

## Annual Review – Summary Sheet

<b>PROGRAMME TITLE: International Security Advisory Team (ISAT): Strengthening Security and Resilience in Sierra Leone and Neighbouring Countries</b>		
<b>Country/Region:</b>	Predominantly Sierra Leone with benefits for Liberia, Guinea and wider region	
<b>HMG Partners (LEAD in bold)</b>	<b>Ministry of Defence (MOD)</b> ; Department for International Development (DFID); Foreign and Commonwealth Office (FCO)	
<b>Total Budget 2016/17:</b>	Official Development Assistance (ODA): £1.04m	Non-ODA: £1.25m
<b>Start Date: April 2015</b>		<b>End Date: March 2019</b>
<b>Outputs</b>		<b>Score</b>
Republic of Sierra Leone Armed Forces (RSLAF) maintain level of professionalism, increase capacity to offer specialist contribution to Peace Support Operations, and assume greater ownership of own training.		<b>A</b>
Sierra Leone Police (SLP) increase level of professionalism and capacity.		<b>A</b>
Strengthened civilian oversight and independently-informed accountability, across the security sector.		<b>B</b>
<b>Outcome:</b> Sierra Leone's security sector is more balanced, professional and resilient, and capable of delivering its core tasks, meaning that the UK is not called upon to provide a large scale intervention to support stability.		
<b>Outcome Score: A</b>		<b>Risk: High</b>

### Summary of Programme Performance

Year	<b>2015-16</b>	<b>2016-17</b>						
Programme Score	<b>B</b>	<b>A</b>						
Risk Rating	<b>N/A</b>	<b>High</b>						

### What support is the UK providing?

With the aim of supporting security and resilience in Sierra Leone and neighbouring countries in support of the UK's National Security Council (NSC) Strategy, the International Security Advisory Team (ISAT) programme focuses on:

- developing sufficient, sustainable capacity in the RSLAF and SLP and addressing structural imbalances across the security sector;
- helping build planning and core professional skills in the Office of National Security;
- strengthening where possible civilian oversight, coherence and accountability across the security sector.

Programme activity is focused on advising and mentoring senior security sector figures, helping to develop leadership, management skills and professionalism, as well as providing advocacy, influencing and coordination among international partners and the Government of Sierra Leone (GoSL) to enable incremental transition of responsibility for those areas currently supported by the UK to eventual GoSL ownership.

ISAT oversees operation of the Horton Academy facility, which provides middle-management staff training to the RSLAF, the SLP, and the Office of National Security (ONS), as well as West African regional personnel. The aim is to establish the Horton Academy facility as a recognised centre of excellence in the region for best practice security sector training, with eventual transfer to Sierra Leonean ownership when benchmarked conditions permit.

## Summary of progress and lessons learnt/actions taken since last review

The programme's first annual review in May 2016 came in the aftermath of the state of emergency (April – November 2015) as a result of the Ebola Virus Disease (EVD). That review gave an overall programme rating of B, in recognition of the "pivotal" assistance provided by ISAT in delivering a cross-HMG response to the EVD crisis, but which largely superseded planned programme activity. It further noted the strong contribution that ISAT had made to delivery of the NSC strategy, through its support across the security sector.

The review in May 2016 made two broad sets of recommendations:

- **Strategic:** *Addressing the structural imbalance in the Sierra Leonean security sector; greater clarity on aims and means of delivery of assistance to SLP; and an articulation of the strategic case for ISAT's role;*
- **Governance:** *Key programme documentation in place; revision of indicators and milestones to reflect desired end states and give better gender breakdown; an updated risk assessment and a new risk matrix and mitigation strategy.*

In May 2017, the review team welcomed the sustained hard work of ISAT and the Local Strategy Board (LSB) over 2016/17 to address most of these recommendations, while also maintaining strong delivery of ISAT's core training, mentoring, advising and influencing agenda. ISAT showed a sharp focus on achieving value for money, flexible delivery mechanisms, and ensuring sustainability. Interviews with local beneficiaries showed the transformative nature of the engagement and the excellent senior access and trust enjoyed by ISAT locally. London stakeholders noted they had seen the desired shift to a more focused and robust programme.

Specifically, the team began a refocusing of support to the SLP, within resourcing constraints, particularly on community policing (addressing a lack of trust), and police training for the maintenance of public order in a pre-election context. A rapid risk assessment commissioned by the team to help assess the risk of violence around the 2018 elections was used by ISAT to select community policing roll-out areas.

The team also moved quickly to reset the programme's governance to become more joined-up across HMG, while actively reviewing the strategic context and direction of the programme. They developed and improved key programme documents which will be a strong starting point for the future. The separation of the Conflict, Stability and Security Fund (CSSF) lead officer from the ISAT programme manager role clarified governance. There was good evidence that ISAT became better at routinely monitoring and reporting on progress, mitigating risk and mainstreaming thematic strands, particularly gender.

## Summary of recommendations for FY 2017/18

- Further develop core programme documents, monitoring and evaluation systems, and programming skills.
- Contribute to cross-UK work to refresh conflict analysis, post-elections, to provide a greater understanding of the underlying conflict dynamics. Use this to improve consideration and documentation of conflict sensitivity.
- Maximise ISAT influence as part of a coordinated HMG strategy in the run-up to, and beyond, March 2018 elections.
- Work with the LSB to ensure a coherent response to the policing scoping recommendations, focusing on clarity of support to policing and accountability.
- Develop realistic narratives and benchmarks demonstrating progress towards the programme's longer-term exit points, articulating what success looks like.