

**UNAMSIL / UNCT Transition Strategy**  
**Laying a foundation for durable peace and sustainable development**

**I. Background:**

Over the past three years, Sierra Leone has made progress in the transition from a decade - long conflict to peace and national recovery. The United Nations, in particular the United Nations Mission in Sierra Leone (UNAMSIL), played a pivotal role in the peace process and in ensuring stability. The contributions of the United Nations Agencies in Sierra Leone were also crucial. The United Nations, the Government of Sierra Leone and its external partners collaborated closely to achieve these objectives.

The Government of Sierra Leone has extended its authority and assumed primacy for security throughout the country. These achievements need to be consolidated and sustained with further measures aimed at addressing the root causes of the conflict. UNAMSIL's exit strategy should also ensure seamless transition towards tackling the longer-term challenges facing the country.

With this in mind, and in line with Security Council resolution 1562 of 17 September, UNAMSIL and the United Nations country team have jointly prepared a plan for transition from peacekeeping to peacebuilding. The priority tasks outlined in the transition plan reflect the benchmarks set out in the fifteenth and subsequent reports of the Secretary – General, the relevant Security Council resolutions and the Consultative Group Framework adopted in Paris in November 2002. The transition plan underscores the collaboration between UNAMSIL and the country team and complementarity of their respective roles. It further highlights the close coordination with the Government and its external partners.

**II. Implementation of benchmarks.**

**A. Security:**

Strengthening the capacity of Sierra Leone police and armed forces constitutes a key benchmark. Given the experience of Sierra Leone's security forces, in particular the army's involvement in politics, efforts aimed at strengthening the security forces should give particular consideration to building public confidence in the security forces and ensuring their loyalty to the country's constitution and a civilian government.

The Office of National Security (ONS) continues to play an important role of coordinating the Government's national security and intelligence strategy, including at the provincial and district levels. As threats to Sierra Leone's security are primarily centered on poverty and socio- economic related challenges, the country's national security strategy should take into account these challenges, and the intelligence community should be strengthened to mitigate and avert threats of this nature, including those related to transitional organized crimes and corruption.

The Sierra Leone police (SLP) is making progress in strengthening its capacity and professionalism with the support of UNAMSIL and other external partners, including the CCSSP and DFID. The SLP has assumed primacy of internal security, and the target of achieving the prewar force strength of 9500 is on course for completion by December 2005. Mentoring and coaching activities have also continued in various specialized areas. During the remaining period of UNAMSIL's presence, support to the Sierra Leone police will focus on creating national training capacity and on facilitating provision of essential equipment and rehabilitation of infrastructure.

The Republic of Sierra Leone Armed Forces (RSLAF) continue to undergo transformation and restructuring. RSLAF has now been deployed to the border areas and assumed responsibilities for the external security of Sierra Leone. The major task of providing accommodation and logistic support to the army remains a priority, in addition to its continued training and strategic deployment. Moreover, efforts will continue to address the public image of the army and to improve its relationship with the SLP.

#### B. Consolidation of peace and political stability:

The political scene in Sierra Leone remains largely dominated by the ruling Sierra Leone People's Party (SLPP), which also won the majority of the local council seats during the elections held in May 2004. Notwithstanding the success of the post-conflict electoral process and the over-all political stability in the country, democratic transformation and political dialogue among the main actors as well as the strengthening of the role of the civil society will require additional efforts. Moreover, as the Parliamentary and Presidential elections of 2007 approach the debate on the political affairs of the country is also expected to intensify. In the meantime, any progress that will be made in improving the state of the economy will have an important bearing on the consolidation of peace and long - term political stability in the country.

On a sub-regional level, despite efforts to activate the MRU and high-level interactions among the Presidents of Guinea, Liberia and Sierra Leone, the countries are still far from forging an effective cooperation to collectively address pressing common problems. Notwithstanding the amicable communiqués, outstanding bilateral issues, such as the impasse over the Yenga border dispute between Guinea and Sierra Leone, are yet to be resolved. The deteriorating situation in Cote d' Ivoire will also continue to be closely monitored.

#### C. Consolidation of state authority:

##### *Making decentralization work:*

The extension of government authority throughout the country, the reestablishment of local councils and the decentralization process as a whole constitute milestone achievements in post conflict Sierra Leone. Nonetheless, the mere establishment of these institutions is not an end in itself. What matters most is their ability to promote development and make a positive impact on improving the livelihoods of the population. This requirement will guide the support of the UN system to the decentralization process.

#### Reforming the justice sector:

Another key challenge relates to the justice sector, in particular the situation of the judiciary. Notwithstanding the progress made in the rehabilitation of infrastructures and opening of Magistrate courts in all districts, the judiciary remains largely ineffective. The immediate cause of the problem facing the judiciary is largely attributed to the government's inability to attract qualified personnel to serve in the judicial system due to poor conditions of service. However, the underlying causes for the judiciary's malaise remain the longstanding structural and institutional deficiencies of the justice sector, in particular the court system.

#### Electoral reform:

The conduct of free and fair elections is a critical element in ensuring political stability. In this respect, greater emphasis will be made on promoting electoral reform, in particular the restructuring and creating the capacity of the National Electoral Commission (NEC) in advance of the national elections to be held in 2007. Review of the electoral legislation and constituency boundary delimitation process also need to be initiated before the national elections.

#### D. Reintegration of ex-combatants:

The DDR process in Sierra Leone was completed; the President officially declared the programme closed on February 3, 2004. Over 55, 000 ex-combatants have benefited from the Government's reintegration opportunities programme. However, questions remain about the long-term impact of the programme on the livelihoods of the ex-combatants. The focus of reintegration now shifts to community-based reintegration, with particular attention to the youth.

In the remaining period of UNAMSIL's presence, particular attention will be given to facilitating the return and reintegration of Sierra Leonean ex-combatants from Liberia. About 250 Sierra Leonean ex-combatants have so far registered in the Liberian DDRR programme, and modalities are being finalized to ensure their return and reintegration in their country of origin.

With respect to cross border issues associated with DDR, small arms and child trafficking, UNAMSIL and the UN country team will work closely with UNOWA, UNMIL, ECOWAS, MRU and other stakeholders to develop and implement a coherent strategy. Particular considerations should also be given to the border-strengthening programme of the Government led by the ONS as well as the implementation of the MRU small arms control project.

#### E. National recovery, economic and social development:

As Sierra Leone strives to move from emergency and recovery towards long-term development, addressing the economic and social challenges facing the country will require priority attention. The situation of youth, in particular unemployed urban youth, remains critical. An improved and effective management of the economy, the fight against HIV and AIDS, the situation of women and children, ensuring food security, improvement of health and educational services and the fight against corruption figure prominently on the list of issues in which the UN system will continue its support. Activities in these areas will be

closely coordinated with the Government and its external partners through the Consultative Group Framework and related arrangements.

*Engaging the youth- investing in the future:*

The youth in Sierra Leone presents both an opportunity and a challenge. It presents an opportunity in that it constitutes a force that can be mobilized for rebuilding the country. This would, however, require the creation of employment opportunities, which would be largely contingent on the growth of the economy through private sector development.

As the Government grapples with the challenges of attracting private investment and job creation, immediate measures need to be taken to address the situation of the youth through various sources of employment such as income generation schemes, infrastructure development, and projects related to access to food and environmental management. The UNAMSIL / UNCT support will focus on these areas as outlined in the transition plan.

III. Objectives / rationale of the transition plan:

*Government in the lead:*

The support of the United Nations and Sierra Leone's external partners should emphasize partnership and complementarity with the government and other national stakeholders, including civil society. The main goals of such support should be promoting national ownership and strengthening the government's lead role in the formulation and implementation of key national policies and programmes. This in turn will require an enabling environment both in terms of institutional capacity building and human resources development, as well as mobilization of critically needed resources.

*Tackling the root causes:*

Emergency, relief and to a greater extent the recovery phase interventions had as their primary objective addressing the immediate symptoms and the more visible consequences of conflict. Unlike the above measures, tackling the root causes of the conflict, through longer- term approaches and reforms, is more challenging as it implies fundamental change. The situation in Sierra Leone is not an exception. The absence or the slow pace of reforms in critical areas, including the justice sector, needs to be given priority attention.

*Longer-term approach and sustainability:*

The success of any international support, including that of the United Nations, will be measured by its sustainability and impact on improving the livelihoods of the targeted population. UN support to Sierra Leone during the transition period and beyond, as outlined in the United Nations Development Assistance Framework (2004 – 2007), will emphasize this requirement.

*Resource mobilization:*

With respect to resources, the challenge for Sierra Leone is two pronged: to increase the national revenue base to generate maximum domestic resources, including combating corruption; and to attract adequate external resources. In the present global environment of competition for scarce resources, attracting adequate donors' attention will not be easy. Nonetheless, one should take cognizance of the fact that the enormous investment made by the international community in the past years in Sierra Leone could be sustained only with continued engagement and support - especially at this critical stage of transition. For the

country to attract both local and external investments significant development of infrastructure is required.

#### IV. UNAMSIL / UNCT collaboration, and field coordination:

One important feature of United Nations presence in Sierra Leone is the close collaboration and coordination that exists between UNAMSIL and the United Nations country team. This collaboration will be further strengthened in the period leading to UNAMSIL's final exit from Sierra Leone.

As indicated in 21<sup>st</sup> report of the Secretary – General and Security Council resolution 1562, where ever UNAMSIL civilian and military personnel were co - deployed in the field, they will function as integrated units and will work in close collaboration with the country team. To that end, the current regional coordination and integrated reporting arrangement in which staff from civil affairs, human rights, DDR, Civpol, and military observers participate will be further strengthened with the participation of political affairs officers, where they would have been deployed. A more structured planning, assessment and reporting procedures will also be put in place, with a coordinator assigned to ensure regular reporting and liaison. Integrated reports from the field will be reviewed by headquarters at a monthly coordination meeting of heads of section and the military with a view to ensuring proper follow - up of recommendations and providing the necessary feedback and guidelines to the field.

Coordination with the United Nations country team at the field level will be facilitated through the Transitional Support Team and the United Nations District Team (UNDT). Feedback on joint programmes and collaboration at the field level will be provided on a regular basis to the Resident Coordinator for review by a meeting of Heads of Agency also to be attended by the Heads of UNAMSIL civil affairs, political affairs, and human rights sections as well as UNAMSIL CIVPOL and military.

#### V. Conclusion:

During the past three years Sierra Leone has made significant stride in the consolidation of peace and towards national recovery. However, the underlying causes of the conflict are yet to be tackled and the institutional foundations for a modern state to be put in place to ensure durable peace and sustainable development. The UNAMSIL / UNCT transition plan aims at supporting the government in achieving these objectives through a nationally owned process and in close collaboration with external partners. The timeframe for the implementation of the key transitional activities takes into account the duration of UNAMSIL's current mandate as indicated in Security Council resolution 1562, and the planned overall assessment of the situation in Sierra Leone, that may require its further adjustment.

With respect to resources required for the implementation of the plan, project profiles will be prepared by the different thematic groups and lead agencies of the United Nations country team for further discussions with donors in the framework of the consultative group, as well as donors' aid coordination mechanism setup at the country level.

Freetown, Sierra Leone  
1 December 2004

MANDATED TASKS / BENCHMARKS		KEY TRANSITIONAL TASKS	EXPECTED OUTCOME	AGENCY (Gov/ NGO or UN) with programme / activities	LEAD AGENCY / INSTIT <sup>N</sup>	TIME FRAME
<b>SECURITY</b>	<b>Office of National Security</b>	- Office of National Security Strengthened	- ONS national security strategy established and supported	- UNAMSIL, IMATT, ONS, RSLAF, SLP	- NSCCG, JCC	Jan. – Dec.05
		- PROSECs and DISECs strengthened and fully functioning	- UNAMSIL, IMATT, CCSSP, DFID, RSLAF, ONS, SLP	- ONS	Jan. – Dec 05	
		- JCC effectively functioning	- UNAMSIL, IMATT, SLP, CCSSP, JCC, RSLAF	- JCC	Jan. – Dec. 05	
	<b>Republic of Sierra Leone Armed Forces</b>	- Maintenance of Security	- Security situation monitored - GoSL forces supported	- ONS, RSLAF, SLP, IMATT, UNAMSIL, CCSSP, DFID, MOD	- RSLAF	Jan – Dec.05
		- Building RSLAF's capacity, and improving its image	- RSLAF trained and equipped to fulfill ONS joint security strategy -Training in Civil Military relations organized in Freetown and the three regional capitals (Makeni, Bo, Kenema)	- UNAMSIL, IMATT, donors, MoD  - UNAMSIL, UNCT, MOD	- IMATT/ MoD  - UNAMSIL/ IMATT/UNDP	Jan. – Dec. 05 Jan. – Dec. 05
		- Supporting humanitarian and peace building efforts	- Five Quick impact projects (QIPs) implemented for the RSLAF -Logistical support to UN Agencies provided in the areas of transport and logistics	- UNAMSIL, RSLAF, IMATT	UNDP/ UNAMSIL - UNAMSIL	Jan- Dec.05 Jan – Dec 05
	<b>Sierra Leone Police</b>	- Achieve SLP's pre-war strength	- Prewar strength of 9,500 achieved	- UNAMSIL, SLP, CCSSP	- SLP	Jan. - Dec. 05
		- Monitor the deployment and performance of the SLP through out the country	- 1200 new SLP recruits trained and deployed	- UNAMSIL, SLP	- SLP	Jan. - Dec.05
		- Coaching and evaluation of SLP trainers to create national training capacity	- 200 SLP officers trained to takeover mentoring role	- UNAMSIL, SLP, CCSSP - UNAMSIL, SLP, UNDP	- SLP -SLP	Jan. - Dec. 05 Jan. - Dec.05
		- Strengthening of regional training centers and extension of field coaching	- In service training provided to 4000 SLP officers	- UNAMSIL, CCSSP, SLP	- UNDP/DFID/SLP	Jan- Dec. 05
	- Support SLP capacity in specialized areas of policing	- 100 SLP officers trained in airport, border crossing and diamonds policing	- UNAMSIL, UNDP, DFID, SLP	- SLP / UNDP	Jan. – Dec. 05	
	- Facilitate provision of essential equipment and rehabilitation of infrastructure	- Completion of basic infrastructure facilities in 4 districts				

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<b>CONSOLIDATION OF PEACE AND POLITICAL STABILITY</b>	<b>Monitoring of political developments and promote national reconciliation</b>	<ul style="list-style-type: none"> <li>- Analyze political and related developments in Sierra Leone and develop strategy for the consolidation of peace and stability</li> <li>- Report on developments in Sierra Leone (and on UNAMSIL activities) and propose recommendations on the Way forward</li> <li>- Maintain regular contacts with members of Parliament, political parties and civil society to ensure improvement in the performance of their functions, including through training and capacity building support</li> <li>- Regular briefs / debriefs with Government,</li> <li>- Provide good offices and facilitate contact between and among political parties and initiate an inter-party dialogue</li> </ul>	<ul style="list-style-type: none"> <li>- Substantial progress towards political stability attained</li> <li>- Security Council kept informed of developments in Sierra Leone</li> <li>- Substantial progress towards political stability attained</li> <li>- Members of Parliament and staff trained</li> <li>- Stable government responsive to the hopes and aspiration of the people</li> <li>- Dialogue among political parties institutionalized</li> </ul>	<ul style="list-style-type: none"> <li>- MFA, MPPA, political parties, civil society, UNAMSIL</li> <li>- UNAMSIL, UN country team, MFA, civil society, political parties, - CSM, UNAMSIL, UNDP</li> <li>- UNDP, UNAMSIL, WB, DFID</li> <li>- UNAMSIL, UNDP</li> </ul>	<ul style="list-style-type: none"> <li>- UNAMSIL</li> <li>- UNAMSIL</li> <li>- UNDP</li> <li>- UNDP</li> <li>- UNAMSIL</li> <li>- UNAMSIL</li> </ul>	<ul style="list-style-type: none"> <li>Jan. – Dec. 05</li> <li>Quarterly</li> <li>Jan. – Dec.05</li> <li>Jan – Dec 05</li> <li>Jan. –Dec. 05</li> <li>Jan.- Dec.05</li> </ul>
	<b>- Support efforts to enhance regional cooperation</b>	<ul style="list-style-type: none"> <li>- Monitor, report on and analyze political and related developments in the sub- region,</li> <li>- Carry out political analysis and collaborate with ECOWAS on stabilization of Sierra Leone.</li> <li>- Support reactivation of the MRU</li> <li>- Strengthening MRU/ sub regional cooperation to address cross border challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards political stability and security in the region, including the respect for the territorial integrity of each country.</li> <li>- ECOWAS kept informed of developments in the sub-region and MRU reactivated</li> <li>- MRU Secretariat reactivated and functioning</li> <li>- A common strategy and action plan for coordination among the MRU and Cote d' Ivoire UNCTs formulated and implemented</li> </ul>	<ul style="list-style-type: none"> <li>- UNDP, UNAMSIL UNAMSIL, ECOWAS, MRU</li> <li>- MRU, ECOWAS, UNDP</li> <li>- UNDP, UNAMSIL, MRU, ECOWAS</li> <li>- UNCTs in the MRU countries and Cote d'Ivoire, MRU, ECOWAS</li> </ul>	<ul style="list-style-type: none"> <li>- UNAMSIL</li> <li>- MRU</li> <li>- UNDP/UNCT</li> <li>- UNCTs, MRU</li> </ul>	<ul style="list-style-type: none"> <li>Jan. – Dec. 05</li> <li>Jan. – Dec.05</li> <li>Jan. – Dec 05</li> <li>Jan. – Dec 05</li> </ul>

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CONSOLIDATION OF CIVIL AUTHORITY / GOVERNANCE	<b>Electoral process</b>	- Completing reform, restructuring, and staff and institutional capacity building of the National Electoral Commission	- NEC appropriately restructured with trained professional electoral administrators - Review of the electoral legislation and technical procedures initiated.- Initial donor support and funds mobilized, - Constituency boundary delimitation process initiated	- UNDP, UNAMSIL, Establishment Secretary, MOF, - MOJ, NEW, DIFD, UNDP, UNAMSIL, MLGCD, WB, EU, political parties)	- UNDP / NEC NEC	Jan – Dec05
	<b>Decentralization and local governance</b>	- Administrative capacity building and technical support to district offices, and to local councils, as part of the decentralization process	-Local councils 2005 development plans formulated and implemented, -Progress in local councils' capacity to deliver effective public services.	- UNAMSIL, MLGCD, UNDP, DFID, WB	- UNDP /Line Ministries /DFID /World Bank	Jan. – Dec.05 Jan. – Dec. 05
	<b>Reform of the Justice sector</b>	-Reform and strengthening effective functioning of the justice system: reform and capacity building of the judiciary and prisons administration.  -Progress in the administration of justice and promotion of the rule of law,	Draft proposal on a comprehensive reform of the justice sector prepared,  -10 additional Magistrates recruited and Magistrates deployed in all 12 districts. 5- 00 new prisons officers trained and the number of prison officers increased to 1,200	-UNAMSIL, UNDP, DFID, MOJ, MOIA, SLP  - UNDP, UNAMSIL, Office of the Chief Justice, MOJ, DfID - MOIA, UNAMSIL, UNDP, DfID	-Law reform Commission, MoJ/ UNDP, DFID  - Office of the Chief Justice / UNDP / UNAMSIL -UNAMSIL, MoIA	Jan. – June 05  Jan. – June 05 Jan – Dec. 05
	<b>Anti-corruption</b>	- Support the work of Anti- Corruption Commission	-National anti-corruption strategy ready for implementation -Public educational information disseminated	- UNDP, DFID, MOJ, ACC, UNAMSIL	- ACC	Jan. – Dec.05
	<b>Resolution of community disputes and peace education</b>	.- Monitoring and facilitating peaceful resolution of community disputes, including inter-chiefdom disputes over the demarcation of boundaries; - Promote dialogue on peace	- Conflict prevention and resolution mechanisms setup at regional levels, - Peace education introduced to teachers and students in 12 districts and Western Area	- MLGCD, UNAMSIL, UNDP  - UNDP, UNAMSIL, UNICEF, MEST	- MLGCD  - UNDP / UNAMSIL	Jan. –Dec. 05 Jan – Dec. 05

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	<b>Government control over diamond mining</b>	<ul style="list-style-type: none"> <li>- Monitoring progress in the government control and management of diamond mining</li> <li>- Building national capacity through training and technical support</li> <li>- Enhancing participation of the private sector in policy making in the diamonds sector</li> </ul>	<ul style="list-style-type: none"> <li>- Illicit mining reduced and Government revenue increased</li> <li>- Government capacity for monitoring and enforcing mining laws strengthened</li> <li>- National cadastral system setup</li> <li>- The diamond industry represented in the High-level Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>- UNAMSIL, MMR, USAID, DFID, KPDA, HLSCD, UNDP, SLP, UNDP, WB</li> </ul>	<ul style="list-style-type: none"> <li>- HLSCD</li> <li>- HLSCD</li> <li>- HLSCD</li> </ul>	<ul style="list-style-type: none"> <li>Jan –Dec 05</li> <li>Jan. – Dec 05</li> <li>Jan. – Dec. 05</li> </ul>
<b>REINTEGRATION OF EX-COMBATANTS</b>	<b>Community reintegration</b>	<ul style="list-style-type: none"> <li>- Promote community based reintegration programmes with a particular focus on youth and vulnerable groups,</li> <li>- Monitor the impact of the reintegration programme on ex-combatants and communities as a whole with a view to addressing potential challenges</li> <li>- Assess the effectiveness of child reintegration programmes with a view to addressing potential gaps and new challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Youth skills development initiated in each district and the western area</li> <li>- Community reintegration projects implemented in four districts (Kailahun, Kono, Kambia and Pujehun)</li> <li>- Follow up actions recommended to Government and external partners</li> <li>- An effectiveness report and an action plan for further action prepared</li> </ul>	<ul style="list-style-type: none"> <li>- UNDP, UNAMSIL, MOYS</li> <li>- UNHCR, UNDP, TST</li> <li>- UNICEF, UNAMSIL, (CPA), MSWGCA</li> <li>- UNICEF, UNAMSIL, MSWGCA, UNDP</li> </ul>	<ul style="list-style-type: none"> <li>- UNDP</li> <li>- UNAMSIL</li> <li>- UNHCR</li> <li>- UNICEF</li> </ul>	<ul style="list-style-type: none"> <li>Jan. – Dec. 05</li> <li>Jan. – Dec 05</li> <li>Jan. – Dec 05</li> <li>Jan. – June 05</li> </ul>
	<b>Cross- border DDR issues</b>	-Facilitate the return and reintegration of SL ex-combatants returning from Liberia	-Smooth return and reintegration of Sierra Leonean ex-combatants	-UNAMSIL, NaCSA, UNMIL, IOM, SLP	-NaCSA	Jan- Dec. 05
		- Facilitate repatriation of Liberian refugees	- 24,000 refugees, including children in refugee camps, associated with fighting forces repatriated to Liberia)	- UNAMSIL, UNDP, MRU, MOIA, SLP, UNHCR	-UNHCR,	Jan.- Dec 05
	-Monitor the proliferation of small arms and light weapons	-An MRU small arms project developed and implemented to curb and prevent illicit traffic and trade of arms in the sub region.	- MRU, ECOWAS , UNCTs and Governments in the sub-region,	- MRU, ECOWAS	Jan – Dec 05	

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<b>HUMAN RIGHTS</b>	<b>Strengthening national human rights protection and promotion</b>	- Build national capacity in human rights monitoring and reporting through training programmes and workshops	- A National Human Rights Commission established	-UNAMSIL, NCHR, UNDP	- GoSL, NCHR	Jan- June 05
		- Monitoring respect for civil, political, and social and cultural rights in the entire country	- National capacity for human rights promotion and protection enhanced through training and institutional capacity building	-UNAMSIL, UNDP, NGOs	- UNAMSIL	Dec. – Jan 05
	<b>Facilitating the reconciliation process</b>	- Wider dissemination of the report of the TRC - Cabinet Committee drafts the TRC report white paper	- Public awareness of the findings of the TRC - TRC recommendations implemented at all levels	- TRC follow up Committee, UNAMSIL, UNICEF, UNDP, Local HR NGOs - TRC Committee	- TRC follow-up Committee	Jan - June. 05 Jan – June 05
	<b>Legal assistance to detainees</b>	- Facilitate drafting of a legislation on legal assistance and the rights of detainees	- Legislation on the right of detainees and access to justice adopted, with a particular focus on women.	- UNAMSIL, UNDP, MOJ	- MoJ / Office of the Chief justice	Jan – Dec. 05
<b>PUBLIC INFORMATION</b>		- Dissemination of information and programmes aimed at promotion and consolidation of peace and stability - Continuation of the Voice of Children project	- Sustainability of UNAMSIL radio addressed  -Systematic coverage of UN/UNAMSIL activities -Information and advocacy materials printed on the following areas: HIV/AIDS, food security, gender violence -Taskforce of UN information officers established - A national information strategy formulated	- MIB, MSWGCA, MOYS, UNDP, NaCWAC, TDS, UNAMSIL - FAO, MAFFS, MFMR, WFP, UNICEF, MIB, UNAMSIL MIB, UNAMSIL, UNDP  - UNAMSIL, UNCT  - UNDP, MIB	- UNAMSIL  - MIB, Voice of Children  MIB  UNAMSIL  MIB	- Jan- Jun.05  - Jan. –Dec.05  Jan – Dec. 05  Jan - Dec. 05  Jan – Dec 05
		- Ensuring an effective national information dissemination				
<b>NATIONAL RECOVERY,</b>	<b>Support to improved economic and financial management</b>	-Develop Poverty Reduction Strategy for SL  -Enhance Revenue collection -Improve National Accounts Statistics - Support in the areas of Civil Service and Procurement reform	-PRSP completed - Consultative Group meeting held -Domestic revenue collection system reviewed - Business Establishments Census Completed - Establishment of a Senior Executive Service (SES) advanced, - The GoSL Procurement Action Plan implemented	-PASCO, DACO, WB, UNDP - GoSL, UNDP, WB - MOF, NRA, UNDP, IMF - SSL, UNDP, IMF, WB - UNDP, WB, - UNDP, WB,	- PASCO - GOSL, UNDP, WB - MOF, NRA - SSL - UNDP - UNDP	-Jan-April05 - May 05 Jan- Dec 05 Jan- Dec 05 Jan- Dec 05 Jan - Dec 05

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	<b>Youth issues</b>	-Facilitate establishment of Youth structures nation wide	- 14 functional youth committees established	- UNAMSIL, MSWGCA, MOYS, UNDP	-UNDP, MoYS,	Jan- Dec 05
		- Facilitate job creation and capacity building programs for youth, including attention to urban youth	-Micro-credit projects for 500 Urban youth established	- UNDP, MOYS, FAO, WFP, MAFFS, MFMR	- MoYS, MAFFS, UNDP	Jan -Dec 05
			- Micro-enterprise and employment projects established for 4000 youth in 5 districts (Kambia, Kono, Koinadugu, Kailahun, Pujehun)	- UNDP, MOYS, FAO, WFP, MAFFS, MFMR, UNHCR, TST,	- MoYS, UNDP	Jan -Dec 05
			- 12,500 youths in agricultural activities and 1,000 youth in fisheries	- UNDP, MOYS, FAO, WFP, MAFFS, MFMR, UNHCR, TST	- MoYS, MAFFS, FAO	Jan- Dec 05
			-Joint UN Sports Peace and Development Project implemented	- UNDP, UNAMSIL Force, IMATT, MOYS	- MOYS, UNCT	Jan - Dec 05
	<b>Women</b>	-Enhance access to Micro-credit for women's groups	-20 MFIs trained on micro- finance, with special focus on women's needs	- UNDP, MAFFS, FAO, MITAF, UNIFEM	UNDP	Jan-Dec.05
		-Provide skills development for women entrepreneurs	- 100 women's groups trained in micro finance	- UNDP, MAFES, FAO, MITAF, UNIFEM	UNDP	Jan – Dec 05
	<b>Child protection</b>	- Technical support and advice to National institutions – NaCWAC and Ministry of Social Welfare and Children Affairs	-150 staff trained in child protection and social welfare	- UNAMSIL, UNICEF, UNIFEM, MSWGCA	- UNICEF	Jan – Dec 05
		- Support the expansion of the mandate and functions of NACWAC into a National Commission for Children	- Legislation, human resources and strategic planning	- UNICEF, UNAMSIL, MSWGCA	- UNICEF	Jan - Dec 05
		- Advocacy and outreach, especially focusing on war affected and street children	-National policy and guidelines on OVC established	- UNAMSIL, UNICEF, MSWGCA	- UNICEF	Jan - Dec 05
		- Support and facilitate adoption and implementation of relevant legislations on child protection, including juvenile justice.	- A legislative frame work implementation plan developed	- UNAMSIL, UNICEF, UNIFEM, MSWGCA, SLP	- UNICEF/ MSWGCA	Jan - Dec 05
		- Facilitate formulation of a national strategy and plan on combating child trafficking and child sexual abuse and exploitation	- National situation assessment on child trafficking conducted	- UNAMSIL, UNICEF, NaCWAC, SLP	- UNICEF	Jan - Dec 05

MANDATED TASKS / BENCHMARKS		KEY TRANSITIONAL TASKS	EXPECTED OUTCOME	AGENCY (Gov/ NGO or UN) with programme / activities	LEAD AGENCY / INSTIT <sup>N</sup>	TIME FRAME
	<b>Education</b>	<ul style="list-style-type: none"> <li>- Support regional and gender balance in school enrollments</li> <li>- Capacity building of educational institutions, including training of teachers.</li> </ul>	<ul style="list-style-type: none"> <li>- 100 community schools established and 250 existing rehabilitated</li> <li>- 200 new teachers trained</li> </ul>	<ul style="list-style-type: none"> <li>- MEST, UNICEF, WFP, UNDP, TST, UNHCR</li> <li>- MEST, UNICEF, UNDP, WB</li> </ul>	<ul style="list-style-type: none"> <li>- UNICEF</li> <li>- MEST</li> </ul>	<ul style="list-style-type: none"> <li>Jan. –Dec.05</li> <li>Jan.- Dec. 05</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>- Facilitate health sector reform, including decentralization of health services</li> <li>- Capacity building support and training in health care</li> <li>-Reduce infant morbidity from three main killer diseases by at least 10%</li> </ul>	<ul style="list-style-type: none"> <li>- Members of DHMT and Hospital Boards trained in management and decentralization procedures.</li> <li>- PHUs rehabilitated and functional increased from current 668 to 730</li> <li>-Blood banks to be made available in six district hospitals</li> <li>-Increase immunization coverage to at least 65% in all districts-</li> <li>-100% children under five receive Vitamin A supplements twice a year</li> </ul>	<ul style="list-style-type: none"> <li>- MOH, WHO, WB, WFP, UNDP</li> <li>- MOH, WHO, WB, EU, UNICEF, UNFPA</li> <li>- WHO, MOH, UNICEF</li> <li>- UNICEF/MOH/WHO</li> <li>- UNICEF/MOH/RI</li> </ul>	<ul style="list-style-type: none"> <li>- MOH</li> <li>- WHO/WB/ UNICEF</li> <li>UNICEF/WHO</li> <li>MOH</li> <li>- MOH, EU, - USAID</li> <li>- UNICEF, MOH</li> </ul>	<ul style="list-style-type: none"> <li>Jan- Dec. 05</li> <li>Jan- Dec 05</li> <li>Jan – Dec 05</li> <li>Jan-Dec 05</li> <li>Jan-Dec 05</li> </ul>
	<b>HIV and AIDS</b>	<ul style="list-style-type: none"> <li>- Expanding HIV/AIDS prevention to highly vulnerable populations, and in the work place, especially uniformed services personnel</li> <li>- Expanding access to HIV/AIDS treatment based on 3 by 5 initiatives</li> <li>- Reduce rate of infection among adolescents and young adults</li> </ul>	<ul style="list-style-type: none"> <li>- 10,000 or more people receive condoms at VCT sites</li> <li>- 60% of uniformed personnel has access to condoms -HIV testing facilities functional in district hospitals</li> <li>-ARVs procured on time and made available to 1,000 people – 50% of pregnant women HIV+ are supervised by trained midwives up to the delivery and receive ARVs for PMTCT</li> <li>-800,000 young people are sensitized on HIV/AIDS prevention.</li> </ul>	<ul style="list-style-type: none"> <li>- NAS, WHO, UNFPA, USAID, MOHS, WB, WFP, CARE,</li> <li>- MOHS, UNFPA, USAID, UNAMSIL, RSLAF, SLP</li> <li>- WHO, UNFPA, USAID, MOHS, NAS, WB, CDC, UNICEF, UNHCR,</li> <li>- WHO, WB, UNICEF, UNFPA, NAS, WHO</li> </ul>	<ul style="list-style-type: none"> <li>- NAS</li> <li>- UNFPA</li> <li>- WHO / MoH</li> <li>- MOH, NAS, UNICEF, UNAIDS</li> </ul>	<ul style="list-style-type: none"> <li>Jan- Dec. 05</li> <li>Jan - Dec 05</li> <li>Jan- Dec 05</li> <li>Jan-Dec 05</li> </ul>

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<b>Gender mainstreaming</b>		- Assessment of gender situation	-Recommendations of WB assessment study reviewed nation wide. -Draft report of CEDAW completed	- MSWGCA, CSM, UNIFEM, WB, UNFPA - UNDP, WB, WFP, UNAMSIL, MSWGCA, MFA, MoJ - MoJ, Office of the Chief Justice, UNICEF, UNIFEM, UNDP	- MSWGCA, UNIFEM - MFA, MSWGCA, UNIFEM - MoJ, UNIFEM	Jan - Dec.05 Jan- Dec 05 Jan- Dec 05
		-Access to justice and medical care for rape victims  -Participation of women in local government	-National conference on status of women held, and action plan formulated  -182 victims assisted with legal and medical care  -Inclusion of women in ward development committees as required by law monitored -50% women in ward dev. committees trained	- UNFPA, UNHCR, UNICEF  - UNIFEM, UNDP, MSWGCA, MLGCD - UNIFEM, UNDP, WB, MSWGCA	- UNHCR, MoH  - MSWGCA, MLGCD - MSWGCA, MLGCD	Jan – Dec 05  Jan – Dec 05 - Jan – Dec 05
<b>Environment and disaster management</b>		-Support reforestation	-1,000 hectares of degraded area rehabilitated	- FAO, UNDP, MAFFS, WB	-FAO	- Jan- Dec.05
		-Assess selected national environmental hazards	- Hazard assessment plan completed	- DFID, USAID, ONS, SLP	-ONS, UNDP	- Jan- Dec.05
		-Rehabilitation of refugee camps	-1 refugee camp rehabilitated.	- UNHCR	- UNHCR	-Jan-Dec 05

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<b>Food Security and Agricultural Infrastructure</b>		- Finalize food security related policies	- Cabinet approved-Agriculture policy; Forestry Policy; Food Security policy and Food Aid Policy	- FAO/MAFFS/ WFP	- FAO, MAFFS	Jan- Dec 05
		- Support increase in agricultural (crop and fisheries) production and productivity	- Rice production in five districts (Kambia, Bo, Kenema, Port Loko, and Bombali) doubled, with surplus production at a value of USD \$1 million.	- FAO, UNDP, IFAD	- WFP, MAFFS	Jan- Dec 05
			-40 000 farmers supported by Farmers Field Schools	- ADB, MAFFS, MFMR, FAO	- FAO, UNDP	Jan-Dec 05
		- Agricultural Infrastructure	-500 champion farmers identified and engaged in quality seed production	- FAO, ADB, MFMR	- FAO	Jan-Dec 05
			-Micro-credit facilities made available for 200 artisanal fishermen	- FAO, ADB, UNDP,	- FAO, ADB	Jan – Dec 05
			-Restocking of livestock (small ruminants) in 50 chiefdoms	- FAO, IFAD, MAFFS	- FAO, ADB	Jan-Dec 05
			-500 km of labour-based rural access roads rehabilitated	- EU, WB, FAO, WFP, UNDP, SLRA, UNHCR, TST	- FAO, IFAD	Jan -Dec.05
			-40 Chiefdom-level CBOs provided with post-harvest facilities		- FAO, EU, WB	Jan -Dec.05
		- Support CODEX Bureau to ensure food safety	-200 mobile urban fish market established	- FAO, UNDP, MAFFS, NaCSA	- FAO, UNDP	Jan- Dec.05
			- Community abattoirs established in 5 District Headquarters	- NaCSA, WB, MAFFS, FAO	- FAO, WB, NaCSA	Jan- Dec 05
		- Resources to facilitate inspection and quality assistance provided to CODEX Bureau to setup and implement 96 standards.	- WHO, FAO, WFP	- FAO, WHO	Jan- Dec 05	

**UNAMSIL/UNCT Transition Strategy for 2005**  
**Laying a foundation for durable peace and sustainable development**

**1/12/2004**

**Glossary**

ACC	Anti Corruption Commission	MRU	Mano River Union
ASYCUDA	Automated System for Customs Data	MSWGCA	Ministry of Social Welfare Gender and Children's Affairs
ADB	African Development Bank	NaCSA	National Commission for Social Action
CCSSP	Commonwealth Community Safety and Security Project	NaCWAC	National Commission for War Affected Children
CDC	Chiefdom Development Committee	NAS	National AIDS Secretariat
CSM	Civil Society Movement	NCHR	National Commission for Human Rights
DACO	Development Assistance Coordinating Office	NEC	National Electoral Commission
DFID	Department for International Development	NEW	National Elections Watch
DHMT	District Health Management Team	NGO	Non Governmental Organization
DISEC	District Security Committee	NRA	National Revenue Authority
ECOWAS	Economic Community of West African States	NSCCG	National Security Council Coordinating Group
EU	European Union	ONS	Office of National Security
FAO	Food and Agriculture Organization of the United Nations	OVC	Orphans and Vulnerable Children
GoSL	Government of Sierra Leone	PASCO	Poverty Alleviation Strategy Coordinating Office
HLSCD	High Level Steering Committee on Diamonds	PHU	Public Health Unit
IDB	International Development Bank	PROSEC	Provincial Security Committee
IFAD	International Fund for Agricultural Development	RSLAF	Republic of Sierra Leone Armed Forces
IMATT	International Military Assistance Training Team	SLP	Sierra Leone Police
IMF	International Monetary Fund	SSL	Statistics Sierra Leone
IOM	International Organization for Migration	TRC	Truth and Reconciliation Commission
JCC	Joint Coordination Committee	TST	Transitional Support Team
KPDA	Kono Peace Diamond Alliance	UNAMSIL	United Nations Mission in Sierra Leone
MAFFS	Ministry of Agriculture Forestry and Food Security	UNCT	United Nations country team
MEST	Ministry of Education Science and Technology	UNDP	United Nations Development Program
MFA	Ministry of Foreign Affairs	UNFPA	United Nations Population Fund
MFI	Micro Finance Institutions	UNHCR	United Nations High Commission for Refugees
MFMR	Ministry of Fisheries and Marine Resources	UNIATFSDP	UN Inter Agency Task Force on Sport for Peace and Development
MIB	Ministry of Information and Broadcasting	UNICEF	United Nations Children's Fund
MITAF	Micro Finance Technical Assistance Framework	UNIFEM	United Nations Development Fund for Women
MLGCD	Ministry of Local Governance and Community Development	UNMIL	United Nations Mission in Liberia
MMR	Ministry of Mineral Resources	USAID	United States Agency for International Development
MOF	Ministry of Finance	WB	World Bank
MOH	Ministry of Health	WFP	World Food Program
MOIA	Ministry of Internal Affairs	WHO	World Health Program
MOJ	Ministry of Justice		
MOYS	Ministry of Youth and Sports		
MPPA	Ministry of Parliamentary and Political Affairs		