

**NATIONAL CAPACITY SELF-
ASSESSMENT (NCSA) FOR GLOBAL
ENVIRONMENTAL MANAGEMENT IN
SIERRA LEONE**

**FINAL NCSA REPORT AND ACTION
PLAN - SIERRA LEONE DOCUMENT**



**GOVERNMENT OF
SIERRA LEONE**



**GLOBAL
ENVIRONMENT
FACILITY**



**UNITED NATIONS
ENVIRONMENT
PROGRAMME**

NATIONAL CAPACITY SELF ASSESSMENT REPORT AND ACTION PLAN

PREPARED BY

**ENVIRONMENT DEPARTMENT
National Capacity Self-Assessment Project (NCSA)
Ministry of Lands, Country Planning and the Environment**

Of the

Government of Sierra Leone

September, 2006

FOREWORD

After at least two decades of the ratification/accession of the Three Rio Convention, thus the United Nations Conventions on Biological Diversity on 12th December, 1994, the United Nations Framework Convention on climate change on 25th June, 1995 and the United Nations Convention to Combat Desertification on 25th September, 1997 by Sierra Leone, the government is still struggling to implement because of lack of capacity and synergies/complementarities in their implementations.

Consequently, the National Capacity Self Assessment(NCSA) Needs project for global Environmental management was elaborated and approved by the government on the 9th August, 2004 in collaboration with UNEP to enable Sierra Leone to identify constraints, overlaps and priorities for the effective implementation of the Rio Conventions. The project activities were coordinated by a multi stakeholder Steering Committee comprising relevant institutions including line ministries, NGOs, Agencies, Local authorities and the Private Sector ensuring stakeholders participations.

The assessments carryout were in the forms of Thematic Studies led by the focal points institutions of the three conventions in order to highlight and bring together overview of implementations strategies. The assessment revealed constraints, overlaps and priorities after validation in a series of workshops for the effective implementation of the conventions. This led to the development of strategy to avoid duplication of efforts and overlaps in the activities of the three conventions with the aim of building synergies in their implementations.

In line of the project objective, the final report examines the various cross-cutting capacity constraints and interventions that are suitable for capacity building for the effective implementation of the three Rio UN Conventions in Sierra Leone. In want of Mainstreaming the identified interventions and strategy in the report are in agreement with the national development agenda including the country's poverty Reduction Strategy Paper (PRSP) and the Millenium Development goals (MDGs).

In view of the foregoing, the government is determined and also requesting all stakeholders to implement the NCSA Action Plan emerged

from the exercise. Furthermore we extend our sincere thanks to UNEP/GEF for their assistance and we are inviting them including all other stakeholders to participate meaningfully in the implementation of the action Plan

Stephen S. J. Jusu
Director of Environment
Freetown, Sierra Leone

ACKNOWLEDGEMENT

The successful completion of the National Capacity Self Assessment (NCSA) Needs Report and Action Plan is a reflection of handwork, cooperation and support by many individuals and institutions that deserve many thanks.

The project was coordinated by the Environment Protection Department in the Ministry of Lands, Country Planning and the Environment. Mr. Edwin Baimba served as the Project Coordinator and Mr. Stephen Syril James Jusu served as the Project Director

The Thematic Assessments were validated through a series of in house, provincial and national validation workshops. The whole nations made input both in form and substance. The communities and individuals lent their experience, knowledge and expertise to make the exercise nation owned our sincere thanks go to the participant for their meaningful contributions.

We would wish to express great thanks to the team of local experts, who were involved at different stages in the course of developing the NCSA Thematic Reports, NCSA report and action Plan for their devotion and dedication. We would like to recognize the following individuals: Dr Aiah R. Lebbie, Biological Sciences department, university of Njala, Sierra Leone; Mr. Momodu A. Bah, Senior environment Officer, National Commission on Environment and Forestry, Sierra Leone; Dr. Bashiru M. Koroma, University of Njala, Sierra Leone; Dr. Andrew K. Bomah, University of Njala, Sierra Leone and Mr. Braima M. Koroma, University of Njala, Sierra Leone.

We are particularly grateful to the Project Steering Committee (PSC) members chaired by the Director of Environment, for their cooperation and guidance throughout the NCSA process. The members includes: Mr. Stephen Syril James Jusu, Project Director; Mr. Edwin Baimba, Project Coordinator; Mr. Ibrahim L.M. Sesay, Science and Technology Council; Mr. Pious Bockarie, Director of Rural Development; Mr. U. A. Konneh, Ministry of Development and Economic Planning; Mr. Denis S. Lansana, Director of Meteorological Department; Mr. Thomas R.A Winnebah, University of Njala; Mr. J.E. Norman, University of Njala; Dr. Thomas B.R. Yormah, Fourah Bay College; Ms Iyesha Josiah, Sierra Leone Association of No-Governmental Organizations; Ms Agnes J.S. Pessima, Fourah Bay College; Ms Gate M.B. Garnett, Ministry of Agriculture, forestry and Food security; Mr. D.D. Saffa, Conservation Society of

Sierra Leone; Mr. Gadiru Bassie, Green Scenery and Ms. Alice M. Kamara, Milton Margai College of Education and Technology.

We are indebted to the International Consultant Dr. Lamia Mansour from Beirut, Lebanon who assisted us immensely in putting together the Synergy Report and the NCSA report and Action Plan.

We are obliged to extend our thank to the Global Environment facility (GEF) for the financial support on the Enabling activities on the NCSA Project. We also thank the United Nations Environment Programme (UNEP) for the role they played as an implementing Agency for their technical support. We are grateful to the following persons: Abdul-Majeid Haddad, Project Manager (UNEP) for his valuable direction and guidance; Ms. Hiroko Sugimoto (UNEP) and Mr. Martin Okun (UNEP).

Finally, we are thankful to all stakeholders who participated meaningfully in the NCSA process in making it a successful venture.

Project Coordinator

EXECUTIVE SUMMARY

The NCSA for the Global Environment Management is aimed at enabling Sierra Leone to identify constraints and priority needs for effective implementation of the three major conventions of the United Nations; (a) United Nation Convention on Biological Diversity, (b) United Nation Convention to Combat Desertification/Land Degradation, (c) United Nations Framework Convention on Climate Change. The Government of Sierra Leone signed and ratified all of the three conventions (UNCBD, UNCCD, and UNFCCC) on the 12th December 1994; 25th September 1997; and 25th June 1995 respectively.

Sierra Leone, with the support of UNEP, has initiated a self-assessment process to lead to a better understanding of capacity development needs in the context of Sierra Leone priorities for addressing global environmental challenges, and to gain a better understanding of how the global environmental system may assist Sierra Leone address these capacity development needs.

The NCSA project was implemented in three phases, namely, stocktaking and thematic assessment, cross-cutting capacity assessment, and the NCSA report and Action Plan. This process was operationalised by multi-stakeholder and multi-institutional steering committee, drawn from relevant institutions including key sectoral ministries of Agriculture, Finance, Development and Economic Planning and the Environment, responsible for overall strategic guidance and technical backstopping to the project consortium and project co-ordinator. This process was reinforced by three thematic working groups, one for each thematic area (UNCBD, UNCCD, and UNFCCC)

The objectives of the NCSA project were the following:

- To identify, review and update priority issues for capacity building for the themes of biodiversity, climate change and land degradation;
- To identify constraints and capacity building activity needs within the framework of each issue and those arising from the interrelationship of these issues;
- To identify synergies, conflicting priorities and overlapping obligations on related conventions;
- To update the legal and institutional frameworks that exist on CBD, UNCCD, and UNFCCC;
- To prescribe targeted and co-ordinated action, and requests for future external funding and assistance;
- To link country action to the broader framework of national environmental management and sustainable development.
- To provide a SWOT (strengths, weaknesses, opportunities and threats/limitations) assessment of past and on-going efforts related to capacity building.

In order to fulfil the above objectives legislative instruments (laws, regulations and policies) of different level, development plans; programmes, strategies and other documents were reviewed. Relevant questionnaires were developed and sent to ministries, agencies, and stakeholders. National and provincial workshops, consultations, forums were organised to obtain information and validate the thematic reports.

The general priority issues to the successful implementation of the CBD are the following:

- Inventory, database, of ecosystems, species and habitats.
- Expansion of protected areas.
- Forest inventory and conservation.
- Inventory and protection of marine biodiversity and major estuarine systems, and co-management and rehabilitation of mangrove ecosystem.
- Institutional and financial system for the biodiversity conservation and environmental management.
- Legislation for biodiversity conservation.
- Environmental awareness and education on biodiversity

Priority issues for the successful implementation of the UNCCD

- Institutional strengthening and capacity development of government line ministries and other organisations.
- Enhancement of environmental education and awareness raising of the UNCCD and issues of land degradation.
- Capacity building of community based organisations (CBOs).
- Establishment of a National Research Centre for soil and land degradation related issues.
- Enhancing the capacity of Environmental Sciences Department.
- Enhancing better coordination and inter-sectoral linkages among government line departments and other agencies.
- Development of an appropriate national land use policy and plan.
- Establishment of a national land degradation fund to mobilize and provide financial resources.
- Establishment of a national documentation centre and information system;
- Formulation of national strategies and Action Plan/Programmes and poverty reduction through provision of alternative livelihoods

Priority issues for implementing the Convention on Climate Change include the following:

- Creation of Centre for Climate Change Research
- Institutional strengthening of the line ministries and agencies
- Capacity building of target community
- Incorporating climate change training in the school of environmental sciences (NU)
- Capacity building in the Government Information Services
- Policy Reforms in the implementation of UNFCCC
- Implementation of practical aspects of the UNFCCC

- Project design and implementation

A number of key challenges have been incurred in the implementation of MEAs in Sierra Leone. The major ones identified include the following:

- Weak inter-institutional co-ordination on the exchange of information
- Weak policy and legal framework for addressing the three Rio conventions
- Weak infrastructure and support services to implement the Rio conventions
- Poor environmental information management and monitoring systems
- Inadequate technical capacity to implement the MEAs.
- Lack of access to financial resources to support stakeholders, research and increased awareness
- Limited technological transfer
- Inadequate public participation
- Inadequate environmental education
- Inadequate channels of communication between Ministries, Department and Agencies (MDAs)
- Inadequate networking (overlapping and conflicting institutional mandates, coordination and processes for interaction and cooperation between all stakeholders)
- Lack of information management system that includes data collection, maintenance, analysis, information exchange and accessibility
- Inadequate monitoring and evaluation systems.

The NCSA Capacity Action Plan was developed based on five broad areas for intervention derived during the synergies study. It is suggested that the Environmental Division (ED) of the newly created National Commission of Environment and Forestry (NaCEF) retains the coordinating function for the implementation of the NCSA Action Plan.

A Number of core messages have been designed to gain broad public awareness and leverage support for NCSA action plan implementation and to facilitate the mainstreaming of the key NCSA findings and resulting strategic interventions to capacity development in a wider development policy context.

TABLE OF CONTENTS

PART I: FINAL NCSA REPORT

FOREWORD

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY..... i

1.0 INTRODUCTION.....1

1.1 NATIONAL PRIORITIES FOR IMPLEMENTING THE THREE RIO CONVENTIONS..... 2

1.2 INSTITUTIONAL ARRANGEMENTS FOR THE CONVENTIONS, INCLUDING COORDINATION MECHANISMS..... 3

1.2.1 *The Government of Sierra Leone*..... 4

1.2.2 *The Ministry of Lands, Country Planning and the Environment*..... 5

1.2.3 *The Ministry of Agriculture, Forestry and Food Security*... 5

1.2.4 *The Ministry of Tourism and Cultural Affairs*.....6

1.2.5 *The Ministry of Transport and Communication*..... 6

1.2.6 *The Ministry of Mineral Resources*.....6

1.2.7 *The Ministry of Energy and Power*..... 6

1.2.8 *Local and Private Sector Institutional Arrangements*..... 7

1.2.9 *Non-Governmental Organisations*..... 8

1.2.10 *Academic Institutions*.....9

1.3 BRIEF REVIEW OF STATUS OF CONVENTION IMPLEMENTATION... 9

1.3.1 *United Nations Convention on Biological Diversity implementation*..... 9

1.3.2 *United Nations Convention on Combating Desertification Implementation*..... 10

1.3.3 *United Nations Framework Convention on Climate Change Implementation*..... 11

2.0 BASIC INFORMATION REGARDING PREPARATION OF THE NCSA.....13

2.1 IMPLEMENTATION ARRANGEMENTS.....13

2.2 TIMETABLE..... 14

2.3 MAJOR STAKEHOLDERS AND STAKEHOLDERS INVOLVEMENT METHODS.....14

2.4 FINANCES..... 15

2.5 MONITORING ARRANGEMENTS BY THE IMPLEMENTING AGENCY AND GEF..... 15

3.0 DESCRIPTION OF THE NCSA PRODUCTS..... 17

3.1 STOCKTAKING AND THEMATIC ASSESSMENTS.....17

3.1.1 *Thematic Assessment of the UNCBD*..... 18

3.1.2	<i>Thematic Assessment of the UNCCD</i>	20
3.1.3	<i>Thematic Assessment of the UNFCCC</i>	22
3.2	BRIEF DESCRIPTION OF CROSS-CUTTING CAPACITY ASSESSMENT.....	23
3.3	ACTION PLAN.....	25
4.0	DESCRIPTION OF THE NCSA PROCESS-ASSESSMENT OF THE GEF/UNEP PRINCIPLES FOR NCSA	28
4.1	AN OVERVIEW OF ACHIEVEMENTS WITH REGARDS TO EACH OF THE GEF AND UNEP PRINCIPLES FOR THE NCSA.....	28
4.2	DESCRIPTION OF ISSUES ADDRESSED BY THE NCSA PROCESS.....	31
4.2.1	<i>Contribution to Socio-economic Development</i>	31
4.2.2	<i>Improved Negotiation Skills</i>	32
4.2.3	<i>Enhanced Cross-Sectoral Coordination</i>	32
4.2.4	<i>Strengthened Involvement of NGOs</i>	32
4.2.5	<i>Establishment of a Culture of Self-Evaluation</i>	32

PART II: NCSA CAPACITY ACTION PLAN

1.0	THE VISION OF THE CAPACITY ACTION PLAN (CAP)	34
1.1	VISION OR OBJECTIVES OF THE NATIONAL CAPACITY ACTION PLAN.....	34
1.2	MANDATE OF IMPLEMENTING AGENCY.....	35
1.3	GUIDING PRINCIPLES FOR CAPACITY DEVELOPMENT FOR MANAGEMENT OF GLOBAL AND NATIONAL ENVIRONMENTAL ISSUES.....	35
2.0	A CONCISE SUMMARY OF PRIORITY THEMATIC AND CROSS-CUTTING CAPACITY NEEDS	37
2.1	THE BIODIVERSITY CONVENTION.....	37
2.2	THE DESERTIFICATION/LAND DEGRADATION CONVENTION.....	37
2.3	THE FRAMEWORK CONVENTION ON CLIMATE CHANGE.....	38
2.4	CROSS-CUTTING CAPACITY NEEDS.....	38
3.0	OPPORTUNITIES FOR LINKAGES AND SYNERGIES ACROSS THE CONVENTIONS AND ACROSS GLOBAL AND NATIONAL ENVIRONMENTAL MANAGEMENT	39
4.0	PROPOSED CAPACITY DEVELOPMENT ACTIONS TO ADDRESS CAPACITY PRIORITY CAPACITY NEEDS	41
4.1	PRIORITY CAPACITY NEEDS 1: STRENGTHENING CAPACITIES FOR THE ADOPTION OF INTEGRATED ECOSYSTEM APPROACH	46
4.2	PRIORITY CAPACITY NEEDS 2: STRENGTHENING CAPACITY IN SIERRA LEONE TO MAINSTREAM GLOBAL ENVIRONMENTAL ISSUES IN THE PRIORITY CROSS-CUTTING POLICES TO ACHIEVE NATIONAL AND GLOBAL ENVIRONMENTAL BENEFITS	48
4.2.1	FOOD SECURITY POLICY	48
4.2.2	ENERGY POLICY	51
4.2.3	FORESTRY ECOSYSTEMS AND SUSTAINABLE RESOURCE MANAGEMENT	53
4.2.4	LAND USE PLANNING	55

4.3	PRIORITY CAPACITY NEEDS 3: STRENGTHENING CAPACITIES FOR ENVIRONMENTAL EDUCATION AT SCHOOLS AND UNIVERSITY LEVELS	58
4.4	PRIORITY CAPACITY NEEDS 4: CONSENSUS BUILDING THROUGH AWARENESS AND PUBLIC PARTICIPATION.....	60
4.5	PRIORITY CAPACITY NEEDS 5: ESTABLISHMENT OF ENVIRONMENTAL INFORMATION, DOCUMENTATION, DATA MANAGEMENT AND MONITORING SYSTEM.....	62
5.0	INSTITUTIONAL ARRANGEMENTS FOR THE ACTION PLAN.....	66
6.0	GENERAL DESCRIPTION OF RESOURCE MOBILIZATION REQUIREMENTS.....	67
7.0	COMMUNICATION STRATEGIES IN SUPPORT OF NCSA CAP IMPLEMENTATION.....	68
7.1	STRATEGIC OBJECTIVE.....	68
7.2	COMMUNICATIONS OBJECTIVES.....	68
7.3	TARGET GROUPS AND CORE MESSAGES.....	69
7.4	TOOLS AND TECHNIQUES OF COMMUNICATION.....	70
7.5	RESOURCES: BUDGET AND STAFF NEEDED.....	72
7.6	EVALUATION.....	72
References		73
Appendices.....		75

LIST OF ACRONYMS AND ABBREVIATIONS

BASED-SL	Bolstering Agriculture Sector Development in Sierra Leone
BCPD	Biodiversity Conservation and Participatory Development Project
BCU	Biodiversity Coordinating Unit
CAP	Capacity Action Plan
CBO	Community-Based Organisations
CEPF	Critical Ecosystem Partnership Fund
CSSL	Conservation Society of Sierra Leone
COP	Conference of Parties
CHECSIL	Council of Human Ecology of Sierra Leone
CILSS	Inter-State Committee to Control Drought in the Sahel Region
CRIC	Committee to Review the Implementation of the Convention
DE	Department of the Environment
DEPD	Director of the Environmental Protection Department
ED	Environment Division
EFA	Environmental Foundation for Africa
EPD	Environmental Protection Division
EPD	Environmental Protection Department
EPU	Environmental Protection Unit
FD	Forestry Division
GE	Global Environment
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIS	Geographical Information Systems
GM	Global Mechanism
GOSL	Government of Sierra Leone
GTZ	German Technical Cooperation
HDI	Human Development Index
IMBIO	Institute of Marine Biology and Oceanography
INC	Initial National Communication
IPCC	Inter-Governmental Panel on Climate Change
MAFFS	Ministry of Agriculture, Forestry and Food Security
MDAs	Ministries, Department and Agencies
MEAs	Multilateral Environmental Agreements
MEP	Ministry of Energy and Power
MMRF	Ministry of Marine Resources and Fisheries
MLCPE	Ministry of Lands, Country Planning and the Environment
NEAP	National Environmental Action Plan
NEP	National Environmental Policy
NLTPS	National Long-Term Development Perspectives

MDGs	Millennium Development Goals
NAP	National Action Plan
NAPA	National Adaptation Programme of Action
NaCEF	National Commission on Environment and Forestry
NBP	National Biodiversity Programme
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organisations
NPC	National Project Coordination
NSC	National Steering Committee
NU	Njala University
ORIENT	Organisation for Research and Extension of Intermediate Technology
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
SLANGO	Sierra Leone Association of Non-Governmental Organisations
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWG	Thematic Working Group
UNCCD	United Nations Convention to Combat Desertification/Land Degradation
UNFCCC	United Nations Framework Convention on Climate Change
UNCBD	United Nations Convention on Biological Diversity
UNDP	United Nations Development Programmes
UN	United Nations
WG	Working Group

PART I: BACKGROUND TO THE IMPLEMENTATION OF THE RIO CONVENTION

1. INTRODUCTION

The National Capacity Self-Assessment for the Global Environmental Management (NCSA) is a project aimed at enabling Sierra Leone identifies constraints and priority needs for an effective implementation of activities provided for under the three Rio conventions:

- United Nations Convention on Biological Diversity (UNCBD), whose main objective is conservation of biological diversity at its various levels, both occurring naturally and in domesticated or cultivated form.
- United Nations Convention to Combat Desertification/Land Degradation (UNCCD), whose principal objective in the narrower sense is to put a stop to the worsening of the environment in the arid climatic zone and in a broader sense to protect the soil as a valuable global resource.
- United Nations Framework Convention on Climate Change (UNFCCC), whose principal objective is to control and slow down the increase in anthropogenic greenhouse gas concentrations in the atmosphere and to develop measures to mitigate the effects of possible climate change.

A detailed overview of the NCSA process is provided in section 2.1 of this report. The project implementation structure underlying Sierra Leone's approach to its NCSA will be included in this introduction as they provides evidence of adherence to the key principles, in line with the Global Environmental Facility (GEF) Operational Guidelines (GEF, 2001) and additional UNDP guidelines (UNDP, 2004).

NCSA is used to prepare a proposal of a sustainable institutional framework for systematic, ongoing and comprehensive building of national capacity to perform activities specified in a convention, in particular; to ensure efficient use of existing capacities through international projects, and build new capacities for enhancement of efficiency.

The NCSA process in Sierra Leone has been nationally owned and nationally led through its Project Steering Committee (PSC) and active participation of stakeholders and national expert in the implementation of the project. A number of modifications to be globally proposed process were made based on national priorities and realities. The country has a population of 4,976,871

million people with over 80 % living below the poverty line of an income US\$ 1 per capita per day and with a high density compared to any other country in West Africa. The country is ranked at the bottom of the UNDP Human Development Index (HDI) as one of the poorest in the world. The institutional frameworks are perceived to be weak and ineffective in terms of policy delivery mechanisms. Provincial committees were established as part of the NCSA process. This was followed by an extensive participatory and consultative approach of all national stakeholders in the provincial headquarters towns (Kenema, Bo, and Makeni) undertaken by the project-executing department (Environment Division).

Implementation of NCSA was based on existing structures and mechanisms. The project is housed at the Environment Division (ED) of the Ministry of Lands, Country Planning and the Environment (MLCPE). The Project Director/National Project Coordinator (NPC) contracted consultants from Njala University to assist with the production of NCSA outputs guided by a multi-stakeholder and multi-institutional steering committee (see Annex 1). National stakeholder consultation and participation including community-based organisations, ministries, department and agencies, NGOs and interested parties were highly encouraged. An extensive number of inventories and surveys through sectoral and cross-sectoral studies and action plans considered as the key information sources for management of global environmental issues were used and their experience build upon. All of these NCSA principles and modifications guaranteed an efficient use of the limited GEF fund made available to the Sierra Leone NCSA process as per GEF and UNDP principles for NCSA is included in Section 4.1 of this report.

1.1 NATIONAL PRIORITIES FOR IMPLEMENTING THE THREE RIO CONVENTIONS

National priorities for the implementation of the Rio conventions are very well articulated in the country's respective policies, action plans and strategies at several levels, or under development.

Under the UNCBD, a National Biodiversity Strategy and Action Plan (NBSAP) was developed in 2003 as well as submitting a national report as required under Article 6a of the convention which set out targets to be fully attained within 7 years (2004-2010). Though implementation schedule in terms of policy and institutional demands were set, the creation of Biodiversity Coordinating Unit (BCU) to be housed by the MAFFS was to coordinate the implementation of all programmes under the BSAP has not been finalised and no major project has been designed to meet the

requirements of the CBD (Article 7). This is due primarily to lack of financial resources and technical reasons.

Under the UNCCD, Sierra Leone is yet to develop a National Action Plan (NAP) to combat desertification but the first National Report focused on national policies and strategies that call for coordination and stimulation of national environmental management and the promotion of environmental education and awareness to minimise land degradation in the country. However, with funds provided by Global Mechanism through Inter-State Committee to Control Drought in the Sahel, NAP is currently under development. This is aimed at promoting sustainable land management to combat desertification/land degradation. The planned NaCEF will further take measures and actions with technical and financial supports for effective implementation of land use planning that will enable Sierra Leone fulfil its obligations to the conventions.

Under the UNFCCC, no national action plan has been developed. The country is at present preparing the Initial National Communication (INC) for the implementation of relevant issues related to climate change in the Ministry of Transport and Communication. When completed, the policies and plans would be streamlined into the country's development programmes. The country has recently instituted the National Adaptation Programme of Action (NAPA) process to develop strategies and actions that will complement one another. When completed, will help ease the process of harmonisation and promotion of environmental management and sustainable development agenda.

1.2 INSTITUTIONAL ARRANGEMENTS FOR THE CONVENTIONS, INCLUDING COORDINATION MECHANISMS

In a bid to ensure preventative environmental protection to achieve sustainable development, the GOSL has signed and ratified all of the three conventions (UNCBD, UNCCD, and UNFCCC) on the 12th December 1994, 25th September 1997 and 25th June 1995 respectively. The country has incurred obligations to undertake activities that will promote sustainable utilization of natural resources through the GEF/ UNEP offers opportunities for obtaining grants to embark on activities that relate to the three thematic areas of the Rio Conventions.

The signature of International agreements is undertaken through the Ministry of Foreign Affairs and International Cooperation. Implementation of the strategies and actions outlined with the three Rio conventions is delegated to the relevant ministries, departments, agencies, institutions with the

appropriate mandates to incorporate and address the commitments and obligations.

Key national institutions responsible for the management of the environmental aspects related to global environmental management conventions are listed below:

- Ministry of Lands, Country Planning and the Environment (MLCPE)
- Ministry of Marine Resources and Fisheries (MMRF)
- Ministry of Energy and Power (MEP);
- Local and Private sector institutional arrangements; personalities and village level organisations including traditional authorities; local government councils;
- NGOs (Conservation Society of Sierra Leone (CSSL); Environmental Foundation for Africa (EFA); Green Scenery; Friends of the Earth; Council for Human Ecology of Sierra Leone (CHECSIL); CBAN; ORIENT);
- Academic Institutions;
- Sierra Leone Information and Statistics (SLIS).

1.2.1 The Government of Sierra Leone

The institutional framework of the GOSL is currently comprised of the following ministries:

- Office of the President
- Office of the Vice President
- Ministry of Education, Sciences and Technology
- Ministry of Lands, Country Planning and the Environment
- Ministry of Works and Housing
- Ministry of Labour and Industrial Relations
- Ministry of Trade and Industry
- Ministry of Finance
- Ministry of Development and Economic Planning
- Ministry of Mines and Mineral Resources
- Ministry of Fisheries and Marine Resources
- Ministry of Transport and Communication
- Ministry of Agriculture, Forestry and Food Security
- Ministry of Local Government and Community Development
- Ministry of Internal Affairs
- Ministry of Foreign Affairs and International Cooperation
- Ministry of Energy and Power
- Ministry of Health and Sanitation
- Ministry of Social Welfare, Gender and Children's Affairs
- Ministry of Tourism and Culture

- Ministry of Information and Broadcasting
- Ministry of Works, Housing and Technical Maintenance
- Ministry of Defence
- Ministry of Justice

1.2.2 Ministry of Lands, Country Planning and the Environment

The ED in the MLCPE is the lead agency for the implementation of the UNCBD, UNCCD and UNFCCC for ensuring that national obligations under the UN conventions are met with the Director of the ED as the focal point for all national and international environmental issues to Sierra Leone. The department has representation on the boards and committees of government line ministries and related institutions in a bid to promote effective collaboration for sound environmental management.

The EPU was originally established in 1995 and formalisation of the unit as a government department by statute under the Environmental Protection Act 2000. It had the responsibility to coordinate and monitor the implementation of all environmental policies, programmes, projects and activities in the country.

The ED, while retaining overall responsibility for the UNCCD has delegated responsibility for the UNFCCC and UNCBD to NPC. These reflect the specialised nature of the UN conventions and technical expertise it requires to address national priorities. The NPC are located in ministries and departments with the appropriate mandates to incorporate and address commitments and obligations contained within the respective UN convention.

1.2.3 Ministry of Agriculture, Forestry and Food Security (MAFFS)

The MAFFS is mandated with the management of protected areas management through the National Forestry Policy 2004 as well as agricultural development through the integrated rural development policy and the Bolstering Agriculture Sector Development in Sierra Leone (BASED-SL) in an environmentally sustainable manner and to ensure the achievement of Food Security.

The Forestry Divisions of the MAFFS is responsible for executing provisions of the Forest Law and Management Act for all state and some chiefdom forests. The FD is also mandated to encourage management planning on all forests, emphasising agro-forestry, fuelwood management, watershed protections, collection of baseline data on forest reserves and forest

biodiversity, monitoring and protection of improved forest trees and bush fire control.

The Wildlife Conservation Unit, which has mandate to manage all of the nations protected areas and implement the provisions of the wildlife conservation act and enforcement of laws contained therein.

1.2.4 The Ministry of Tourism and Cultural Affairs

The Ministry of Tourism and Cultural Affairs supervises the National Tourist Board and the National Museum on tourist promotion and development. The Ministry also liaises with relevant MDAs regarding the preservation of monuments, archives\relics and environmental protection for tourism and eco-tourism.

1.2.5 Ministry of Transport and Communication

National responsibilities under the UNFCCC have been delegated to the meteorological departments in the Ministry of Transport and Communication, while the EPD is the coordinating agency. Several core institutions are also involved in climate change issues and include: the Ministry of Agriculture, Forestry and Food Security, the Ministry of Health, Ministry of Transport and Communication, Ministry of Lands, Country Planning and the Environment, Ministry of Energy and Power, Ministry of Fisheries and Marine Resources, Ministry of Mineral Resources, and Ministry of Development and Economic Planning.

1.2.6 The Ministry of Mineral Resources

This ministry controls all mining activities in the country. It has developed a new mining policy and legislation, which make provision for the rehabilitation of mined out areas and ensuring `that prospecting, exploration, mining and processing of mineral resources proceed in an environmentally sound manner`.

1.2.7 The Ministry of Energy and Power

The Department of Energy and Power in the Ministry is responsible for the national energy policy, the department of energy resources and the promotion of energy conservation.

1.2.8 Local and Private Sector Institutional Arrangements

Local and private sector institutions that are of direct relevance to the use of natural resources management include:

- Traditional authorities, i.e. the chiefs and elders.
- Village Development Committees which provide linkages between traditional authorities;
- Producer Associations, Farmers Associations etc.
- Market Women's Associations;
- Mutual Support Groups for Farming Activities;
- Fire Volunteer Squads.

While some villages are headed by a 'Headman' with little land resource holding responsibilities, there are other chiefs with vast land resource holding responsibilities.

The importance of these authorities in protected area management issues vary widely, but generally the Village or Town Chiefs play key role. Chiefs have the responsibility to ensure that concession holders and developers in mining, timber production, pay royalties.

Village Development Committees operate in response to directives from government, NGOs and Community Based Organisations (CBOs). They generally organize communal labour initiatives often with plans for Protected Area Management. Farmers Associations are widespread and assume responsibilities for a wide range of farming activities.

Fire Volunteer Squads are formed and operate in many communities. In the dry season, fire is the dominant causal factor in the changing use of land. As a result, fire is one of the issues that stimulate the highest degree of consensus and opinion.

The new dispensation to decentralise planning and administration to a local level reinforces the Local Government Councils role in: ensuring the enforcement of bush fire laws; initiating tree planting campaigns; prohibiting clearing and cultivation of riversides and prohibition of planting on marginal areas.

Formidable women organisations that have link with Protected Area Management also exist since they access a variety of forest products. They see the need for controlled harvesting of resources and have the ability to enforce rules about who could harvest how much and when.

1.2.9 Non-Governmental Organization (NGOs)

Non-Governmental Organisations (NGOs) in Sierra Leone have supported communities to address sustainable use of natural resources. This has been achieved through encouraging communities to maintain forest reserves, promoting community biodiversity, supporting livestock production and management and park management.

Some of the most active NGOs on the ground in areas related to environmental and natural resources management are:

The Conservation Society of Sierra Leone (CSSL), which promote the conservation and sustainable use of Sierra Leone's natural resources through research, education, advocacy and support to site management groups. CCSL also undertake campaigns for the protection of wildlife, parks and sanctuaries.

The Environmental Foundation for Africa (EFA) mission in Sierra Leone is to restore and protect the environment and its natural resources. It has acquired experience in terms of operation in conflict zones, humanitarian and refugee operations, post-conflict reconstruction and rehabilitation.

The Commonwealth Human Ecology Council (CHEC-SIL) promotes conservation of the ecology through education and disseminates environmental information through the mass media. It also supports the Government of Sierra Leone (GOSL) in promoting, through education, policy implementation and project execution.

The Organization for Research and Extension of Intermediate Technology (OREINT) promotes self-sustaining rural development through the promotion of agriculture and appropriate technology to enhance and improve the socio-economic status of the people in rural areas.

Green Scenery and Friends of the Earth are other local NGOs that are actively involved in tree planting and awareness raising campaigns on the protection and management of the environment and natural resources.

1.2.10 Academic Institutions

The University of Sierra Leone has a Faculty of Environmental Sciences at Njala University College with four academic departments focusing on teaching and research activities on the environment. A number of other institutions are involved in environmental and natural resources data gathering, monitoring, and evaluation. These include the Institute of Marine Biology and Oceanography (IMBO), Institute of Population Studies at Fourah Bay College and the Division of Community Health (College of Medicine and Allied Health Sciences).

1.3 BRIEF REVIEW OF STATUS OF CONVENTION IMPLEMENTATION

Commitments to the principles of sustainable development as enshrined within the convention have been demonstrated by the GOSL. This section outlines the specific responsibilities of Sierra Leone to obligations within the three Rio conventions.

1.3.1 *United Nations Convention on Biological Diversity (UNCBD) Implementation*

In 1994, Sierra Leone became signatory to the UNCBD and in 1996, the GOSL ratified the CBD. In response to its obligations under the UNCBD, Sierra Leone has the Ministry of Agriculture, Forestry and Food Security and Marine Resources, Lands, Country Planning and the Environment, with support provided by the United Nations Development Programme (UNDP), formulated the Biodiversity Strategy and Action Plan (BSAP) in 2003 and submits its first draft report to the Conference of Parties (COP). This process was interrupted by the period of political instability, but restarted in 2000-2001. This formed the basis for the implementation of biodiversity country studies.

The Forest Division of the MAFFS facilitated the preparation of the BSAP. The BSAP process was spearheaded by a project manager (from the forestry division), who served as the focal and supported by steering committee. The role of the steering committee was to supervise the BSAP process as well as provide overall policy and technical direction and guidance. These were drawn from a wide range of stakeholders including representatives from the public and private sector institutions, civil society (NGO's and CBO's) and donor organisations. In addition, national consultants were contracted to undertake a number of key studies, which contributed to the development of the BSAP.

Two national and six provincial workshops were organised and included all stakeholders involved in the development and review of the BSAP. These were held in a participatory fashion and focused mainly on agriculture, forestry, wildlife, fisheries and benefit sharing.

In addition to these measures, the Planned NaCEF facilitated the preparation of World Bank supported Sierra Leone Biodiversity Conservation and Participatory Development Project (BCPD). This project is aimed at encouraging and supporting environmentally, economically and socially sustainable development in the rural areas (Protected Forest Area Management of Sierra Leone). This programme is based on stakeholder engagement in capacity assessment, conservation, tourism and wise use of the country's biodiversity resources to meet the goals and objectives of the NBSAP.

The main constraints identified in the BSAP include the following:

- Lack of human and financial resources;
- Poor dissemination of information at the national level;
- A poor understanding and documentation of the potential loss of biodiversity and its corresponding goods and services to society;
- Poor utilisation of existing scientific and traditional knowledge about biodiversity;
- The need to harmonize policy and policy instruments and removal of conflicts and formulation of new key policies and laws;
- Lack of incentives to retain qualified staff, especially if they have specialised skills in taxonomy, wildlife and protected area management; and
- Lack of institutional cohesion and collaboration between government and local NGOs.

1.3.2 United Nations Convention on Combating Desertification (UNCCD) Implementation

The GOSL signed and ratified the UNCCD on September 25, 1997. Since then, an elaboration of the National Action Plan (NAP) for the implementation of the CCD within the context of Sierra Leone's economic, social and environmental condition has been undertaken. The Ministry of Lands, Country Planning and the Environment was designated the lead agency for the implementation of UNCCD. The national focal point is attached to the Environmental Protection Division (EPD) in MLCPE.

In 2002, the National steering committee for desertification submitted Sierra Leone's first National Report on the implementation of the CCD to the UNCCD Conference of Parties.

With the assistance from Global Mechanism through CILSS, the GOSL organised a national validation workshop and consultative process aiming at increased awareness among stakeholders on land degradation related issues. This activity is part of the development of UNCCD Sierra Leone NAP process. The first national forum on the NAP was held in 2005 to identify and prioritise issues that need to be addressed for the effective implementation of the UNCCD.

In a bid to promote capacity development for the effective implementation of the provisions under the UNCCD, stakeholders identified a number of capacity constraints. These include:

- Shortage of staff and the required knowledge and expertise in GIS and remote sensing, and land use planning;
- Absence of appropriate policies and laws;
- Absence of viable scientific and technical infrastructure;
- Poor institutional/inter-agencies/sectoral linkages; and
- Lack of funding

1.3.3 United Nations Framework Convention on Climate Change (UNFCCC) Implementation

Sierra Leone signed and ratified the UNFCCC, becoming a party to it in June 25, 1995.

With support from GEF Sierra Leone is undertaking a country study on the Initial National Communication (INC) for the UNFCCC for onward submission to the COP, in compliance with the provisions outlined under Articles 4 and 12 of the conventions guiding principles, namely considerations as a Non-Annex 1 developing country party with special circumstances, the extent of its capabilities, regards for the common but yet differentiated responsibilities, partnership and sustainable development.

The INC under development is coordinated by four expert groups guided by steering committee in the following areas:

- Greenhouse gas inventory and the identification of carbon sinks, using the IPCC 1996 revised guidelines;
- An overview of the country's potential vulnerability to climate change and approaches for adapting to such change;
- Impact analysis on national and economic context within which various interventions could be made;
- Emissions scenarios and mitigation options for Sierra Leone.

In the context of Sierra Leone, it is envisaged that in the preparation process, the INC will ensure:

- Integration of climate change concerns into national sustainable development strategies such as Vision 2025, Poverty Reduction Strategy Paper (PRSP) 2004 and other macro-level and sectoral policies and laws.
- A policy dialogue process on climate change among government, universities, NGOs and industry that promotes the understanding of climate change issues and linkages to national development
- A national inventory of anthropogenic emissions by sources and removals by sinks of GHG using the IPCC 1996 revised guidelines.
- Cost-effective policy options for mitigation or adaptation strategies.
- Enhanced capabilities in climate change assessment, mitigation and project development.

The country is in the process of developing the NAPA. When completed, the policies and plans emanating from this document would be mainstreamed into the country's development programmes.

A number of capacity constraints were identified. These highlight capacity requirements if Sierra Leone was to effectively engage and implement the provisions of the conventions, namely:

- Lack of comprehensive data and country-specific information to support the studies;
- Weak institutional capacity in the government and NGOs engaged in promoting sound environmental management;
- Shortage of qualified professionals;
- Planning for environmental issues are weak and often there is very little coordination between implementing bodies with national obligations under the different conventions;
- Insufficient instrumental climate data to reliably construct past climates;
- Limited understanding of the relationship between climate change mitigation strategies and the national goals of sustainable development;
- Low priority issues and unclear policy guidance;
- Inadequate financial resources for making meaningful interventions in the conventions implementation; and
- Need for capacity building through local institutions.

2. BASIC INFORMATION REGARDING PREPARATION OF THE NCSA

2.1 IMPLEMENTATION ARRANGEMENTS

The initial proposal for NCSA was prepared in a participatory fashion, including two consultative workshops under the guidance of the ED in the MLCPE, relevant organisations, stakeholders and Ministries, Department and Agencies (MDAs) were involved in the formulation of the project proposal based on broad consensus on the project goals and objectives.

The NCSA project was executed by the ED in the MLCPE under the supervision of the National Environmental Protection Board (NEPB). The Director of the Environmental Protection Department (DEPD) based a Project Implementation Unit led by a NPC at the ED. National Project Coordinator guaranteed the day-to-day integration into the mainstream activities of the division for the implementation of the three Rio conventions in conjunction with support staff under the direct supervision of the DEPD. The NPC interaction with various division/stakeholders and project coordinators was facilitated.

A multi-stakeholder Project Steering Committee (PSC) for NCSA from relevant institutions including key sectoral Ministries of Agriculture, Finance, Development and Economic Planning, Marines Resources and Fisheries, Lands, Country Planning and the Environment was established to provide strategic guidance, advice to the project consortium and project co-ordinator. The NCSA PSC, through the cabinet sub-committee on the environment also helps in the endorsement of the achievement and continuity of the process.

The NCSA PSC met four times over the life cycle of the project and members from a wide range of relevant institutions participated in consultative meetings and workshops. The core-management team composed of representatives of Environment Protection Department (EPD), PSC of NCSA experts, Project Coordinator, Thematic Working Groups (TWG) of the three Rio conventions, and the cabinet sub-committee on the environment.

Consultants were hired from Njala University to carry out the Stocktaking and Thematic Capacity Needs Assessment report (Biological Diversity, Climate Change and Desertification/Land Degradation). For each of the three thematic areas, three Working Groups (WG) were involved in developing the thematic project and working out the synergies between the three Rio conventions, to supplement existing initiatives while focusing on UNCBD,

UNCCD and UNFCCC. Experts from each group were drawn from across National Institutions like Njala University, Fourah Bay College, Local NGOs, Government Departments and Agencies, Institute of Agricultural Research/Rice Research, private sector and interested stakeholders.

2.2 TIMETABLE

The timetable of key NCSA activities leading to the accomplishment of the various outputs includes the following:

5/11/02	-	NCSA proposal preparation
16/02/04	-	National Consultative workshops for proposal formulation
9/08/04	-	Approval of final proposal
21/10/04	-	Setting-up project implementation unit (PD/PSC/NPC)
11/11/04	-	Official NCSA Project launch
5 –8/09/05	-	Consultative meetings/validation workshop at provincial levels (Makeni, Bo and Kenema)
7-8/10/05	-	National Validation workshop of thematic reports (CBD, CCC, CCD)
8-10/03/06	-	Thematic Assessment and Prioritisation of environmental issues and key capacity needs
September, 2006		Final NCSA report and Action Plan

2.3 MAJOR STAKEHOLDERS AND STAKEHOLDERS INVOLVEMENT METHODS

The PSC was composed of 14 relevant government and NGO institutions and associations. These include:

- The Director of the Environment Department (Project Director/chairman);
- National Project Coordinator - Secretary
- Director of Meteorological Department;
- Director of Forests;
- Coordinator (Sierra Leone Association of Non-governmental Organisations (SLANGO);
- Programme Coordinator (Conservation Society of Sierra Leone (CCSL);
- Representatives from the World Bank Transport Sector Project;
- Ministry of Development and Economic Planning;

- National Environmental Protection Board;
- Njala University;
- Fourah Bay College;
- Council of Science and Technology;
- Director of Rural Development;
- Programme Coordinator (Green Scenery).

Stakeholder involvement and participation was achieved through holding a series of consultative meetings and workshops at three provincial headquarter towns (Makeni, Bo and Kenema) and national level. Representatives from various government ministries, relevant line government departments, local government authorities (District Councillors), NGOs, academia, consumers, private sectors, mining organisations, associations and National Farmers Associations, industry and social groups (such as community-based organisations), participated in both provincial and national workshops. Representative from all regions of the country participated in the national validation/verification workshops held in Freetown towards the end of the project.

2.4 FINANCES

The key donors that supported the implementation of the NCSA project include the GEF/UNEP. This was complemented through national resource mobilisation spearheaded by the Government of Sierra Leone through an on-going national momentum for the implementation of the current policy reform and institutional strengthening.

2.5 MONITORING ARRANGEMENTS BY THE IMPLEMENTING AGENCY AND GEF

The role of PSC (see section 2.1 and 2.3) included project monitoring and evaluation functions. The NPC who is responsible for monitoring the action plan ensure the synthesis of the different activities through information exchange and sharing to all relevant stakeholders. Quarterly reports/updates, outlines and progress reports on specific outputs and other requested reports were provided to the PSC during their meetings.

Housing the NCSA project unit at the ED enabled the day-to-day supervision and contact with the relevant ministries staff, especially the various conventions coordinators and the Director of the Environment, who is also the GEF focal point.

Towards the end of the NCSA project, an independent consultant was hired for the development of the NCSA report and Action Plan and follow-up project concept notes. The consultant, however, further help strengthened the thematic and cross-cutting assessment phase of the NCSA. This helped ensure that the follow-up phases of the project, namely the NCSA Report and Action Plan, and mainstreaming Global Environmental issues in key sectoral policies related to the priority issues, through legal and institutional reform, technical procedures and monitoring of compliance with the conventions are further strengthened.

The NPC and Project Director, together with team of consultant, supported project implementation according to plan and inline with monitoring and evaluation requirements. This was done through repeated cycles involving implementation, monitoring and review.

3. DESCRIPTION OF THE NCSA PRODUCTS

3.1 STOCK-TAKING AND THEMATIC ASSESSMENTS

Stocktaking regarding relevant previous and on-going activities that the country has been or is participating in was done together with the thematic assessment of the three conventions. The stocktaking exercise provided a baseline situation for each of the thematic areas of the three conventions: biodiversity, desertification/land degradation and climate change. This formed the basis for the Thematic Working Groups of the three conventions to rapidly review the conventions in order to identify the key obligations and the institutions mandated to implement them. A review of the cross-cutting issues across the three Rio conventions identified the following common capacity needs:

- Low levels of awareness of MEAs issues.
- Weak inter-institutional coordination.
- Lack of information management system that includes data collection, maintenance, analysis, information exchange and accessibility.
- Lack of financial resources and technology.
- Inadequate technical capacity to implement the MEAs.
- Lack of harmonisation of national policy, legal and regulatory frameworks leads to conflicting priorities and overlapping obligations between sectors.
- Institutional effectiveness is hampered by weak management and resource constraints.
- Inadequate monitoring and evaluations mechanisms.

These capacity issues guided the assessment of needs in Sierra Leone. The objective of the stocktaking is to assess the capacity needs of the country. This provided the basis for the thematic assessment as a thorough review of lists of policies and policy implementation instruments (laws, regulations, programmes and projects, institution) that have been implemented in Sierra Leone and are addressing specific articles of the three conventions were made. The summaries of each thematic reports finding are presented below.

The main thrust of the thematic assessments is to enable Sierra Leone to identify capacity constraints and priority needs in meeting the binding commitments under the UN conventions. For this reason, the Thematic Assessment was structured to address the weaknesses of Sierra Leone's capacity to implement and manage the three conventions of the United Nations (CBD, FCCC, and CCD), interpreted, as capacity needs and

constraints for which priority interventions are needed for effective implementation of all three conventions on the global environmental management.

Each Thematic Assessment underwent a SWOT analysis to facilitate a common vision for the NCSA process through the examination of some of the individual, institutional and systemic capacity requirements considered necessary to fulfil the commitments contained in each of the conventions. The analysis below is based on the stocktaking and thematic assessment reports.

3.1.1 *Thematic assessment of the UNCBD*

Sierra Leone signed and ratified the CBD in 1994 and 1996 respectively. The objective of the CBD is to promote the conservation of biological diversity; the sustainable use its components, and the fair and equitable sharing of benefits arising from the utilization of genetic resources, provide the framework within which protected area management are brought to national attention.

The UNCBD provides a comprehensive framework for preventing the loss of biodiversity, through a legally binding international treaty that commits all parties to the objectives of the conventions.

The objectives of the thematic assessment are to identify:

- Thematic priority issues/areas
- Capacity constraints from these issues at various levels (i.e., individual, institutional and systemic)
- Opportunities for synergies and cross-cutting capacity building to address the identified constraints

In fulfilling the country's obligations to the implementation of the CBD, the National Biodiversity Programme (NBP) was instituted, including the preparation of the National country study on specific issues relating to Sierra Leone's biodiversity, the preparation of the National Biodiversity Strategy and Action Plan (NBSAP), as well as submitting a national report as required under Article 6a of the convention to the Conference of Parties (COP). Supported through the GEF through the UNDP, the Biodiversity Strategy and Action Plan Project document finalised in 2003 was the first major attempt to address specific problems affecting biodiversity in Sierra Leone. The overall objective of the study is to 'provide framework for the development of the country's priority objectives, strategies and actions for the implementation of the goals of the Convention on Biodiversity (CBD) '. The basis of this is to survey, analyse and update all existing information on the nation's biological resources.

In spite of these initiatives, the GOSL has not submitted any report with regards the implementation and progress of the biodiversity projects designed to meet the requirements of the convention (Article 7). From the analysis of the commitments and obligations assumed by Sierra Leone as a signatory to the UNCBD revealed that Sierra Leone is meeting its obligations. Although there is no specific legislation for the protection and Conservation of biological diversity as a whole, but over the years, Sierra Leone's commitments to the principles enshrined in the UN conventions for sustainable development is reflected in the continued development of legislation and policy related to the conservation of biological diversity which are embodied in an extensive body of legal instruments and laws governing biodiversity issues (see, for example, Fisheries Control and Preservation Act 1932, Water Act 1963, Public Lands Act cap 117, New Forestry Act 1988, Bush Fire Protection Act, Fisheries Management and Development Act 1988, State Lands Conservancy Act cap 119 and 120, Provincial Lands Act cap 122 of the laws of Sierra Leone 1960 on land tenure, Unoccupied Land Act cap 118, Mines and Minerals Act 1994, Rural Area Act 1990, Wildlife Conservation Act 1972, Environmental Protection Act 2000, National Environmental Policy 1990 revised 1994, National Environmental Action Plan 1995, Draft National Energy Policy 2004, Sierra Leone's National Biodiversity Strategy and Action Plan 2003). Some of the provisions of these legislations are insufficient, obsolete and above all, the institutions set up to implement the legislation lack manpower capacity to effectively implement the provisions contained there in.

Examples of biodiversity project that are relevant to the CBD implementation include the following:

- Gola Forest Concession
- Eco-tourism and biodiversity research on Tiwai Island Wildlife Sanctuary
- Chimpanzee rehabilitation project
- Establishment of environmental information resource centre and support to EFA through the Critical Ecosystem Partnership Fund (CEPF)

The general priority issues to the successful implementation of the CBD are the following:

- Inventory, database, of ecosystems, species and habitats.
- Expansion of protected areas.
- Forest inventory and conservation.

- Inventory and protection of marine biodiversity and major estuarine systems, and co-management and rehabilitation of mangrove ecosystem.
- Institutional and financial system for the biodiversity conservation and environmental management.
- Legislation for biodiversity conservation.
- Environmental awareness and education on biodiversity

A more detailed overview of existing priority issues for the implementation of the CBD are provided in the thematic assessment report.

Possible actions:

- Lobby government in partnership with CBD focal point for political support and additional funding.
- Developed mechanism for the implementation of NBSAP.
- Lobby for continued project support, up-scaling of approaches and mainstreaming the project concepts into the portfolios of government agencies and other relevant institutions.
- Focus on capacity development for project development and financial resource identification with the technical committee-playing role in the review of all existing project concept.
- Address poor remuneration of professional staff to ensure high staff turnover rate. Consider national strategy/policy for skills development, training and capacity building in support of environmental management.
- Continue support to biodiversity related projects, programmes and proposals for interventions. This will achieve by seeking financial support for the implementation of programmes and projects.

3.1.2 Thematic assessment of the UNCCD

The objectives of the Land Degradation/Desertification Thematic Assessment was to analyze the nation's capacity needs, priorities and constraints, and opportunities for capacity building to address the identified constraints with respect to Sierra Leone's efforts to meet its global environmental objectives with particular reference to the obligations of the United Nations Convention to Combat Desertification (UNCCD).

The Thematic assessment was conducted with the formation of Thematic Working Group. The TWG carried out an assessment of Sierra Leone's capacity needs and priorities as well as constraints of those institutions and organizations in implementing various provisions of the UNCCD.

The United Nations Convention to Combat Desertification (UNCCD) was adopted in Paris on June 17 1994 and entered into force on December 26, 1996 ninety days after the fiftieth ratification was received. The Government of Sierra Leone (GOSL) signed and ratified the UNCCD on the 25th September 1997 and the Environment Division of the MLCP&E was designated as the lead agency and national focal point. It is the only internationally recognized legally binding instrument that addresses the problem of land degradation in dryland rural areas. The UNCCD places human beings at the center of its effort to combat desertification and mitigate the effects of drought. The objective of the UNCCD is to “combat desertification and mitigate the effects of drought in those countries experiencing serious drought and/ or desertification, particularly in Africa, through effective actions at all levels, supported by International Cooperation and partnership arrangements, in the framework of an integrated approach which is consistent with Agenda 21, with a view to contribute to achievement of sustainable development in affected areas”.

Little progress has been made with respect to Sierra Leone meeting its obligations as a party of the UNCCD but the Environment Protection Department has prepared first, second and third country report to the Committee to Review the Implementation of the Convention (CRIC) that focuses on national policies and strategies that calls for coordination and stimulation of national environment management and the promotion of environmental education and awareness to minimize land degradation. This is to achieve sustainable development in accordance with the objectives of the convention and New Partnership for African Development (NEPAD) environment initiative adopted in Maputo, Mozambique, three years ago. The country, however, have very limited capacity to combat desertification and land degradation, and most activities have been limited to awareness raising at the national level.

However, the Environment Division in the MLCP&E/NaCEF is at present developing National Action Plan (NAP) to promote sustainable management of land and to combat land degradation. With the necessary technical and financial support, will enable Sierra Leone fulfil its obligations to the convention.

Through the review of the UNCCD thematic reports, the capacity gaps identified that require immediate attention were related to mitigation of land degradation measures, policy regulations and standards required reviewing and adequately analysing and developing alternative measures in order to enhance land preservation.

Priority issues for the successful implementation of the UNCCD

- Institutional strengthening and capacity development of government line ministries and other organisations.
- Enhancement of environmental education and awareness raising of the UNCCD and issues of land degradation.
- Capacity building of community based organisations (CBOs).
- Establishment of a National Research Centre for soil and land degradation related issues.
- Enhancing the capacity of Environmental Sciences Department.
- Enhancing better coordination and inter-sectoral linkages among government line departments and other agencies.
- Development of an appropriate national land use policy and plan.
- Establishment of a national land degradation fund to mobilize and provide financial resources.
- Establishment of a national documentation centre and information system;
- Formulation of national strategies and Action Plan/Programmes and poverty reduction through provision of alternative livelihoods

3.1.3 Thematic assessment of the UNFCCC

Sierra Leone became a party to the UNFCCC by signing and ratifying the convention on the 25th June 1995. The objective of the UNFCCC is to achieve, in accordance with the relevant provisions of the Convention, stabilization of Greenhouse Gas (GHG) concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. The Meteorological Department is the national executing agency and the focal point for the implementation of the UNFCCC in Sierra Leone.

The thematic assessment reports on UNFCCC were to identify the following:

- Priority issues;
- Capacity constraints for these issues at various levels of capacity development needs (systemic, institutional and individual); and
- Opportunities for synergies and cross-cutting capacity building approaches to address the identified constraints.

Very little progress has been made with regards the implementation of the UNFCCC. However, the country is at present developing the Initial National Communication Strategy for onward submission to the COP for the implementation of the provisions of the UNFCCC. In addition will include the compilation of national inventories of Green House Gas emissions, vulnerability and adaptation analysis, mitigation analysis and devising programmes and project eligible for the GEF.

The country has recently established a National Adaptation Programme of Action (NAPA) project housed at the Meteorological Department with financial provided by GEF to address urgent and immediate needs and concerns related to adaptation to adverse effects of climate change. The objective of the NAPA is to 'serve as simplified and direct channels of communication for information related to the urgent and immediate information needs of Least Developed Countries (LDCs)'.

Review of thematic priorities for capacity development for climate- change related issues were centered around the following issues: addressing climate change from the standpoint of environmental protection; grassroots information sharing and exchange; and the local citizen's participation in the training programmes.

Priority issues for implementing the Convention on Climate Change include the following:

- Creation of Centre for Climate Change Research
- Institutional strengthening of the line ministries and agencies
- Capacity building of target community
- Incorporating climate change training in the school of environmental sciences (NU)
- Capacity building in the Government Information Services
- Policy Reforms in the implementation of UNFCCC
- Implementation of practical aspects of the UNFCCC
- Project design and implementation

A more detailed overview of existing priority issues for the implementation of the FCCC are provided in the thematic assessment report.

3.2 BRIEF DESCRIPTION OF CROSS-CUTTING CAPACITY ASSESSMENT

The commitments and obligations on the signatories to the UN conventions are aimed at achieving the goals of sustainable development and global environmental management. The cross-cutting capacity assessment report included an identification and analysis of cross-cutting constraints, and linkages to national plans and policies. Through an extensive participatory and consultative approach for the establishment of an integrated framework, the views of thematic-working groups meeting held in which a number of cross-cutting issues were prioritised. This, if addressed, would produce environmental benefits under more than one convention.

The cross-cutting issues prioritised were broadly identified under the following areas:

1. Food security policy
2. Forestry ecosystem and sustainable resource management
3. Energy plan
4. Land use planning
5. Environmental education at schools and university levels
6. Consensus building through awareness and public participation
7. Environmental information, documentation, data management and monitoring

A SWOT analysis (Strengths, weaknesses, opportunities and threats) was undertaken to facilitate consolidation of synergistic capacity development needs and interpretation of the findings from the review and consultative processes with key stakeholders. The SWOT analysis was based on the analysis of the outcomes of the cross-cutting capacity development needs identified in both the stocktaking and thematic assessment reports at the level of each cross-cutting capacity needs (individual, institutional and systemic), interviews and stakeholder workshop, findings from the results of which have been previously presented in detail.

The section aim to take information garnered through the SWOT to highlight priority areas. The SWOT aided the identification of gaps/issues; look at strengths and weaknesses in existing structures, policies and approaches in relation to meeting the obligations and commitments of the Rio conventions. The results of the SWOT analysis were used to identify weaknesses, interpreted as capacity constraints, within each of the identified capacity needs.

The cross-cutting analysis has indicated a higher priority and need for individual capacity development for the strengthening of environmental information management system, through the development of database, necessary mapping and documentation and conducting the assessment, studies and research. The cross-cutting analysis also indicated key individual, institutional and systemic capacity development needs which would be directed to improving organisational structures and mechanisms that catalyse co-ordination of multi-sectoral environmental policies and programmes, and improved their associated governance structure. The cross-cutting analysis has identified cross-cutting requirements for the identification and establishment of an appropriate institutional structure for environmental information system. The analysis also indicated that there is a need to increase awareness and participation among local communities and emphasize the relevance of the UN conventions to livelihood, human well-

being and national prosperity. Capitalising on the media coverage and existing institutional structures to integrate message contained within the UN conventions was also emphasised in the cross-cutting capacity assessment reports.

The country has particularly focused on a number of key areas, which the NCSA is aimed at addressing and these provided the context for the following considerations. These include a number of cross-cutting issues that are specific to country, such as community level capacity development, traditional governance structure, institutional management, technical training, sectoral policies and legislation, data information and political will (UNDP/GEF, 2003).

The priority capacity needs above have been translated into objective driven programmes using the Logical Framework Analysis. This is used to consolidate the findings of the cross-cutting assessment, and identify the overall objective to respond to the need to develop capacities for mainstreaming GE conventions requirements within the key sectoral policy and environmental issues identified in the NCSA process. Based on these priority capacity needs and key constraints/barriers a number of outputs have been identified. These outputs are expected to be achieving through the mobilisation of strategic measures or actions and necessary budgets for the implementation of the Action Plan.

3.3 ACTION PLAN

Sierra Leone's NCSA includes an Action Plan indicating relevant impact indicators and necessary budgets required for its implementation in the form of Logical Framework Analysis (LFA). Elements of such an Action Plan were brainstormed at a national consultative workshop with broad categories of relevant key stakeholders to ensure national validation of the Action Plan. The Action Plan is based on capacity development needs of Sierra Leone for mainstreaming Global Environment Management convention requirements in key sectoral policies related to the priority issues through legal/institutional reform, technical procedures and monitoring of compliance with the conventions obligations and commitments. This will ensure that the outputs of NCSA Action Plan would respond to the cross-cutting capacity development needs identified in the NCSA process by integrating these needs at the level of each outcome. The Action Plan provides for review, work sessions for adaptive planning, and contain a monitoring and evaluation strategy of the NCSA process. The principle is that the NCSA, even after the completion of the final report, is a continuous process.

The overall objectives of the Action Plan are to:

1. Strengthen the capacities in Sierra Leone to mainstream global environmental priorities to achieve national and global environmental benefits.
2. Raise awareness about the NCSA objectives and findings and garnered support for the implementation of the Action Plan.
3. Improve institutional structures and mechanism for environmental information.

These objectives are at the heart of project/programmatic interventions and include the following:

1. Strengthening capacities for the adoption of integrated ecosystem approach;
2. Strengthening capacities in Sierra Leone to mainstream Global Environmental issues in the cross-cutting policies to achieve national and global environmental benefits
 - 2.1. Food security policy
 - 2.1. Forestry policy
 - 2.1. Energy plan
 - 2.1. Land use policy
3. Strengthening capacities for environmental education at schools and university levels;
4. Consensus building through awareness and public participation; and
5. Strengthening capacities for the establishment of environmental information, documentation data management and monitoring system.

By focusing on the above strategic objectives and operational actions indicated above, the CAP will be able to respond to cross-cutting capacity building needs that respond to both global and national environmental benefits and will achieve the following results:

1. Support mainstreaming of environmental management into district/provincial governance actions.
2. Explore the possibilities of addressing individual and institutional capacity development needs of government line ministries and agencies through national sustainable development strategy/policy on training, skills development and capacity building (in support of sustainable environmental management).
3. Strengthen existing and help establish new and emerging collaboration especially at provincial and district levels.
4. Raise awareness at all levels in relation to the national obligations and commitment under the UN conventions.

5. Mobilise, enhance and engage existing capacity more effectively (individual, organisational and systemic) with a view of strengthening motivation, improving management functionality of the value and significance of the UN conventions.
6. Develop training materials to inform, educate and share information with stakeholders (communities, politicians, practioners, and private sectors).
7. Enhance popular participation among local communities and demonstrate the relevance of UN conventions to livelihoods, human well-being and national prosperity.
8. Develop and strengthen existing youth programmes and curricula in schools.
9. Develop an integrated information/data management system to track projects, policy and skills base and facilitate ease of reporting.
10. Improve inter-sectoral coordination and harmonisation among policies and legislations.

4 DESCRIPTION OF THE NCSA PROCESS- ASSESSMENT OF THE GEF/UNEP PRINCIPLES FOR NCSA

4.1 AN OVERVIEW OF ACHIEVEMENTS WITH REGARDS TO EACH OF THE GEF AND UNEP PRINCIPLES FOR THE NCSA

Based on observations and discussions by an independent consultant, with inter-thematic working groups, project team members and the PSC, the following table provides how well the GEF and UNEP principles for NCSA were incorporated in the process and products. A self-appointed ranking between 1 and 5 with 1 being highly satisfactory, 2 satisfactory, 3 moderately satisfactory, 4 moderately unsatisfactory, 5 unsatisfactory was used.

PRINCIPLES	RANKING
<i>1. The NCSA should be nationally owned and nationally led</i>	2
<i>2. The NCSA should draw on existing structures and mechanisms for coordination</i>	2
<i>3. Pay due attention to the provisions and decisions of the three conventions</i>	3
<i>4. Consultation and decision-making should be multi-stakeholder</i>	2
<i>5. The NCSA should build on existing related work</i>	2
<i>6. The NCSA should contribute to developing an holistic approach to capacity development addressing capacity needs at the systemic, institutional and individual levels</i>	4
<i>7. The NCSA should be firmly mainstreamed into broader context of sustainable development in-country, closely related to goals such as poverty alleviation, achieving MDGs and economic transition</i>	4

The justification for each of the principles is provided in the explanatory note provided below.

Principle 1: Nationally owned and driven

Ranking: 2

Justification:

- The preparation of the NCSA Action Plan was carried out with wide participation of key national stakeholders.

- The active participation of national expertise in the implementation of the project.
- Project housed at DE.

Principle 2: Implementation based on existing structures and mechanisms and working teams

Ranking: 2

Justification:

- The DE established in 1985, has long history of project implementation and has established contacts with all sectoral ministries and is the focal points for GEF/UNEP project.
- The PSC includes the key national environmental coordination mechanism, that is, the National Environmental Protection Board (NEPB) and it is closely coordinating its activity with the planned National Commission for Environment and Forestry (NaCEF).
- Previous experiences in developing the National Biodiversity Strategy and Action Plan (NBSAP 2003), the National Environmental Action Plan (NEAP 1995), and the first national communication to the UNFCCC under development have all installed a common understanding and/or appreciation for sustainable environmental resource management.
- Consultant teams hired were involve in Rio Convention implementation to some degree, thus knowledgeable of and involved in the processes.
- Working into existing linkages to other ministries and agencies.

Principle 3: paying due attention to the provisions and decisions of the three conventions

Ranking: 3

Justification:

- The establishment of the thematic assessment working groups ensures close involvement of the conventions focal points in the NCSA process.
- The availability of standardised reporting formats (stocktaking and thematic assessments, cross-cutting assessment and action plan reports) assisted both the preparation of those reports as well as the dissemination and understanding of the obligations and status of the

three Rio conventions as they were widely available to key national stakeholders and public.

Principle 4: Multi-stakeholder Consultation and decision making process

Ranking: 2

Justification:

- The project was officially launch by the President of the Republic of Sierra Leone and received extensive media coverage.
- PSC was multi-sectoral and multi-stakeholder.
- Consultative meetings/validation workshops organised at national and provincial levels.
- The NCSA Action Plan document is schedule for cabinet submission and endorsement.

Principle 5: Build upon existing related work

Ranking: 2

Justification:

- The thematic assessments covered extensively all related programmes and initiatives, with specific reference to the national report to the Global Environment (GE) Conventions.
- Overview inventories of existing laws, programme and project were prepared during the NCSA, as well as other related capacity assessments were reviewed.
- The NCSA review of the status of implementing the conventions has greatly assisted the nation's appreciation of the extent to which, given the local conditions, the country has gone in meeting its obligations and commitment under all three Rio conventions.

Principle 6: Contributes to holistic approach incorporating systemic, institutional and individual levels of capacity

Ranking: 4

Justification:

- The NCSA process, broad, inclusive and representative, has supported the identification of institutional, organisational and systemic capacity needs.

Principle 7: Mainstreamed into broader context of sustainable development

Ranking: 4

Justification

- A clear understanding of the need to ensure integration and mainstreaming of GE issues within national plan was truly achieved through the NCSA process and reflected in its action plan. Thus the success of mainstreaming the action plan into the national sustainable development framework can only be judge after implementation.

4.2 DESCRIPTION OF ISSUES ADDRESSED BY THE NCSA PROCESS

4.2.1 Contribution to socio-economic Development

Sustainable development requires:

- The conservation and enhancement of the resource base;
- The elimination of poverty and deprivation;
- A broadening of the concept of development so that it covers not only economic growth but social and cultural development; and
- The unification of economics and environment in the decision-making process

The essence is to ensure that society meets the need of the current without compromising the ability of future generations to meet their needs. This implicitly requires that development should not compromise the ecological integrity of the environment.

The role of biodiversity conservation through BSAP, unlike the land degradation/climate change, is seen in several forms including food production, biosafety, tourism, agro forestry and essential environmental services. The economic value of biodiversity is well established. Biodiversity, from which all of these benefits are derived, is therefore, indispensable to socio-economic and cultural development. In effects capacity development under NCSA is imperative to Sierra Leone's economic development and environmental management.

4.2.2 *Improved negotiation skills*

Participants and stakeholders have responded positively to the NCSA process of consensus building used for negotiation, information sharing and the exploration of ideas in the development of projects, programmes and policies. Stakeholders generally found the NCSA process very constructive and many enjoyed being part of it.

4.2.3 *Enhanced cross-sectoral coordination*

There is a strong recognition that implementing the three Rio conventions requires coordination among sectoral agencies/institutions. This was enhanced through stakeholder consultation and participation, and the transfer of technical expertise established under sectoral ministries with the appropriate mandates to implement all three of the UN conventions. The cross-sectoral coordination control mechanism was established to ensure co-ordination among sectoral agencies, a National Environmental Committee (NEC) comprising representative from almost all sectoral ministries including agriculture, energy and power, tourism, health, social services, foreign affairs and international cooperation.

4.2.4 *Strengthened involvement of NGOs*

Through NCSA activity, mostly environmental NGOs, (such as Environmental Foundation for Africa (EFA), Conservation Society of Sierra Leone (CSSL), Green Scenery, Friends of the Earth, Commonwealth Human Ecology Council in Sierra Leone (CHECSIL), and Organisation for Research and Extension of Intermediate Technology (ORIENT)), have all developed their capabilities to help promote increased public awareness (public education programmes and sensitisation) geared towards the understanding of the ecology and the environment and to create a consistency for conservation efforts. The main focus is on environmental issues, soil and water management, crop production and conservation of forest reserves.

4.2.5 *Establishment of a culture of self-evaluation*

The NCSA used a participatory of self-assessment of relevant stakeholders and environmental institutions through bringing in of an involved, but independent consultant at NCSA report preparation stage. This ensures sustainability of the NCSA, inculcating amongst participants and institutions a philosophy and recognition of the need for continual re-assessment. The capacity of national and

district authorities were strengthened to plan monitoring and supervision of project for positive impacts of an environmental programme in favour of conservation and protection of the environment.

PART II: NATIONAL CAPACITY ACTION PLAN (NCAP)

1.0 THE VISION OF THE CAPACITY ACTION PLAN (CAP)

This section summarizes the activities and interventions discussed in the previous reports. The Logframe Analysis provided the structure for the development of the Action Plan to address capacity priority needs of Sierra Leone in order to achieve the objectives of the UN conventions.

Implementation responsibilities for the NCSA Action Plan and monitoring indicators are proposed. The success of these interventions will rely solely on the mobilization of sufficient financial resources and commitments. Though ensuring support, Sierra Leone will endeavour to meet the commitments and obligations to global environmental management under the three Rio conventions.

1.1 VISION OR OBJECTIVES OF THE NATIONAL CAPACITY ACTION PLAN

Since the adoption of the National Environmental Action Plan (NEAP), a number of environmental policies, legislation and laws have been formulated towards the promotion of environmental management and sustainable development thereby meeting the obligations and commitments of the three UN conventions. The NEAP (1993) calls 'for coordination and stimulation of national environmental management and promotion of environmental awareness'. The NEAP is the country's Local Agenda 21, and is the blue print for environmental protection and management in Sierra Leone. The National Environmental Policy (NEP) (1990) aims at 'achieving sustainable development through sound environmental and natural resources management'. The policy objectives include: 'secure for all Sierra Leoneans quality of environment adequate for health and well-being; conserve and use the environment and natural resources for the benefit of present and future generations, restore, maintain and enhance the ecosystems, and ecological processes essential for the functioning of the biosphere; to preserve biological diversity and the principle of optimum sustainable yield in the use of living natural resources and ecosystems; and raise public awareness and promote understanding of the essential linkages between environment and development and encourage individual participation in environmental improvement efforts'.

The vision of CAP should also contribute to the vision of the National Long-Term Perspectives Studies (NLTPS) ('Sierra Leone Vision 2025'). The main objective of the NLTPS is 'to formulate a shared vision and to design broad strategies for long-term national development leading to a better Sierra Leone by the year 2025 with a challenge to *"create a prosperous society that cares about people and the environment"*. The strategy acknowledges the fact that development is not only concerned with positive changes in the economy but with other areas such as political, cultural, environmental and technological development. One of the strategic areas of focus identified in all plans, policies and programmes for development of Sierra Leone is *"how to ensure sustainable exploitation and effective utilization of natural resources, while maintaining a healthy environment"*.

The vision of the Capacity Action Plan is 'to meet the priority capacity needs, and implement Action Plan, for developing Sierra Leone capacity to meet its commitment to global environmental management as a signatory of global environmental conventions (UNCBD, UNFCCC, and UNCCD)'.

1.2 MANDATE OF IMPLEMENTING AGENCY

The mandate of the institution responsible for managing the implementation of the CAP is under the Environment Division in the MLCPE/Planned NaCEF. The mandate of the ED is to provide the following functions:

1. Establish and coordinate working groups to study specific environmental problems;
2. Formulate environmental legislation;
3. Promote environmental education;
4. Monitor, control and enforce environmental legislation;
5. Environmental assessment; and
6. Implement NEP.

1.3 GUIDING PRINCIPLES FOR CAPACITY DEVELOPMENT FOR MANAGEMENT OF GLOBAL AND NATIONAL ENVIRONMENTAL ISSUES

The NCSA CAP is based on a number of principles. The following principles are distinguished:

- The CAP should be nationally owned and nationally led. Likewise, it should use national experts where possible, and regional experts if necessary;

- The CAP should draw on existing structures and mechanisms for coordination; this could include teams involved in other GEF enabling activities (EA);
- The CAP should pay due attention to the provisions and decision of the three conventions;
- Within the CAP, participation, consultation and decision-making process should be multi-stakeholders. This requires appropriately inclusive institutional arrangement;
- The CAP should build upon existing related work. This includes assessment-related work undertaken through GEF-supported enabling activities and in national reports to the conventions. This also includes previous capacity assessments not necessarily related to the conventions;
- The CAP should contribute to the long-term aim of developing an holistic approach to capacity development that addresses capacity needs at the systemic, institutional and individual levels;
- The CAP should be firmly mainstreamed into the broader context of sustainable development in-country, should be closely related to goals such as poverty alleviation, achieving the Millennium Development Goals (MDGs) and economic transition.

Building on the above principles, GEF emphasises the following principles:

- Where appropriate, the CAP should focus on issues that cut across the three conventions. There are many other GEF and internationally supported activities focusing on issues specific to one convention. A comparative advantage of the NCSA is to focus on cross-cutting issues. A long-term aim is to strengthen synergies across the conventions;
- Where appropriate, the CAP should pay particular attention to assessing capacity needs at the systemic level. Many development projects focus at the individual and institutional levels, while neglecting important systemic issues.

The above principles determined the *approach* in undertaking all of the NCSA activities. All activities should be planned and implemented in a manner that ensures that each of the principles is satisfied.

2.0 A CONCISE SUMMARY OF PRIORITY THEMATIC AND CROSS-CUTTING CAPACITY NEEDS

2.1 THE BIODIVERSITY CONVENTION

The following summarises thematic issues identified and confirmed as priority issues for the implementation of UNCBD in Sierra Leone:

- Inventory, database, of ecosystems, species and habitats;
- Expansion of protected areas;
- Forestry inventory and conservation;
- Inventory and protection of marine biodiversity and major estuarine systems, and co-management and rehabilitation of mangrove ecosystem;
- Institutional and financial system for the biodiversity conservation: biodiversity secretariat, Biodiversity committee, National Focal Point;
- Legislation for biodiversity conservation; and
- Environmental awareness and education on biodiversity conservation.

2.2 THE DESERTIFICATION/LAND DEGRADATION CONVENTION

The following summarises the issues identified and confirmed as priorities within the convention on desertification/land degradation in Sierra Leone:

- Institutional strengthening and capacity development of government line ministries and other organisations;
- Enhancement of environmental education and awareness raising of the UNCCD and issues of land degradation;
- Capacity building of community based organisations (CBOs);
- Establishment of national research centre for soil and land degradation related issues;
- Enhancing the capacity of environmental sciences department;
- Enhancing better coordination and inter-sectoral linkages among government line departments and other agencies;
- Development of an appropriate national land use policy and plan;
- Establishment of a national land degradation fund to mobilize and provide financial resources;
- Establishment of a national documentation centre and information system;
- Formulation of national strategies and action plan/programmes; and
- Poverty reduction through the provision of alternative livelihoods.

2.3 THE FRAMEWORK CONVENTION ON CLIMATE CHANGE

The following summarises thematic issues identified and confirmed as priority issues for the implementation of UNCBD in Sierra Leone:

- Creation of Centre for Climate Change Research;
- Institutional strengthening of the line Ministries and Agencies;
- Capacity building of target community;
- Incorporating Climate Change Training in the School of Environmental Sciences (NU);
- Capacity Building in the Government Information Services;
- Policy Reforms in the Implementation of UNFCCC;
- Implementation of Practical Aspects of the UNFCCC;
- Capacity Building; and
- Project Design and Implementation.

2.4 CROSS-CUTTING CAPACITY NEEDS

The following summarizes the priority cross-cutting needs identified and confirmed to respond to the environmental issues based on the views of the thematic inter-working group meetings and confirmed:

- Strengthening capacities for the adoption of integrated ecosystem approach;
- Strengthening capacities in Sierra Leone to mainstream Global Environmental issues in the cross-cutting policies to achieve national and global environmental benefits
 - Food security policy
 - Forestry policy
 - Energy plan
 - Land use policy
- Strengthening capacities for environmental education at schools and university levels;
- Consensus building through awareness and public participation; and
- Strengthening capacities for the establishment of environmental information, documentation data management and monitoring system.

3.0 OPPORTUNITIES FOR LINKAGES AND SYNERGIES ACROSS THE CONVENTIONS AND ACROSS GLOBAL AND NATIONAL ENVIRONMENTAL MANAGEMENT

The NCSA process provided an opportunity to discuss and elucidate the linkages among the thematic areas through a greater understanding of the commonalities and overlaps among the conventions and facilitated an integrated approach to their implementation at the local, national and global levels.

A number of opportunities for synergistic and cross cutting capacity building have been identified. These are in the areas of:

3.1 Technology transfer

The transfer of new ideas and techniques for environmental management is limited in Sierra Leone. In spite of the increased encroached on protected areas, the development of Geographical Information System (GIS) unit to analyse satellite imagery and determine the extent of degradation of the varied ecosystem is non-existent. Moreover, employing expatriate as technical expert continue to hinder efficient transfer of technology to national expertise. The importance of establishing a synergy in terms of communication networks that allows information sharing between institutions remains a major concern.

3.2 Lack of Public participation

The three Rio conventions have both socio-economic and environmental bearings on all Sierra Leoneans. This implies that stakeholders inputs to, and awareness of, environmental success of initiatives taken in these areas. The level of stakeholder participation, however, in Sierra Leone is inadequate. For instance, during the formulation of BSAP process, not much was done to further recommendation of biodiversity related projects.

Generally, the extent of community involvement has only been restricted to environmental related projects undertaken by NGOs such as CSSL, EFA and Green Scenery. These have made efforts in empowering communities in the Gola forest reserves through the creation of conservation committees.

3.3 Environmental education

Since the launching of the first phase of the International Education Programme in 1975, the country has not fully incorporated environmental education in its educational system, and their initial measures related to ecological and environmental concerns and awareness. The convictions that education can play in the implementation of the Rio conventions need to be overemphasised.

In addition, the techniques and equipments used are of poor quality, with very few environmental education and training programmes and course.

3.4 Infrastructure and support services

Very few infrastructures such as Herbaria at NU, the gene bank at RRSR and meteorological stations were used to collect, document and retrieve environmental information for the public. During the war, most of these facilities were either destroyed or witnessed further deteriorating standards. To date, adequate resources to reactivate restructure or maintain these facilities are not available. Moreover, many of the schools in the country have poorly equipped laboratories for an effective achievement of the MDGs, Vision 2025 and PRSP. All of these are aimed at addressing the country's socio-economic development.

3.5 Networking and Communication

No networking activity exists in the country. The need for a regular electronic communication and participation in a synergistic implementation of the three conventions should be involved in capacity building.

The channels of communication between line ministries (MAF&FS, MLCPE and transport), research institutions (USL, NU, IAR, RRAS, IMBIO) and NGOs are not properly developed, nor are collaborative arrangements properly strengthened to ensure informed decisions at all levels.

3.6 Environmental information management and monitoring systems

Environmental information management database is poor and scattered among agencies with some difficulty in accessing it. Sometimes institutions are reluctant to share sensitive data. Also there is lack of coordinated capacity to formulate monitoring framework.

4.0 PROPOSED CAPACITY DEVELOPMENT ACTIONS TO ADDRESS CAPACITY PRIORITY CAPACITY NEEDS.

The Logframe Analysis represents the proposed capacity development actions to address capacity priority capacity needs to meet the overall objectives of the NCSA process. The Action plan identifies five broad focal areas for intervention and recommends a wide range of proposed actions that would, if implemented, improve capacity development at all levels and advance Sierra Leone's ability to manage her environmental resources.

The five broad focal areas were identified as priorities to be implemented in the short-term (1 year), Medium-term (2-3 years) and Long-term (3-5 years). The LFA present the roles and responsibilities of implementers, financing arrangements and linkages to national sustainable development initiatives. The Logframe analysis has also indicated the relevant indicators and necessary budget for the implementation of the action plan.

LOGFRAME FOR THE NCSA ACTION PLAN IN SIERRA LEONE

OBJECTIVE: STRENGTHENING CAPACITIES IN SIERRA LEONE TO MAINSTREAM GLOBAL ENVIRONMENT ISSUES IN THE PRIORITY CROSS-CUTTING ISSUES TO ACHIEVE NATIONAL AND GLOBAL ENVIRONMENTAL BENEFITS.			
OUTCOMES	OUTPUTS	INDICATORS	BUDGETS
1. The adoption of integrated ecosystem approach is implemented inline with the MEAs requirements.	<ul style="list-style-type: none"> Legislative framework, policies and action plans for integrated ecological approach. National guidelines for integrated ecosystem approach to environmental management. Capacity building of NGOs and CBOs operating in natural resource management Partnership between BCU and stakeholders Updated NaCEF and stakeholder institutional mandates and responsibilities to incorporate integrated ecosystem approach. Public sensitization programme on ecosystem approach. 	<ul style="list-style-type: none"> Published legislation, policies and action plans for the adoption of integrated ecosystem. National policy guidelines on integrated ecosystem management approach published. Monitoring information published in project reports. Project reports. 	US\$ 400, 000
2. The food security policy is implemented inline with the MEAs requirements.	<ul style="list-style-type: none"> Extension service providers, farmers, researchers trained on eco-farming of technologies. Policy and regulatory framework on food security reviewed. Communication and information dissemination strategy on ecological agriculture at regional, national and local levels. 	<ul style="list-style-type: none"> Information transfer and management amongst stakeholders in eco-farming increased. Policy and legislative reform. 	US\$ 500,000

OBJECTIVE: STRENGTHENING CAPACITIES IN SIERRA LEONE TO MAINSTREAM GLOBAL ENVIRONMENT ISSUES IN THE PRIORITY CROSS-CUTTING ISSUES TO ACHIEVE NATIONAL AND GLOBAL ENVIRONMENTAL BENEFITS.			
OUTCOMES	OUTPUTS	INDICATORS	BUDGETS
3. The energy policy is implemented inline with the MEAs requirements.	<ul style="list-style-type: none"> • Trained Energy experts • Energy information system and documentation centre. • Climate change adaptation strategy. • National research strategy and action plan on biomass, rural energy, pricing mechanisms and energy conservation. • National guidelines on efficient use of biomass energy. • Awareness raising campaign on environmentally friendly energy production and domestic utilization of technologies. • Construction of energy efficient cooking stoves. • Disaster management and prevention plan. 	<ul style="list-style-type: none"> • Trained energy experts in the energy sector. • Established energy information system and documentation centre. • Published climate change adaptation strategy. • Public aware of the value of alternative energy technologies. • Published disaster management and prevention plan. • More pervasive and proper use of renewable energy and renewable energy technologies. • More pervasive use of energy efficient improved stoves. • Published national policy guidelines on efficient use of biomass energy. 	US\$500,000
4. Forestry ecosystem and sustainable resource management is implemented inline with the MEAs requirements	<ul style="list-style-type: none"> • Improved research and information systems • Legislations, policies and acts towards sustainable use of forest resources. • NBCU operational for collection, analysis and storage of forestry data. • CBOs trained to enhance co-management of forests resources. 	<ul style="list-style-type: none"> • Established research and information systems. • Legislative and policy reform. • Institutionalisation of NBCU • Number of training workshops and seminars • Report 	US\$ 525, 000

OBJECTIVE: STRENGTHENING CAPACITIES IN SIERRA LEONE TO MAINSTREAM GLOBAL ENVIRONMENT ISSUES IN THE PRIORITY CROSS-CUTTING ISSUES TO ACHIEVE NATIONAL AND GLOBAL ENVIRONMENTAL BENEFITS.			
OUTCOMES	OUTPUTS	INDICATORS	BUDGETS
5. Land use planning is implemented inline with the MEAs requirements.	<ul style="list-style-type: none"> Land use policy and legislation integrating MEAs. Land use plans integrating MEAs. Guidelines integrating weather, climate and disaster preparedness into land use plans, National Land Management Resource Centre; Targeted training programmes, such as GIS and Remote Sensing and the use of the landscape approach and other modern land use planning tools, to be integrated in all sectors; Legislation and institutional arrangements for implementation and enforcement of sustainable land management practices. 	<ul style="list-style-type: none"> Relevant plans integrating MEAs Targeted capacity building initiatives enhanced Increased compliance with policies and legislations on sustainable land management; Number of community level initiatives of land management under implementation; Increased public awareness of policies and guidelines on sustainable land management; Land administration system reform Finalised land use policy Public aware 	US\$ 750, 000
6. Environmental education at schools and university levels.	<ul style="list-style-type: none"> MEAs integrated in curricula of schools, universities and other institutions. Policy, decision makers, communities and other stakeholders sensitised on MEAs Teaching and training materials for educational institutions produced. 	<ul style="list-style-type: none"> Curriculum reviewed. National environmental policy simplified and/or translated into the main national languages. Number of training materials on MEAs. Number of sensitisation workshops of key stakeholders particularly the policy and decision makers. Increased awareness of MEAs issues in educational institutions. 	US\$ 500, 000

OBJECTIVE: STRENGTHENING CAPACITIES IN SIERRA LEONE TO MAINSTREAM GLOBAL ENVIRONMENT ISSUES IN THE PRIORITY CROSS-CUTTING ISSUES TO ACHIEVE NATIONAL AND GLOBAL ENVIRONMENTAL BENEFITS.			
OUTCOMES	OUTPUTS	INDICATORS	BUDGETS
7. Consensus building through awareness and public participation	<ul style="list-style-type: none"> Regular column and programmes on MEAs in print and electronic media respectively. Institutionalise instruments for public participation Sensitisation of policy and decision makers on MEAs Training programmes for mass media practitioners/reporters on MEAs. Awareness raising strategy in support of NCSA action plan implementation. Extension service providers trained on MEAs. Focal points established at all levels. 	<ul style="list-style-type: none"> Increased frequency of articles/columns and programmes on MEAs. Increased awareness of MEAs issues among stakeholders A clearinghouse and coordination mechanism set up to facilitate information sharing. National consensus on the need for public participation on MEAs. Number of training programmes for mass media practitioners/reporters as well as public education programmes. 	US\$ 125, 000
8. Environmental information, documentation, data management and monitoring system	<ul style="list-style-type: none"> Current status and targets of data and information collection on MEAs Mechanisms and protocols of data and information exchange established. Monitoring and evaluation plan on data and information management. Information communication management and other data management facilities in relevant institutions available. 	<ul style="list-style-type: none"> Status and targets sets for MEAs data and information management. Joint data collection and reporting. Improved data and information management in relevant institutions. Improved monitoring for MEAs implementation. Up to date Information and Communication Technologies (ICTs) and data management facilities. 	US\$ 700, 000
Total			US\$ 4 million

4.1 *Priority Capacity Needs 1: Strengthening Capacities for the Adoption of Integrated Ecosystem Approach*

4.1.1 Description of existing capacity needs and opportunities

Sierra Leone lacks a formal legal, institutional and regulatory policy framework, skilled manpower-at sub-professional and vocational levels including extension, research and training, coordination and collaboration between private and public institutions, institutional capacities of local councils, information base and financial capacity to deal with integrated ecosystem management approach. But the existing policies and laws demonstrate the country's interest in ecosystems management. Coupled with the newly created commission (NaCEF) is envisaged to reduce the structural and functional gaps to implement integrated ecosystem approach to natural resource management. In addition, existing institutions are engaged in public awareness and education at local and national levels, wildlife management and conservation, biodiversity assessment and horticulture.

4.1.2 List of related on-going activities

- Capacity building of Ministries, Department and Agencies; NGOs and Academic Institutions;
- Adoption of integrated ecosystem management project concepts
- Public awareness through enhanced environmental education undertaken by NGOs, local and private institutions in support of the implementation of the Rio conventions.

4.1.3 List of partners active in related sub-sectors

- Forestry division (NaCEF)
- NGOs

4.1.4 Description of how capacity development will help the country to meet its requirements under the three conventions

The adoption of integrated ecosystem approach will provide the following capacity development opportunities for Sierra Leone. These include:

- Enhanced capability and capacity of individuals and institutions
- Provide help to institutions involved in the implementation of the integrated ecosystem management approach focused more on biodiversity conservation through the identification and establishment of small-scale businesses (for example, marketing of traditional nature products, ecotourism operations).

- Broaden the mandates of the new commission to incorporate the tenets of integrated ecosystem approach to adopt sustainable resource management and planning; and
- Enhanced policy, legal and regulatory framework thus facilitating the implementation of Integrated Ecosystem Approach adopted for or adoption by stakeholders.

4.1.5 Specific details of measures to be taken

- Strengthening the enabling environment for Integrated Ecosystem Approach including legislative framework, policies and action plans and development plans to improve the integration and mainstreaming of MEAs throughout national development strategies, plans and programmes.
- Develop national guideline for ecosystem approach
- Develop policy for integrated ecosystem management approach
- Capacity building of local councils on ecosystem management
- Empower and strengthen partnership between BCU and stakeholders (in terms of information sharing, modalities for participation, workshop training).
- Review NaCEF and stakeholder institutional mandates, mission statement, responsibility etc and update.
- Develop and implement a public sensitization programme on ecosystem approach.
- Strengthen the capacity of NGOs and CBOs operating in natural resources management.

4.1.6 Timetable for measures

- Medium-term

4.1.7 Allocation of roles and responsibilities

- NGOs - public awareness and education
- Universities – capacity building, training workshops/seminars, research and consultancy.
- MDAs - monitoring and reporting, develop guidelines and regulatory framework for integrated ecosystem approach

4.1.8 Costs and sources of finance

- 350, 000 US\$
- GOSL/Partners

4.1.9 Annual targets and indicators of success

- Change in area (percent) of unfragmented habitats
- Aerial photographs/satellite imagery of ecosystems
- Published reports by relevant regulatory authorities
- Project reports
- Monitoring information published in project reports
- Databases of baseline information
- Increase in budget for and number of enforcement officers

4.1.10 Linkages to ongoing national sustainable development initiatives

Integrated ecosystem approach is mainstreamed in National Forestry Protection Act (NFPA), BSAP 2003, PRSP 2004, and Sierra Leone Vision 2025.

4.1.11 Risks and assumptions

- Integrated ecosystem approach is a preferred way of achieving sustainable life style;
- National and local legislative authorities are willing to make the much-needed reforms to provide the necessary legal and regulatory support for integrated ecosystem management;
- Land uses can be controlled in order to maintain their ecological integrity;
- Necessary support by authorities to cooperate fully;
- Trained experts and facilities are available to analyse information;
- Institutional and individual capacity to monitor key indicator species.

4.2 Priority Capacity Needs 2: Strengthening Capacity in Sierra Leone to Mainstream Global Environmental Issues in the Priority Cross-Cutting Policies to Achieve National and Global Environmental Benefits

4.2.1 Food Security Policy

4.2.1.1 Description of existing capacity needs and opportunities

Institutional weaknesses, weak infrastructure and support services, inadequate extension services, poor returns from agricultural production and the use of traditional tools which are labour intensive, as well as weak research base and poor access to market are major capacity constraints in this area. The establishment of a Right-to-Food Secretariat (RFS) by governments and its partners provides an opportunity for the co-ordination of the activities in the food security sector. Public education and awareness raising programmes

provides an additional opportunity in educating the population on food security needs of the country.

4.2.1.2 List of related ongoing activities

- Institutional strengthening and capacity building in the food security sector;
- Public awareness and education through extensive media coverage (newspaper, TV, print and electronic media);
- Empowerment of rural poor and vulnerable urban households to increase the quantity and quality of what is consumed; and
- Strengthening and enhancing cross-sectorial linkages for the promotion of sustainable food security policy.

4.2.1.3 List of partners active in related sub-sectors

- Public and private sector
- NGOs

4.2.1.4 Description of how capacity development will help the country to meet its requirements under the three conventions

Developing the human capacity through training of extension officers and researchers will promote and enhanced the technical, managerial and participatory competences of specific case of food security. The exposure to information management system and technologies will promote ecological agricultural practices in an environmentally sustainable manner.

4.2.1.5 Specific details of measures to be taken

- Training extension officers, farmers and researchers on eco-farming of technologies;
- Review policy and regulatory framework on food security;
- Improve on communication and information dissemination strategy on ecological agriculture at household levels;
- Strengthen coordination and collaboration mechanisms between government, civil society and NGOs;
- Conduct sensitization at regional, national and local levels on food security.

4.2.1.6 Timetable for measures

- Medium-term

4.2.1.7 Allocation of roles and responsibilities

- MAFS – responsible for food security policy and coordination.
- FAO- coordinating role to avoid duplication; strengthen capacity of the Ministry of Agriculture; support rehabilitation, support community based safety nets, and establish early warning system.
- NGOs (CARE, World Vision, ActionAid) - nutrition survey, generation of information from grassroots.
- NU – training of personnel in agricultural research and extension
- National Farmers Association – support programmes with poverty alleviation of farmers; advocacy and lobbying; work with technocrats in the ministry; and support development activities of farmers.

4.2.1.8 Financial plan – costs and sources of finance

- US\$ 500, 000
- GOSL/Partners

4.2.1.9 Annual targets and indicators of success

- Information transfer and management amongst all stakeholders in eco-farming increased.
- Policy and legislative reform

4.2.1.10 Description of linkages to on-going national sustainable development initiatives

Most of the specific measures to address capacity development needs/constraints are outlined under Pillar Two of the PRSP and the Sierra Leone Vision 2025. In these documents there is strong emphasis on empowering the poor rural and urban households to improve on the food they consume and encourage farm families to produce more. This is further stressed in the government commitments to reduce hunger and malnutrition and accelerate the attainment of the Millennium Development Goals (MDGs), especially MDG1: the eradication of extreme poverty and hunger by 2015.

4.2.1.11 Risks and assumptions

- Human resource planning and development is effective.
- Indigenous entrepreneurship capacities, both public and private sector, are initiated.
- Education and training, managerial and participatory competencies in food security policy agenda is improved.
- Extension service providers are enhanced at regional, national and local levels.

4.2.2 Energy policy

4.2.2.1 Description of existing capacity needs and opportunities

The country lacks trained and skilled energy experts, inadequate energy information system, weak coordination among the various projects, institutions and sectors and projects, and limited capacity to popularise alternative energy technologies. In Sierra Leone, there is a lack of an energy information system, resulting in poor information exchange amongst energy stakeholders. There is also inadequate capacity to manage and analyze energy information. There is a need for establishing a proper energy information system that will mobilize human resources and undertake sensitization and information dissemination to stakeholders in the sector for effective implementation of the energy policy. The new energy policy provides an opportunity to address the structural and functional gaps of the energy sector in line with the aspirations of regional and global policies. The encouragement of both public and private investment in the energy sector provides the opportunity of improving sustainability.

4.2.2.2 List of related ongoing activities

- Institutional strengthening and capacity building;
- Sensitization programme on the use of environmentally friendly energy at household level; and
- Development of renewable energy technologies (construction of dams).

4.2.2.3 List of partners active in related sub-sectors

- National Power Authority (NPA)
- NU
- SLADEA
- EFA
- GTZ

4.2.2.4 Description of how capacity development will help the country to meet its requirements under the three conventions

Capacity development needs at all levels will ensure the achievement of a reliable energy supply and utilization of the potential for sustainable energy resources. The institutionalisation of governance structure in the energy sector will facilitate an effective delivery of the energy policy and provide a platform for representing the interests of all stakeholders.

4.2.2.5 Specific details of measures to be taken

- Awareness raising campaign to improve environmentally friendly production and domestic utilization of technology
- Train energy experts in the sector;
- Develop a national research strategy and action plan with a focus on biomass, rural energy, pricing mechanisms and conservation;
- Establish energy information system;
- Embark on sensitization and demonstration to local people modern biomass energy conserving technologies;
- Develop guidelines for efficient use of biomass energy;
- Train artisans in construction of energy efficient cooking stoves; and
- Develop climate change adaptation strategy
- Develop programmes for disaster prevention and participate in negotiations that have to do with response strategies to global climate change and other environmental related issues.

4.2.2.6 Timetable for measures

- Long-term

4.2.2.7 Allocation of roles and responsibilities

- MEP- responsible for energy sector policy and coordination
- MAFFS – responsible for biomass issues (plants and animals- derived matters), especially fuelwood.
- MF- plays supportive role in fiscal matters
- MMR – extraction of minerals, including energy related minerals
- NPA – responsible for carrying out power (including hydro) generation, transmission, distribution and supply in the country.

4.2.2.8 Financial plan – costs and sources of finance

- US\$ 500, 000
- GOSL/Partners

4.2.2.9 Annual targets and indicators of success

- Trained energy experts;
- Energy information system and documentation centre established;
- Climate change adaptation strategy developed;
- Public aware of the value of alternative energy technologies
- Published disaster management and prevention strategy

- More pervasive and proper use of renewable energy and renewable energy technologies
- More pervasive use of energy efficient improved stoves

4.2.2.10 Description of linkages to on-going national sustainable development initiatives

The overall government objective in the energy sector is to expand the population access to reliable modern energy services while improving sustainability. This strategic vision of the GOSL is recognised by major programmes for various sectors in the Poverty Reduction Strategy Paper (PRSP 2004).

4.2.2.11 Risks and assumptions

- Households will use environmentally friendly renewable energy technologies.
- Energy information collection, storage, analysis and exchange is improved.

4.2.3 Forestry Ecosystems and Sustainable Resource Management

4.2.3.1 Description of existing capacity needs and opportunities

There is lack of institutional management capacity and threat from agricultural encroachment and hunting pressure in the forestry sector. Most of the policies, acts and legislative framework directed towards sustainable use of forest resources are obsolete. There are very inadequate management and information services especially in the area of documentation and dissemination of information on biodiversity; low public awareness and understanding of the important of biodiversity, as well weak collaboration and coordination mechanisms within and between stakeholders.

However, institutional reform through the creation of NaCEF provides an opportunity for capacity development in the area of forestry ecosystem and sustainable resource management at all levels. In addition, the wide range of environmental education and public awareness provides an opportunity in understanding the essential link between development and conservation garnered towards environmental improvements.

4.2.3.2 List of related ongoing activities

- Capacity building and institutional strengthening
- Research and development activities
- Environmental education and awareness raising campaign
- Participatory governance framework for natural resource management at local levels through the local governance structure.
- Empowering communities in the GOLA Forest Reserves through the creation of conservation committee.

4.2.3.3 List of partners active in related sub-sectors

- Environmental NGOs (such as BRACO, CSSL, CCSL, CHECSIL, SLRA)
- Public sector

4.2.3.4 Description of how capacity development will help the country to meet its requirements under the three conventions

Addressing capacity needs of Sierra Leone's forestry ecosystems will promote increased community biodiversity conservation strategies. The policies and legislative reform aiming at conservation and sustainable development of the nation's forest and wildlife will facilitate effective networking and collaboration within and between stakeholders.

4.2.3.5 Specific details of measures to be taken

- Empowerment and training of community-based organisations to enhance co-management of forest resources;
- Review and strengthening of policies, Acts and legislations directed towards sustainable use of forest resources;
- Develop human resource plan, management of information systems and participatory planning for sustainable resource management;
- Promote focus on potential of biodiversity products for economic development;
- Capacity development of private, public and university in the areas of forest ecosystem and sustainable resource management at all levels
- Support participation, education, rights and development of communities living in or near forests;
- Strengthen existing collaboration and support new and emerging inter-institutional collaboration.

4.2.3.6 Timetable for measures

- Short-term

4.2.3.7 Allocation of roles and responsibilities

- NGOs
- Universities
- NaCEF

4.2.3.8 Financial plan – costs and sources of finance

- US\$ 525, 000.00
- GOSL/Partners

4.2.3.9 Annual targets and indicators of success

- Human resource plan, information management systems and participatory planning guide for resource management published;
- Policy and legislation reform;
- Collaboration and coordination between inter-institutions established;
- 70 percent of existing staff are trained and well equipped;
- Decline in forest fragmentation;
- Public aware of the problems of forest depletion and degradation

4.2.3.10 Description of linkages to on-going national sustainable development initiatives

The development of NBSAP and WCBP with the goals of promoting sustainable use of forest resources demonstrates government commitments towards the achievement of Sierra Leone's Vision 2025, PRSP and the MDGs.

4.2.3.11 Risks and assumptions

- Sufficient training opportunities are available for staff.
- Guidelines on forest management techniques are widely used by communities.
- Public education and knowledge about forest quality and quantity monitoring.

4.2.4 Land Use Planning

4.2.4.1 Description of existing capacity needs and opportunities

Inadequate security of land tenure, weak land administration system, weak policies and enforcement of laws relating to sustainable land management are major constraints in this area. The database on capacity classification of land resources are obsolete, as well poorly equipped GIS and cartographic systems to study land use and the implementation of the new National Land use policy is

lamed by the very low status of cadastre work. A National Land Policy and Land Commission Act enacted in 2004 will provide an opportunity to harmonise natural resource management and policies to improve the effectiveness and efficiency of MEA implementation at the national level.

4.2.4.2 List of related ongoing activities

- Capacity building and institutional strengthening
- Decentralized land use planning

4.2.4.3 List of partners active in related sub-sectors

- Private and public sector

4.2.4.4 Description of how capacity development will help the country to meet its requirements under the three conventions

Initiating capacity building mechanism in the planning department of the Ministry of Lands and Country Planning will help strengthen focus on natural resource management that will enable land users to improve their land management practices as part of enterprise development and production enhancement. The establishment of GIS unit in the planning department will help monitor changes in vegetation status of the symptoms of land and forest degradation.

4.2.4.5 Specific details of measures to be taken

- Establishment and operationalisation of a National Land Management Resource Centre to produce a coherent land management structure and policy through the coordination of government ministries, NGOs and traditional leadership;
- Facilitate the development of mechanisms and programmes for the implementation of the land policy in partnership with groups in the public and private sectors;
- Develop guidelines for sustainable land use planning that integrate MEA issues and made them available to land planners in all sectors and users;
- Strengthen existing capacity through targeted training programmes, such as GIS and Remote Sensing and the use of the landscape approach and other modern land use planning tools, to be integrated in all sectors;
- Develop and adopt an integrated approach to land management that incorporates MEA issues, particularly weather and climate information, early warning and disaster preparedness into land use plans; and
- Land use policy and legislation integrating MEAs.

4.2.4.6 Timetable for measures

- Short-term

4.2.4.7 Allocation of roles and responsibilities

- MLCP
- SALHOC
- Ministry of Works, Housing and Technical Maintenance
- Private sectors
- Land Commission – enforcement of the land policy, the management of state lands, the execution of a comprehensive programmes for registration of land titles through out Sierra Leone.

4.2.4.8 Financial plan – costs and sources of finance

- US\$ 750,000.00
- GOSL/Partners

4.2.4.9 Annual targets and indicators of success

- Relevant plans integrating MEAs
- Targeted capacity building initiatives enhanced
- Increased compliance with policies and legislations on sustainable land management;
- Number of community level initiatives of land management under implementation;
- Increased public awareness of policies and guidelines on sustainable land management;
- Land administration system reform

4.2.4.10 Description of linkages to on-going national sustainable development initiatives

Sustainable land use management and planning is mainstreamed within the framework of the country's PRSP, Vision 2025, and the MDGs aimed at addressing the socio-economic strategy to reduce poverty and promote food security in achieving sustainable resource management.

4.2.4.11 Risks and assumptions

- There is increased level of public/community initiatives to embark on sustainable land management.
- Trained experts in GIS and remote sensing to monitor ecological change.
- Stakeholders at regional, national and local levels are willing to participate in land administrative reform process.

4.3 Priority Capacity Needs 3: Strengthening Capacities for Environmental Education at Schools and University Levels

4.3.1 Description of existing capacity needs and opportunities

The country has not been able to fully incorporate environmental education in its educational system- formal, non-formal and informal, and thereby initiate measures related to ecological concerns, environmental activities and awareness. In addition, environmental information required for target communities has not been adequately produced and developed in school curricula. As a result, the concerns and awareness of people about the environment remain low.

In spite of this, there is an existing programme at tertiary level for human resource capacity building and development in Sierra Leone. Existing contacts and information between individuals involved in environmental education also provides an added opportunity. The growing mass media presents an opportunity to raise public awareness and education. The periodic review of teaching curricula for both schools and university provides the opportunity to integrate global environmental management issues into educational programmes. Environmental NGOs (such as Green Scenery, CSSL) have developed informal education programmes, such as through workshops and established nature clubs in schools

4.3.2 List of related on-going activities

- Strengthening human and institutional capacity
- Environmental education and awareness campaign on critical environmental degradation problems

4.3.3 List of partners active in related sub-sectors

- NU
- EFA
- CSSL
- Friends of the Earth
- CHECSIL
- Department of Environment

4.3.4 Description of how capacity development will help the country to meet its requirements under the three conventions

Environmental education inputs characterised by all sectors-formal, non-formal and informal- will ensure a positive re-orientation in the attitude of Sierra Leonean by infusing in them a desirable environmental ethics, values and skills and create a constituency for conservation efforts. Education about sound resource management and environmental issues will make the most important single contribution to sustainable development.

4.3.5 Specific details of measures to be taken

- Strengthening school curricula, tertiary institutions and adult education programmes on environmental management emphasising the cross-cutting synergies of environmental management;
- Strengthening school curricula, tertiary institutions and adult education programmes on indigenous knowledge;
- Formulate national policy on environmental education; and
- Enlist the cooperation and collaboration of the media and NGOs in the public education programmes for awareness raising on the importance of MEAs.

4.3.6 Timetable for measures

- Medium-term

4.3.7 Allocation of roles and responsibilities

- MEST
- DE
- Line Ministries
- NGOs
- Universities
- Teachers Training College
- Private sector- advised government in incorporating environmental themes in school curriculum.

4.3.8 Costs and sources of finance

- US\$ 500, 000.00
- GOSL/Partners

4.3.9 Annual targets and indicators of success

- Review of curriculum, production of education/training materials and orientation of teachers towards global environmental management issues;

- Translation and simplification of national environmental policy into main local languages and sensitization workshops of key stakeholders, particularly the policy and decision makers;
- The media, the private sector and NGOs initiate their own awareness raising programmes in MEAs

4.3.10 Linkages to ongoing national sustainable development initiatives

In the long-term, education about source, resource management and environmental issues will make an important single contribution to sustainable development. A number of environmental NGOs are collaborating with government in the area of environmental sensitization; advocacy etc. environmental concerns were also mainstreamed in the PRSP.

4.3.11 Risks and assumptions

- Sufficient interest in improving environmental education in the schools
- Resources for the conduct of the knowledge, attitudes, beliefs and perceptions are mobilized, as necessary and appropriate.
- Personnel in MEST, NaCEF, MODEP unit, the media, the private sector and NGOs 'buy in' to the MEAs.

4.4 Priority Capacity Needs 4: Consensus Building through Awareness and Public Participation

4.4.1 Description of existing capacity needs and opportunities

There is low level of public awareness and stakeholder participation around measures outlined in the three conventions. Many communities are still not aware of the consequences of the loss of biodiversity, land degradation and climate change. However, the increasing number of mass media presents an opportunity to raise awareness on MEAs; training institution for journalists exists and could be used to enhance environmental reporting; many FM stations and daily newspapers; as well as existing NGOs/CBOs involved in environmental education and awareness raising programmes (EFA, CSSL, FoE).

4.4.2 List of related ongoing activities

- A number of workshops and media programmes
- Empowering communities in the GOLA Forest Reserve through the creation of conservation committees ensures informed decision making and public participation.

4.4.3 List of partners active in related sub-sectors

- Environmental NGOs (EFA, CSSL, FoE, Green Scenery)

4.4.4 Description of how capacity development will help the country to meet its requirements under the three conventions

Raising awareness of stakeholders and interest parties on the provisions of the three Rio conventions will help: broaden governments and public perception about the risks and costs of environmental degradation; government to more efficiently focus on resource priority issues; increase public pressure on the political system to handle environmental problems; and provide opportunities for stakeholders to know relevance of the Rio conventions to their livelihoods and national prosperity. Thus increased awareness and public participation among local communities and government structures would lead to meeting the commitments and obligations of the three conventions.

4.4.5 Measures to be undertaken

- Develop awareness raising strategy and information exchange and dissemination plan in support of ongoing NCSA Action Plan Implementation
- Develop comprehensive public solution-based awareness campaign on a selected number of cross-cutting issues including the role and importance of forests, sustainable land use practices and the role of local communities on global environmental management stewardship.
- Sensitise policy and decision-makers, local communities and other stakeholders on UNCBD, UNCCD and UNFCCC through awareness raising activities.
- Institutionalise instruments for public participation.

4.4.6 Timetable for measures

- Short-term

4.4.7 Allocation of roles and responsibilities

Roles

- Prepare awareness materials on Global Environment for dissemination
- Translate and simplify awareness materials on GE into local languages
- Conduct sensitization workshops for targeted audiences
- Conduct mass media programmes (radio, TV, prints and electronic media)

Responsibilities

- MEST
- Department of Environment

- Line ministries
- NGOs
- Universities
- Teachers Training College
- Civil society
- Local government
- Parliamentarians

4.4.8 Financial plan – costs and sources of finance

- US\$ 125, 000.00
- GOSL/Partners

4.4.9 Annual targets and indicators of success

- Increased level of awareness of GE issues among stakeholders
- Simplified and/or translated awareness materials
- A clearinghouse and co-ordinating mechanisms to facilitate information sharing and increase access to civil society funding.
- National consensus on the need for public participation in global environmental management.

4.4.10 Linkages to ongoing national sustainable development initiatives

Environmental concerns and awareness raising are mainstreamed in the PRSP and Vision 2025.

4.4.11 Risks and assumptions

- Local people have sufficient interest in participating in decision-making
- Public participation in the implementation of the Rio conventions is enhanced.
- Resources for the establishment of a clearinghouse and co-ordinating mechanisms and for training and sensitization workshops mobilized.

4.5 Priority Capacity Needs 5: Establishment of an Environmental Information, Documentation, Data Management and Monitoring System

4.5.1 Description of existing capacity needs and opportunities

Sierra Leone's environmental information database is poor and widely dispersed among many sectoral agencies and is not easily accessible. Environmental Information in Sierra Leone is weak and suffers from lack of human and financial

resources. A number of institutional considerations influence the development and use of the database.

- ❑ Institutions are reluctant to share data that they may consider to be sensitive
- ❑ Bureaucrats do not like the prospect of parting with data which they consider the source of influence
- ❑ Seemingly comparable data formats, classification, precision, reporting schedules, or the ultimate purpose the data is designed to serve.

Also allocations from the national budget are rarely sufficient to maintain the operation, to maintain the equipments to offer competitive compensation to staff and to develop human resources. Furthermore, poor management procedures and practices often lead to inefficient use of the resources available. While research institutions exists (such as Statistics Sierra Leone (SSL)), the ability to collect, organize and disseminate environmental information is limited with no clearinghouse for the provision of environmental related research reports. Channels of communication between line ministries and institutions are not properly developed, nor are collaborative arrangements properly strengthened to ensure informed decisions at all levels. There is need to establish environmental information systems equipped with monitoring and recording system with output available for public use. Develop a network involving all agencies in the collection of information and to create incentives for free exchange and open access to the information.

The Periodic review of teaching curricula for both primary and tertiary institutions provides the opportunity to integrate Global Environmental issues into educational programmes. The growing media presents an opportunity to raise public awareness on GE issues. Schools, Local Councils and Religious Organisations

4.5.2 List of related ongoing activities

- ❑ Sectoral agencies and institutions data collection process is well established for environmental information gathering and collection.
- ❑ Sierra Leone Information System (SLIS) established which gather all information data on the nations development plans, policies, programmes, and projects.

4.5.3 List of partners active in related sub-sectors

- ❑ Various line ministries, department and agencies including:
 - Ministry of Land and Country Planning

- Land and Water Development Division (LWDD)
- Food and Agricultural Organisation (FAO)
- Institute of Marine Biology and Oceanography (IMBO)
- Maritime Protection Services of Sierra Leone (MPSSL)
- Meteorological Department of the Ministry of Transport and Communication
- Ministry of Agriculture and Food Security
- Ministry of Energy and Power
- Directorate of Survey (DOS)
- UNDP/GTZ/EU/FAO

4.5.4 Description of how capacity development will help the country to meet its requirements under the three conventions

The establishment of an environmental information centre that manages, collect, collate and analyse environmental information will ensures coordination and provides a good environment for application new technologies associated with information generation and management.

Developing network involving all agencies for environmental information collection and create an incentives for free exchange and open access to information. Successful network can promote the use of information in decision-making.

Nevertheless, the information is used as an important input to many environment and development projects, and the cost should, in part, be shared by these projects.

4.5.5 Measures to be undertaken

- Strengthen conventions data collection;
- Establish mechanisms and protocols for data and information exchange;
- Monitor and evaluate implementation of conventions

4.5.6 Timetable for measures

- Medium-Term

4.5.7 Allocation of roles and responsibilities

- DOS
- LWDD
- MEP

4.5.8 Financial plan – costs and sources of finance

- US\$ 700,000.00
- GOSL/Partners

4.5.9 Annual targets and indicators of success

- Targets sets for GE data and information management;
- Joint data collection and reporting;
- Improved data and information management in relevant institutions;
- Improved monitoring of GE implementation;
- Up to date Information, Communication Technology and data management facilities;

4.5.10 Linkages to ongoing national sustainable development initiatives

PRSP 2004 and Sierra Leone Vision 2025

4.5.11 Risks and assumptions

- Sufficient environmental information is available by the end of year 1.
- Trained experts and facilities are available to collect and analyse information.
- Institutional and individual capacities to monitor have sufficient interest in participating.

5.0 INSTITUTIONAL ARRANGEMENTS FOR THE ACTION PLAN

The Department of the Environment using the project focal points/steering committees will carry out the implementation of Sierra Leone's NCSA Capacity Action Plan. The focal points though could be expanded to include focal points for other related conventions or protocols (e.g. Cartagena Protocol on Biosafety, information and communication officer, and supported by Technical Advisory Group).

The Capacity Action Plan has at its core five focal areas including:

- Strengthening capacities for the adoption of integrated ecosystem approach
- Strengthening capacities in Sierra Leone to mainstream Global Environmental issues in the priority cross-cutting policies to achieve national and global environmental benefits.
- Strengthening capacities for environmental education at schools and university levels
- Consensus building through awareness and public participation
- Strengthening capacities for the establishment of environmental information, documentation data management and monitoring system.

These focal areas would be implemented through Inter-sectoral Steering Committee (ISC) at the national level with members drawn from all sectors of civil and public society. These committees would periodically report to the Department of the Environment/Planned NaCEF regarding the developments related to the Capacity Action Plan. The steering committee would report on the schedule to be determined by the Environment Department once it is established.

Monitoring of the CAP will involve the continuous review of progress in implementing activities against the planned schedules or budgets for various activities. This can be based on three fundamental steps including: measuring progress (in implementing activities); define constraints to progress (to determine the cause of any positive or negative deviations from the plan); and identify measures to overcome these constraints (to remedy the situation where necessary).

The initial monitoring programme will take place over a period starting six – twelve months after approval of the Action Plan and will be undertaken by a monitoring committee, which includes the National Focal Points for each of the UN convention, executing agencies, The MODEP and MLCPE/Planned NaCEF among others. It is expected that the Department of the Environment, mandated to coordinate initiatives of environmental activities of the line ministries and other agencies, will play an important role in the monitoring process. This monitoring activities of the DE will include preparation of quarterly and annual progress reports to be distributed to high-level officials and key stakeholders inside and outside the country; presentation to the meetings of NSC, local councils, Coordinating Committees and Advisory groups; meetings, mini-workshops will also be held at intervals to discuss progress, define constraints to progress and identify measures to overcome these constraints.

6.0 GENERAL DESCRIPTION OF RESOURCE MOBILIZATION REQUIREMENTS

In order to fully realize the objectives of the three Rio Conventions, financial and non-financial resources are urgently required. Because of Sierra Leone's current development status, ranked at the bottom of the UNDP Human Development Index (HDI) as one of the poorest country in the world, with hard pressing social, economic and environmental demands, budgetary allocations to fulfil the obligations and commitments of the Rio conventions are in short supply. Sierra Leone being a signatory to the Rio conventions is eligible to GEF funding established for the implementation of each convention and has in many occasions accessed these funds. To implement the Capacity Action Plan, it is likely that, in the near future, at least, reliance on these financial mechanisms will remain through the efforts by GEF focal points to access scarce national financial resources will continue.

At the national level, potential sources of funds include the GOSL, the private sector and the NGO community. Of course, funding from the GOSL is essential, as this would indicate commitment on the part of the government.

In addition, financing mechanisms will be identified and sourced to realize the implementation of the Capacity Action Plan. The primary sources of international funding for the implementation of the UNCBD, UNCCD and UNFCCC remains the GEF, which funded the development of NCSA, funds

project related to biodiversity, land degradation and climate change over the past four years. Other potential sources of funding exist (including trust funds, debt-for-nature swaps, micro-credit systems, carbon offset projects (under the Kyoto protocol), revenue generated from access to genetic resources, bio-prospecting and benefit sharing, user fees and tax incentives, private sector partnerships and eco-enterprises funds to name but a few), but the modalities of identifying and applying for them remain unclear. With the focal points limited availability of time to dedicate to this activity because of their primary responsibility as government officials, sourcing funding remains limited.

However, national efforts to identify funding for various other projects rest squarely with the Ministry of Development and Economic Planning, Ministry of Finance and the Environment Department in the MLCPE/Planned NaCEF.

7.0 COMMUNICATION STRATEGY IN SUPPORT OF NCSA CAP IMPLEMENTATION

Before the implementation of NCSA CAP, the GOSL has recognised that effective communication will play a crucial role in Action Plan implementation. A comprehensive communication strategy is therefore required to guide the way in which communication activities will be undertaken in support of the NCSA CAP implementation. Once the NCSA CAP is accepted, approved and endorsed by government, information will still have to be communicated to the relevant stakeholders and interested parties, both about their roles and responsibilities in implementing the NCSA CAP, and about the progress being made in achieving the objectives of NCSA CAP. This communication strategy will respond to that need.

7.1 Strategic Objective

The strategic objective of the communication strategy is to provide the framework through which broad acceptance of the CAP is achieved throughout the range of stakeholders and interested groups in Sierra Leone.

7.2 Communications Objectives

The "Strategic Objectives" identified above will be achieved through effective communications designed to accomplish the following:

- Broad public awareness of the CAP throughout Sierra Leonean society.
- Understanding among all stakeholders that implementation of the CAP is integral to the long-term sustainability of Sierra Leone's development objectives.
- Opportunities for stakeholders - either as individuals or as organisations - to comment on the NCSA and to participate in its implementation of the three Rio conventions (UNCBD, UNCCD and UNFCCC).
- Provide feedback to stakeholders and to Sierra Leoneans generally regarding the implementation of the NCSA Action Plan.
- Updates for political and administrative decision-makers within the government ministries, departments and agencies regarding the implementation of the Capacity Action Plan.
- Support for the NCSA CAP by all Government line ministries, departments and agencies.

7.3 Target groups and core messages

It is recommended that all communication activity should carry one, or a number of key messages outlined below, and, should focus on achieving the communication objectives outlined above through focusing on the following:

- The churches and mosque
- Local community groups (women's, youths)
- Local broadcast outlets (TV and Radio) where appropriate
- Schools/colleges/universities
- Professional/business bodies/institutions
- Weekly newspapers
- Parliamentarians/politicians
- Civil society
- Associations (National Farmers, producers, markets women)
- Traditional authorities (chiefs, elders)
- Non-Governmental Organisations (NGOs)
- Fire volunteer squads
- Personalities and village level organisations
- Local government councils

The core NCSA Capacity Action Plan messages to be communicated include:

- Good environmental management is good economic management;

- The government is committed to NCSA CAP implementation;
- The government will work with stakeholders and interested parties to achieve the objectives of NCSA CAP;
- Good environmental management means a better quality of life. Resources will be managed sustainably for the benefits of present and future generations in Sierra Leoneans;
- CAP implementation is relevant to livelihoods, human well-being and national prosperity.

7.4 Tools and Techniques of communication

7.4.1 External Communication Strategy

Launching the NCSA Report and Action Plan

A national workshop should be held to disseminate the NCSA report and Action Plan to present the findings of the NCSA process and ensure national validation of the Action Plan.

Press release/media release

The role of the media remains critical for convention-related issues/information dissemination. The media can assist in developing information package for the general public and the participation should be highly encouraged. High media coverage will facilitate all aspects of the implementation of this communication strategy.

The implementing agencies will ensure that press releases are issued regularly identifying activities, actions and issues relevant to the implementation of the Rio conventions. The objective of these press releases is to identify ways in which NCSA action plan is being implemented together with upcoming initiatives.

Email and mail contact/distribution lists

Relevant stakeholder directory should be created to facilitate networking between and within individuals and organisations. The established directory will be used to distribute quarterly and annual progress report to high level officials and key stakeholders inside and outside the country. The communication officer will facilitate the use of directory for regular contact and information sharing and exchange about meetings, comments and request for information on how to

initiate their own activities in support of the NCSA action plan and improved environmental management.

Meetings, events and consultations

All political parties should hold meetings where members speak on the NCSA project. This will encourage support from the general public. These meetings will also attract media attention.

Organising quarterly consultations with policy and decision makers and other key stakeholders will ensure integration of the principles and provisions of the three conventions into national policies, laws, programmes and projects and their implementation at district, regional and national levels.

A strong proactive media relations campaign will help ensure this outside of consulting with the local community and holding public meeting, participating in local events will further this aim.

Publications and electronic communications:

Brochures/Newsletters

Brochures should be produced regularly (preferably every 6 months) and sent to all relevant stakeholders involved in the implementation of the Action Plan. This will highlight the major activities, actions and progress on specific measures in achieving Action Plan.

This will be enhanced through the production of environmental education materials in the form of bulletins, newsletters, brochures, leaflets and posters on climate change, land degradation and biodiversity.

Project web pages or website

A project web page or website will be created for the summary of environmental data and make them available to the public. This will likely ease access to and flow of information on environmental management to wide range of stakeholders within and outside the country.

Annual reports

One of the key events of the year for the environment division will be the publication of its annual report. This should be considering what options are open to them to ensure that the annual report reaches a wide and diverse audience. This report should be part of the responsibility of Environment Division to monitor the progress in meeting published indicators, targets and objectives

The publication of the annual report is therefore an excellent opportunity for media relation activity to ensure that it reaches that wide and diverse audience.

7.4. 2 Internal communication strategy

It is critical that all key project participants, including project steering committee, managers and project teams, as well as GEF implementing agencies and National Focal Points are kept informed regarding the implementation of the Action Plan. If the Action Plan is to achieve its objective of guiding environmentally appropriate development in Sierra Leone, policy and decision makers at the highest level must be kept informed regarding all aspects of its implementation. A brief regular quarterly report is recommended, with additional reports sent to stakeholders by email.

7.5 Resources: Budget and Staff Needed

The communication strategy has been designed to require only modest financial resources to implement. A full time staff position is not considered necessary. Instead, an individual within the Environment Division should be identified with responsibility for implementing the communication strategy in support of Action Plan implementation.

7.6 Evaluation

An annual evaluation of the communication strategy will include core messages and target audiences. This will be presented for review by the relevant stakeholder committee(s) in the report format for cabinet endorsement.

REFERENCES

GEF, 2001. Operational Guidelines for Expedited Funding of National Self-Assessments of Capacity Building Needs. See <http://www.gefweb.org>

GOSL, 2005. Thematic Assessment Report: United Nations Convention on Biological Diversity.

_____ Thematic Assessment Report: United Nations Convention to Combat Desertification/Land Degradation.

_____ Thematic Assessment Report: United Nations Framework Convention on Climate Change.

_____ Cross-Cutting Capacity Assessment Report

UNDP, 2003. Human Development Report. New York.

UNDP, 2004. National Capacity Self-Assessments: A Resource Kit. See <http://roo.undp.org/gef/ncsa/index.cfm> or <http://www.undp.org>

APPENDICES

APPENDIX I: LIST OF PARTICIPANTS – NCSA PROJECT LAUNCH

The official Launching of the NCSA Project for Sierra Leone was done by His Excellency the President of the Republic of Sierra Leone, Alhaji Dr. Ahmad Tejan Kabbah in the presence of the Minister of Transport and Communications, Minister of Development and Economic Planning, Minister of Energy and Power, Minister of Lands, Country Planning and the Environment, Minister of Agriculture, Forestry and Food Security and the Minister of Mineral Resources.

WESTERN AREA

NO.	NAME	INSTITUTION
1.	Alusine S. Fofanah	Forestry
2.	Gadiru Bassie	Green Scenery
3.	Iyesha Josiah	SLANGO
4.	I. L.M. Sesay	STC/MEST
5.	Kalie I. Bangura	WCB/FD
6.	Arthur Williams	FOESL
7.	T.D. K. Taylor	Fisheries
8.	Abdul Sheriff	National Environment Protection Board
9.	Dr. A.K. Lavally	Njala University College
10.	S.D Dugba	Sierra Leone Road Authority
11.	James E. Joseph	Forestry Division
12.	Aiah J. Thorlie	Ministry of Agriculture, Forestry and Food Security
13.	Abdul Salim	Ministry of Agriculture, Forestry and Food Security
14.	Abass Kamara	G.I.S
15.	Abdulai Mansaray	MIB
16.	Amadu Sesay	G. I. S
17.	Kepifri Lakoh	Ministry of Agriculture, Forestry and Food Security
18.	D.D.Siaffa	CSSL
19.	B.M. Kamara	Forestry

20.	J.M. Bundu	Road Transport Authority
21.	P.C. Soluku	Council of Chiefs
22.	Aiah P. Koroma	CSSL
23.	Bernard Conteh Barrat	OREINT
24.	Dr. K.J. Sesay	M.O.A. San
<u>25.</u>	Dr. Ivan W.O.Findlay	Board Member
<u>26.</u>	Tommy Braima	Meteorological
<u>27.</u>	Magnus Pah	Information
<u>28.</u>	Brima Coker	'State House
29.	Kate M.B. Garret	Forestry
30.	S.I. Rogers	BRACO
31.	Mohamed Lemoh	Environmental Journalist
32.	Harold Williams	OES
33.	Eugene C. Cole	GTZ
34.	Patrick M.Conteh	PEMSD
35.	Raymond G. Johnson	Fourah Bay College
36.	Reynold G. Johnson	Fourah Bay College
37.	Mrs. Jemba Kortu	Ministry of Lands
38.	Mr. J.T.O. Pratt	CCCP
39.	Mohamed Pabai	Marnu
40.	Momorie Jibateh	Environment Protection Department
41.	Warrah Kamara	Ministry of Lands
42.	Maseray Mansaray	Ministry of Lands
43.	Hawa Turay	Ministry of Lands
44.	Fatmata Kamara	Ministry of Lands
45.	E.K. Allieu	Ministry of Agriculture, Forestry and Food Security

SOUTHERN PROVINCE

NO.	NAME	INSTITUTION
1.	Mr. Mani Koroma	District Council
2.	Foday J.K.Bainda	District Council
3.	Mac A. Bockarie	Forestry
4.	Josaya Bangali	District Council
5.	Alfred Koroma	District Council
6.	Willie Caulker	Bo District Council
7.	P.O.K.Njomboi	Forestry
8.	V.K.Kallon	Forestry
9.	W. I K.	District Council
10.	M B. Mussah	District Council
11.	William Bangura	DFI
12.	Frank M. Gbanya	EFD
13.	Mr. D.S. Woobay	MDLC

NORTHERN PROVINCE

NO.	NAME	INSTITUTION
1.	Alex Konteh	Town District Council
2.	Cyril Konneh	Forestry
3.	Fomba K. James	Forestry
4.	Joseph S. Bangura	District Director
5.	Lamina Mansaray	Forestry
6.	B.J. Bangura	Ministry of Agriculture, Forestry and Food Security (Director)
7.	Allie P. Bangura	Ministry of Agriculture, Forestry and Food Security
8.	Mangu M. Kalley	District Council
9.	L.P.S. Conteh	Makeni Town Council
10.	Ibrahim Tarawally	Bombali District

11. Alie Lakoh Mineral Resources

EASTERN PROVINCE

NO.	NAME	INSTITUTION
1.	Mark Gbondo	Kenema Town Council
2.	Thomas K. Jusu	Forestry
3.	Alice S. Sefoi	Kenema District Council
4.	Sheku A.T.Fusuluku	Forestry
5.	Mustapha F. Samah	MORWODAS

APPENDIX II: LIST OF REPORTS

No.	REPORTS	AUTHORS
1	. The NCSA UNCBD Thematic Report	Dr. Aiah R. Lebbie. <i>Forests Conservation Specialist</i>
2	The NCSA UNCCD Thematic Report	Mr. Momodu A. Bah. <i>Natural Resources Specialist</i>
3	The NCSA UNFCCC Thematic Report	Dr. Bashiru M. Koroma <i>Environment and Human Security Expert</i>
4	The NCSA Synergy Report	Dr. Andrew K. Bomah. <i>Environmental Management Specialist</i>
5	The NCSA Report and Action Plan	Mr. Braima Koroma <i>Environmental Management and Sustainable Development Specialist</i>

APPENDIX III: TERMS OF REFERENCE- PROJECT STEERING COMMITTEE

The Project Steering Committee (PSC) will work together as a team on management of the project to ensure effective and timely implementation of the project. PSC is chaired by the Director of the Environment. Other members include focal points of the three conventions. GEF Focal Point; Line Ministries, Local and Regional Authorities, NGOs, CBOs and educational institutions.

DUTIES.

1. Develop a common understanding of what is needed to expedite the preparation of a National Capacity Needs Self-Assessment.
2. Oversee the preparation of the National Capacity Needs Self-Assessment and provide overall policy advice.
3. Review and comment on the detailed work plan and budget produced by the drafting team.
4. Review and give feedback on progress reports as submitted by the National Project Director.
5. Mobilize necessary expertise as needed for the proper execution of the National Project Outputs.
6. Assist in mobilizing available data and ensuring a constant information flow between all concerned parties.
7. Ensure that information on the implementation of the National Project as well as National Project Outputs is disseminated among stakeholders
8. Assist effective communication and decision-making between the National Project Coordinator and other sectors.
9. Facilitate coordination with other internationally funded projects including GEF Projects. This includes facilitating access to information and facilitating the cooperation amongst project activities and inputs.
10. Review and approve the NCSA Outputs.

The Project Steering Committee will review this TOR and PSC Membership and adopt changes as appropriate.

APPENDIX IV: NCSA PROJECT STEERING COMMITTEE MEMBERS

- | | | | |
|-----|-------------------------|---|---|
| 1. | Dr. Thomas R.B. Yormah | - | National Environment Protection Board |
| 2. | Mr. Ansumana M. Jabati | - | World Bank Transport Sector Project |
| 3. | Mr. Sabieu Conteh | - | Petroleum Unit, Bank of Sierra Leone |
| 4. | Mr. Andrew Keilie | - | National Environment Protection Board |
| 5. | Mr. Denis Sombi Lansana | - | Director of Meteorology |
| 6. | Mr. Bartholomew Kamara | - | Director of Forestry, Ministry
Agriculture, Forestry and Food Security |
| 7. | Mr. Daniel D. Siafa, | - | Programme Coordinator, Conservation
Society of Sierra Leone |
| 8. | Mr. Joseph Rahall, | - | Programme Coordinator, Green
Scenery |
| 9. | Mrs. Iyesha Josiah | - | Chairman, Sierra Leone Association of
Non-Governmental Organizations |
| 10. | Mr. Stephen S. J. Jusu | - | Director of Environment, Ministry of
Lands, Country Planning and the
Environment – Chairman |
| 11. | Mrs. Kona Koroma | - | Development Secretary, Ministry of
Development and Economic Planning –
member |
| 12. | Mr. Ibrahim L.M. Sesay | - | Executive Secretary, Council of Science
and Technology, Ministry of Education
Science and Technology member |
| 13. | Mr. Pius Bockarie | - | Director of Rural Development,
Ministry of Local Government and
Community Development – member |
| 14. | Mr. Edwin Baimba | - | National Project Coordinator – Secretary |

APPENDIX V: LIST OF PARTICIPANTS (THEMATIC WORKING GROUPS FOR EACH THEMATIC AREA)

Members of NCSA UNCBD Thematic Working Group

1. Director of Forestry, Ministry of Agriculture, Forestry and Food Security – Leader
2. Representative from the Ministry of Fisheries and Marine Resources
3. Representative from the Ministry of Tourism and Culture
4. Representative from the Ministry of Energy and Power
5. Representative from the Ministry of Trade and Industry
6. Head of Dept. Biological Sciences, Njala University
7. Representative from the Conservation Society of Sierra Leone
8. Representative from the Organization for Research and Extension in Intermediate Technology
9. Representative from the Environmental Foundation for Africa
10. Representative from Civil Society
11. Dr. Aiah R. Lebbie - Thematic Consultant.

Members of the NCSA UNCCD Thematic Working Group

1. Mr. Lahai S. Keita, Environment Department, Ministry of Lands, Country planning and the Environment – Leader
2. Representative from the Forestry Dept, Ministry of Agriculture, Forestry and Food Security
3. Representative from the Ministry of Mineral Resources (Geological Surveys Department)
4. Representatives from two (2) Mining Companies (Sierra Rutile Limited and Koidu Holdings Limited)
5. Representative from Friends of the Earth (NGO)
6. Representative from the Ministry of Trade and Industry
7. Representative from the Conservation Society of Sierra Leone
8. Representative from Local Councils
9. Representative from Civil Society
10. Representative from Farmers Association of Sierra Leone
11. Momodu A. Bah- Thematic Consultant

Members of the NCSA UNFCCC Thematic Working Group

1. Director of Meteorological Department, Ministry of Transport and Communications – Leader
2. Representative from the Forestry Department, Ministry of Agriculture, Forestry and Food Security
3. Representative from the Ministry of Tourism and Culture
4. Representative from the Ministry of Energy and Power
5. Representative from the Ministry of Trade and Industry
6. Representative from the University (Geography Dept. Njala University)
7. Representative from two (2) NGOs
8. Representative from Civil Society
9. Representative from Local Councils
10. Representative from Farmers Association of Sierra Leone
11. Dr. Bashiru M. Koroma-Thematic Consultant

APPENDIX VI: LIST OF PARTICIPANTS AT THE VARIOUS WORKSHOPS

WESTERN AREA

NO.	NAME	INSTITUTION
1.	Alusine S. Fofanah	Forestry
2.	Gadiru Bassie	Green Scenery
3.	Iyesha Josiah	SLANGO
4.	I. L.M. Sesay	STC/MEST
5.	Kalie I. Bangura	WCB/FD
6.	Arthur Williams	FOESL
7.	T.D. K. Taylor	Fisheries
8.	Abdul Sheriff	National Environment Protection Board
9.	Dr. A.K. Lavally	
10.	S.D Dugba	SLRA
11.	James E. Joseph	Forestry
12.	Aiah J. Thorlie	Ministry of Agriculture, Forestry and Food Security
13.	Abdul Salim	Ministry of Agriculture, Forestry and Food Security
14.	Abass Kamara	G.I.S
15.	Abdulai Mansaray	MIB
16.	Amadu Sesay	G. I. S
17.	Kepifri Lakoh	Ministry of Agriculture, Forestry and Food Security
18.	D.D.Siaffa	CSSL
19.	B.M. Kamara	Forestry
20.	J.M. Bundu	R.T.A
21.	P.C. Soluku	Council of Chiefs
22.	Aiah P. Koroma	CSSL
23.	Bernard Conteh Barrat	ORENT
24.	Dr. K.J. Sesay	M.O.A. San

25.	Dr. Ivan W.O.Findlay	Board Member
26.	Tommy Braima	Meteorological
27.	Magnus Pah	Information
28.	Brima Coker	'State House
29.	Kate M.B. Garret	Forestry
30.	S.I. Rogers	BRACO
31.	Mohamed Lemoh	Environmental Journalist
32.	Harold Williams	OES
33.	Eugene C. Cole	GTZ
34.	Patrick M.Conteh	PEMSD
35.	Raymond G. Johnson	Fourah Bay College
36.	Reynold G. Johnson	Fourah Bay College
37.	Mrs. Jemba Kortu	Ministry of Lands
38.	Mr. J.T.O. Pratt	CCCP
39.	Mohamed Pabai	Marnu
40.	Momorie Jibateh	Environment Protection Department
41.	Warrah Kamara	Ministry of Lands
42.	Masiray Mansaray	Ministry of Lands
43.	Hawa Turay	Ministry of Lands
44.	Fatmata Kamara	Ministry of Lands
45.	E.K. Allieu	Ministry of Agriculture, Forestry and Food Security

SOUTHERN PROVINCE

NO.	NAME	INSTITUTION
1.	Mr. Mani Koroma	District Council
2.	Foday J.K.Bainda	District Council
3.	Mac A. Bockarie	Forestry
4.	Josaya Bangali	District Council
5.	Alfred Koroma	District Council
6.	Willie Caulker	Bo District Council
7.	P.O.K.Njomboi	Forestry
8.	V.K.Kallon	Forestry
9.	W. I K.	District Council
10.	M B. Mussah	District Council
11.	William Bangura	DFI
12.	Frank M. Gbanya	EFD
13.	Mr. D.S. Woobay	MDLC

NORTHERN PROVINCE

NO.	NAME	INSTITUTION
1.	Alex Konteh	Town District Council
2.	Cyril Konneh	Forestry
3.	Fomba K. James	Forestry
4.	Joseph S. Bangura	District Director
5.	Lamina Mansaray	Forestry
6.	B.J. Bangura	Ministry of Agriculture, Forestry and Food Security (Director)
7.	Allie P. Bangura	Ministry of Agriculture, Forestry and Food Security
8.	Mangu M. Kalley	District Council
9.	L.P.S. Conteh	Makeni Town Council
10.	Ibrahim Tarawally	Bombali District
11.	Alie Lakoh	Mineral Resources

EASTERN PROVINCE

NO.	NAME	INSTITUTION
1.	Mark Gbondo	Kenema Town Council
2.	Thomas K. Jusu	Forestry
3.	Alice S. Sefoi	Kenema District Council
4.	Sheku A.T.Fusuluku	Forestry
5.	Mustapha F. Samah	MORWODAS