and Human Rights:

#### Fostering Democratic Governance and State Capacity Strengthening

**Baseline**
- 45 SGBV convictions nationwide in 2010
- 2 mobile court circuits supported in 2010
- CSO Consultative Forum autonomous with draft strategic plan

**Targets**
- Access to justice and rule of law for all in Sierra Leone increased
- Improved civil society and government interface

**Indicators**
- Increase in % of poor esp. women and youth with access to the justice system
- Increase in number of convictions for SGBV offences
- Increase in number of pro-poor, rights-based and gender sensitive policies, plans and mechanisms
- Increase in satisfaction and awareness by the public, CSO, media, private sector, and government on access to justice and human rights.

#### 2.1 Consolidation of peace through improving access to justice for all in Sierra Leone

**2.1.1 Strengthened state capacity for efficient justice service delivery**
- Enhance civil society capacity to elicit accountability for justice service delivery

**Output targets 2011**
- Strengthen state capacity for efficient justice service delivery
- Enhance civil society capacity to elicit accountability for justice service delivery

**Indicators**
- Local Courts Act reviewed
- No. of judgments making references to human women’s rights standards
- SGBV Practice direction developed
- Increase in no. of convictions for SGBV
- Reduction of backlog in SGBV cases
- Strategic plan for implementation of quasi-judicial mandate of the HRC developed
- No. of people at the community level (especially traditional leaders) aware of the Gender Acts, their implications and how to engage enforcement mechanisms
- Increase in the no. of cases taken up by pro bono service
- Change in quality of media reports on SGBV cases (e.g. correct use of legal terminology and follow up of cases from incident report to conviction)

**Output Targets 2012**
- TBD

#### 2.2.2 UNDP and GTG partnership strengthened through the implementation of the

**Output Targets 2011**
- CO Gender Strategy available by Dec 2011
- Enactment of the Affirmative Action on Minimum 30% quota Statute
- Improved systems and structures for Joint UNGTG implementation of SGBV
- Validate and launch the Strategic plan by end of Q1

---

<table>
<thead>
<tr>
<th>Ministry of Social Welfare, Gender and Children’s Affairs</th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regular Resources</strong></td>
<td>USD100,000</td>
<td>0 USD</td>
<td>USD100,000</td>
</tr>
<tr>
<td><strong>Other Resources</strong></td>
<td>USD85,000</td>
<td>0 USD</td>
<td>USD85,000</td>
</tr>
</tbody>
</table>

**Total**
- Regular Resources: USD675,000
- Other Resources: USD773,091
<table>
<thead>
<tr>
<th>UNIV Prog.17</th>
<th>Indicators</th>
<th>Output Targets 2012 TBD</th>
<th>Indicators TBD</th>
</tr>
</thead>
</table>
| 2.2.3 National strategic plan for female parliamentary caucus Validated and launched | - Gender Training Report  
- CO Gender Strategy  
- CPAP Gender Review Report  
- Regional Consultations Report on women and political empowerment  
- Documentary on women's status  
- Workshop report and National Strategic plan |                                                                 |                 |

**United Nations Joint Vision Programme 3: Finance for Development**

<table>
<thead>
<tr>
<th>Poverty Reduction and Human Development</th>
<th>3.1 National mechanisms and capacities for MDG based, conflict sensitive policies and monitoring framework strengthened</th>
<th>3.1.1 Policy and technical advisory services provided</th>
<th>Output targets 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td></td>
<td>3.1.3 Transparency and accountability around aid and mutual commitments on increasing its efficiency enhanced</td>
<td>- MDGs Progress report 2010 launched</td>
</tr>
<tr>
<td></td>
<td>1. MDGs Database established at Statistics Sierra Leone(SSL)</td>
<td></td>
<td>- 4 DEPAC meetings held</td>
</tr>
<tr>
<td></td>
<td>2. inform the public on the status of MDGs through advocacy</td>
<td></td>
<td>- 6 Sector Working Groups fully operational</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- 1 District Working Group fully operational</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- DAO entries 95% complete for 2009-10 data</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Development Assistance Report 2010 produced</td>
</tr>
</tbody>
</table>

|                                                                 | Output targets 2012                                                                                       |                                                                                      |
|                                                                 | - 7 additional staff supporting national, sectoral and district aid coordination mechanisms             |                                                                                      |
|                                                                 | - 4 DEPAC meetings held                                                                                  |                                                                                      |
|                                                                 | - 12 Sector Working Groups fully operational                                                             |                                                                                      |
|                                                                 | - 6 District Working Groups fully operational                                                            |                                                                                      |
|                                                                 | - DAO entries 95% complete for 2009-11 data                                                               |                                                                                      |
|                                                                 | - Development Assistance Report 2011 produced                                                            |                                                                                      |

|                                                                 | 2011 | 2012 | Total  |
|                                                                 | USD200,000 | USD100,000 | USD200,000 |
| Regular Resources                                                                                              |
| Other Resources                                                                                               | USD400,000 | 0 | USD400,000 |
3.2 Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services

Baseline
- Legal and institutional framework for PPP investment not in place
- Capacity for soliciting, reviewing and negotiating PPP investment is weak and scattered
- Lack of information about minerals licenses and revenues

Targets
- Legal and institutional framework for PPP investment in place and requisite capacity
- Central PPP team established with capacity on soliciting, reviewing and negotiating PPP investment
- Information on all large scale and the majority of artisanal licenses and

3.2.1: GoSL capacity to tender, analyze and negotiate Public Private Partnership (PPP) deals enhanced and specific PPP investment deals provided technical support

3.2.2 Capacity and outreach of financial service providers in semi-urban and rural area improved

3.2.3 Enabling environment for microfinance strengthened with MFI support structures, incl. a BoSL MF supervision unit, a MoFED MF promotion unit and an MFI FSP network

3.2.4 Center for agribusiness development, research and technology diffusion established

Output targets 2011
- 2 of Technical Advisers embedded in the GoSL PSD/PPP team
- 1 PPP investment deal supported/concluded
- 1 financial service provider active ratio and 1 financial product tailored to rural clients
- 3 MFI support structures established
- 6 structures rehabilitated at the SABI center
- 15 Sierra Leoneans trained on agribusiness development at Songhai Benin.
- Production activities on crops and livestock operational at the center.

Output targets 2012
- TBD

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources</td>
<td>USD759,278</td>
<td>USD0</td>
</tr>
<tr>
<td>Other Resources</td>
<td>0</td>
<td>USD0</td>
</tr>
</tbody>
</table>
3.2.5 Develop the GoSL capacity to conduct review and renegotiation of mining contracts so as to improve the benefits for the country

3.2.6 Provide strategic support to the minerals cadastre, ETI and coordination of efforts in the sector

<table>
<thead>
<tr>
<th>Output targets 2011</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1 mining contract re-negotiated</td>
<td></td>
</tr>
</tbody>
</table>

| Output targets 2012 TBD |  |

| Indicators | TBD |  |

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USD223,200</td>
<td>USD0</td>
<td>USD223,200</td>
<td></td>
</tr>
<tr>
<td>Other Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USD12,000</td>
<td>USD0</td>
<td>USD12,000</td>
<td></td>
</tr>
<tr>
<td>Output Targets 2011:</td>
<td>PSRU; HRMO</td>
<td>2011</td>
<td>2012</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Coordination of CSR improved with further operational efficiencies in HRMO and PSC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PM policy framework adopted and PCs cascaded to senior MDA Teams; RCM further enhanced and rolled out to MDAs and at least one study tour conducted on PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training policy finalised, TNA undertaken and training for an additional 180 civil servants conducted</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indicators:
- No. of MDAs fully connected under the e-government initiative with main hub at MOIC
- No. of Civil Servants (f/m) trained and type of training modules covered
- Number of MDAs with cascaded PCs and number and profile of staff signing Performance Contracts
- Total no and profile of experts identified and deployed into the civil service at the time of its phase out

<table>
<thead>
<tr>
<th>Output Targets 2012:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 3 of tailor-made training programmes covering 250 civil servants designed and implemented and input made into the design of a comprehensive training strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RBM/PM system further enhanced, performance contracts cascaded, including at the devolved levels; The operational capacity of the PSC, HRMO and line MDAs further strengthened with resultant benefits in recruitment, staffing disciplinary functions in the public service;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority MDAs have ICT improvement plans and functioning ICT Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RBM systems designed and installed in select MDAs; Framework for a phased out salary top-ups and other external incentive systems developed and implemented</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<p>| Regular Resources | 600,000 | 0 | 600,000 | 0 |
| Other Resources   |         | 0 |         | 0 |</p>
<table>
<thead>
<tr>
<th>Indicators</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of MDAs implementing a results-based management system and number and profile of staff trained in RBM;</td>
<td></td>
</tr>
<tr>
<td>Number of type of prescriptive guidelines issued by HRMO and PSC and ratio of professional to non-professional staffing</td>
<td></td>
</tr>
<tr>
<td>Number and profile of civil servants benefitting from tailor-made skills training and other leadership development programmes</td>
<td></td>
</tr>
<tr>
<td>Number and type of MDAs and staff benefitting under the IBSA S-S facility</td>
<td></td>
</tr>
</tbody>
</table>

**Output Targets for 2011-12**

- President provided with high-quality, real-time and well-evidenced strategy, policy advice and policies coordinated between MDAs;
- Technical and advisory support provided to MDAs in effectively implementing the Agenda for change;
- Long-range strategic planning realized through evidence-based research;
- MDAs implementation bottlenecks identified and remedial action taken;
- Cabinet Oversight and Monitoring Unit’s capacity enhanced to follow up on implementation of cabinet decisions

**Indicators**

- Number and type of policy briefs, papers developed
- No. of monitoring visits conducted and list of MDAs covered;
- No. and profile of experts providing support; No. and type of prescriptive tools developed and in use

---

11.1.5 The Presidency, key ministers and other senior government officials have the capacity for strategic and modern management and decision-making techniques linked to the Agenda for Change.

11.1.6 SPU able to identify and analyse barriers to development, and supports the implementation of strategies and plans to reduce poverty and promote growth.
### United Nations Joint Vision Programme 15: Support to Democratic Institutions

#### 15.1 Parliament and other national institutions assisted to implement its individual mandate in a participatory, transparent and accountable manner.

**Baseline**
Weak capacity and lack of independence in majority of institutions to function as democratic institutions.

**Targets**
- Three main democratic institutions including SLBC, IMC and Parliament are restructured and capacitated.

#### 15.1.1 Parliamentary Service operational and staff recruited to establish the eight administrative departments called for in the Parliamentary Service Act (2007)

#### 15.1.2 Parliamentary Assistance Coordination Office (PACO) operationalized to effectively coordinate Development partner assistance, reduce transaction costs and ensure the most strategic use of limited resources

**Outcome Indicators:**
- An effective and efficient parliament of Sierra Leone with a well established and functional parliamentary service.
- An independent public broadcasting corporation
- A well regulated and professional media operating in Sierra Leone

#### Output Targets 2011

- Finalize and close capacity building project and realize a transformed ODA
- Complete evaluation and disseminate results
- Diaspora Conference held and at least one overseas outreach campaign executed

**Indicators**
- Minutes of DAG meetings, review and evaluation reports
- No. of MDAs benefitting from experts
- Performance evaluation and monitoring reports
- Number of experts absorbed into the civil service

#### Output Targets 2012 TBD

**Indicators TBD**

---

### Diaspora Unit, PSRU, HRMO

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Regular Resources**
- 575,116 USD
- 454,000 USD

---

### Parliament of Sierra Leone

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Regular Resources**
- USD300,000
- USD300,000

**Other resources**
- USD300,000
15.1.3 Monitoring Unit of IMC established and capacitated to effectively monitor radio stations and newspapers and ensure compliance with regulations and code of ethics in the lead up to the 2012 elections

15.1.4 Media managers and reporters trained in ethics, legal norms and other obligations of broadcast media under Sierra Leone’s Media Code of Practice

15.1.5 Second satellite office in the northern district of Makeni fully operational

15.1.6 Capacity of the Board of Trustees and SLBC’s staff strengthened in their roles and responsibilities

15.1.7 Strengthened public service ethos through programming that informs, educates and entertains the people

15.1.8 Strategic planning tools completed for resource mobilization and coverage of the 2012 elections

15.1.9 Consistency of technical quality of SLBC output ensured and maximum reach among the total population achieved

15.1.10 SLBC has the facilities it needs to provide regular and reliable programming

15.1.11 The APRM National Secretariat fully functional and capacitated to provide management and operational support to

<table>
<thead>
<tr>
<th>Output Targets 2011</th>
<th>Independent Media Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% of monitors able to properly use equipment</td>
<td>USD1,140,315</td>
</tr>
<tr>
<td>200 media journalists, reporters and managers trained</td>
<td>USD0</td>
</tr>
<tr>
<td>Fully functional field office</td>
<td>USD161,500</td>
</tr>
<tr>
<td>4 quarterly media monitoring reports</td>
<td></td>
</tr>
</tbody>
</table>

Indicators
- % of media monitors able to properly use equipment and efficiently monitor
- # of compliance cases documented and treated.
- # of media journalists, reporters and managers trained
- # and profile of staff in the field office

Output Targets: 2012 TBD

<table>
<thead>
<tr>
<th>Indicators TBD</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Output Targets 2011</th>
<th>Sierra Leone Broadcasting Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLBC’s business plan is developed and approved by the Board</td>
<td>USD11,268,898</td>
</tr>
<tr>
<td>50% of the news programming is measured as fairly unbiased, neutral and balanced</td>
<td>USD221,000</td>
</tr>
<tr>
<td>Strategic plan in place for coverage of elections and for commercial services developed and approved by the Board</td>
<td>USD1,260,000</td>
</tr>
<tr>
<td>Recruitment of core staff completed</td>
<td></td>
</tr>
<tr>
<td>Management and staff trained in key areas such as Finance, HR technical and engineering</td>
<td></td>
</tr>
<tr>
<td>Procurement of broadcast equipments complete</td>
<td></td>
</tr>
<tr>
<td>SLBC maintains national coverage at least 90% of the time</td>
<td></td>
</tr>
</tbody>
</table>

Indicators
- # of programs on gender issues
- Strategic plan in place for coverage of elections
- SLBC is operational and able to broadcast with resources including staff, skills, and funding.
- Salaries are received by staff

Output Targets: 2012 TBD

| Indicators TBD |

<table>
<thead>
<tr>
<th>Output Targets 2011</th>
<th>Office of the Chief of Staff; PRM National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country Review visit conducted</td>
<td>USD100,000</td>
</tr>
<tr>
<td>APR Team’s report and final NPOA submitted and adopted by APRM Forum</td>
<td>USD0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD1,140,315</td>
</tr>
<tr>
<td>USD221,000</td>
</tr>
<tr>
<td>USD161,500</td>
</tr>
<tr>
<td>USD11,268,898</td>
</tr>
<tr>
<td>USD221,000</td>
</tr>
<tr>
<td>USD1,260,000</td>
</tr>
<tr>
<td>USD100,000</td>
</tr>
<tr>
<td>USD0</td>
</tr>
</tbody>
</table>

CPAP MATRIX 2011-2012
<table>
<thead>
<tr>
<th>15.2 Capacities of the National HIV/AIDS Secretariat Enhanced to lead and coordinate</th>
</tr>
</thead>
</table>

**Baseline:**
- No community conversations held in Bonthe Town

**Outcome Indicators:**
- Minimum of 30% increase in uptake of VCT and PMTCT services
- Minimum of 30% increase in condom use

<table>
<thead>
<tr>
<th>15.2.1 Community Capacity Enhancement through Community Conversations (CCE-CC) piloted in Bonthe Town, Sherbro Island</th>
</tr>
</thead>
</table>

**Indicators:**
- Country Review Visit
- APRM Team's report, final NPOA

**Output Targets: 2012 TBD**

| Indicators TBD |

<table>
<thead>
<tr>
<th>15.1.12 APRM process in Sierra Leone</th>
</tr>
</thead>
</table>

- Country Review Visit conducted consisting of wide consultations with government officials, political parties, parliamentarians, representatives of civil society
- APRM Country Report and NPOA prepared, submitted to the Heads of State and Governments Implementation Committee (HSGIC), and disseminated

<table>
<thead>
<tr>
<th>Output Targets: 2012 TBD</th>
</tr>
</thead>
</table>

| Indicators TBD |

<table>
<thead>
<tr>
<th>Secretariat</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>National HIV/AIDS Secretariat</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD110,000</td>
<td>USD0</td>
<td>USD110,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Resources</th>
</tr>
</thead>
</table>

| Regular Resources |
| USD110,000 |

| Other Resources |
| USD0 | USD0 | USD0 |
Community Recovery and Preventive Development

16.1.1 Strategic leadership of the decentralization process strengthened

16.1.2 Local Government effectively performs in key functions related to local economic development

16.1.3 Local government actively promoting pro-poor local economic development

Baseline:
- No LED systems developed or in place
- All roles & functions developed & staff recruited; all local council functions not fully operational
- Low local resource mobilization by local councils
- No LED investments in the 4 councils

Outcome Indicators:
- % increase in income by the local councils to the development budget
- Number of new business enterprises established by city or district

Output targets 2011
- Decentralization Policy rolled out and Local Government Act revised and functional assignment based on the Local Government Act fully established
- Fiscal cadre in operational by Kenema City Council and Kenema District Council
- All current LED investments in Kenema City and Kenema District completed and their management system operational
- Chiefdom Governance Act is legislated & associated laws revised
- Guidelines for roles & functions of LED stakeholders developed and criteria for LED investment established

Indicators
- Strategy Document on policy roll-out approved and Chiefdom Act, LGA and Decentralization Policy fully aligned
- Kenema City & District councils on the local resource income statements
- All investments are operational & each with a robust management structure and system
- Guidelines document for LED planning & investment approved

Output targets 2012
- Support to two additional local councils
- Database for LED Investments created and assessment of local Economic situation is initiated by 4 local councils
- Forum by which to include the private sector is established by 4 councils
- A Board established to assist local councils to vet possible investments for the councils
- Local labour market skill shortages identified for future investment in education and vocational training
- Promotion of local economic potential by the local councils takes place regularly and is linked to the efforts of national level agencies

Indicators
- LED plans developed & approved by the local councils
- LED rolled out by MLGRD in local councils which are outside of the project area
- Data base document presented to MLGRD by the 4 local councils

Ministry of Local Government and Rural Development; Local Councils

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources</td>
<td>USD400,000</td>
<td>USD400,000</td>
<td>USD800,000</td>
</tr>
<tr>
<td>Other Resources</td>
<td>USD400,000</td>
<td>USD400,00</td>
<td>USD800,000</td>
</tr>
</tbody>
</table>

C P A P M A T R I X  2 0 1 1 - 2 0 1 2
**Community Recovery and Preventive Development**

**Targets:**
- To develop a coherent policy framework that covers employment, youth employment & youth empowerment
- To establish coherent national leadership on youth & youth employment
- Youth employment projects are using the best practices
- Reliable data is available on youth & youth decision makers & the youth
- To establish a skills development service in 5 districts
- To establish a CAPS service at the university campuses and 4 TVET colleges
- Strengthen the youth representation
- Plan and pilot a national Youth service

**Baseline**
- Youth policy: no

**Output**

19.1.1 Youth employment initiatives are effective and well coordinated at national and district level.

19.1.2 Employment opportunities increased through best practice initiatives and SME development.

19.1.3 Un- and semi skilled youth enabled to improve skills through quality monitored apprenticeship programmes.

19.1.4 Strengthened youth representation and empowerment

**Output targets 2011**
- Coordination and decision making mechanism among all stakeholders is effective
- Business Skills Development service established and operational in 5 districts
- Careers Advice and Placement Services operational in 2 university campuses and 9 Tec Voc
- 100 graduates have job experience through an intern service
- Agro Growth Centre operational (1 centre)
- NAYCOM fully operational
- National Youth Policy revised
- National employment Policy developed
- Youth employment strategy operational
- District Youth Officers trained and active
- 70 Youth Chiefdom Councils reactivated and trained

**Indicators**
- Number of BDS centres operational (5), CAPS centres operational (6)
- Number of youth chiefdom councils re-established and trained (70)
- Number of youth who start own business through microfranchise (200 youth) and number of youth who develop own business through microfinance (200 youth)
- Number of youth who expand own business through enterprise development (200 youth)
- Number of youth who develop agro-business (200 youth)

**Output targets 2012**
- Youth employment data published
- Two best practices reports published
- Business Skills Development service established and operational in 10 districts
- Careers Advice and Placement Services operational in 2 university campuses and 9 Tec Voc
- 100 graduates have job experience through an intern service
- District Youth Officers capacity strengthened
- 79 Youth Chiefdom Councils reactivated and trained
- 15,000 youth in youth-led public works schemes
employment policy;
youth employment
strategy needs to
be formulated
within the
employment policy
- No coherence
between UNA
fledgling donor
coordination
- Basic data available;
no business skills
development service in existence
- CAPS centers in 2
places under
development
- District & Ward
Youth Structures in
place
- No Youth Service
has been designed &
implemented in the
country
Outcome Indicators:
- Youth policy update
- Employment policy
developed &
disseminated
- High employment
success record
reported by youth
employment
projects
- 5 Business skills
development
centres operational
- 8 CAPS centres
operational
- National Youth
service pilot is
operational

United Nations Joint Vision Programme 21: Environmental Cooperation for Peace Building

Preventive Development
21.1 GoSL manages
adaptation to climate
t change, improved
waste management
and environmental

21.1. A detailed and
representative description
of the National Circumstances of
Sierra Leone is included in the
Second National

Output Targets for 2011:
- Detailed and representative description of the
National Circumstances of Sierra Leone is included
in the SNC to COP
- Develop and communicate a National inventory of

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD100,000</td>
<td>USD0</td>
<td>USD100,000</td>
</tr>
</tbody>
</table>

Indicators
- Number of BDS centres operational (2), CAPS
  centres operational (2)
- Number of youth chiefdom councils re-established
  and trained (79)
- Number of youth who start own business (700
  youth)
- Number of trained youth in youth councils (200
  youth)
- National youth service operational
### 2011 Strategy to Improve First National Inventory of the 
INCC and institutionalize the
process of development of the 
inventory in a continuous and
sustainable manner

#### 21.1.3 A programme and 
strategy containing measures 
to mitigate climate change is 
developed and included in the 
SNCC of Sierra Leone

#### 21.2.1 Strengthen national 
institutional and human 
resources capacity to combat 
land degradation in Sierra 
Leone

#### 21.2.2 Strengthen the systems 
for disaster preparedness and 
response

<table>
<thead>
<tr>
<th>Output Targets for 2011:</th>
<th>Output Targets for 2012:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Sustainable Land Management mainstreamed into Policies, laws, programs, budgets and Regulatory Frameworks</td>
<td>- TBD</td>
</tr>
<tr>
<td>- Medium-Term Investment Plan is approved and funded</td>
<td>- TBD</td>
</tr>
<tr>
<td>- Adaptive management and learning put in place</td>
<td>- TBD</td>
</tr>
</tbody>
</table>

#### Indicators
- Development of a GHG Inventory Result Report
- Mitigation Analysis report of 5 sectors developed
- list of green technologies that can facilitate GoSL’s drive to combat climate change developed
- national plan of action on climate change adaptation

#### Indicators
- Njala University and the University of Sierra Leone curricula modified to integrate SLM
- A Guideline for participatory land use planning at the community level developed.
- MTIP is published as government policy document
- National Fire Force and the Ministry of Agriculture Forestry & Food Security develop forest management plans

#### Other Resources

| COP 21 | USD0.00 | USD75.00 |