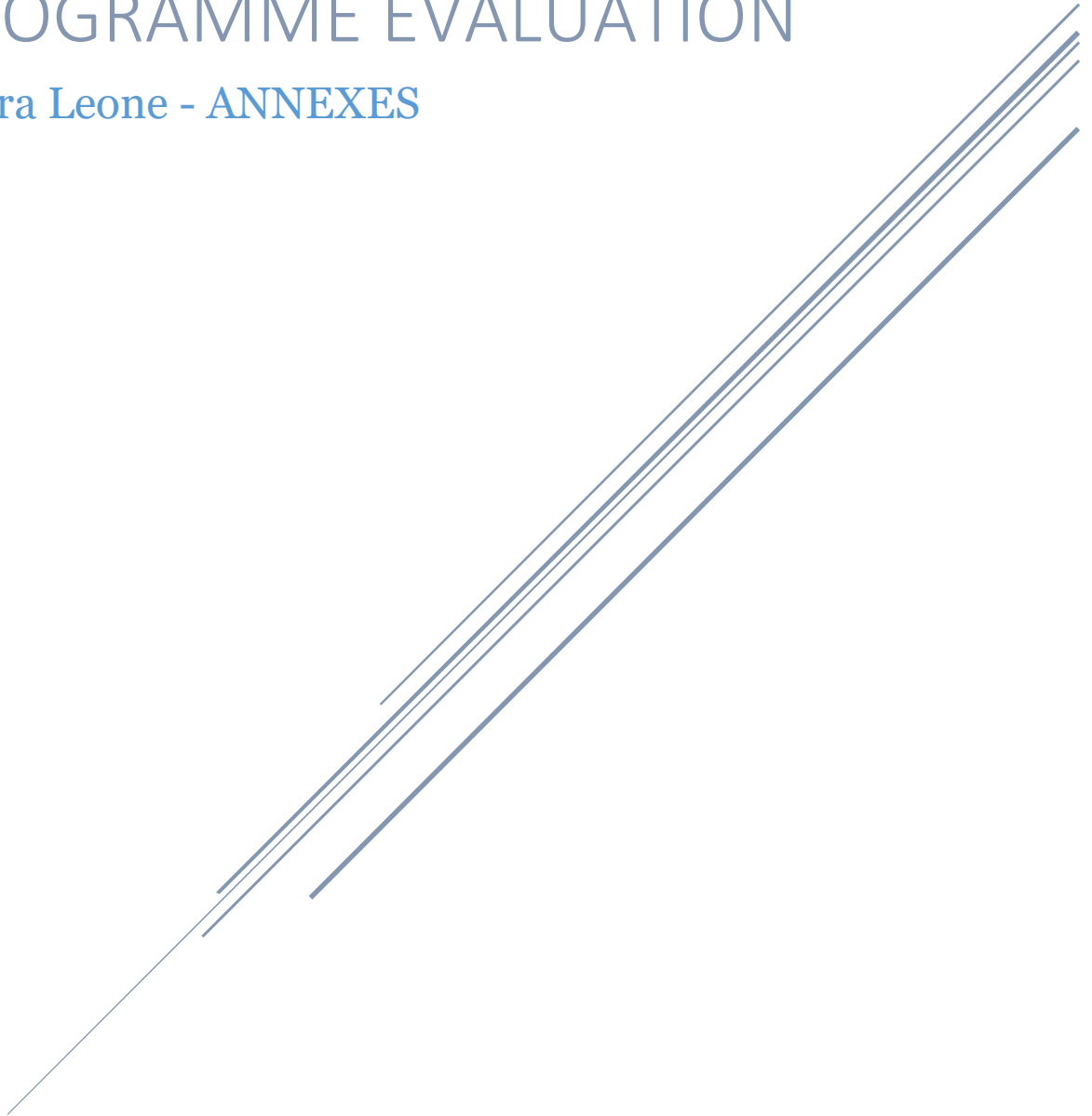




# INDEPENDENT COUNTRY PROGRAMME EVALUATION

Sierra Leone - ANNEXES



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# Annex 1. Terms of Reference

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP country programme
- Strengthen the accountability of UNDP to national stakeholders
- Strengthen the accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Sierra Leone has been selected for an ICPE since its country programme will end in 2019.<sup>2</sup> The ICPE will be conducted in 2018 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Government of Sierra Leone, UNDP Sierra Leone country office, and UNDP Regional Bureau for Africa.

## 2. NATIONAL CONTEXT

**Political and economic context:** Sierra Leone is still struggling to recover from the social and economic effects of two severe shocks in 2014. While the economy was at a high in 2012 and 2013 with GDP growth reaching 20.7% on the back of high iron-ore prices, the impact of Ebola and the collapse of iron-ore prices in 2014 led to a significant shrinkage of the economy with GDP reducing by 21.1% in 2015. In more recent years the economy has improved as it recovers from the Ebola crisis and sees improved mineral pricing.

In 2017, Sierra Leone’s GDP increased by nearly 6%. The economy remains agriculturally based with 61 percent of GDP being provided by the agriculture, forestry, fishing and hunting sectors in 2016.<sup>3</sup>

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<sup>1</sup> See UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> The Country Programme Document, 2015 to 2018, was extended for one year to 2019 at the Annual Session of the UNDP Executive Board.

<sup>3</sup> African Economic Outlook, 2017

**Democratic governance:** Peace continues to be consolidated in the country with the fourth elections being held in 2018 following elections in 2002, 2007 and 2012. President Ernest Bai Koroma has stepped down as due to step down as his second term came to an end. . Elections in March 2018, which underwent a run-off- to determine the winner, were mostly peaceful and saw a close result with Retired Brigadier Julius Maada Bio finally winning the presidential elections.

Following a decade long civil war from 1991 to 2002 the country has considerably strengthened democratic elections, security and peace. However, challenges remain and with weaknesses in governance structures including accountability and transparency. Corruption continues to be a challenge and Transparency International has ranked the Country 130 out of 180 countries in its corruption perception index for 2017.<sup>4</sup> . Local governance also needs further strengthening.

**Poverty and development challenges:** Sierra Leone faces numerous development challenges. Poverty rates, though improving before the decline in GDP due to the Ebola crisis and iron-ore price falls, was 52.9% in 2011, with multi-dimensional poverty of over 77.5%. The country's Human Development index remains low, at 0.262 in 2015 (ranking 179th/ 188 countries) with a Gini coefficient of 0.32 in 2011.<sup>5</sup> Sierra Leone's Gender inequality index rankings are also low, 183/ 187 countries with an index of 0.643.<sup>6</sup>

A major challenge for the economy continues to be employment generation and especially youth unemployment and underemployment which remains high.

**Humanitarian crisis:** Recent years have been marked by considerable humanitarian crisis, most notably with the outbreak of Ebola in 2014, which impacted several West African countries, including Sierra Leone, Guinea and Liberia. As of October 2015 there were almost 15,000 reported cases of Ebola in Sierra Leone and 4,000 deaths. The outbreak has had significant economic, social and, to a degree, political consequences. It also saw an increase in overseas development aid to the country which has since decreased.

Heavy rains and subsequent flooding and the August 2017 mudslides led to the deaths of over 1,000 people and the displacement of more than 3,000 around Freetown and Sierra Leone's Western area.

### 3. UNDP PROGRAMME STRATEGY IN SIERRA LEONE

Over the Country Programme document period, 2015 to 2018, UNDP Sierra Leone has been closely aligned to the Sierra Leone Government's Agenda for Prosperity as well as emerging needs, such as the Ebola crisis in 2014 & 2015 through support to the development and implementation of the 2015-2017 Ebola Recovery Strategy. UNDP's support has been coordinated with other UN Agencies and strongly linked to outcomes under the UNDAF (2015 to 2018). UNDP's Country Programme document (2015 to 2018), has focused on three areas of priority i) Inclusive growth and poverty reduction, ii) Democratic Governance and iii) Environment and Energy as well as response and recovery work due to the Ebola crisis and natural disasters that have occurred.

Across Inclusive growth UNDP Sierra Leone developed projects focused on local economic development as well as strategies for strengthening youth employment including support to business as policy

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<sup>4</sup> [https://www.transparency.org/news/feature/corruption\\_perceptions\\_index\\_2017#table](https://www.transparency.org/news/feature/corruption_perceptions_index_2017#table)

<sup>5</sup> <http://hdr.undp.org/en/indicators/138806#>

<sup>6</sup> <http://hdr.undp.org/en/content/gender-inequality-index>

development. Work in inclusive growth has also included a number of recovery projects in response to the 2014 Ebola crisis such as reintegration of response workers, including Red Cross volunteer teams and livelihood programmes for Ebola survivors and affected households.

Democratic Governance work continues to support the Sierra Leone Government in the organising and implementation of credible and peaceful elections, including the presidential elections of 2018. A further considerable area of support has been both support to parliament as well as a comprehensive constitutional review. Access to justice and strengthening of the rule of law, including key institutions such as the police, the judiciary, the correctional service, the Legal Aid Board, the Independent Police Complaints Board and the Human Rights Commission have also received considerable support during the CPD period.

Environment and energy has supported a range of activities supporting Government policy as well as decision makers in the public and private sectors in strengthening the Countries response to climate change. UNDP Sierra Leone has also been active in preparing and strengthening the Government in its disaster response preparedness and response work, development of capacity for effective early warning systems at upstream and downstream levels, as well as developing national capacity for the mobilisation of funds and implementation of programmes to achieve targets for the Nationally Determined Contributions agreed at COP 21 in Paris, 2015. This ADR will focus on the ongoing country programme (i.e., from 2013) while taking account of some longer-term activities that extend from the previous country programme cycle.

**Table 1: Country Programme outcomes and indicative resources (2015-2018)**

Country Programme Outcome		Indicative resources 2015-2018 (US\$)	Expenditures to date 2015-2017 (US\$)
Outcome 30	Low income and food insecure households have improved access to sustainable income generating opportunities (on-farm and off-farm).	33,200,000	11,394,956
Outcome 31	By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way.	4,600,000	9,596,229
Outcome 32	Capacity of democratic institutions strengthened to enable good governance.	44,200,000	17,600,013
Outcome 33	Justice and security sector delivery systems improved in compliance with international human rights standards.	22,000,000	9,021,931
Total		104,000,000	47,613,129

Source: The Indicative Resources were extracted from UNDP Sierra Leone Country Programme Document 2015-2018 (DP/DCP/SLE/3); Expenditures to Date were extracted from Corporate Planning System (2018).

#### 4. SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the current programme cycle, with consideration to the Country Programme document, 2013 to 2014. The ICPE will also follow up on the implementation of recommendations from IEO's previous Assessment of Development Results for Sierra Leone undertaken in 2013.<sup>7</sup>

ICPEs focus on the formal UNDP country programmes approved by the Executive Board. The country programmes are defined – depending on the programme cycle and the country – in the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP). The scope of the ICPE includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, and government funds. There will also be initiatives from the regional and global programmes that are included in the scope of the ICPE. It is important to note, however, that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for the political and social agenda of a country.

#### 5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>8</sup> The ICPE will address the following three key evaluation questions.<sup>9</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. Where data gaps are apparent, a qualitative approach will be taken to fill those gaps to aid in the evaluation process. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outcomes and the extent to which these outcomes have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

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<sup>7</sup> [http://web.undp.org/evaluation/evaluations/adr/sierra\\_leone.shtml](http://web.undp.org/evaluation/evaluations/adr/sierra_leone.shtml)

<sup>8</sup> <http://www.uneval.org/document/detail/21>

<sup>9</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan,<sup>10</sup> as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Qualitative rating scales will be used to assess (i) the degree to which a factor was a significant constraint on effectiveness of program implementation and achievement of outcomes; and (ii) the degree to which the UNDP was successful in addressing/managing the constraint.

Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker<sup>11</sup> and the gender results effectiveness scale (GRES). The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

## 6. DATA COLLECTION

Assessment of data collection constraints and existing data. An assessment was carried for each outcome to ascertain the available information, identify data constraints, to determine the data collection needs and method. The assessment outlined the level of evaluable data that is available. The assessment indicates that 8 evaluations have so far been completed under the current evaluation plan, with five more planned during 2018. With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as annual data on the status of the indicators. In this context, in terms of evaluability there is a good availability of UNDP projects, strategic documents, and monitoring reports. However, the evaluation may be limited in travelling to projects areas due to logistical and safety concerns.

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers. Specific evaluation questions and the data collection method will be further detailed and outlined in the outcome analysis. A survey will be administered to counterparts in the country office at the onset of data collection. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);

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<sup>10</sup> These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

<sup>11</sup> A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of “success” (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).
- Partnership arrangements

The IEO and the country office will identify an initial list of background and programme-related documents which is posted on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports. All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed organize the available evidence by key evaluation question. This will also facilitate the analysis process, and will support the evaluation team in drawing well substantiated conclusions and recommendations.

Stakeholder involvement: a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

## 7. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP Sierra Leone country office, the Regional Bureau for Africa and the Sierra Leone Government. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Sierra Leone:** The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews.

The CO and IEO will jointly organize a debriefing session at the end of the data collection mission to deliver initial findings and a final stakeholder meeting after completion of the ICPE report, with participation of key government counterparts, through a videoconference, where final findings and results of the evaluation will be presented. The final stakeholder meeting will be held within one month of receipt of comments from the Country office and stakeholders. Additionally, the CO will prepare a management response in consultation with Regional Bureau and will support the use and dissemination of the final outputs of the ICPE process.



**UNDP Regional Bureau for Africa:** The UNDP Regional Bureau for Africa will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, the ALE will help backstop the work of other team members.
- **Consultants:** Up to two external consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas. The experts will support the evaluation across Democratic Governance interventions including support to the recent constitutional review as well as in conflict prevention and peace building. Under the guidance of Lead Evaluator, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.
- **Research Assistant (RA):** A research assistant based in the IEO will provide background research and documentation.

The roles of the different members of the evaluation team can be summarised in Table 2.

<b>Table 2: Data collection responsibilities by outcome/area</b>		
<b>Outcome/area</b>	<b>Report</b>	<b>Data Collection</b>
Outcome 1: Inclusive Growth	LE	LE
Outcome 2: Democratic Governance	LE	LE and Consultant
Outcome 3: Environment and Energy	LE	LE
Strategic positioning issues	LE	LE
Operations and management issues	LE	LE and Consultant

## **8. EVALUATION PROCESS**

The ICPE will be conducted according to the approved IEO process.<sup>12</sup> The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

**Phase 1:** Preparatory work. The IEO prepares the TOR and evaluation design and recruits evaluation team members, comprising international and/or national development professionals. The IEO collects data first internally and then fill data gaps with help from the country office, and external resources in various ways.

<sup>12</sup> The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#).

The evaluation questions are finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPE.

**Phase 2:** Desk analysis. Further in-depth data collection is conducted by administering a “survey” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

**Phase 3:** Field data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be up to 3 weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. The evaluation team will liaise with CO staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team holds a debrief presentation of the key preliminary findings at the country office.

**Phase 4:** Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the International Evaluation Advisory Panel (IEAP). It will then be circulated to the country office, UNDP Regional Bureau for Africa and Government stakeholders for comment and factual corrections. Any necessary additional corrections will be made and the UNDP Sierra Leone country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final evaluation report will be published.

**Phase 5:** Publication and dissemination. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of its approval of a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Sierra Leone country office and the Government of Sierra Leone will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>13</sup> as well as in the Evaluation Resource Centre.<sup>14</sup> The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.

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<sup>13</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>14</sup> [erc.undp.org](http://erc.undp.org)

## 9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>15</sup> as follows:

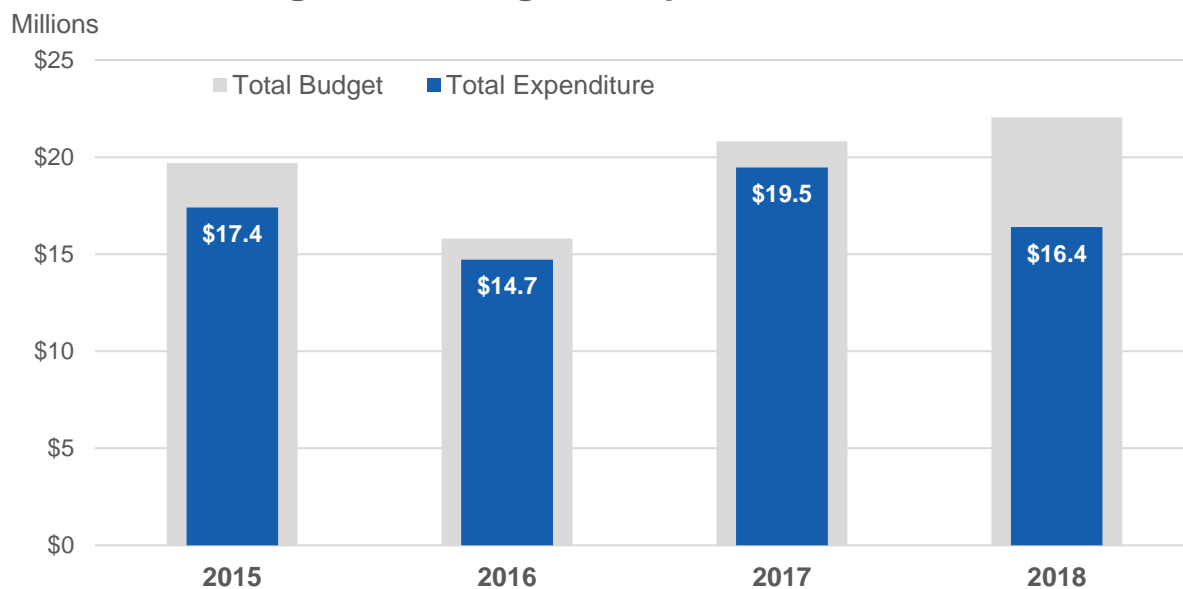
<b>Table 3: Timeframe for the ICPE process going to the Board in 2019 (September)</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparation</b>		
TOR – approval by the IEO	LE	March 2018
Selection of other evaluation team members	LE	May 2018
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	May-August 2018
<b>Phase 3: Data collection</b>		
Data collection and preliminary findings	Evaluation team	September-October 2018
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	
Zero draft ICPE for clearance by IEO and EAP	LE	December 2018
First draft ADR for CO/RB and Government stakeholder review	CO/RB	January 2019
Draft management response	CO/RB	February 2019
Final debriefing with national stakeholders	CO/LE	February 2019
<b>Phase 4: Production and Follow-up</b>		
Editing and formatting	IEO	March 2019
Final report and evaluation brief	IEO	April 2019
Dissemination of the final printed report	IEO/CO	July 2019

<sup>15</sup> The timeframe is indicative of the process and deadlines, and does not imply full-time engagement of the evaluation team during the period.

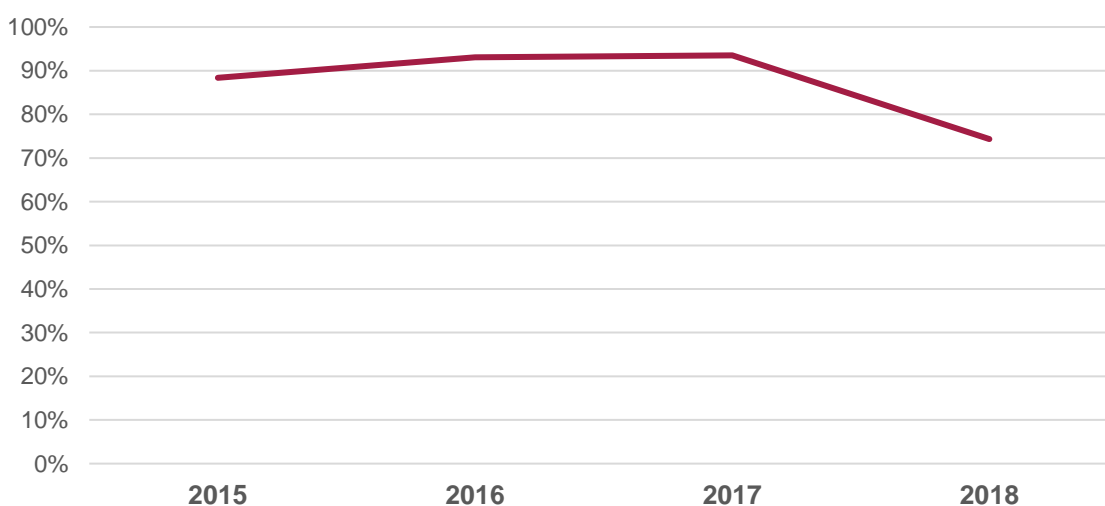
## Annex 2. Country Office at a Glance

Source: All programme financial data is from the project list, sourced from the UNDP Atlas System, as of November 5, 2018.

### Evolution of Programme Budget & Expenditure



### Execution Rate by Year

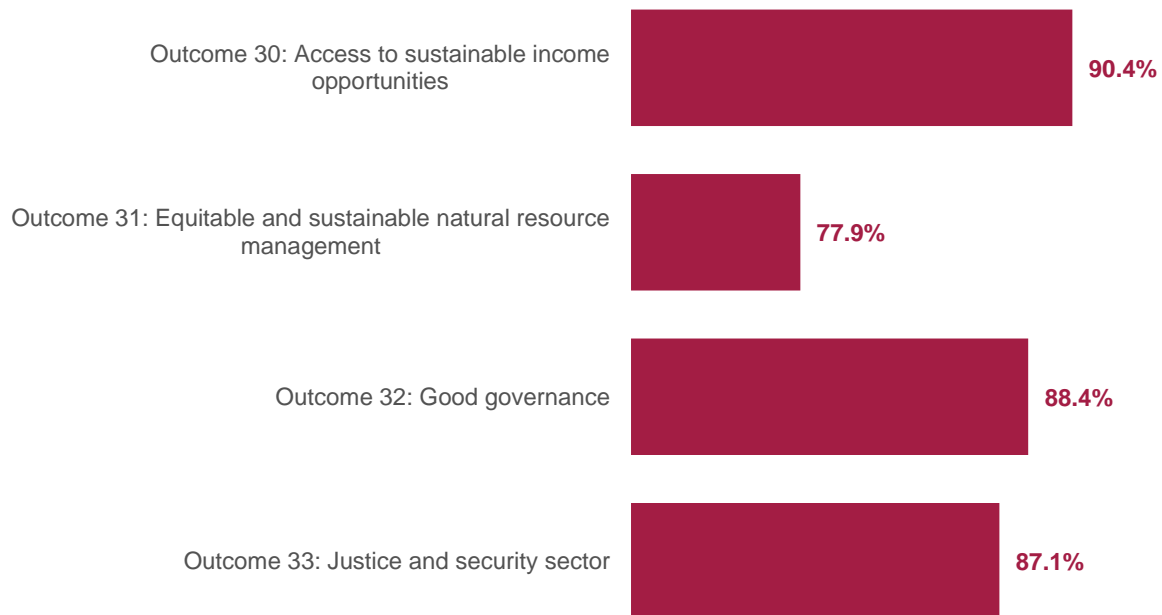


## Expenditure by Outcome

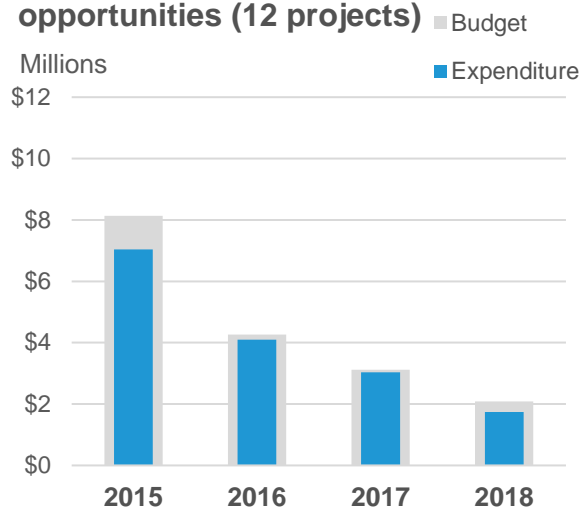
Millions



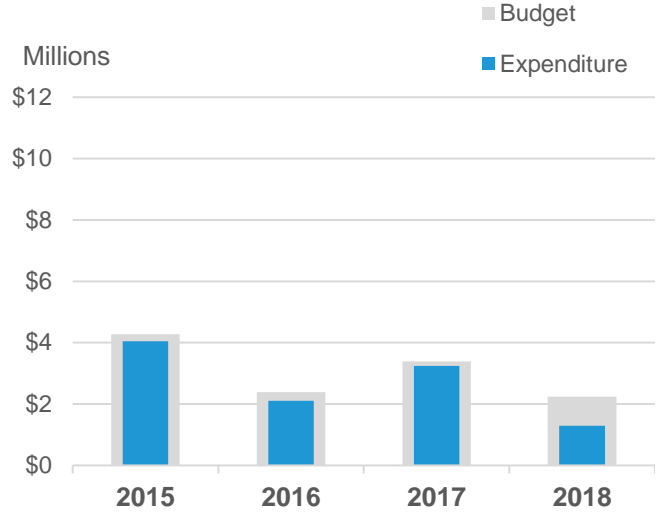
## Execution Rate by Outcome



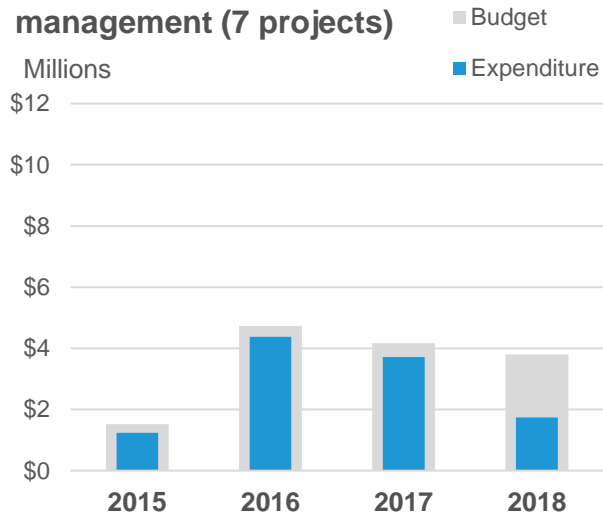
**Outcome 30: Access to sustainable income opportunities (12 projects)**



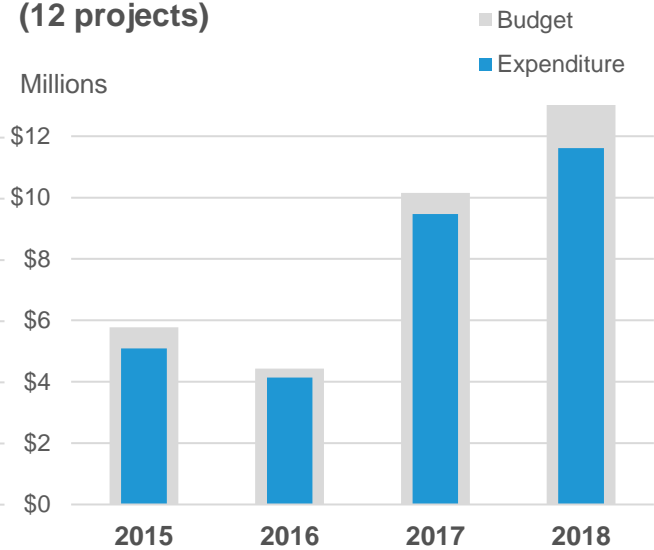
**Outcome 33: Justice and security sector (4 projects)**



**Outcome 31: Equitable and sustainable natural resource management (7 projects)**

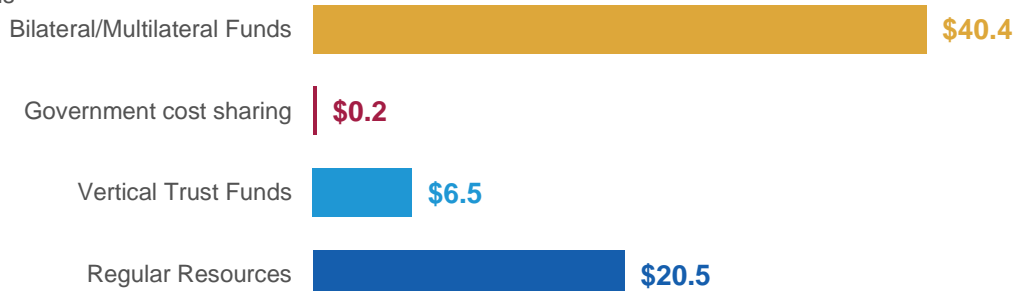


**Outcome 32: Good governance (12 projects)**



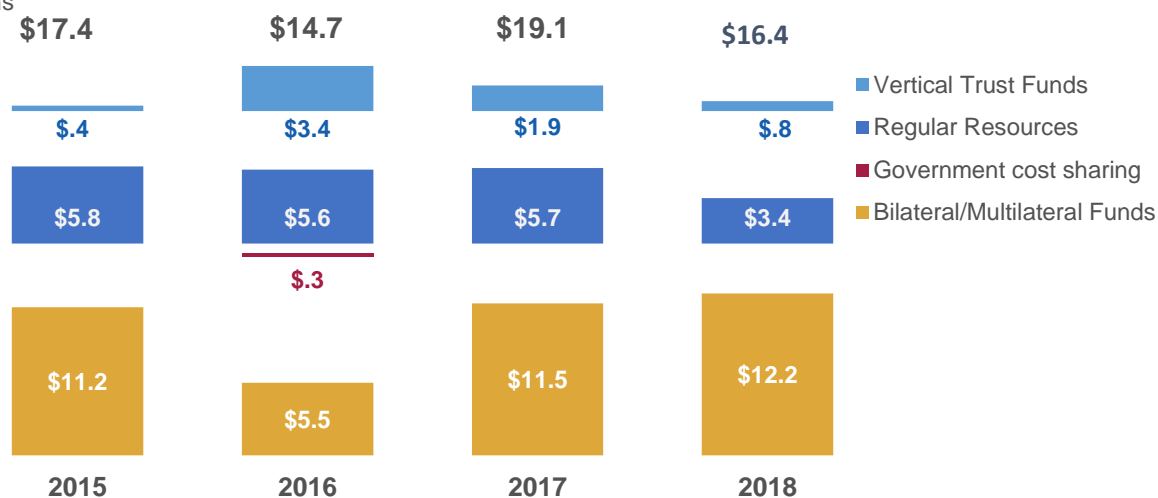
## Total Expenditure by Fund Category, 2015-2018

Millions



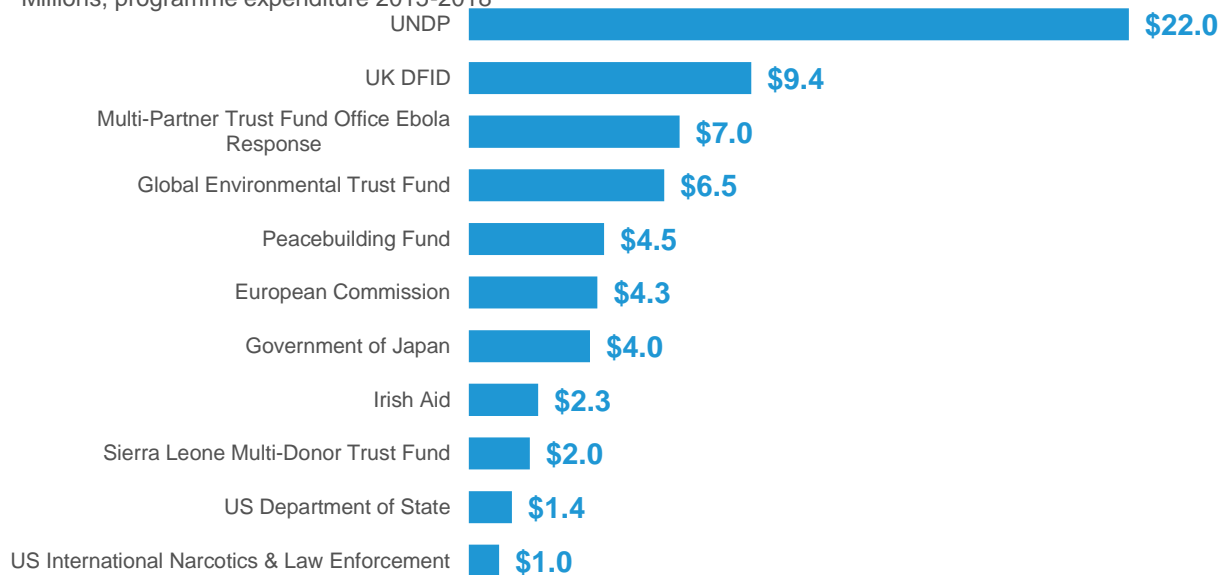
## Total Expenditure by Fund Category and Year

Millions

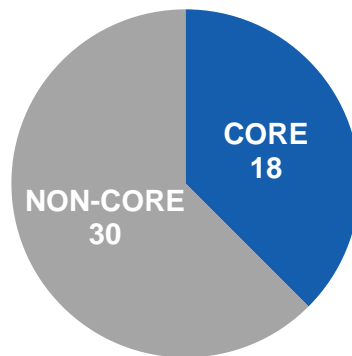


## Top Donors

Millions, programme expenditure 2015-2018

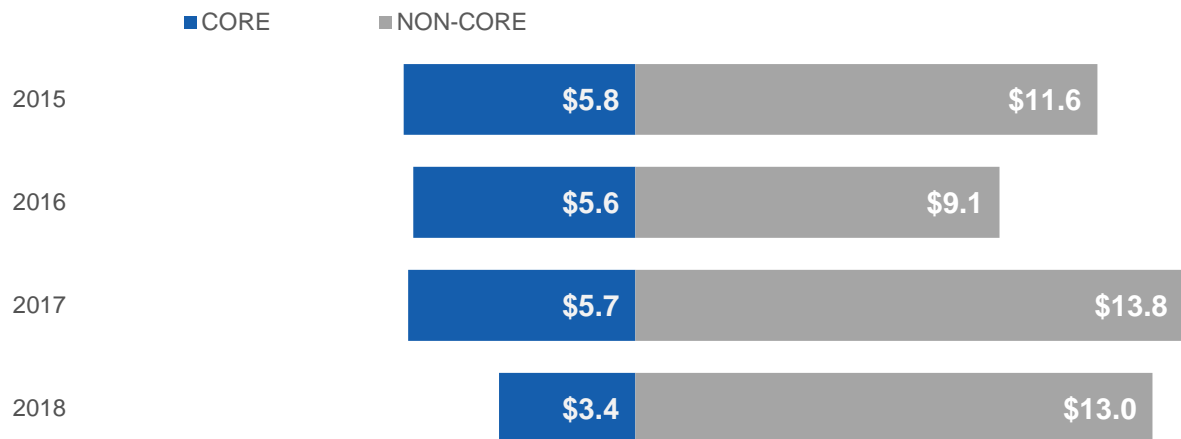


## Number of Core/Non Core Projects



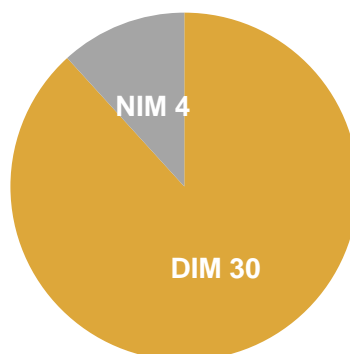
## Programme Expenditure by Source

Millions



## Implementation Modality

Number of Projects





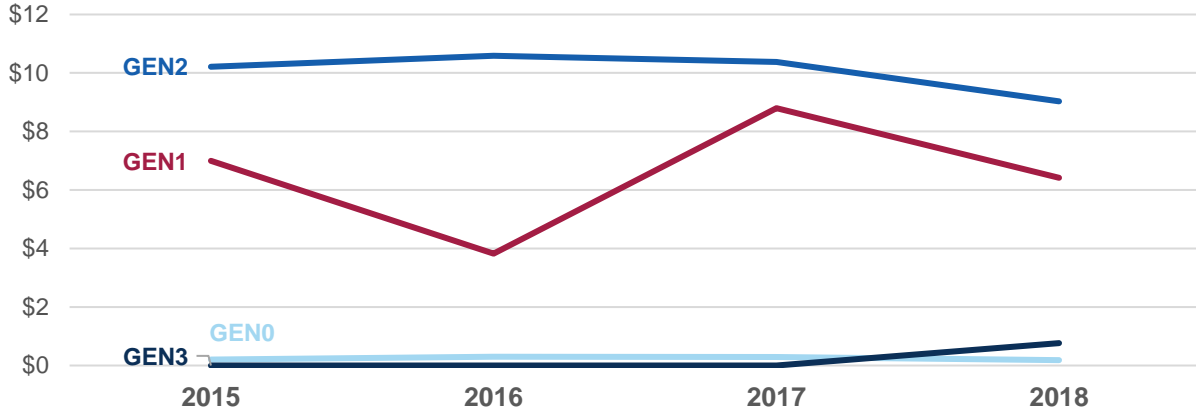
## Expenditure by Gender Marker

Millions



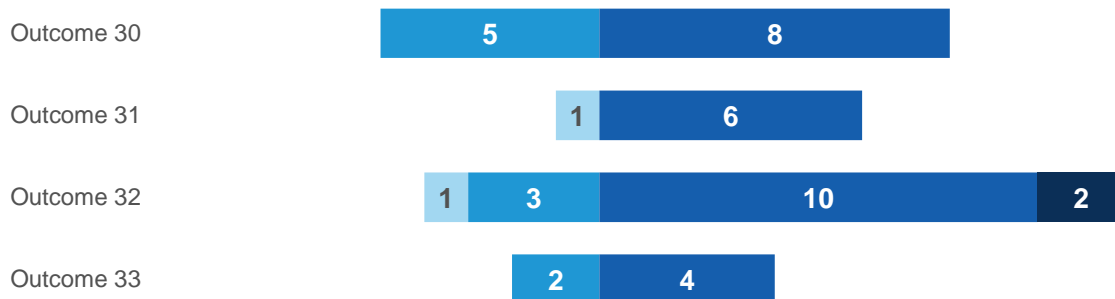
## Expenditure by Gender Marker and Year

Millions



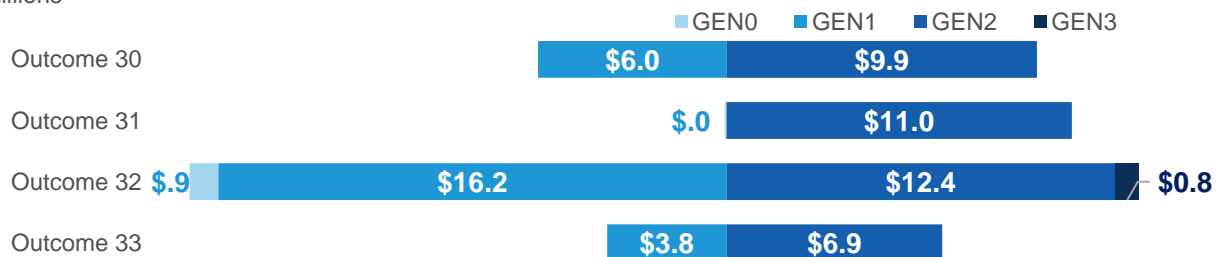
## Number of Projects by Gender Marker & Outcome

GEN0 GEN1 GEN2 GEN3



## Expenditure by Gender Marker and Outcome

Millions



## Annex 3. List of Projects for In-depth Review

Cluster	CPD Outcome	Project	Output	Output Start	Output End	Implement. Modality	Gender Marker	2015 Expenditure Budget	2016 Expenditure Budget	2017 Expenditure Budget	2018 Expenditure Budget	2015-18 Expenditure Budget
Elections	32	00061278 Support to the Electoral Cycle in Sierra Leone	00077588 Support to the Electoral Cycle	2/1/2011	12/31/2017	DIM	GEN2	\$367,229 \$527,933	\$(161,933) \$165,001			\$205,296 \$692,934
	32	00077436 Conflict Prevention and Peace Preservation in SL	00105765 Mitigate Conflict in 2018 Elec	6/1/2017	4/30/2019	DIM	GEN2	\$0 \$0	\$0 \$0	\$1,184,927 \$1,218,546	\$3,376,771 \$4,480,310	\$4,561,698 \$5,698,856
	32	00077436 Conflict Prevention and Peace Preservation in SL	00108018 Women's Situation Room-SL 2018	12/1/2017	12/31/2018	DIM	GEN3	\$0 \$0	\$0 \$0	\$0 \$0	\$472,399 \$485,968	\$472,399 \$485,968
	32	00095468 Support to the National Electoral Commission	00099474 Supp National Elect Commission	7/5/2016	12/31/2018	DIM	GEN1	\$0 \$0	\$470,388 \$450,132	\$5,310,315 \$5,765,534	\$5,508,709 \$6,204,047	\$11,289,41 \$12,419,712
	32	00095468 Support to the National Electoral Commission	00104067 2016 Boundary Delimitation	1/1/2017	12/31/2018	DIM	GEN1	\$0 \$0	\$0 \$0	\$528,926 \$557,414	\$2,336 \$2,336	\$531,262 \$559,750
	32	00095468 Support to the National Electoral Commission	00109066 Supp National Election Comm II	2/14/2018	12/31/2018	DIM	GEN2		\$0 \$0	\$0 \$0	\$894,321 \$944,381	\$894,321 \$944,381
Environment	31	00049723 Environment and Natural Disaster Management	00060863 Env and Natural Disaster Mgt	3/18/2008	12/31/2018	DIM	GEN2	\$816,850 \$912,546	\$808,930 \$836,105	\$1,777,381 \$1,951,917	\$982,134 \$1,323,012	\$4,385,295 \$5,023,580
	31	00074076 Adaptive Capacity of Water Services to Climate Change	00086632 Adaptive Capacity of Water Sec	5/17/2013	12/31/2018	NIM	GEN2	\$103,046 \$143,500	\$721,272 \$804,735	\$528,243 \$735,923	\$534,214 \$1,348,178	\$1,886,775 \$3,032,336
	31	00074442 Climate Information and Early Warning Systems	00086856 Climate Information and Early	6/7/2013	12/31/2018	NIM	GEN2	\$232,852 \$311,000	\$2,020,883 \$2,234,950	\$987,196 \$1,044,639	\$67,786 \$169,087	\$3,308,716 \$3,759,675
	31	00081156 Efficient Energy Production and Utilization of Cookstove	00090575 Efficient Energy Production	5/19/2014	12/31/2019	DIM	GEN2	\$83,059 \$155,500	\$525,003 \$550,803	\$400,148 \$403,271	\$106,726 \$775,489	\$1,114,936 \$1,885,063
	31	00093486 Climate Change Induced Coastal Risks management in SL	00097693 Climate Change Induced Coastal	1/5/2016	3/31/2018	DIM	GEN2	\$0 \$0	\$140,232 \$144,941	\$23,741 \$25,741	\$0 \$36,027	\$163,973 \$206,709
	31	00094494 Intended Nationally Determined Contribution	00098612 Intended Nationally Determined	2/8/2016	3/31/2018	DIM	GEN2	\$0 \$0	\$160,391 \$160,500		\$0 \$0	\$160,391 \$160,500

Cluster	CPD Outcome	Project	Output	Output Start	Output End	Implement. Modality	Gender Marker	2015 Expenditure Budget	2016 Expenditure Budget	2017 Expenditure Budget	2018 Expenditure Budget	2015-18 Expenditure Budget
Env.	31	00107778 Sustainable & Integrated Landscape Mgt of the Western Ar	00107962 Sustainable & Integrated Land	11/28/2017	12/31/2018	DIM	GEN0	\$0 \$0	\$0 \$0	\$0 \$0	\$48,718 \$150,000	\$48,718 \$150,000
Ebola Virus Disease (EVD)	32	00059337 MDG Based Poverty Reduction	00104157 Support to SL Ebola Recovery F	1/1/2017	7/25/2018	NIM	GEN2	\$0 \$0	\$0 \$0	\$237,574 \$239,695	\$2,121 \$0	\$239,695 \$239,695
	33	00077225 Security Sector Reform in Sierra Leone	00093763 Prevent Spread of EVD in Detention	10/15/2014	3/31/2018	DIM	GEN2	\$1,182,956 \$1,201,725	\$5,489 \$17,217	\$(25) \$0		\$1,188,421 \$1,218,942
	30	00084937 ECRRP - Ebola Crisis Response and Resilience Programme	00092737 MPTF-ECRRP-Sierra Leone-COM1	9/1/2014	3/31/2018	DIM	GEN2	\$1,174,995 \$1,659,398	\$303,273 \$304,070	\$217,897 \$215,956	\$(282) \$0	\$1,695,883 \$2,179,424
	30	00087714 EVD Response - Livelihood Support & Security Sector	00094928 Security Sector EVD Response	4/9/2015	3/31/2018	DIM	GEN2	\$721,077 \$722,040	\$157,404 \$174,553			\$878,482 \$896,593
	30	00087714 EVD Response - Livelihood Support & Security Sector	00094637 EVD Response - Livelihood Supp	3/19/2015	3/31/2018	DIM	GEN1	\$610,301 \$631,945	\$389,680 \$389,699	\$(2,381) \$1	\$(190) \$0	\$997,409 \$1,021,645
	30	00087724 Social Rehabilitation and Payments to Ebola Survivors	00094647 Social Rehabilitation and Paym	1/1/2015	3/31/2018	DIM	GEN2	\$299,451 \$473,618	\$1,279,555 \$1,335,886	\$50,592 \$52,067		\$1,861,571 \$1,629,597
	32	00087724 Social Rehabilitation and Payments to Ebola Survivors	00097668 Ebola Response & Recovery Capacity	1/1/2015	5/31/2018	DIM	GEN2	\$0 \$0	\$551,217 \$547,233	\$130,345 \$148,293		\$681,561 \$695,526
	30	00090209 Ebola Response Quick Impact Project	00096091 Ebola Response for QIPs	7/1/2015	12/31/2015	DIM	GEN1	\$591,229 \$630,000	\$15,479 \$38,488			\$606,708 \$668,488
	30	00090553 Reintegration of SL Red Cross Volunteers Burial Teams	00096264 Reinteg Volunteers Burial Team	6/1/2015	3/31/2018	DIM	GEN1	\$942,117 \$1,017,820	\$146,788 \$146,864	\$838,534 \$840,075	\$1,339 \$0	\$1,928,777 \$2,004,759
	30	00090837 Support to UN Clinic Essential Services in Sierra Leone	00096415 Support to UN Clinic Essential	8/19/2015	3/31/2018	DIM	GEN2	\$388,436 \$449,900	\$216,914 \$216,996	\$(313) \$0	\$21 \$0	\$605,058 \$666,896
	30	00095444 Strengthening Access to Health Care and Community Led De	00108124 Log Capacity of Medical Supply	12/12/2017	9/30/2018	DIM	GEN2	\$0 \$0	\$0 \$0	\$0 \$1	\$694,743 \$733,299	\$694,743 \$733,300
	33	00095444 Strengthening Access to Health Care and Community Led De	00099449 Strength Access to Health Care	3/18/2016	4/30/2018	DIM	GEN2	\$0 \$0	\$456,751 \$498,593	\$533,794 \$531,384	\$(43) \$0	\$990,502 \$1,029,977
	33	00095444 Strengthening Access to Health Care and Community Led De	00104715 Comm Health Sys-Post Ebola SL	3/22/2017	12/31/2018	DIM	GEN2	\$0 \$0	\$0 \$0	\$483,219 \$483,681	\$196,847 \$270,920	\$680,067 \$754,601

Cluster	CPD Outcome	Project	Output	Output Start	Output End	Implement. Modality	Gender Marker	2015 Expenditure Budget	2016 Expenditure Budget	2017 Expenditure Budget	2018 Expenditure Budget	2015-18 Expenditure Budget
	30	00095630 Support Sub-Regional Post-Ebola Initiatives West Africa	00099926 Post Ebola Initiatives Sierra	3/18/2016	6/30/2018	DIM	GEN2	\$0 \$0	\$ 175,470 \$244,435	\$324,530 \$332,611	\$(6) \$8,060	\$499,994 \$585,106
Governance	33	00049271 Support to Access to Justice	00071028 Human Rights Commission	5/20/2009	3/31/2018	NIM	GEN2	\$ 203,381 \$224,607	\$135,912 \$147,000	\$143,145 \$150,000	\$0 \$0	\$482,438 \$521,607
	32	00049275 Support to Parliament	00059963 Parliament	1/1/2008	6/30/2018	DIM	GEN2	\$366,863 \$400,000	\$299,536 \$300,000	\$314,140 \$350,000	\$1,779 \$0	\$982,319 \$1,050,000
	32	00072805 Support to Media Development	00085842 Support to Media Development	1/1/2013	12/31/2018	DIM	GEN2	\$324,872 \$350,000	\$172,199 \$172,205	\$146,201 \$150,000	\$95,922 \$112,600	\$739,193 \$784,805
	33	00077225 Security Sector Reform in Sierra Leone	00088147 Security Sector Reform	11/1/2013	3/31/2018	DIM	GEN1	\$1,753,265 \$1,853,536	\$511,535 \$532,093	\$104,111 \$102,975		\$2,368,911 \$2,488,604
	32	00077280 UN Support to Sierra Leone Constitutional Review Process	00088160 Constitutional Review Programme	11/1/2013	3/31/2018	DIM	GEN2	\$1,793,753 \$1,932,593	\$948,446 \$868,719	\$305,509 \$323,452	\$0 \$0	\$3,047,708 \$3,124,764
	32	00077436 Conflict Prevention and Peace Preservation in SL	00088207 Conflict Prv & Peace Preservation	9/1/2013	12/31/2018	DIM	GEN1	\$1,121,192 \$1,186,367	\$ 339,577 \$351,779	\$80,324 \$100,000	\$21,876 \$61,849	\$1,562,969 \$1,699,995
	32	00081159 Support to Integrated National Civil Registry in SL	00090576 Intg Civil Registry in SL	1/1/2015	12/31/2018	DIM	GEN1	\$916,231 \$1,000,000	\$848,577 \$879,980	\$ 633,077 \$650,000	\$430,941 \$493,056	\$2,828,826 \$3,023,036
	30	00088004 Support to Persons with Disabilities and Sex Workers	00094847 Support to Persons with Disabilities	4/1/2015	12/31/2015	DIM	GEN1	\$290,620 \$292,456				\$290,620 \$292,456
	33	00090095 Rule of Law Programme	00096027 Promoting Transp. in SL Judici	7/1/2015	4/30/2018	DIM	GEN1	\$189,142 \$269,611	\$529,607 \$539,726	\$716,145 \$812,291	\$7,109 \$20,000	\$1,442,003 \$1,641,628
	33	00090095 Rule of Law Programme	00102631 SL Correctional Service Reform	10/1/2016	12/31/2018	DIM	GEN2	\$0 \$0	\$0 \$0	\$624,539 \$639,466	\$608,704 \$890,621	\$1,233,243 \$1,530,087
	33	00090095 Rule of Law Programme	00104225 Strengthening RoL, Sec & HR-SL	1/1/2017	12/31/2019	DIM	GEN2	\$0 \$0	\$0 \$0	\$637,452 \$665,000	\$382,453 \$966,849	\$1,019,905 \$1,631,849
	33	00090095 Rule of Law Programme	00108282 Support to the HRC-SL	12/20/2017	12/31/2019	DIM	GEN2		\$0 \$0	\$0 \$0	\$100,215 \$90,416	\$100,215 \$90,416
	32	00109734 Improving Women's Participation	00108979 Improving Women's Participation	1/1/2018	5/30/2019	DIM	GEN3		\$0 \$0	\$0 \$0	\$292,412 \$437,191	\$292,412 \$437,191
	32	00110819 Support to Parliament	00110059 Support to Parliament	1/1/2018	12/31/2018	DIM	GEN2		\$0 \$0	\$0 \$0	\$219,518 \$247,884	\$219,518 \$247,884

Cluster	CPD Outcome	Project	Output	Output Start	Output End	Implement. Modality	Gender Marker	2015 Expenditure Budget	2016 Expenditure Budget	2017 Expenditure Budget	2018 Expenditure Budget	2015-18 Expenditure Budget
	33	00049271 Support to Access to Justice	00059959 Access to Justice	1/1/2008	4/30/2018	DIM	GEN2	\$719,243 \$722,136	\$469,968 \$653,500	\$(58) \$0		\$1,189,153 \$1,375,636
Inclusive Growth	32	00059337 MDG Based Poverty Reduction	00074171 Aid Coord & Poverty Reduction	1/1/2010	12/31/2018	NIM	GEN0	\$199,733 \$375,690	\$300,420 \$314,864	\$288,055 \$294,668	\$134,662 \$206,802	\$922,869 \$1,192,024
	30	00060523 Local Governance & Decentralization	00076261 Local Govern. & Economic Dev.	9/1/2010	12/31/2018	DIM	GEN1	\$577,899 \$650,000	\$572,901 \$580,821	\$588,898 \$673,001	\$445,602 \$558,222	\$2,185,299 \$2,462,044
	30	00061412 Youth Employment and Empowerment	00077781 Youth Employment and Empowerment	1/1/2011	12/31/2018	DIM	GEN2	\$991,819 \$1,071,023	\$584,906 \$576,284	\$734,116 \$706,633	\$466,188 \$566,195	\$2,777,030 \$2,920,135
	32	00096024 NHDR 2018 & National Strategic Policy Advisory Service	00100043 NHDR 2018 & National Strategic	2/13/2011	12/31/2018	DIM	GEN2	\$0 \$0	\$363,838 \$373,000	\$305,666 \$355,502	\$161,860 \$253,767	\$831,364 \$982,269
	30	00048008 Finance for Development	00069656 Private & Financial Sector Dev	2/6/2009	12/31/2018	DIM	GEN2	\$447,364 \$534,450	\$253,384 \$253,870	\$287,749 \$295,830	\$138,565 \$221,567	\$1,127,063 \$1,305,717
		<b>Grand Total</b>						<b>\$17,408,975 \$19,699,394</b>	<b>\$14,713,991 \$15,805,042</b>	<b>\$19,463,713 \$20,815,567</b>	<b>\$16,396,470 \$22,058,132</b>	<b>\$67,983,14 \$78,378,134</b>

Source: Atlas/PowerBI, November 2018

# Annex 4. List of People Consulted

## Government of Sierra Leone

Alpha, Edmond, Acting Executive Secretary, National Electoral Commission

Bah, Momudu Alrashid, Director, Environmental Protection Agency Sierra Leone (EPA-SL), Office of the President

Bangura, Sheka, Director, Ministry of Planning

Browne-Marke, Nicolas Colin, Justice, Sierra Leone Supreme Court

Fofanah, Mohamed Tiamieu, Human Rights Commission

Fraser, Finda, Head of Public Service, Parliament of Sierra Leone

Juanah, Mohamed Sahr E., Head of Water Resources, Water Directorate, Ministry of Water Resources

Kamara, Abie, Deputy Director, Ministry of Finance and Economic Development

Kamara, Ing. Benjamin, Director of Energy, Ministry of Energy

Kamara, Joseph, Executive Secretary, Human Rights Commission

Katta, Ngolo T., Commissioner, National Youth Commission (NAYCOM)

Lamin, Paul A., Assistant Deputy Director, National Resources Management Department, EPA-SL

Mansaray, Sinneh, Assistant Director, Response, Office of National Security, Office of the President

Massaquoi, Mohammed, Director General, National Civil Registration Authority

Mbawa, Henry, Coordinator (former), Justice Sector Coordination Office, Ministry of Justice

Moisue, Francis, Head of Urban Water, Water Directorate, Ministry of Water Resources

Rogers, John, V., Director, Disaster Management Department, Office of National Security, Office of the President

Salim, Abdul Bakarr, Deputy Director, CCS, EPA-SL, Office of the President

Sedegah, Kordzo, Advisor, Ministry of Planning

Tondoneh, Hon. Philip Tetema, Deputy Minister, Local Government and Rural Development

Turay, Philomena, Manager, Disaster Management Department, Office of National Response, Office of the President

Vandi, Charles, Director of Gender Affairs, Ministry of Social Welfare

Vandy, John, Director, Disaster Management Department, Office of National Security, Office of the President

Wudie, Momdu, Programme Manager, NAYCOM

**Donors and bilateral partners**

Barnett, Sarah, Governance Advisor, Department for International Development (DFID)

Campbell, Catherine, Ambassador to Sierra Leone and Liberia, Embassy of Ireland

Gelders, Chigo, Governance Team Leader, DFID

Parsons, Huber, Program Manager, Bureau of International Narcotics and Law Enforcement Affairs (INL), United States Department of State

Ruesch, Sven, Team Leader Governance & Civil Society, Delegation of the European Union in Sierra Leone

Shimpo, Anna, Coordinator for Economic Cooperation, Embassy of Japan (Ghana)

Stansfield, Bobby, Economic Growth Team Leader, DFID

**Civil society**

Gbemeh, Edward, LED Officer, Graceland

Jalloh, Ahmed Sallieu, Project Manager, Prison Watch

Kamara, Joel, Business Development Services Coordinator, Graceland

Katta, Andrew, Project Manager, Graceland

Kebbie, Edward, CAPS Coordinator, Njala University College

Lawrence, Christian, Executive Director, Advocacy Initiative for Development S/L

Mahoi, Isata, National Network Coordinator, West Africa Network for Peacebuilding (WANEP)

Murray, Sylvanus, Executive Director, AID-SL

Rosenblum-Kumar, Gay, UN Representative, Nonviolent Peaceforce

Sandy, Kpawuru, Secretary General, Sierra Leone Red Cross Society

Sankoh, Abdul, Director, Community Action for the Welfare of Children (CAWeC)

Sowa, Francis, Head, Media Reform Coordination Group

Williams, Willy Gus, Business Development Services Coordinator, Restless

**UNDP**

Aaen, Louise, Project Manager

Bangura, Musu, Gender Specialist

Bassie, Ann-Marie, Programme Specialist

Conteh, Hassan, Business Development Services Officer

Dauda, Margaret, DRM Project Manager

Doe, Samuel, Country Director

Katta, Max, Programme Coordinator

Korseh-Hindowa, Milton, Economic Specialist

Mallongo, Jeremiah, Deputy Country Director, Operations

Mutai, Joseah, Monitoring and Evaluation Officer

Nalwoga, Annette, Team Leader, Governance Unit

Ntanda, Irene, Donor Relations and Reporting Specialist

Regmi, Madhab, Monitoring and Evaluation Specialist

Saigal, Sunil, UN Resident Coordinator, Sierra Leone

Samo, Yona, Procurement Specialist

Sankoh, Tanzila, Programme Specialist

Scott-Manga, Josephine, Deputy Team Leader

Sedegah, Kordzo, Economic & Strategic Policy Advisor for the Ministry of Planning & Economic Development

Sichei, Moses Muse, International Economics

Sullivan, Kate, Chief Technical Advisor – Elections

Walter-Neba, Chenwi, Rule of Law Programme Specialist

Wandi, Agus, Programme Manager

**Office of the United Nations Resident Coordinator**

Rossi, Simonetta, Peace and Development Advisor

**Other UN agencies**

Chimbaru, Alexander, Advisor, Health Security, World Health Organization (WHO)

Gboun, Michael, Country Director, UNAIDS

Juma, Kadi, Programme Analyst, UN Volunteers (UNV)

Kamara, Ibrahim S., Assistant Representative, United Nations Population Fund (UNFPA)

Lahai, David, Programme Specialist, UN Women

Martin, Gayle H., Country Manager, Sierra Leone, World Bank

Murtaza, Rushnan, Deputy Representative, UNICEF

Ngodum, Tenzin Keyzom, Country Technical Specialist, UN Capital Development Fund (UNCDF)

Sucuoglu, Gizem, Political Affairs Officer, United Nations Peacebuilding Support Office, New York

Turkovic, Seid, Chief, Regional Audit Centre, Office for Audit and Investigation, UNDP, Pretoria



## Annex 5. List of Documents Consulted

*In addition to the documents named below, the evaluation team reviewed project documents, annual reports, midterm review reports, final evaluation reports and other project documents.*

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<https://rebuildconsortium.com/resources/country-situation-analyses/country-situation-analysis-sierra-leone/>
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## Annex 6. Summary of CPD outcome indicators and status as reported by the country office

Indicator <sup>16</sup>	Baseline (2015)	Target (2018)	Progress		
			2015	2016	2017
SLE_OUTCOME30 - Low income and food insecure households have improved access to sustainable income generating opportunities (on-farm and off-farm).					
Outcome 1 - Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded					
1. Number of full-time equivalent jobs created (men, women, youth)	1,002	3,500	Some progress	Significant progress	Some progress
			1,002 A total of 1,002 young people aged 15-35 (322 females and 680 males) have benefited from full-time equivalent jobs directly created or supported by UNDP. An additional 350 (180 females - 270 males) have now have valuable work experience that is envisaged to facilitate their employment in both the public and private sector.	3,392 A cumulative number of 3,392 people have been supported to access full time or equivalent jobs. In 2016, 280 accessed internship opportunities through the Graduate Internship Programme, 800 RedCross Volunteers also received BDS. 260 business operators expanded their businesses through Business Development Services and 225 were supported to start and expand their agribusiness livelihoods. In Kono, 450 youths received BDS which will enable them access full time or equivalent jobs. 225 SME entrepreneurs received training and mentorship & 150 youths trained in enterprise management & ICT skills which enabled them to access full time or equivalent jobs.This builds on the 1,002 supported in 2015. The planned target for 2016 is underachieved due to the reduction of enrolled participants into BDS and the significant cut in project budget to support all 5 BDS centers.The National Youth Commission (NAYCOM) of Sierra Leone has provided skills training, finance and other resources to 9,600 youths to engage in livelihoods (Business Development Services, Graduate Internship program, Agricultural activities, Career Advisory Services, and Youth Sexual Reproductive Health program). Source: National Youth Commission (NAYCOM). Sierra	3,990 A cumulative total of 3,990 youths have been supported to access full time or equivalent jobs. In 2017, 130 Youths accessed internship opportunities with Government, International and Private Sector Organizations, for four-month internship. This will lead to increase their knowledge and job experiences leading to permanent employment. Experience from the past shows that around 70% of the interns are employed immediately after completion of the internship in the respective organization. 176 (Female 79, Male 97) Youth Business Operators have received various business skills, planning and financial management trainings through Business Development Services Project. 150 Youths (male - 90, female - 60) trained at the Obasanjo Skills Acquisition Centre in entrepreneurship and ICT, have acquired skills training for self-employment, full time or equivalent jobs. In Kono District, 600 young Business Operators (60% male; 40% female) have received various business skills, planning and financial management trainings through Business development activities. 570 females under the Japan project - building a resilient community health, benefitted from VSLA livelihood opportunities, while 2,364 people benefitted from livelihood opportunities in both the regional and country

<sup>16</sup> "Indicators," "Baseline," "Target," and "Status/Progress" info were extracted from the Cooperate Planning System. The "Indicators" on CCPD are different from those on Cooperate Planning System, in order to be able to track the status and progress, we decided to use those on the Cooperate Planning System

Indicator <sup>16</sup>	Baseline (2015)	Target (2018)	Progress		
			2015	2016	2017
				Leone, 2016; Youth Empowerment and Employment Project Progress Reports, 2016; and Integems Third Party Monitoring and Data Collection, August 2016. UNDP SDG-F Project Report 2016. LGED Annual Progress Report 2016. YEAP Annual Report 2016.	office japan projects. In as much as the CO aspired to meet the set targets, it faced several constraints including insufficient funding for skills training and internship programmes that would have eventually lead to job creation.
2. Number of EVD Survivors and destitute families with livelihood rehabilitation support (male: female) from UNDP	0	1,500	Target reached or surpassed	Target reached or surpassed	Some progress
			8 A total of 8 interventions addressed gaps and challenges in the national EVD response strategy. Through these initiatives UNDP made meaningful contributions to containing the spread of EVD in Sierra Leone particularly in managing and effective and efficient payment system to front line workers, supporting People with disability, survivors and destitute families	2,467 A total of 1,667 survivors received three episodes of unconditional cash stipends and these were reached through a cash transfer scheme which enabled them to engage in livelihood activities. Another 800 Red Cross volunteers were supported to access Business Development Services, provided by implemented partners supported by UNDP. Please note that, the cumulative total comprise of 1,667 survivors + 800 Red Cross Volunteers Source: 2016 Payments to Ebola Survivors Project Progress Reports	1,485 A total of 1,485 adult survivors and caregivers received a total of Le 2,583,000 (\$375) per person after the completion of livelihood training to invest in their preferred sustainable livelihood venture, using the existing digital cash transfer platform. The beneficiaries invested the capital in their existing businesses, starting new businesses, long-term personal skills development, and additional group savings such as community saving schemes especially in areas with no banking facilities.
3. Number of pilot businesses with improved capacity	0	30	Target reached or surpassed	Target reached or surpassed	Significant progress
			0 The Ebola Response Workers database and information management system established has addressed all irregularities and challenges such as double dipping and ghost names in the initial payment system. 100% ERWs (35,354 individuals) registered have been assigned unique identifications and payment success indicators (right, amount, right time to the right person) has been at least 97% at every given time.	30 UNDP has commenced the provision of financial and technical support to 30 women-led SMEs through Business Development Service (BDS) Centres in Kailahun and Kono Districts. This is a pilot to promote womens involvement in business, access to training and resources. Source: 2016 Ebola Response Livelihood Support Project Progress Reports	295 1. 225 Small and Medium Enterprises benefited from SME dialogue forum where they fully understood the policy that guide them, how to access micro loans through financial institutions and business registration mechanisms. 2. 50 women led SMEs (46 female and 4 male) benefited from adult literacy programe which has enhanced effective records management and book keeping of their businesses. 3. 20 SMEs benefited from micro-grants to engage in value addition on cocoa and groundnuts with an average increase of revenue from 20% in 2016 to 42% in 2017
			N/A	Significant progress	Significant progress

Indicator <sup>16</sup>	Baseline (2015)	Target (2018)	Progress		
			2015	2016	2017
4. Number of people (women, youth and people with disabilities) with increased livelihoods opportunities supported by UNDP	4,630	6,000	N/A	5,529 This comprises 3,029 reached through Business Development Services (BDS) for Ebola Survivors and affected families; 1,700 reached through cash transfers and relevant BDS and 800 Red Cross volunteers that also received BDS. BDS is packaged support comprising business start-up and management training and access to resources to enable start-up or expansion of business. The total number of females was 2,315 and males was 3,214. Since destitute families were not captured in the enrolment and provision of cash stipends to survivors, the full target of 6,000 could not be met. UNDP Support in Kailahun has led to the formation of a group of 73 families of disabled people, helped them acquire a Rice Mill and Tailoring Machines, and also helped them to establish a piggery and crafts business that uses local materials. The group is now generating income that also benefit their family members.	8,780 4,956 young people (age 15-35) gained meaningful internship opportunities, career advice, innovations in IT and employment opportunities (disaggregated by gender); Furthermore, in the Japan-funded strengthening access to health care project, 3,024 people benefitted from village savings and loan schemes, cash for work and grants (male-1,814 and female - 1,210). 800 disabled young people in agribusiness benefitted from farming implements (seeds and tools) which significantly increased their livelihood opportunities
<b>SLE_OUTCOME31 - By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way.</b>					
<b>Outcome 1 - Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</b>					
1. National coverage (%) of climate (weather and hydrological) monitoring infrastructure	20% (2014)	60%	Target reached or surpassed 4 In addition to the 2014 baseline, four (4) strategic documents were supported in 2015. UNDP supported the development of the Intentionally National Determined Contribution (INDCs), position papers on natural resource management for the constitutional review, the Natural Resource Charter Benchmarking report and The State of Environment Report	Target reached or surpassed 60 Additionally, hydrological equipment including hosting infrastructures have been installed in the eight major river basins nationwide Source: Sierra Leone Meteorological Department (SLMD) Reports 2016, Project Progress Reports, 2016; and Integems Third Party Monitoring and Data Collection, August 2016.	Some progress 8 <sup>17</sup>
			Target reached or surpassed	Significant progress	Target reached or surpassed

<sup>17</sup> The previous year reports have an error. The project target was to have automatic weather stations installed in 16 districts. So far only 8 districts have been covered. So far the project has achieved 50% of its target as follows: Eight automatic weather stations (AWSs) were installed over the project period covering eight districts in Sierra Leone and additional one will soon be installed at the Lungi International Airport and as we speak live data currently streams to the servers installed at Sierra Leone Metrological Agency (SLMA) and is available on the online web platforms and accessible by all. See links for your reference: Western Area AWS: [http://bit.ly/Wilberforce\\_Weather](http://bit.ly/Wilberforce_Weather) Northern Province AWS [http://bit.ly/Makeni\\_Weather](http://bit.ly/Makeni_Weather) Southern Province AWS [http://bit.ly/Bo\\_Weather](http://bit.ly/Bo_Weather) Eastern Province AWS [http://bit.ly/Kenema\\_Weather](http://bit.ly/Kenema_Weather) 6 automated hydrological monitoring stations have been installed in 5 water ways, associated software and hardware training completed. In addition, twelve of thirteen hydrological platforms have been constructed. Staff gauges have been procured and installations scheduled early 2018. Data servers have been set-up at the Water Directorate (WD) in the Ministry of Water Resources (MWR) and at the SLMA.

Five staff of the Water Directorate, Ministry of Water Resources were trained in hydrological modelling and watershed monitoring in Niamey, Niger. As a follow up to previous training the same team members are in Ghana to be trained on hydrological monitoring which is a new technology in Sierra Leone this will complement our efforts in tracking climate water related issues.

Indicator <sup>16</sup>	Baseline (2015)	Target (2018)	Progress		
			2015	2016	2017
2. Number of institutions with increased capacity to respond to adverse impacts of climate change	1	4	6 One more than the planned target (6) pilot demonstrations on climate-smart agroforestry were carried out. The move was to enhance local community capacity in managing natural resources in a more equitable and sustainable way. The following communities were targeted Makari, Makoth (Bombali district), Magban (Tonkolili), Robana, Makolerr, Mawoma (Port Loko district).	5 Ministries of (i) Water Resources, (ii) Energy (Bumbuna Watershed Management Authority), (iii) Transport and Aviation (Meteorological Department), (iv) Office of National Security (Disaster Management Unit), (v) Agriculture Forestry and Food Security (PEMSD) have been provided with equipment (hardware and software) and requisite customized training to increase technical capacities to respond to adverse impacts of climate change. Source: Sierra Leone Meteorological Department (SLMD) Reports 2016, Project Progress Reports, 2016.	20 <sup>18</sup>
<b>SLE_OUTCOME32 - Capacity of democratic institutions strengthened to enable good governance.</b>					
<b>Outcome 2 - Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</b>					
1. Draft Revised Constitution submitted	No	Yes	Target reached or surpassed  UNDP's supported consultative forums engaged 133 key stakeholders to discuss and deliberate on issues such as National Security, Natural Resources, land, Environment, Local government, gender and human rights. Clear position papers have been produced on all those areas and submitted for consideration by the Constitution Review Committee	Significant progress Yes The final Constitution Review Report was submitted end of November 2016. The report contains 19 major recommendations for amendment including 8 new Chapters on: Local Government and Decentralization; Lands, Natural Resources and the Environment; Citizenship; Information, Communication and the Media; National Development Planning Commission; National Security; the Public Service; and the Commissions and Independent Offices of the Constitution of Sierra Leone Act No 6 of 1991 Source: Project Progress Reports; Constitutional Review Committee 2016 Report	Target reached or surpassed  Yes Draft Constitution submitted and white paper developed stating government's position on recommendations of the Constitutional Review Report. The new constitutions when agreed upon will promote women's representation in governance, human rights and conflict prevention.
2. Number of new legal frameworks (Bills) submitted	0	4	Target reached or surpassed 5 Independent Police Complaints Board has been completed and is now fully functional with clear operational framework. It has commenced outreach and awareness-raising	Target reached or surpassed 0 Bail policy has been produced and presented to the Rules of the Court Committee for approval.	Significant progress 7 The Bail and Sentencing Regulation approved by the Rules of the Court Committee and signed off on by the Chief Justice in June 2017.

<sup>18</sup> The actual figure has been adjusted to reflect the cumulative number of institutions with increased capacities. The number of institutions that are now working UNDP programmes has increased. Capacities of the following institutions are being developed either through direct training or practical application of mainstreaming climate change: Ministry of Water; Guma Valley Water Company; Environmental Protection Agency; S/Leone Met. Department; ONS-Disaster Risk Reduction Department; Ministry of Local Govt; Ministry of Health; Ministry of Finance - Local Govt Finance Department; Ministry of Lands; Ministry of Energy; S/Leone National Fire Force; Ministry of Communication; National Protected Areas Agency; Ministry of Defense; Ministry of Social Welfare - Gender and Children Affairs Department; Local Authorities; National Training Institutions and Local NGOs.

Indicator <sup>16</sup>	Baseline (2015)	Target (2018)	Progress		
			2015	2016	2017
			and has begun reviewing its first case of death in police custody.	Sentencing policy and guidelines have been produced and presented to the Rules of the Court Committee for approval. Civil Registration Act passed by Parliament into law in June 2016 Criminal Procedure Bill has been revised by the Attorney General and will be presented to Parliament in November 2016 Source: Project Progress Reports 2016 and Integems Third Party Monitoring and Data Collection, August 2016.	As a result all courts are bound to avail bail free hence promoting rights of accused persons. Civil libel law was reviewed to improve press freedom in Sierra Leone and submitted to the Attorney General's Office. When passed into law, the act will result in increased freedom of expression and voice. Source: Project Progress Reports
3. National Peace Commission established.	No	Yes	N/A	Some progress	No change
				Following discussions with the government it was realised that there was no need to create a new national commission as the national commission for democracy has the mandate to coordinate peace building initiatives at country level. Therefore it was decided to strengthen the capacity of the NCD, developing a strategy for a national civic education to enhance citizen awareness on Rule Of Law governance issues and peaceful co-existence. Source: Project Progress Reports 2016 and 2016 NCD Reports and Records	Concept Paper developed and project to commence after the development of the next country programme document.
SLE_OUTCOME33 - Justice and security sector delivery systems improved in compliance with international human rights standards.					
Outcome 3 - Countries have strengthened institutions to progressively deliver universal access to basic services					
1. Number of SLP recruitment processes targeting women supported	0	2	Target reached or surpassed	Target reached or surpassed	Significant progress
			6 A total of 6 (1 national and 5 local) sessions were held to address the following issues affecting women including the adoption of the gender Policy, enacted of the 2015 Abortion Bill, women rights to land and property and supporting position papers from various women group - One voice, many messages - addressing several discriminatory clauses in the current Constitution.	2 The Government of Sierra Leone froze recruitments in 2016 due to budget constraints. However 2 processes were supported to increase the proportion of women in the police which included: a) SLP Job Fairs have been organized to encourage women to apply for jobs in the police force. b) Sensitization workshops were conducted at the university and schools to promote women's participation in the police force	2 SLP developed and implemented a gender Policy to encourage recruitment and retention of female personnel within their localities. SLP also held Job Fairs to encourage female applicants into the force. As a result, about 10% increase in recruitment has been observed with over 500 females recruited since 2015. Source: Project Progress Report
	3,600	3,800	Target reached or surpassed	Target reached or surpassed	Some progress



Indicator <sup>16</sup>	Baseline (2015)	Target (2018)	Progress		
			2015	2016	2017
2. Total number of SGBV victims who have been provided with justice services (medical and legal aid, and judgement)			70 UNDP intervention to address potential and emerging tensions and conflicts nationwide ensured the successful containment of 40 Ebola related conflicts in 10 communities from escalating.	3,814 Through CSO support, 144 Victims, witnesses and family members in the Northern and Eastern provinces supported to access police, medical services and legal aid. So far there have been 22 convictions out of the 144 cases addressed in formal courts which translates to 10%.	3,895 81 SGBV cases handled in 2017 (44 cases of Sexual Penetration of minors; 35 cases of Domestic Violence and 2 cases of Rape). All 81 cases received medical referral with 55 supported with paralegal assistance to present their cases in court. 33 victims were sheltered in the process with 16 convictions secured out of 53 cases charged to court. The reported total of 3,965 is cumulative; a target of 3800 was exceeded in 2016 by 114 cases on top of which has now been added 81 cases in 2017. Source: Project Progress Report

<sup>38</sup> "Indicators," "Baseline," "Target," and "Status/Progress" info were extracted from the Cooperate Planning System.

<sup>39</sup> The "Indicators" on CCPD are different from those on Cooperate Planning System, in order to be able to track the status and progress, we decided to use those on the Cooperate Planning System

# Annex 7. CPD results and resource framework (2015-2018)

NATIONAL PRIORITY OR GOAL: PRSP Pillar 1 - Economic diversification to promote inclusive growth				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1: Low-income and food-insecure households have improved access to sustainable income-generating opportunities (on-farm and off-farm)				
RELATED STRATEGIC PLAN OUTCOME: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihood for the poor and excluded.				
UNDAF OUTCOME INDICATOR(S), BASELINES (B), TARGET(S) (T)	DATA SOURCE (S) AND FREQUENCY (F) OF DATA COLLECTION, AND RESPONSIBILITIES (R)	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (\$) [to be reviewed further in light of the integrated budget]
1a. Number of local council (LC) plans and budgets with local economic development (LED) component B: 4 LCs; T: 10 LCs	S: Annual fiscal decentralization report F: Annual R: MoFED	1.1 Targeted local councils are enabled to undertake participatory and transparent pro-poor gender-responsive planning and budgeting for inclusive LED 1.1.1: Number of gender-responsive draft plans and budgets including LED dimension. B:4;T:19; S:Project reports; F: Quarterly 1.1.2: % change in local council LED investment B: TBD T: TBD S: Local Council reports F: Annually	Ministry of Local Government, Ministry of Finance through Local Government Finance Department, local councils, PPP Unit/ Office of President, Local Council Association of Sierra Leone, Ministry of Gender, Ministry of Youth, National Youth Commission, ILO, UN-Women, IFAD, UNIDO, World Bank, JICA, EU, UNDP Guinea and Iraq, Regional MOU with mining companies, DfID	Regular: 12,200,000  Other: 21,000,000 (includes 2,000,000 from UNCDF)
1b. Number of youth policies and institutional frameworks in place (youth, micro, small and medium-sized enterprises, etc.) B: Youth policy drafted; Draft National Youth Employment Action Plan finalized; Local content policy passed T: Five new policies, strategy and frameworks	S: Official Government Notification/ SL Gazette F: Annual R: Ministry of Youth Affairs together with National Youth Commission	1.2 Targeted government institutions are able to develop/ revise institutional policy, strategies/ frameworks and knowledge products that promote private sector and export-led youth employment and empowerment. 1.2.1 Number of national policies, strategies, and institutional frameworks reviewed/ formulated. B:3; T:5; S: Govt notification; F: Annual 1.2.2: Number of new jobs and other livelihoods generated disaggregated by sex, age and excluded groups B:TBD; T:TBD; S: Statistics Sierra Leone F: Annual		
1c. % change in sustainable and decent jobs created (disaggregated by sex, age, etc.) B: To be established in 2014 through Labour Force Survey T: To be established in early 2015	S: Labor Force Survey (2014) F: Every two years R: SSL supported by the World Bank	1.3 National and local capacity to establish and participate in public-private partnerships is enabled to generate economic opportunities for		

		<p>pro-poor sustainable livelihoods especially for female-headed households and youth at national and local levels.</p> <p>1.3.1: Number of PPP agreements signed and/or reviewed: B: 8 (local) 2 (national); T: 14(local) 7 (national); S: actual PPP agreement; F: Annual</p> <p>1.3.2: number of youth capacitated to engage in livelihood opportunities; B: 4102 female and 5457 male; T: 25,000 female and 25,000male; S: Project reports; F: Annual</p>		
1d. A functioning Local Network of the United Nations Global Compact in place. B: No Local Network T: Local Network exists and is active	S: United Nations Global Compact Members Database F: Annual R: UNDP together with the local network of United Nations Global Compact will provide regular updates to the Global Compact initiative	<p>Targeted government institutions are enabled to promote and participate in sustainable corporate social responsibility (CRS) initiatives.</p> <p>Number of government institution active in promoting sustainable CSR initiatives B: 0; T: At least 1; F: Annually Source: Ministry of Finance and Economic Development</p>		
1e. Revised Fiscal Decentralization Framework with Local Economic Development (LED) dimensions in place B: LED not included T: LED included	S: Fiscal decentralization report F: Annually R: MoFED	<p>1.4. Targeted government institutions are enabled to undertake devolution process including fiscal decentralization in an effective manner</p> <p>1.4.1 Number new functions transferred to LCs. Baseline: 56; Target: 80; Source: Ministry of Local Government and Rural Development Monitoring Report; Frequency: Annual</p>		
<b>NATIONAL PRIORITY OR GOAL: PRSP Pillar 2 - Managing natural resources (sustainable management of natural resources leading to increased environmental and social resilience)</b>				
<b>UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2: By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way</b>				
<b>RELATED STRATEGIC PLAN OUTCOME: 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change;</b>				
2a. Extent to which improved legal frameworks are being implemented by relevant sectors. B: Energy Policy 2009 requires revision, Disaster Risk Management Policy reformed 2013, Reformed draft to be	S: Official Government Notification/ Sierra Leone Gazette F: Annually R: Government	2.1 Targeted ministries, departments and agencies (MDAs) are better able to revise, develop and implement gender-responsive legal and participatory coordination frameworks to enable environmental sustainability across sectors, with particular focus on the extractive	MDAs, LCs, Global Compact, UNEP, ICRAF, Sustainable Energy for All, ECOWAS, LCs, GEF regional EWS initiative	Regular: 4,600,000

submitted to Cabinet 1 <sup>st</sup> quarter 2014; Land Policy Reform draft 2013 T: Legal and coordination frameworks improved and implemented for environmental protection and energy sectors		industry 2.1.1 Number of policies/acts revised/drafted, B: 0 T:3 (EPA Act, Pollution and energy policies) S:Draft documents; F: Annually 2.1.2 Number of coordination & implementation frameworks established. B:0; T:1 national, 3 provincial, 14 LC networks linked; S: Project reports F: Quarterly		
2b. % area per district where sustainable natural resource management (NRM) is being practiced. B: GIS maps (2014) T: 40% Increase in targeted areas	S: State of the Environment Report F: Bi-annually R: Government (EPA)	2.2 Communities in targeted districts are engaged in design and implementation of gender- responsive sustainable NRM and livelihood diversification 2.2.1 Number of poor households implementing sustainable NRM and livelihood initiatives. B: 50 rural households; T: 4,000 rural households; S: Community project reports; F: Quarterly 2.2.2 Number of jobs and livelihoods created through NRM and DRM, disaggregated by sex, rural and urban. B: TBD T: TBD S: Progress Reports F: Quarterly		
2c. Percentage of households with access to affordable sustainable renewable energy sources. B: National Energy Profile of Sierra Leone 2012; T: Tangible improvement in National Energy Profile	S: SL Integrated Household Survey (IHS) National Energy Profile of Sierra Leone 2012; F: Every 5 years R: Government (Min Energy & Statistics SL)	2.3 Poor households, especially female-headed households in targeted districts are enabled to use energy efficient sources for domestic use. 2.3.1 Number of poor households using improved cook stoves. B: 0; T: 4,000 S: Project reports F: Annually		
2d. Number of districts implementing disaster prevention preparedness and response plans, in line with the Hyogo Framework of Action (HFA) B: Number of district disaster management plan in place; T:14 district disaster management plans validated and operationalized	S: Progress report on HFA F: Annually (until 2015) R: Government (Disaster Management Dep't) 2.4 National and local authorities enabled to implement DRM & EWS 2.4.1 Number of district DRM committee members trained; B: 150 (M:130, F:20); T: 350 (M:200, F:150); S: Project reports F: Quarterly 2.4.2 Number of hydro-meteorological monitoring systems functioning. B:0, T:13 S: GEF project report F: Annual			

NATIONAL PRIORITY OR GOAL: PRSP Pillar 7 - Governance and public sector reform				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #3: <i>Capacity of democratic institutions strengthened to enable good governance</i>				
RELATED STRATEGIC PLAN OUTCOME: 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance				
3a. Number of media laws revised (or extent of revision) in line with international best practice on press freedom. B: No unified media law; T: A codified media law endorsed	S: Official Government Notification/ Sierra Leone Gazette F: Once in cycle R: Ministry of Information and Communication	3.1 Legal and institutional framework for professional media practices and capacity of state and media institutions and CSOs strengthened for free and fair media 3.1.1: Sierra Leone media law codified in line with international best practice; B: No; T: Yes; S: Sierra Leone Gazette F: Once in cycle. 3.1.2 No of media institutions with business plans. B: 0; T: 8; S: TBD; F: Quarterly	Ministry of Information Communication, Independent Media Commission, Guild of Editors, Media Reform Coordination Group, National Electoral Commission, Political Party Registration Commission, National Registration Secretariat, CSOs, Parliament, President's Office, Solicitor General's Office Ministry of Finance and Economic Development, Office of Auditor General, Open Government Initiative Directorate, Anti-Corruption Commission, World Bank, EU, DfID, United Nations agencies,	Regular: 11,000,000
				Other: 33,200,000
3b. Voter turnout in electoral processes including referendum on draft constitution. B: 87% (elections) T: 90% B: 0 (referendum) T: 70%	S: Election Commission Voter Turnout report F: CSO-led Observation Commission report R: Commonwealth Observation Mission Report	3.2 State institutions, CSOs including women's organizations and media are enabled to undertake joint outreach initiatives for a participatory constitutional review process 3.2.1: <i>Level of adherence of the constitutional review process to international norms and standards</i> 1 – Not adequately 2 – very partially 3: Partially 4: Largely. B: 1 – Not adequately; T: 4: Largely; S: Survey; F: Once at the end of programme		
3c. Number of reservations of local and international monitors and observer groups with regards to transparency and conduct of electoral processes. B: 2012 election was well regarded by local and international observer groups, T: To be established	S: International and national electoral reports F: Every four to five years R: National Electoral Commission	3.3 Electoral Management Bodies (EMBs) are able to administer a free and fair referendum and elections 3.3.1: Number of electoral management supports provided for free and fair elections. B: 5 by end 2014; T: 20 by end 2018; F: 5 Annually		
3d. Number of legislative and oversight activities by Parliament on national development programmes/targets  <i>Baseline: TBD. Targets: TBD</i>	S: Hansard, Parliament Website F: Every sitting R: Parliament (Parliamentary Service Commission)	3.4 Parliament is enabled to undertake its mandated functions including legislation, oversight, outreach activities, and donor coordination. 3.4.1 Number of outreach activities undertaken B: 0 Private Member Bill, no documentation; Hansard produced but not disseminated; 7 out 32 PCs produced reports in 2013. T: At least 2 private members Bills introduced; Hansard accessible to public; all subject specific comm. present report; S: Hansard; F: Quarterly 3.4.2 Number of interventions aiming at empowering women MPs for them to be able to perform their mandated functions.		

		B: TBD; T: TBD; F: Annually		
3e. Number of public institutions and electoral bodies using the integrated national civil register. B: 0; T: 3	S:National Registration Secretariat Report F:Yearly R:NRS	3.5 Government is enabled to develop and implement an integrated national civil registry system for improved citizen services and electoral processes that respond to both men and women needs. 3.5.1: % of Sierra Leonean citizens registered in integrated database. B: 0; T:70%; S:Database: F:Annually		
<b>UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #4: <i>Justice and security sector delivery systems improved in compliance with international human rights standards</i></b>				
<b>RELATED STRATEGIC PLAN OUTCOME: 3. Countries have strengthened institutions to progressively deliver universal access to basic services</b>				
4a. % of court users satisfied with the outcome of cases (civil and criminal) (disaggregated by district, court type and gender) B:53.2% (Access to Security and Justice programme (ASJP) perception survey 2013); T: 65%.	S: ASJP Perception Survey F:Annually  R:Judiciary	4.1 Targeted state institutions and constitutional bodies are able to provide effective justice and security services in an accountable manner at national and local levels. 4.1.1 % of people who have access to justice support provided by targeted state institutions and constitutional bodies, disaggregated by sex  B:492; T:2748 (M:1640, F:1108; S:(UNDP Access to Justice Annual Progress Report 2013);F: Annually	Ministry of Justice, Sierra Leone Police, Judiciary/ Office of Chief of Justice, Justice Sector Coordination Office, Human Rights Commission of Sierra Leone, CSOs, Ministry of Social Welfare, Gender and Children Affairs, Irish AID, DfID, UN-Women, UNICEF	Regular: 7,000,000  Other: 15,000,000
4b. % of respondents who believe that the problem of corruption is serious in the functioning of the Magistrate courts (by district, court type and gender) B:33.7% (ASJP perception survey 2013 T: 25%	S: Justice partners (Justice Sector Development Programme (JSDP), ASJP & Centre for Accountability and Rule of Law (CARL) reports) F:Annually R:Judiciary	4.1.2 National and local dialogues on key issues of national concern facilitated		
		Number of gender-responsive national and local dialogues held B: 0; T: National and local dialogues conducted in at least four thematic areas of issues of national concern. F: Annually. Source: Project Progress Report		



4c. Proportion of women subjected to physical or sexual abuse receiving victim support (medical referral, legal aid and legal awareness).	S: Citizens Perception Survey of Security and Justice F: Annual R: Ministry of Defense	4.2 State institutions and CSOs including women's organizations and networks are better enabled to provide justice services for women including on GBV, family, inheritance, land and property issues 4.2.1: Proportion of SGBV grievances addressed within the formal justice system, disaggregated by sex B: TBD T: TBD; S: (SLP/FSU Annual Report, UNDP Access to Justice Annual Progress Report) F: Annually 4.2.2: Number of awareness raising conducted to reduce harmful traditional practices such as early marriage, FGM etc. B: 0; T: 8; F: Annually 4.2.3 Number of state institutions/ CSOs trained on family, land and property rights B: 235 T: 800	Ministry of Internal Affairs, Office of National Security, MANO River Union, International Security Advisory Team, Ministry of Defence, UNODC	
4d. Percentage of populace expressing satisfaction with quality of security provision B: 30.1% (2013) to be disaggregated; T: 45%	S: Citizens Perception Survey of Security and Justice F: Annually	4.3 Security sector institutions are engaged to strengthen oversight and accountability mechanisms 4.3.1 Number of gender-responsive security sector policies and systems revised/ drafted in line with international best practice B: TBD T: TBD; S: Citizens Perception survey of Security and Justice F: Annually 4.4 National and local efforts for identifying and resolving tensions and threats of potential conflict supported. Number of National and Chiefdom level early warning systems and structures established Baseline: 0; Target: At least 149 F: Annually Source: Project Progress Report		