



Transitional Joint Vision
For Sierra Leone
of the
United Nations Family



2013-2014



Freetown, 23rd March 2012

United Nations Integrated Peacebuilding Office United Nations Country Team

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Foreword

Through the Transitional Joint Vision (2013-2014) the contributions that the UN Family will make to Sierra Leone's national objectives are clearly presented. As with its predecessor, the Joint Vision (2009-2012), this document articulates where the UN Family will add value to the efforts of the Government and leads the way for agency specific programmes to build around the needs of the Nation in collaboration with the Ministries, Agencies and Departments of Sierra Leone. The Government is pleased that capacity building activities are enhanced across all the clusters implemented through the Transitional Joint Vision, taking note of the country specific, interagency approach through 'Direct Programme Support'. The UN Family remains an important partner of the Government and its continued support is welcomed as Sierra Leone continues to build on its success through the Agenda for Change and strives to promote a new agenda, that being for national prosperity. The progress that Sierra Leone has made since the end of the civil war has been remarkable. During the time of the Transitional Joint Vision, Sierra Leone will continue to consolidate its credentials as a democratic nation that is able to play a strong and positive role for development across the country as well as in the region. We recognize that Sierra Leone's success is also a success for multinational peace efforts and prioritized well coordinated overseas aid. Concise strategic documents, such as the Transitional Joint Vision, enhance nationally owned coordination efforts. It is envisaged that the close programme alignment observed in previous years between the UN Family and the Government will not only continue but become still stronger in 2013 and 2014. We are mindful of the "New Deal" that emerged from the High Level Conference in Busan at the end of 2011 and approach this challenge confident that the UN Family remains ready to assist the Government to play its part in this global initiative. We recognize that the Transitional Joint Vision is the UN's bridge leading to the United Nations Development Assistance Framework expected to be ushered in from 2015.

Minister Samura Kamara

A handwritten signature in green ink, appearing to read 'Samura Kamara', is written over a faint green circular stamp.

Ministry of Finance and Economic Development

Dr. Wondimagegnehu Alemu

A handwritten signature in brown ink, appearing to read 'Wondimagegnehu Alemu', is written over a faint brown circular stamp.

Resident Coordinator .a.i. UNCT





A TRANSITIONAL JOINT VISION OF THE UNITED NATIONS' FAMILY

The Joint Vision 2009 - 2012 served as the UN's innovative contribution to the Agenda for Change, the Government's second Poverty Reduction Strategy. The Joint Vision succeeded to integrate humanitarian, peace and security and development mandates into a coherent document as envisaged in the Secretary General's Decision Paper of June 2006.

We, the UN organisations, agencies, funds and programmes working in Sierra Leone, continue to recognise our joint responsibility for a common strategic document that will define the programmes and shape our activities in order to contribute to the successful progress of Sierra Leone¹. The Transitional Joint Vision, covering 2013 and 2014, represents the country's transition from being in a 'post-conflict situation' under a UN Security Council mandate, to that of a routine, long-term developmental trajectory. Also during this period, the UN will probably need to manage the end of UNIPSIL's mandate and presence in Sierra Leone², so changing itself to the Resident Coordinator System³ configuration. This document will therefore lay the foundations for a full-fledged UNDAF at the beginning of 2015.

This strategy will be implemented through an interim two-year programme cycle (2013-2014) and will allow the necessary breathing space in view of the uncertainties associated with the 2012 presidential and parliamentary elections. This short cycle will provide flexibility if necessary when the national strategy is fully developed in 2013. In the meantime, the UN system will continue to align with MDAs sectoral strategies, effectively forming a bridge to the UNDAF.

This Transitional Joint Vision establishes the strategic framework for our cooperation with the Government, and its national Strategy, which is in line with global aspirations expressed through the Millennium Declaration. With the Transitional Joint Vision we intend to put into practice the main principles of the Paris Declaration on Aid Effectiveness under the leadership of the Government.

This document was developed through a participatory process, taking into consideration lessons learned from the mid-term review of the Joint Vision 2009-2012 and a common country analysis.

■ Working together with One Aim

We, the UN family, agree to combine our efforts behind one overall aim, **to build on the peace dividend as the foundation for sustainable development.**

¹ Hereafter referred to as 'the Government'

² This will depend on the success of the elections in 2012

³ Resident Coordinator System: The routine coordination mechanism that the UN family uses in all countries that are without a special Security Council mandate.



In support of this aim we will upscale and upgrade capacity building activities and promote national ownership at every sensible opportunity, so accelerating the pace at which Sierra Leone can achieve sustainable development. Furthermore, the UN family will continue to promote human and socio-economic rights as well as national cohesion through support to democratic processes and contribute to the targets set out by the Millennium Development Goals as a stated strategy of the Government of Sierra Leone.

Since the end of the war, Sierra Leone reaffirmed the achievement of the MDGs as an utmost priority. In 2010, the Country received an MDG award for the outstanding leadership, commitment and progress towards achievement of MDG Goal 6-Combat HIV/AIDS, malaria and other diseases. In the draft concept note of the national strategy, the MDGs remain the overall objective of the Government which dedicates a full pillar to accelerating progress on the MDGs for human development.

Achieving sustainable energy for all is essential for reaching the Millennium Development Goals and the UN system is committed to increasing access to modern energy services, improving energy efficiency and increasing the use of renewable energy⁴.

Sustainable development in Sierra Leone is closely intertwined with developments in the sub-region, especially those of the country's immediate neighbours. With an enhanced and effective sub-regional cooperation and integration, the potential of each country could be harnessed to meet the common challenges facing the countries of the sub-region.

The UN in Sierra Leone will therefore intensify its support through collaboration with the UNCTs in the Mano River Union (MRU) countries and the MRU Secretariat based in Freetown.

One important regional challenge is the threat of growing organized crime and drug trafficking. Under the Transitional Joint Vision, the UN family will ensure that gains in that area are being built upon and that support focuses on ways to increase ownership and autonomy of the agencies fighting against organized crime.

Through this Transitional Joint Vision, the UN Family will collaborate at various levels to respond to the objectives in four of the five pillars outlined in developing national strategy 2013-2017⁵. This support will be organized around seven programme clusters as follows:

Millennium Development Goals

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

⁴ Reference is made to the Vision Statement by Ban Ki-Moon, Secretary-General of the UN: Sustainable Energy for All (November 2011).

⁵ The next poverty Reduction Strategy Paper is currently in the form of a Concept Note that is under development.



Draft Concept Note of National Strategy	UN clusters of focus
Cross-cutting development goals	Cluster 1: Support to Good Governance
Pillar 2: Managing Natural resources: Hoping for a blessing rather than a curse	Cluster 2: Agriculture and Food Security Cluster 3: Natural Resources and Disaster Management
Pillar 3: Accelerating MDGs for Human Development: transforming a population trapped by poor education, poor healthcare and nutrition , chronic hunger	Cluster 2: Agriculture and Food Security Cluster 4: Social Protection, Child Protection, Gender and Human Rights Cluster 5: Basic Education Cluster 6: Health and Nutrition
Pillar 4: Competitiveness: Comparative Advantage, rebranding opportunities	Cluster 7: Economic Development and Employment
Pillar 5: Employment and Social Protection	Cluster 4: Social Protection, Child Protection, Gender Equality and Human Rights

■ Maximizing Synergies: Cross-Cutting Issues

Furthermore, through our programmes, the following themes will permeate through each activity:

■ ■ Capacity Development

Through a coordinated effort, the UN system will continue to strengthen the Government’s capacity to deliver on its policies. This will be done through a common UN approach based on the needs identified by the on-going Public Sector Reform and decentralization processes and in concert with other key international partners.

In terms of the financial management of projects implemented through the UN’s partners, the UN system will continue to build on the foundation of Direct Programme Support (DiPS⁶). Aiming at strengthening national ownership, DiPS simplifies procedures for accessing funds and provides a standardized UN-wide approach to project management and accountability. Where national partners’ project management systems are weak, the UN will apply appropriate risk mitigation activities. In parallel, the UN will offer technical assistance to allow for a gradual building of skills so that programme implementation successively can be carried out by national partners.

⁶ DiPS is a term coined by the UN Country Team in Sierra Leone for describing the transition from direct UN execution to national execution of its programmes and projects. It is based on a UN system-wide approach to facilitate national execution that is called Harmonized Approach to Cash Transfers (HACT)



We will also continue to work with local NGOs, in particular through the umbrella organization SLANGO, to enhance localized solutions by Sierra Leoneans in their own communities.

Human Rights Protection

Fortunately, Sierra Leone has overcome the massive and systematic human rights abuses that gripped the country during the years of its civil war. But the past must be a warning for the future and all efforts must be made to consolidate these human rights gains. Today's human rights concerns are more economic, social and cultural in nature and we are thus committed to include human rights-based approach in our programmes and projects.

The UN remains concerned over some traditional practices that are viewed to be harmful and, over time, will work with all the stakeholders and partners to help usher in change that seeks to address certain rights of passage that violate a human rights approach.

Gender Equality

In Sierra Leone, women and girls continue to face discrimination in the political, economic, social, cultural, civic and justice domains. For example, only 14% of Parliamentarians are women, 857 out of 100,000 women die from causes related to childbirth (DHS 2008), 65% of women have no education (DHS 2008), 88% of women aged 15-49 have undergone Female Genital Cutting (MICS 2010) and 23% of girls aged 15-19 are married or in a union (MICS 2010); 47% of girls reaching 18 have given birth or are pregnant (DHS 2008). Women have a higher HIV prevalence rate, and are infected by HIV at a younger age: prevalence is 1.5% for women aged 15-24 compared with 0.5% for men of the same cohort. To help redress these disparities, the UN Family through its various programmes will continue to promote gender equality and the rights of women and girls through the accelerated implementation of CEDAW, the National Action Plan on Security Council Resolutions 1325 (Women Peace and Security) and 1820 (Sexual Violence), Sierra Leone's National Gender Strategic Plan, as well as the UN Convention on the Rights of the Child, domesticated in the Child's Rights Act.

Youth Empowerment

In recognition of the national strategic planning designed to reduce the threat of large numbers of unemployed young men and women in the country, the UN along with the Government will support pro-youth activities in all of its programmes.

HIV/AIDS

The UN will contribute towards the goal of zero new HIV infections, zero discrimination, zero AIDS related deaths in Sierra Leone. The UN will continue its support for the five pillars as defined by the National Strategic Plan⁷. All UN agencies will optimize every opportunity to mainstream the HIV/AIDS component inside their respective programmes.

⁷ The revised six thematic areas for the 2011-2015 NSP for HIV/AIDS are:
a. Coordination, Institutional Arrangements, Resource Mobilisation and Management
b. Policy, Advocacy, Human Rights and Legal Environment
c. Prevention of New Infections
d. Treatment of HIV and Other Related Health Conditions
e. Care and Support of the Infected and affected by HIV and AIDS
f. Research, Monitoring and Evaluation



■ Building on Comparative Advantages

The UN family in Sierra Leone is part of a much larger community of bilateral and multilateral development partners and, in order to maximize the impact of our contribution to the prosperity of Sierra Leone, we will focus on maximizing our comparative advantages in designing and implementing our programmes and projects:

■ ■ Wide range of expertise

During 2013-2014, the UN family consists of 17 agencies and programmes as well as of the World Bank, the IMF and the African Development Bank (AfDB). Together, we have the largest number of professional staff working in Sierra Leone (770 staff across 17 agencies), with the widest range of expertise among all development partners. The large number of national professional staff working inside the UN offers a deep knowledge of local traditions, values and customs and hence we have a unique insight into the thinking and preoccupations of local communities.

■ ■ Field Offices

The UN family will maintain a field presence that will support and inform its projects. These field offices will work to promote a joined up approach across the UN family and liaise with local councils, parliamentarians and civil society to ensure our projects are well understood and in-line with other local initiatives. The UN family will follow a flexible approach to its field network, opening and closing offices in line with project needs and available project funding.

■ Helping Coordinate International Assistance

We will continue to strengthen our internal coordination through our weekly UN Country Team (UNCT) meetings that bring together all heads of UN agencies, the World Bank, IMF and the African Development Bank under the chairmanship of the senior UN representative (ERSG or the Resident Coordinator depending on the transition). Furthermore, we will continue coordinate, cooperate and collaborate with each other to ensure our projects are delivered in the most efficient manner.

We will be a constructive and supportive partner in the coordination of international aid to Sierra Leone and look to the Government to take the lead. The senior UN official and the Representative of the World Bank will continue to co-chair with the Minister of Finance the regular Development Partnership Committee (DEPAC) meetings and the informal meetings that bring together all international development partners. For both, the DEPAC and the informal development partners' meetings a number of theme groups will be formed and chaired by respective substantive donor or UN agencies building on any existing mechanisms.

The following resident UN organisations and agencies agree to the Transitional Joint Vision for Sierra Leone: *FAO, ILO, IOM, OHCHR, UNAIDS, UNFPA, UNHCR, UNICEF, UNIDO, UNWOMEN, UNDP, UNOPS, WFP, WHO, UNEP and UNODC as well as UNIPSIL.*

The following organizations associate themselves to the Joint Vision for Sierra Leone:
The WB and the AfDB.



ANNEXES

Annex I: Outline of Programme Clusters

The Joint Vision will be delivered through a total of seven clusters. Each cluster will have assigned programmes that will be implemented through UN agencies. Programmes will also be the main 'unit' for the purposes of evaluations and reporting to the donors. The table below outlines the UN common goals and specific objectives for each cluster.

Cluster 1: Support to Good Governance (All MDGs)

Cluster 1 Goal: National institutions will be strengthened to perform their core functions more effectively and deliver services at national and local levels in a transparent and equitable manner

- 1.1 Objective: To improve the credibility of democratic institutions
- 1.2 Objective: To support security institutions to fight drug trafficking and organized crime
- 1.3 Objective: To enhance the capacity of public administration to implement public policies and deliver public goods and services
- 1.4 Objective: To strengthen central planning and M&E capacity

Cross-cutting: Capacity Development, Gender, Human Rights

Cluster 2: Agriculture and Food Security (MDG 1, 3)

Cluster 2 Goal: Smallholders' agricultural production will increase and food security will be improved

- 2.1 Objective: To enhance agricultural productivity through application of improved technology, skills and know-how
- 2.2 Objective: To improve value addition and access to markets

Cross-cutting: Capacity Development, Gender, Human Rights, Youth Empowerment, HIV-AIDS

Cluster 3: Natural Resources and Disaster Management (MDG 3, 7)

Cluster 3 Goal: Natural resources will be sustainably and equitably managed and threats and impacts from natural and man-made disasters reduced

- 3.1 Objective: To improve equitable natural resource management
- 3.2 Objective: To better manage the risk of natural and man-made disasters
- 3.3 Objective: To promote energy efficiency technology and improve access to affordable energy through the support to the implementation of the Sustainable Energy for All (SEFA) initiative

Cross-cutting: Capacity Development, Gender, Human Rights, Youth Empowerment, HIV-AIDS



Cluster 4: Social Protection, Child Protection, Gender Equality and Human Rights (MDG 1, 3)

Cluster 4 Goal: The capacity and regulatory framework for human rights, gender equality and child protection will be strengthened

- 4.1 Objective: To increase capacity to protect and promote human rights
4.2 Objective: To provide basic social protection and productive safety nets support
4.3 Objective: To strengthen institutional capacity for gender equality and empowerment

Cross-cutting: Capacity Development, Gender, Human Rights, Youth Empowerment, HIV-AIDS

Cluster 5: Basic Education (MDG 2,3)

Cluster 5 Goal: The access and the quality of basic education will be improved

- 5.1 Objective: Children, both boys and girls, especially the most vulnerable, to access quality basic education

Cross-cutting: Capacity Development, Gender, Human Rights

Cluster 6: Health and Nutrition (MDG 3, 4, 5, 6)

Cluster 6 Goal: A universal access to comprehensive and quality healthcare services will be enhanced

- 6.1 Objective: To strengthen healthcare systems
6.2 Objective: To improve maternal, neonatal child and adolescent health
6.3 Objective: To improve nutrition status throughout the lifecycle
6.4 Objective: To reduce the burden of malaria and tuberculosis
6.5 Objective: To reduce the burden of HIV and AIDS
6.6 Objective: To reduce the burden of communicable and non-communicable diseases

Cross-cutting: Capacity Development, Gender, Human Rights, Youth Empowerment

Cluster 7: Economic Development and Employment (MDG 1, 3, 8)

Cluster 7 Goal: An enabling environment for investment and employment creation will be improved

- 7.1 Objective: To strengthen the capacity of the Government to plan for and invest in pro-poor economic growth
7.2 Objective: To increase youth employment
7.3 Objective: To enhance universal access to sustainable energy

Cross-cutting: Capacity Development, Gender, Human Rights, Youth Empowerment, HIV-AIDS



Annex II: Results Matrix

Cluster 1 Goal: To strengthen national institutions to perform their core functions more effectively and deliver services at national and local levels in a transparent and equitable manner (All MDGs)

Cluster Focal Point: UNDP

Indicators		
		Number of key policies revised, harmonized and based on accurate data. (baseline: Number of policies developed in 2012 by GoSL that fit criteria)
		Number of women in decision-making positions. (source: Statistics Sierra Leone)
		Assessed level of service delivery at national and local government level (baseline: 2012 CLOGPAS)
		Parliament effectively exercises its constitutional mandate including oversight over all branches of government (baseline: TBD)
		Public perception of the media sector in Sierra Leone. (baseline: UNIPSIL survey 2012) (sex-disaggregated)
		Numbers of the drug-related cases investigated by TOCU and adjudicated by the courts. (baseline: the drug case numbers provided by TOCU at end of 2011)
		Number of by- and other elections successfully conducted and validated by independent observers

Cluster Objectives	Programme components	Participating Agencies
1.1 Credibility of democratic institutions improved	Parliament Elections management bodies	UNDP, UN WOMEN
1.2 Security institutions better equipped to fight drug trafficking and organized crime	Media Capacity-building for law enforcement agencies and criminal justice institutions Strengthening of drug control measures	UNODC, UNOPS
1.3 Capacity of public administration to implement public policies and deliver public goods and services enhanced	Public Sector Reform Project delivery systems Local Governance and local economic development	UNDP, UNOPS, UNCDF, WHO
1.4 Central planning and M&E capacity strengthened	Central planning, data collection, analysis and use for planning and M&E at all levels Populations dynamics and development	UNDP, UNFPA, WHO, IOM



Cluster 2 Goal: To increase smallholders' agricultural production and improve food security (MDG 1, 3)

Cluster Focal Point: FAO

Indicators	
	Incomes from agriculture of targeted households increased by at least 5% by the end of 2014 (sex-disaggregated data, combined with targets for female headed households).
	The share of agriculture contribution to the national GDP is increased by 10% by the end of 2014.
	Incomes from agriculture and food security of female headed households.
	At least 70% of established Agro-Industrial Growth Centres are functional and commercially viable by end 2014
	At least 50% of the Agricultural Business Centres (ABC) established under the Global Agriculture and Food Security Programme (GAFSP)/ Smallholder Commercialisation Programme (SCP) are profitable by the end 2014
	At least 50% of the members of the Agriculture Business Centres rate services delivered to them by the staff of the Ministry of Agriculture, Forestry and Food Security as highly valuable.
	(sex-disaggregated data on membership and ideally targets for female membership)

Cluster Objectives	Programme components	Participating Agencies
2.1 Agricultural productivity through application of improved technology, skills and know-how enhanced	<ul style="list-style-type: none"> Institutional support to agriculture sector institutions Enhancement of agriculture production and productivity 	FAO, WFP
2.2 Value addition and access to markets improved	<ul style="list-style-type: none"> Development and operationalization of agriculture investment plans Strengthening of capacities in agri-business Infrastructure for market access (Feeder Roads) Development of local market opportunities (Purchase for Progress) 	FAO, UNDP, WFP, UNIDO, UNOPS

Cluster 3 Goal: To ensure that natural resources are sustainably and equitably managed and threats and impacts from natural and man-made disasters are reduced (MDG 3, 7)

Cluster Focal Point: UNDP

Indicators	
	Percentage change in mortality and casualties and economic impacts of natural and man-made disasters compared to 2011.
	Percentage change of public perception on the way in which land tenure is regulated according to 2011 baseline. (sex-disaggregated)
	Percentage change in Sierra Leone's environmental performance index as compared to 2010 (as measured by UNDP's Human Development Reports)
	Percentage change of households with access to affordable energy
	Sustainable energy investment plan developed with government leadership
	Increased end-users demand for sustainable energy technologies



Cluster Objectives	Programme components	Participating Agencies
3.1 Equitability natural resource management improved	<ul style="list-style-type: none"> ■ Coordination, policy formulation and implementation ■ Mineral Cadastre ■ Sustainable management of extracting industries ■ Marine Resources ■ Capacity of EPA ■ Social Responsibility and Environmental Awareness 	UNDP, FAO, UNEP
3.2 The risk of natural and man-made disasters is better managed	<ul style="list-style-type: none"> ■ Disaster risk reduction and emergency management ■ Refugees' rights to asylum. ■ Emergency Response Plan 	UNDP, UNICEF, WHO, WFP, FAO, IOM, UNHCR, UNEP, UNOPS
3.3 Energy efficiency technology promoted and access to affordable energy improved through the support to the implementation of the SEFA initiative	<ul style="list-style-type: none"> ■ Sector wide planning and coordination (energy compact) ■ Development of a favorable policy and regulatory environment ■ Capacity building of key national institutions (EPA, Ministry of Water and Energy) ■ Scalable business model for decentralized energy 	UNDP, UNIDO
<p>Cluster 4 Goal: To strengthen the capacity and regulatory framework for human rights, gender equality and child protection (MDG 1, 3) Cluster Focal Point: UNICEF</p>		
Indicators	<ul style="list-style-type: none"> ■ % of UPR and TRC recommendations implemented/pending ■ Number of cases/complaints concluded by the HRCSL in execution of its quasi-judicial capacity ■ Number of CWCs and focal points in 95 chiefdoms in seven districts that refer cases of child abuse, including sexual abuse, to appropriate services ■ Number of SGBV cases cleared through the Saturday Courts (disaggregated by number of committals from Magistrate to High Court, number of convictions, number of acquittals, and discharges). ■ % social protection expenditure targeting children and gender at Local Councils. ■ Social Protection implementation framework developed ■ Social Protection pillar developed in the third generation Poverty Reduction Strategy Paper (PRSP) ■ Annual budget allocation and expenditure for Gender and Children's Affairs Departments of MSWGCA. ■ % registered war victims who have received reparations and exhibit livelihood support ■ % women aged 15-19 and 19-24 years who first married or entered a marital union before their 15th and 18th birthday respectively ■ % women aged 15-19 and 20-24 years who have undergone FGC ■ % women aged 15-19 and 20-24 who have had a live birth before 15 and 18 respectively 	



Cluster Objectives	Programme components	Participating Agencies
4.1 Institutional capacity to protect and promote human rights increased	<ul style="list-style-type: none"> ■ Capacity of HRC and other institutions ■ UPR process and remaining TRC recommendations ■ SGBV/FGC: Prevention through formal and traditional institutions and access to justice by victims ■ Children's rights and child welfare 	UNDP, UNICEF, OHCHR, UNFPA
4.2 Basic social protection and productive safety nets support provided	<ul style="list-style-type: none"> ■ Reparations to war victims ■ School Lunch ■ Food for Work and Food for Training ■ Child protection through community protection mechanisms ■ Women protection and socio-economic empowerment 	IOM, WFP, UNICEF, UNWOMEN
4.3 Institutional capacity for gender equality and empowerment strengthened	<ul style="list-style-type: none"> ■ Gender responsive planning and budgeting ■ Implementation of gender laws and policies ■ Participation and representation of women in peace, security and conflict resolution 	UNICEF, UN WOMEN, IOM
<p>Cluster 5 Goal: To improve access and quality of basic education (MDG 2, 3) Cluster Focal Point: UNICEF</p>		
Indicators	<ul style="list-style-type: none"> ■ Primary school Net Enrolment Ratio (sex disaggregation) ■ Primary school Net Attendance Ratio disaggregated by national, rural and poorest quintile (f,m,t) ■ Primary school Completion Rate disaggregated by national, rural and sex ■ Ratio untrained/trained teachers at primary level disaggregated by region, district and chiefdom ■ Pupil/teacher ratio at primary level disaggregated by region, district and chiefdom ■ Proportion of primary schools with adequate water supply disaggregated by region, district and chiefdom ■ Proportion of primary schools with adequate sanitation facilities for girls disaggregated by region, district and chiefdom 	
Programme Objectives	Programme components	Participating Agencies
Children, both boys and girls, especially the most vulnerable, to access quality basic education	<ul style="list-style-type: none"> ■ Education Systems, teacher training and curriculum ■ Support to Sector Coordination ■ WASH and hygiene education ■ Children out of school and retention ■ Reduction and removal of fees (formal and informal) in junior secondary schools (9 years basic education) 	UNICEF



Cluster 6 Goal: To enhance the universal access to comprehensive and quality healthcare services (MDG 3,4, 5, 6)

Cluster Focal Point: WHO

Indicators	
	% of young people (age of 15-24) infected with HIV (sex-disaggregated)
	% of deliveries attended by skilled birth attendants
	% of children receiving Penta 3 before 12 months of age
	Proportion of uncomplicated malaria cases who receive appropriate treatment according to national policy at health facilities
	Proportion of mothers, adolescents, children under five and HIV/TB patients treated for acute malnutrition (sex-disaggregated for adolescents and children)
	Prevalence of global acute malnutrition
	% of infants 0-6 months exclusively breastfed

Cluster Objectives	Programme components	Participating Agencies
6.1 Healthcare systems strengthened	<ul style="list-style-type: none"> Compact and support to sector coordination Human resources capacity Laboratory and blood transfusion system Procurement, supply chain management and pharmaceutical system Healthcare environmental management and sanitation Infrastructure, equipment and referral systems 	WHO, IOM, WFP, UNFPA, UNICEF, UNOPS
6.2 Maternal, neonatal child and adolescent health improved	<ul style="list-style-type: none"> Maternal, Child and Neonatal Health Immunization Adolescent, sexual and reproductive health Family Planning Water and Sanitation Maternal death review (MDR) 	UNICEF, WHO, UNFPA
6.3 Nutrition status throughout the lifecycle improved	<ul style="list-style-type: none"> Prevention and treatment of acute malnutrition and micronutrient deficiencies Maternal, adolescent and child nutrition Human immuno-deficiency syndrom (HIV) and tuberculosis Information system 	WFP, WHO, UNICEF, FAO
6.4 Burden of malaria and tuberculosis reduced	<ul style="list-style-type: none"> Achieve and maintain the universal coverage of long-lasting insecticide treated nets (LLINs) ,in-door residual spraying (IRS), Artemisinin based combination therapy (ACTs) and rapid diagnostics tests (RDTs) Surveillance and M&E Prevent and manage multi-drug resistant TB (MDRTB) 	WHO, UNICEF
6.5 Burden of HIV and AIDS reduced	<ul style="list-style-type: none"> Support to multi-sector approach and resource mobilization Decentralized response Mother to child transmission of HIV 	UN Theme Group on HIV/AIDS, UNAIDS



	<ul style="list-style-type: none"> ■ Diagnosis and treatment of children infected by HIV/AIDS ■ Prevention among young people in and out of school and key population ■ Care and support for people living with HIV (PLHIV) including children 	
6.6 Burden of communicable and non-communicable diseases reduced	<ul style="list-style-type: none"> ■ Epidemic prone diseases and public health emergencies ■ Diseases targeted for eradication and elimination ■ Diseases of public health importance including non-communicable diseases (NCDs) 	WHO, UNICEF
<p>Cluster 7 Goal: To improve the enabling environment for sustainable investment and employment creation (MDG 1,3, 8) Cluster Focal Point: UNDP</p>		
Indicators	<ul style="list-style-type: none"> ■ Number of key employment policies updated and harmonized (baseline: planned policies over 2013-2014) ■ Percentage change in the number of employment initiatives (baseline 2011) (sex-disaggregated for targeting of men vs. women) ■ Improvement in doing-business ranking ■ Percent increase in access to sustainable energy ■ Percentage change in number of business establishments (baseline existing Business Register) ■ Percentage change in employability of youth (baseline: 2009 World Bank study) (disaggregate mixed-sex initiatives vs. those targeting women only) ■ Percentage change in accessibility to financial services of micro and small businesses (baseline 2011, MITAF II) (sex-disaggregated for business ownership) 	
Cluster Objectives	Programme components	Participating Agencies
7.1 Capacity of the Government to plan for and invest in pro-poor economic growth strengthened	<ul style="list-style-type: none"> ■ Pro-employment economic research & planning ■ Private Sector Development ■ Aid Coordination ■ Trade Facilitation ■ Micro-finance 	UNDP, UNCDF, UNIDO
7.2 Youth employment increased	<ul style="list-style-type: none"> ■ Youth employment policy, planning & coordination ■ Labour -based public works ■ Development of youth entrepreneurship ■ Careers Advice and Placement Service ■ Development of apprenticeship and work experience programmes ■ Technical and vocational training 	UNDP, UNIDO, ILO, IOM
7.3 Capacity to provide energy that is accessible, cleaner and more efficient is strengthened within the frame work of the SEFA initiative	<ul style="list-style-type: none"> ■ Sector-wide policies, planning & coordination with state and non-state actors (Energy Compact) ■ Decentralized sustainable energy systems and technologies ■ Capacity building of key national institutions (EPA, Ministry of Water and Energy) 	UNDP, UNIDO



Annex III: Programme Approval, Implementation and Evaluation

Coordination with Government

Irrespective of the sources of funding for our activities, we all agree on following a programme cycle that emphasizes our partnership with the Government and our joint responsibilities for the formulation, appraisal, approval, implementation, monitoring, evaluation and reporting of programmes and projects. To assist in the overall coordination efforts of the Government, we further agree to give regular and reliable information and data to the Ministry of Finance's Development Assistance Database (DAD) and to take part of the Sector Working Group in line with the Aid Policy of Sierra Leone.

Agency Responsibilities

For all programmes the formulation and evaluation will remain with the implementing agency. We all recognize the ultimate responsibility by each UN agency for the use of the resources entrusted to them. Therefore, all the projects that make up the programme clusters continue to be managed by single UN agencies. In each case this agency will remain responsible for the quality of the project's formulation, for the resource mobilization for the project, for the implementation of the project and for all substantive and financial reporting for the project. Should agencies decide it to be beneficial to form joint programmes then the governing rules will follow UN DG standards.

Programme and Project Approval

We agree to follow the Government's policies and direction for programme and project approvals. When funded by the UN Multi-Donor Trust Fund, we commit to submit jointly with our counterpart agencies our programmes and projects for approval to the Development Partners Committee co-chaired by the Minister of Finance, the ERSG (RC) and the World Bank Country Manager. The detailed procedures and approval processes are further described in the terms of reference and rules of procedures of the Sierra Leone Multi-Donor Trust Fund.

Prior to submitting a programme or project proposal to the Steering Committee for approval, the UN implementing agency shall prepare a separate Country Programme Document in consultations with the counterpart line ministry.



Annex IV: Overall Budget and Multi-Donor Trust Fund

Summary of the Transitional Joint Vision Budget

Cluster	Amount in US\$
Support to Good Governance	21,850,000
Agriculture and Food Security	16,500,000
Natural Resources and Disaster Management	4,180,000
Social Protection, Child Protection, Gender and Human Rights	36,986,000
Basic Education	23,400,000
Health and Nutrition	110,881,000
Economic Development and Employment	16,100,000
TOTAL	229,887,000

In support of its activities and in line with the Paris Declaration the UN in Sierra Leone created a Multi-Donor Trust Fund (MDTF). This modality is proposed to the donors' community as one way of channeling their funds to the UN agencies among the range of other funding channels currently available to them. As the use of the Trust Fund increases, the coordination and joint programming capacity of the UN family in Sierra Leone will be reinforced.

Funding through the MDTF is possible following three levels of earmarking (overall strategy, clusters or clusters objectives by agency). The Terms of Reference of the MDTF, the Standard Administrative Agreement and all other information can be found on the MPTF gateway portal at <http://mptf.undp.org>



Annex V: Management of Risks

Implementing an ambitious strategy such as the UN Transitional Joint Vision in Sierra Leone that includes seven clusters for a total amount of about US\$ 229,887,000 bears considerable risks. We are fully aware that, by setting the bar for our cluster indicators and programmes relatively high, and by taking a deliberately optimistic view on what can be achieved within two years, we may have exposed ourselves to greater risks of failing.

It is therefore necessary that we try to identify at least the main risks and put in place measures through which we can mitigate them as far as possible:

In-country political instability

Risk issues: As we have seen during the September 2011 events, the political situation in Sierra Leone remains fragile and the country exposed to violent events especially around the election period.

Risk mitigation: Under its peacebuilding mandate⁸, the UN family has the unique opportunity to engage the Government and political leaders at the political level as well as assisting in advancing the country's development agenda.

Coordination with the Government

Risk issues: Any success to achieve the cluster indicators of our Transitional Joint Vision will largely depend on the degree at which the Government and our Government counterpart agencies will take ownership of the programmes and projects that we support.

Risk mitigation: In order to ensure full national ownership, we will continue to work through DACO / MoFED and DEPAC. Where government coordination is strong the UN will follow, and where it is lacking the UN will (a) ensure internal coordination remain coherent whilst (b) assist the Ministries concerned to improve the situation.

National partners' project management and delivery capacities

Risk issues: During the transition from a post-conflict to a growth agenda, the Government suffers considerable shortages in national capacity to manage and implement programmes and projects. This is often due to a lack of well motivated and well remunerated human resources as well as deficient systems. This could seriously delay or even jeopardize our programme and project implementation.

Risk mitigation: The joint UN-Government Capacity Development Guide that grew out of HACT/DiPS process applies national regulations on procurement, financial management and others to a project/programme setting through step-by-step guidance. It also goes the extra mile to make the linkage between promoting national ownership and project execution while mitigating financial risks and lack of national capacity in a post conflict environment.

Coordination with development partners

Risk issues: The UN family is only part of a larger international effort to support the Government and our success in achieving the programme objectives will therefore depend equally on our international development partners.

⁸ The continuation of the Security Council Mandate for a Peacebuilding Mission will depend on the situation on the ground.



Risk mitigation: Through the quarterly Development Partners' Group that is co-chaired between the UN and the World Bank, key policy issues will be discussed and recommendations reached that may feed into the broader DEPAC forum.

Inter-agency coordination

Risk issues: Our success will further depend on how well the UN agencies that form the UN Country Team will be able to work together, to build on each agency's comparative advantage and to mutually support each others' activities.

Risk mitigation: All UN agencies are fully behind the Transitional Joint Vision and agreed on seven clusters, on agency implementation responsibilities, on indicative funding requirements as well as on evaluation. To help implement these agreements the Strategic Planning Unit will continue with its coordination role.

Donor support

Risk issues: Funding, or rather the predictability of funding, is always a challenge. It is important that all the clusters move forward at a similar rate in order to keep the overall strategy balanced.

Risk mitigation: In order to mobilize the additional resources for the Transitional Joint Vision, we will launch a joint appeal during the Special Session of the Peacebuilding Commission. Each agency will be responsible for fund raising efforts against its programmes and/or through a common approach if appropriate. Our resource mobilization efforts will also be closely coordinated with those of the Government.

In-house technical capacities

Risk issues:: The Transitional Joint Vision covers a very broad range of programmes and projects that will require also a very wide range of technical expertise. These experts may be difficult to find or to mobilize at the right time. Recruitment generally may prove more difficult as allowances for UN staff in Sierra Leone are reducing following administrative changes. UN agencies may therefore not have the expertise necessary, which in turn would jeopardize the quality of programme implementation.

Risk mitigation: The responsibility for the implementation of the seven clusters are spread over 15 resident and two non-resident UN agencies, each with their own pool of expertise in the field of their specialisation. This should help spread this risk. Human Resources Reforms continue to have positive global benefits to staffing in the UN system. Results Based Management and Monitoring and Evaluation training across the UN system will continue.

Sustainability and Partnership

Risk issues: National partners not ready to assume responsibility of programmes at the expected hand over point raising doubts about the initial buy-in and financial planning over the longer term. i.e. dependence on external management and funding.

Risk mitigation: Programmes will be based on a partnership where both parties make commitments with the aim of building in sustainability from the start.



Annex VI: Transition and Coordination

During the transition period, the coordination and leadership of the UN agencies, funds and programmes will be handed over by the ERSG to the Resident Coordinator. The Strategic Planning Unit of the Integrated Mission will also transform itself in a Resident Coordinator Office with the adequate capacity to coordinate UN agencies, funds and programmes in the absence of a mission.

To ensure an effective transition leading to the departure of UNIPSIL, the ERSG and the RC will coordinate the UN system, and other development partners where appropriate, so as to maintain continuity of support in some selected substantive areas such as natural resource management, internal security, drug trafficking or youth empowerment previously handled by the mission.

Annex VII: Joint Operational Support Services

The UN agencies, programmes and funds have decided to pool their resources together to jointly finance and manage two essential operational support services, those being the UN medical facility and security. This is done with two aims: first to provide higher quality and more reliable operational support services than any UN agency could do alone, and second, to increase financial efficiency and save on the administrative costs of providing those services. The oversight for the two services lies with the Operations Management Team (OMT). The OMT combines the operation managers or heads of administration of all resident UN missions. They meet at least one a month. The chairperson rotates every six months.

Joint Medical Services

A yearly cost share agreement has been in operation since 2009 to ensure the medical facilities are efficient and of a high standard. At the present time the Joint Medical Clinic is located at UNIPSIL and is managed by UNIPSIL. The location and management of the clinic will probably have to change once the departure plan for UNIPSIL is known.

Joint Security Services

The UN country team has agreed to expand the standard security services and share the costs on a pro-rata basis. The additional security related services include:

- a joint night-time patrol that regularly checks the residences of UN staff members or responds to emergency calls;
- a joint operations centre that operates 24 hours every day of the week, and is able to receive emergency calls and organise a quick response;
- a joint card-issuing service that allows the issuance of more secure UN identity cards for all resident UN agencies;
- a joint electronic registration system that includes essential information for all UN staff and visiting experts such as their address, telephone numbers, blood type, any special medical conditions, next of kin, etc.
- a joint directory of all staff members by agency and location.





GLOSSARY OF TERMS

A-E

ACT	- Artemisinin-based combination therapy
AfDB	- African Development Bank
CEDAW	- Convention on the Elimination of All Forms of Discrimination against Women
CWC	- Child Welfare Committees
DACO	- Development Assistance Coordination Office of the Government of Sierra Leone
DAD	- Sierra Leone Ministry of Finance Development Assistance Database
DEPAC	- Development Partners' Committee
DHS	- District Health Survey
DiPS	- Direct Programme Support
ERSG	- Executive Representative of the Secretary General
HRCSL	- Human Rights Commission of Sierra Leone
EPA	- Environment Protection Agency

F-J

FAO	- Food and Agriculture Organisation (of the United Nations)
FGC	- Female Genital Cutting
HACT	- Harmonized Approach to Cash Transfer
ILO	- International Labour Organisation
IMF	- International Monetary Fund
INGO	- international non-governmental organisation
IOM	- International Organisation for Migration
ITN	- Insecticide treated net

K-O

MDAs	- Ministries, departments and governmental agencies
MDG	- Millennium Development Goal
MDTF	- Multi-Donor Trust Fund (also referred to as SL-MDTF)
M&E	- Monitoring and evaluation
MICS	- Multiple Indicator Cluster Survey
MITAF	- Microfinance Investment and Technical Facility
MoFED	- Ministry of Finance and Economic Development, Sierra Leone Government



- MSWGCA - Ministry of Social Welfare, Gender and Children's Affairs
NGO - Non-governmental organisation
OECD - Organisation for Economic Cooperation and Development
OHCHR - Office of the High Commissioner for Human Rights

P-T

- SEFA - Sustainable Energy for All
SGBV - Sexual and gender-based violence
SLANGO - Sierra Leone Association of Non-Governmental Organizations
TOCU - Transnational Organized Crime Unit

U-Z

- UNAIDS - The United Nations Joint Programme on HIV/AIDS
UNCT - United Nations Country Teams
UNDAF - United Nations Development Assistance Framework
UNDG - United Nations Development Group
UNDP - United Nations Development Programme
UNEP - United Nations Environmental Programme
UNFPA - United Nations Populations Fund
UNHCR - United Nations High Commissioner for Refugees
UNICEF - United Nations Children's Fund
UNIDO - United Nations Industrial Development Organization
UNIPSIL - United Nations Integrated Peacebuilding Office in Sierra Leone
UNODC - United Nations Office on Drugs and Crime
UNOPS - United Nations Office for Project Services
UN-SPU - Joint United Nations Strategic Planning Unit
UPR - Universal Periodic Review
WASH - Water, sanitation and hygiene
WB - World Bank
WFP - World Food Programme
WHO - World Health Organisation

