



Independent Country Programme Evaluation Sierra Leone

Annexes



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ANNEX 1. EVALUATION TERMS OF REFERENCE

I. Introduction

As part of its annual work plan, the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will conduct an independent country programme evaluation (ICPE) in Sierra Leone in 2022. Typically conducted in the penultimate year of a country programme cycle, the ICPEs are expected to inform the elaboration of the new country programmes with evaluative evidence of UNDP's contribution to national development priorities. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document (CPD)
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board.

The ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The responsibility of IEO, which reports directly to the Executive Board, is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) 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.

This is the third country-level evaluation conducted by the IEO in Sierra Leone. Previously in 2013, the IEO conducted an Assessment of Development Results of UNDP's activities in Sierra Leone for the period from 2008 to 2012, and in 2018 an ICPE for the country programme period of 2015 to 2019. The current ICPE Sierra Leone will focus on UNDP Sierra Leone country office's current programme for 2020-2023, with a view to contributing to the preparation of its new programme starting in 2024. The IEO will conduct the evaluation in close collaboration with the Government of Sierra Leone, the UNDP Sierra Leone Country Office, and the UNDP Regional Bureau for Africa (RBA).

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP has been able to adapt to the crisis and support Sierra Leone's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

II. National context

Sierra Leone is one of the world's poorest countries. GDP per capita stands at USD 624.7 in 2020, slightly increased from the level before the civil war (USD 563 in 1991) and to the level at the country's independence in 1961 (USD 513.2).² After the end of the decade-long civil war, GDP grew at an average rate of 3.4 percent between 2002 and 2019,³ with a reverse period in 2014-15 due to the twin shocks of

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

² World Bank data. GDP per capita (constant 2015 US\$)

³ United Nations Sierra Leone. Common Country Analysis 2020 update.

the Ebola outbreak and the fall in price of iron-ore, a main export of the country. The economy has since recovered but remained volatile. The onset of the COVID-19 pandemic led to the economy contracted by 2 percent and the GDP per capita fallen by 4 percent in 2020.⁴

Poverty is widespread in Sierra Leone. The most recent survey data revealed that in 2017, 57.9 percent of the population in Sierra Leone were multidimensionally poor, and an additional 19.6 percent vulnerable to multidimensional poverty. GNI per capita decreased about 6 percent between 1990 and 2019, despite having increased since the end of the war.⁵ The COVID-19 pandemic induced once again a dual crisis of health and economy in Sierra Leone, after the Ebola outbreak in 2014-15, and worsened the pre-existing vulnerabilities and economic hardship, such as the increase in food insecurity, inflation, and social tensions.

Sierra Leone has a young population, the majority of whom are unemployed or underemployed with low literacy level. According to the most recent census conducted in 2015, out of the 7.1 million population, 45.8 percent were under the age of 15 and 74.8 percent below the age of 35. Youth unemployment rate stood at over 70 percent in 2020.⁶

Sierra Leone is a least developed country (LDC). In 2019, its Human Development Index (HDI) score was 0.452, ranking 182 out of 189 countries, despite a 57.5 percent increase from its HDI score in 1990. Sierra Leone's HDI score remained below the average for countries in the low human development group (0.513) and that for countries in Sub-Saharan Africa (0.547). When adjusted for inequality, Sierra Leone's HDI is 0.291, a loss of 35.6 percent (higher than the 31.4 percent average loss for low HDI countries and 30.5 percent for Sub-Saharan Africa). The most recent Gini index of Sierra Leone was 35.7 in 2018.⁷

Sierra Leone has low equality in HDI achievements between women and men and belongs to Group 5 of countries with absolute deviation from gender parity of more than 10 percent. The Gender Inequality Index (GII) value was 0.644 in 2019, ranking it 155 out of 162 countries. Gender inequality was apparent in the number of parliamentary seats held by women (12.3 percent) and the percentage of reaching secondary education (20.1 percent for female and 33 percent for male). Maternal mortality and adolescent birth rate were higher than the average of low HDI countries and that of Sub-Saharan Africa. Since the outbreak of COVID-19, local media has reported a rise in sexual and gender-based violence.⁸

Sierra Leone has made considerable progress in consolidating peace and democracy since the end of the civil war in 2002. The latest elections in 2018 were the first one managed without the assistance of the UN Security Council. The success of the election's management was acknowledged by external/international observer reports. Sierra Leone has an Ibrahim Index of African Governance (IIAG) score of 51 in 2019, ranking it 24 out of 54 countries. Sierra Leone improved its score in the IIAG dimensions of security & rule of law, foundations for economic opportunity, and human developed, but the score

⁴ World Bank data. Country overview.

⁵ HDR 2020 Sierra Leone

⁶ United Nations Sierra Leone. Common Country Analysis 2020 update.

⁷ World Bank data.

⁸ International Growth Centre, 2020. Final report: United Nations COVID-19 socio-economic response plan for Sierra Leone (ref. no. COVID-19-20144-SLE-1)

for participation, rights & inclusion has decreased.⁹ Sierra Leone's 2021 Corruption Perceptions Index score is 34, ranking it 115 out of 180 countries, at similar level of previous years.¹⁰

Sierra Leone is one of the most vulnerable countries to climate change.¹¹ Increasing temperatures leading to seawater rise and submergence of islands and coastal areas are the main climate change trend in Sierra Leone.¹² Floods and seasonal draughts are recurring hazards. For instance, the 2017 landslide caused hundreds of deaths and loss of livelihoods and infrastructure. Deforestation has been exacerbated by illegal logging, agricultural land use, mining and quarrying, urbanization, among other factors. Total area of humid primary forest in Sierra Leone decreased by 11% from 2002 to 2020.¹³

Sierra Leone's development strategy is guided by the Government's Medium-Term National Development Plan (MTNDP), entitled "Education for Development", for the period of 2020-2023. The plan centres on human capacity development and sets out four key goals for the country to become 1) a diversified, resilient and green economy; 2) a nation with educated, empowered, and healthy citizens capable of realizing their fullest potential; 3) a society that is peaceful, cohesive, secure, and just; and 4) a competitive economy with a well-developed infrastructure. The MTNDP is aligned with the 2030 Development Agenda/ the SDGs, the Africa Union Agenda 2063 and the New Deal Peacebuilding and State-building Goals. In response to the COVID-19 pandemic, the government initiated a short-term Quick Action Economic Recovery Programme (QAERP) to mitigate the economic impact of the COVID-19 shock on businesses, households and to maintain macro-economic and financial stability.¹⁴

United Nations in Sierra Leone (1999 – present)

In October 1999, the United Nations Security Council established the United Nations Mission in Sierra Leone (UNMSIL) to support the implementation of the Lomé Peace Agreement, and the disarmament, demobilization and reintegration plan. UNSIL completed its mandate in December 2005. In the same year, the United Nations Integrated Office for Sierra Leone (UNISIL) was created to further support peace and economic growth in the country. This period followed the United Nations Development Assistance Framework (UNDAF) 2004-2007, shifting the focus from conflict recovery to peacebuilding.

In 2008, the UN Security Council Resolution 1829 established the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) headed by the Secretary-General's Executive Representative, who also served as the UNDP Resident Representative and the UN Resident Coordinator. The UN Joint Vision for Sierra Leone (2009-2012)¹⁵ was subsequently developed as an integrated strategic framework for the UN country team, followed by a UN Transitional Joint Vision (UNTJV)¹⁶ for the period of 2013-2014.

2015 marked the end of UNIPSIL and the return to a full United Nations Development Assistance Framework (UNDAF) for the period of 2015-2018, extended to 2019,¹⁷ followed by the subsequent United

⁹ Mo Ibrahim Foundation. [2020 Ibrahim Index of African Governance: Index Report](#).

¹⁰ Transparency International. [Corruption Perceptions Index 2021](#).

¹¹ The Notre Dame Adaptation Index 2019 ranked Sierra Leone the 16th most vulnerable to climate change out of 182 countries.

¹² United Nations Sierra Leone. Common Country Analysis 2020 update.

¹³ [Global Forest Watch](#) data.

¹⁴ Government of Sierra Leone, 2020. [COVID-19 Quick Action Economic Response Programme \(QAERP\)](#)

¹⁵ [UN Joint Vision for Sierra Leone \(2009-2012\)](#)

¹⁶ [UN Transitional Joint Vision for Sierra Leone \(2013-2014\)](#)

¹⁷ [United Nations Development Assistance Framework \(UNDAF 2015-2018\)](#)

Nations Sustainable Development Cooperation Framework (UNSCDCF) 2020-2023. The UN Country Team consists of 21 agencies, programmes and funds.¹⁸

III. UNDP Programme in Sierra Leone

UNDP has been working in Sierra Leone since 1965 and signed a Standard Basic Assistance Agreement¹⁹ with the Government of Sierra Leone in 1977 to govern UNDP support. Since the end of the civil war in 2002, UNDP had a high profile and played a central role in Sierra Leone's transition from post-conflict to development phase, being a dependable and responsive long-term partner supporting the recovery of crucial sectors in the aftermath of the civil war.²⁰

The UNDP Country Programme Documents (CPD) for 2013-2014 and 2015-2018 (extended to 2019), linked respectively to the UNTJV and UNDAF of the same periods and closely aligned with Sierra Leone's Agenda for Prosperity 2013 to 2018. Both country programmes focused on improving democratic governance and promoting sustainable and inclusive growth. Moreover, UNDP provided support to Sierra Leone's response and recovery from the 2014 Ebola outbreak. The UNDP Accelerator Lab in Sierra Leone was established in September 2019 to promote local innovation and local solutions to development challenges.

The 2018 ICPE conducted by the IEO covering the 2015-2018/9 programme cycle concluded that UNDP made important contributions in the areas of elections and access to justice and implemented a wide range of activities for local governance at subnational level. UNDP programming was broad but lacked depth and strategic focus. Resource-based management and usage of TRAC funds needed to be strengthened, and country programme implementation was further impacted by contextual factors, including the Ebola outbreak and the economic crisis due to drop in the price of iron-ore both in 2014/15, the floods and landslides in 2017 and the general elections in 2018. The Country Office (CO) has since completed the committed key actions in response to the ICPE recommendations, which included streamlining programme portfolios, developing ToC and strategic notes for its programme and clusters, strengthening M&E system and capacity, providing support to the Ministry of Planning and Economic Development, the result framework of the MTNDP and SDG localization, and developing projects on gender justice and the rule of law. The action for establishing Development Partners Groups for the justice sector support and for democratic institution strengthening was cancelled.

The audit conducted by the Office of Audit and Investigations (OAI) of UNDP for the country programme for the period of 2015-2019, issued 4 key recommendations, including 2 of high priority for strengthening programme monitoring and improving procurement control, respectively.²¹ UNDP Sierra Leone is expecting a management audit again in early 2022.

For the current UNDP 2020-2023 country programme cycle, the preparation of the CPD was guided by the UNSDCF for the same period and lessons from previous cooperation. The country programme puts increased emphasis on downstream interventions through an area-based approach in selected districts based on their multidimensional poverty level, strategic significance, and job creation potential. The programme also aims to increase its focus on women, youth, and persons with disabilities.

¹⁸ United Nations Sierra Leone, 2021. [Joint Financing and Resource Mobilization Strategy](#)

¹⁹ [Standard Basic Assistance Agreement](#)

²⁰ Assessment of Development Result (ADR) conducted by the IEO assessed UNDP programme in Sierra Leone for the period of 2008 – 2012

²¹ OAI, December 2020. Audit of UNDP Country Office in Sierra Leone, Report No. 2052

The UNSDCF supports interventions under four outcome areas:

- Outcome Area 1: Sustainable agriculture, food and nutrition security and climate resilience
- Outcome Area 2: Transformational governance
- Outcome Area 3: Access to basic services
- Outcome Area 4: Protection and Empowerment of the Most Vulnerable

The UNDP country programme supports three out of four UNSDCF outcomes (Outcome 1, 2 and 4; see Table 1), organized under two clusters (see paragraphs below).

- **Inclusive democratic governance (Outcome 2):** UNDP supports strengthening of democratic institutions and oversight bodies. It supports the Government for effective governance and anti-corruption, as well as for local governance and service delivery. UNDP continues to promote access to justice, including gender justice and human rights, and further assists the country in peacebuilding and social coherence.
- **Sustainability and inclusive local economic development (Outcome 1 and 4):** UNDP promotes the nexus between environmental vulnerability reduction, disaster resilience building and poverty eradication. It supports the Government and communities in building climate resilience and improving disaster risk management. UNDP programme facilitates local economic development and promotes youth employability and employment.

The table below indicates UNDP resources for each UNSDCF/UNDP outcome and UNDP CPD outputs.

Table 1. UNSDCF/UNDP Outcomes and Indicative Resources

Relevant UNSDCF/CPD outcomes	CPD Outputs	Indicative resources (million US\$)	Expenditure 2020-2021 (million US\$)
Outcome 1: By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks	<p>Output 1.1: Relevant ministries/departments/agencies have strengthened capacities to enforce inclusive regulations and gender-responsive policies on conservation of protected areas in coastal and urban planning and development</p> <p>Output 1.2: Capacity of ministries/departments/agencies in natural resources management at national and local levels strengthened to ensure sustainable use of environmental resources including livelihoods</p> <p>Output 1.3: Preparedness systems in place at community level to mitigate the impact of natural and manmade disasters</p>	41	8.7
Outcome 2: By 2023, people in Sierra Leone benefit from more gender- and youth-responsive institutions that are innovative, accountable, and transparent at all	<p>Output 2.1: Capacities of targeted oversight and accountability institutions (Parliament, HRC, NEC, ACC and IPCB) strengthened to perform their mandates</p> <p>Output 2.2: Rule of law institutions (Judiciary, SLP, IPCB, HRC, MOJ) are strengthened to uphold human rights, access to justice and security</p>	43	7.5

levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of children, girls, and persons with disability	<p>Output 2.3: Gender-responsive institutional frameworks strengthened for peace, citizen's voice and participation for social cohesion</p> <p>Output 2.4: Capacities of targeted local councils improved to deliver on devolved functions and manage resources</p>		
Outcome 4: By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities	<p>Output 4.1: Vulnerable groups (poor women, youth and persons with disabilities) are enabled to gain access to basic and financial services for business development and job creation</p> <p>Output 4.2: Households in target areas with access to energy for domestic consumption</p> <p>Output 4.3: Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater</p> <p>Output 4.4: Public and private sectors institutions have improved capacities to create decent jobs and sustainable livelihood options</p> <p>Output 4.5: Grassroots innovative solutions identified with local actors (youth, women, community people) to address development challenges</p>	17.4	4.4
Grand Total		101.4	21.3*

Sources: UNSDCF, CPD and UNDP Atlas programme expenditure data as of mid-January 2022.

*Includes \$0.83 million in expenses unlinked to a specific outcome (i.e. management and operational costs, UN management project costs, etc.).

IV. Scope of the evaluation

The ICPE Sierra Leone will examine UNDP's 2020-2023 country programme, as formally approved by the Executive Board. Guided by the CPD Results and Resources Framework, the evaluation will assess UNDP's performance in contributing to the three programme outcomes. The ICPE will consider changes made to the country programme during the period under review, including UNDP's COVID-19 response and recovery support.

The evaluation will cover UNDP's development programme in its entirety, regardless of its funding sources, e.g. UNDP's regular, core resources, donors, and government. Both projects that are active and/or have completed during the period under review will be covered. Special attention will be paid to the role and responsibilities of other UN agencies contributing to the areas where UNDP has been supporting under the UNSDCF 2020-2023.

V. Methodology

The evaluation will be conducted in accordance with the United Nations Evaluation Group (UNEG) Norms & Standards.²² It will address the following four main evaluation questions:²³

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. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support Sierra Leone's preparedness, response, and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

Evaluation question 1 will be addressed by using a theory of change (ToC) approach. The ToC, either available at the country office or reconstructed in consultation with the programme units for the purpose of the evaluation, will be used to understand the underlying programme intent and logic, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution under each of the UNSDCF outcomes will be defined, and any changes to the programme design and implementation strategy from the initial CPD will be identified.

Evaluation question 2 will address the overall effectiveness of UNDP's country programme. It includes an assessment on the degree to which UNDP-specific interventions - CPD outputs - have progressed or have been achieved, as well as the level of UNDP's contribution to the CPD outcomes as envisaged by the initial ToC. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

Evaluation question 3 will examine UNDP's support to COVID-19 preparedness, response, and recovery in Sierra Leone, including several sub-questions: i) degree to which UNDP's COVID support has been relevant to the needs of Sierra Leone; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in Sierra Leone that are equitable, resilient and sustainable.

Evaluation question 4 will examine various factors that have influenced – positively or negatively – UNDP's programmatic performance, and eventually, sustainability of results. Country-specific issues (e.g. change management), managerial practices (e.g. utilization of resources for results), programmatic design and decisions (e.g. integration of gender equality and women's and girls' empowerment, use of partnerships, South-South and triangular cooperation, delivery modality) will be examined. The evaluation will also assess the extent to which the Accelerator Lab Sierra Leone has been driving new and innovative approaches to UNDP's work in the country and if any innovation has been taken in other vulnerable countries in similar circumstances.

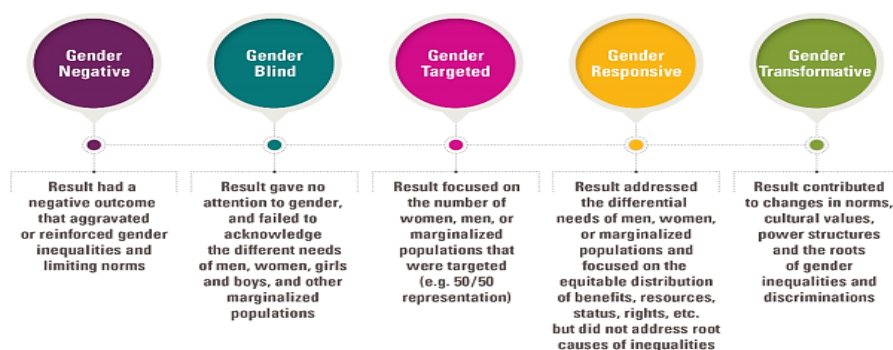
²² <http://www.uneval.org/document/detail/1914>

²³ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

Stakeholder involvement: During the evaluation, relevant stakeholders will be engaged to ensure the transparency of the exercise, collect necessary documentation and evidence, and enhance the national ownership of evaluation results. A stakeholder analysis will be conducted during the preparatory phase to identify relevant UNDP partners, including those that may have not worked directly with UNDP but play a key role in the outcomes to which UNDP contributes. The analysis will help identify key informants for interviews during the data collection phase.

Gender-responsive approach: The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP’s gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP’s programme outcomes. The evaluation will assess the extent to which UNDP’s programmatic efforts were designed to contribute to gender equality and women’s empowerment (e.g. using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women and girls’ empowerment by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

Figure 1: IEO’s Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment, IEO, UNDP, 2015

ICPE rating system: Based on the rating system piloted in 2021 and its lessons learned, the IEO has consolidated its rating system to be applied for all the ICPEs in 2022. The ratings will assess the performance of the UNDP country programme, using the five internationally agreed evaluation criteria: relevance, coherence, effectiveness, efficiency, and sustainability, with a set of parameters for each of the criteria.

VI. Data collection and analysis

Evaluability assessment: An assessment was conducted to examine the availability of documentation and information, identify potential data constraints, and determine the data collection methods.

- **Availability of past assessments:** The UNDP Evaluation Resource Centre (ERC) includes 3 completed project evaluations of moderate quality between 2020 and the present.²⁴ An additional 2 portfolio evaluations, 1 project evaluation and 1 UNSDCF evaluation are planned for 2022 and 2023.

²⁴ 2 evaluation reports were quality assessed by the IEO and were rated as four as ‘moderately satisfactory (rating of ‘4’). UNDP Evaluation Resource Centre.

- **Programme and project information:** The collection of programme and project documentation (including project annual reports and other internal reports) is ongoing. The completeness and quality of project level documentation will be examined during desk review.
- **CPD results and resources framework indicator results:** The CPD lists 12 indicators for the 3 outcomes, and 28 indicators to measure the 12 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are mostly national statistics and reports of various ministries, and the evaluation's ability to measure progress against these indicators will therefore depend on national statistics, where up-to-date data may not be available for all indicators.
- **Intervention maturity:** UNDP projects are at different stages of implementation. In cases where the projects/initiatives are still in their initial stages, it may not be possible to determine the projects' contribution to the CPD/UNSDCF outcomes. The evaluation will document observable progress and seek to assess the possibility of potential contribution given the programme design and measures already put in place.
- **Data collection constraints:** COVID-19 restrictions may affect internal mobility for site visits and internet connectivity in Sierra Leone is subject to geographical location and weather condition. Therefore, access to national stakeholders for data collection – particularly those in remote areas and community level beneficiaries, including the marginalized group – may encounter challenges. The evaluation will explore the use of expanded outreach measures such as surveys, identification of locally based data collectors and consultants, and use of telephone and WhatsApp in case Internet and/or video-conferencing facility is not available.

Data collection methods: A design matrix will be prepared to elaborate on data collection and analysis plans. At the time of this writing, the effects of the COVID-19 pandemic are still felt globally. Given the travel restrictions, the evaluation is expected to take predominantly a remote, virtual approach. Data and information required for the evaluation are collected through primary and secondary sources:

- **Desk reviews:** The IEO will conduct extended reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g. resource mobilization, gender, communication), programme-/ project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluation/ audit reports, and UNCT/ UNSDCF related documents. The IEO and the country office will identify a list of background documents, uploaded in the ICPE SharePoint portal.
- **Stakeholder interviews:** Interviews via face-to-face/Zoom/telephone will be conducted with relevant stakeholders, including government partners; donors; UN agencies; other development partners such as IFIs; UNDP staff at country, regional and HQ levels; private sector; civil society organizations; and beneficiary groups. Focus groups may be organized, where possible.
- **Advance questionnaire:** An advance questionnaire will be administered to the country office during the preparatory phase as an additional self-reporting input.
- **Stakeholder survey:** The IEO is piloting a standardized survey for the ICPEs, aiming to collect data on UNDP's programme performance from predefined stakeholder groups, including government partners, implementing agencies, donors, UNDP staff, and UN staff. The survey will be administered via an online questionnaire.
- **Site visits:** As mobility will be limited, physical visits to field project sites are expected to be minimal, if any. A brief mission may be organized should travel become advisable.

Projects for in-depth review: A sample of projects may be selected for in-depth reviews based on a purposive sampling. The criteria for selection include programme coverage, ensuring a balanced representation of issues addressed under each outcome; project maturity; budget, implementation modality and geographical areas. Both ‘flagship’ projects of significant visibility and scope as well as those that have experienced challenges will be included.

Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

Midterm briefing: At the end of the data collection phase, the IEO will deliver a briefing to the country office on emerging issues and preliminary findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the full synthesis and drafting phase.

VII. Management arrangements

Independent Evaluation Office: The IEO will conduct the ICPE in consultation with the UNDP country office and the RBA. The IEO will meet all costs directly related to the conduct of the ICPE. It will establish an evaluation team, ensuring gender balance. The IEO Lead Evaluator will lead the ICPE and coordinate the work of the evaluation team, comprising the following members:

- **Lead Evaluator (LE):** IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance. The LE will be responsible for the analysis’ synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the country office, RBAP, and national stakeholders.
- **Research Associate (RA):** The IEO RA will provide background research, including portfolio and financial analysis. He/she contributes to the preparation of draft/final report, report annexes, and supports any tasks as required by the evaluation team.
- **National research institution/consultants:** The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank or academia, to augment its data collection and analysis capacity in the country during COVID-related restrictions. Alternatively, individual consultants (national and international) will be recruited to support the analysis of the thematic areas.

UNDP Country Office in Sierra Leone: The country office will support the evaluation team through liaising with national stakeholders; ensure that all necessary information regarding UNDP’s programmes, projects and activities in the country is available to the evaluation team; and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize the final stakeholder meeting via videoconference with the IEO, ensuring participation of key government counterparts, where findings and results of the evaluation will be presented. The country office will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the country.

Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation in the final stakeholder debriefing. The Bureau will support and oversee the preparation of the management response by the country office and its implementation of relevant actions.

VIII. Evaluation Process

The evaluation will be conducted in the following five key phases:

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (define the scope, methodology and process), a list of projects, and an evaluation matrix; and launches document gathering with support of the country office. External consultants will be recruited to augment the work of portfolio analysis.
- **Phase 2: Desk analysis.** The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with country office staff through meetings, an advance questionnaire administered to fill data gaps in documentation and seek clarification if any. Specific data collection instruments will be developed, e.g. interview protocols, based on the stakeholder and portfolio analyses.
- **Phase 3: Data collection.** The evaluation team will engage in virtual and remote data collection, such as interviews using Zoom and other online communication tools, or telephone. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.
- **Phase 4: Analysis, report writing, quality review and debrief.** Following the individual outcome analyses, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to both internal and external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the RBA for comments and factual corrections. The second draft, which considers their feedback, will then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE under the overall oversight of the Regional Bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Considering the final set of comments collected at the stakeholder debriefing, the evaluation report will be finalized by incorporating the management response.
- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. It will be widely 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 country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP IEO website as well as the Evaluation Resource Centre (ERC).²⁵ RBA will be responsible for monitoring and oversight of follow-up action implementation in the ERC.

IX. Timeframe for the ICPE Process

²⁵ UNDP IEO website: <http://web.undp.org/evaluation/>; UNDP Evaluation Resource Centre: <https://erc.undp.org/>.

The tentative schedule of the evaluation activities is summarized as below.²⁶

Table 3: Tentative timeframe for the ICPE process going to the Board in 2023 (session TBD)		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	February 2022
Selection of consultant* team members	LE	March 2022
Compilation of documents and stakeholder contacts (and initial notification by CO)	LE/CO	March 2022
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	April 2022
Advance questionnaires	LE/ CO	April 2022
Phase 3: Data collection		
Interviews with stakeholders	LE/ Consultants*	May - June 2022
Virtual preliminary briefing to CO/RBA	LE/ CO/RBA	July 2022
Phase 4: Analysis, report writing, quality review and debrief		
Portfolio analysis completed	Consultants*/LE	July 2022
Synthesis and report writing	LE	August - Sept 2022
Zero draft for internal IEO clearance	LE	October 2022
First draft for CO/RBA comments	LE /CO/RBA	November 2022
Second draft shared with the government and other national stakeholders for comments	LE/ CO	December 2022
Draft management response	CO/RBA	December 2022
Final stakeholder debriefing via videoconference	IEO/CO/RBA	December 2022
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January – February2023
Final report and evaluation brief	IEO	January – February2023
Dissemination of the final report	IEO	March 2023

*consultants and/or national institution

²⁶ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

ANNEX 2. EVALUATION MATRIX

Evaluation Questions	Sub-questions and their linkages to rating criteria matrix	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ1. What did the UNDP country programme intend to achieve during the period under review?	<p>1.1 To what extent is the UNDP country programme relevant to the national development challenges, objectives, and SDG priorities? (Relevance 1A)</p> <p>1.2 To what extent has the UNDP country programme addressed the needs of vulnerable and marginalized groups and promoted LNOB principles, HR and GESI? (Relevance 1C)</p> <p>1.3 How have the key principles of the Strategic Plan been applied to the country programme design²⁷? (Relevance 1B)</p> <p>1.4 To what extent and how has the programme design and implementation changed from the initial CPD? To what extent and how do these changes affect the relevance of the CPD? (Relevance 1C)</p> <p>1.5 To what extent does the UNDP country programme have a sound theory of change based on reasonable assumptions? To what extent is the portfolio composition appropriately supporting the theory of change and</p>	<ul style="list-style-type: none"> - UNDAF & CPD - Indicative Country Office Results and Resources Framework (from CPD) - Current Country Office Results and resources framework (if different from the one included in the CPD) - Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. - Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred). - UNDP's interventions strategy, e.g. theory of change (if available, or reconstructed) that maps an expected pathway of change, logic and assumptions, including plans detailing required financial resources and capacity for programme implementation (and evidence of their provision) - UNDP risk analysis matrix - UNCT reports and workplans 	<ul style="list-style-type: none"> - Desk/literature review of relevant documents (including problem analysis conducted by the CO) - Advance questionnaire to the CO - Semi-structured interviews/focus groups with relevant stakeholders - Field studies/visits or survey to beneficiaries (as possible) - Other as appropriate 	<ul style="list-style-type: none"> - Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme, including hypothesis of unintended consequences. - Problem analysis of underlying development challenges - Mapping of key development actors - Mapping of UNDP programmatic partnerships - Stakeholder analysis - SMART analysis of CPD indicators - Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).

²⁷ For example, in the **Strategic Plan 2018-2021**, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

	<p>maximizing interlinkage for combined impact? (Relevant 1C and Coherence 2A)</p> <p>1.6 To what extent does the UNDP country programme seek and benefit from synergy and partnerships with UNCT and other development actors (donors, IFIs, multilateral and bilateral agencies, I/NGOs, CSOs, private sector, etc.)? (Relevance 1B and Coherence 2B)</p> <p>1.7 To what extent does the UNDP country programme optimize UNDP's comparative advantage and strategic positioning in the country? (Relevance 1C and Coherence 2B)</p> <p>1.8 What contextual changes are likely to occur in the next five years that would require UNDP to adjust its next country programme priorities and approach?</p>	<ul style="list-style-type: none"> - National data (e.g. SDG, human development data, ODA, national budget, etc. - Literature on development and development cooperation in Sierra Leone 		
EQ2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	<p>2.1 To what extent did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)? (Effectiveness 4A)</p> <p>2.2 To what extent and how did the achieved results contribute to (or are likely to contribute to) any outcomes in Sierra Leone? (Effectiveness 4A, all Coherence and Sustainability)</p> <p>2.3 Which groups are / are not benefiting from UNDP's support? To what extent did the UNDP country</p>	<ul style="list-style-type: none"> - CO self-assessment of performance - Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPE project list. - Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence of attribution of related changes to UNDP interventions - Expenditure by gender marker and results in GEWE areas. - ROARs and country programme reports covering CPD period to date 	<ul style="list-style-type: none"> - Desk/literature review of relevant documents - Assessment of ROARs, GRES as well as indicators status to assess progress and trends - Project QA data extraction - Advance questionnaire to the CO - Semi-structured interviews/focus groups with 	<ul style="list-style-type: none"> - Contribution analysis against TOC assumptions and hypothesis of unintended consequences - Counterfactual analysis to check whether results could have been delivered without UNDP - Analysis of evaluations and audits - Stratification of results information by beneficiary type, including by m/f, disability, socio-economic status, age as far as possible. Thematic

	<p>programme advance “Leave No One Behind”,²⁸ GEWE and Human Rights? (Effectiveness 4A, 4B and 4C)</p> <p>2.4. To what extent did the implementation and results of the CPD promote development innovation? (Effectiveness 4D)</p> <p>2.5. Are there signs that UNDP has helped developed the capacities and financial resourcing required to sustain results? (Sustainability 5A and 5B)</p> <p>2.6 Is there evidence that the initiatives supported by UNDP have scaled up beyond their funded targets? (Sustainability 5A and 5B)</p> <p>2.7. Were there positive or negative, direct and indirect unintended outcomes? (All Effectiveness and Sustainability)</p>	<ul style="list-style-type: none"> - Programme level audits and evaluations, if available. - UNDP country programme’s social and environmental standards - Perspectives of country office staff and key stakeholders, including their observation of results and unintended consequences - UNCT documentation - Relevant national data and reports - Other, as required 	<p>relevant stakeholders</p> <ul style="list-style-type: none"> - Field studies/visits or survey to beneficiaries (as possible) - Other as appropriate 	<p>assessment to deepen results and fill gaps.</p> <ul style="list-style-type: none"> - Summary of outcome indicator and status - Analysis of corporate surveys - Trend analysis of ROARs & GRES - Triangulate data collected from internal and external, primary and secondary information.
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²⁸ ²⁸ In Leave no one behind categories (UNDP Corporate Planning System): People living in peri-urban areas; People living in rural areas; People living in slums; People living in urban areas; Internally displaced persons; Migrants; Persons directly affected by natural disasters; Persons negatively affected by armed conflict or violence; Refugees; People living in multi-dimensional poverty; People living under the national poverty line; Unemployed persons; Key populations for HIV, tuberculosis and malaria; Minorities (e.g. race, ethnicity, linguistic, religion, etc.); Persons with disabilities (PwD); Sexual and gender orientation; Women; Youth.

<p>EQ3. What factors contributed to or hindered UNDP's performance and may influence the sustainability of results?</p>	<p>3.1 What design, implementation, and contextual factors have contributed to or hindered CPD Sierra Leone's results (output and outcome)? (All Effectiveness, Efficiency and Coherence)</p> <p>3.2 What design, implementation, and contextual factors have influenced the way that women (and other groups of interest) experience and benefit from UNDP's support? (Relevance 1C, Effectiveness 4B and 4C)</p> <p>3.4. To what extent has the UNDP country programme been implemented efficiently, and what effect have these factors had on results? (including timeliness, Human resources management, financial resources management, M&E) (Efficiency 3A and 3B)</p> <p>3.5. What design, implementation, and contextual factors have influenced the scale up achievement in the CPD?²⁹ (All Sustainability, Relevance, Coherence and Efficiency)</p> <p>3.6. What design, implementation, and contextual factors have influenced the sustainability of results? (All Sustainability, Relevance, Coherence)</p>	<p>Secondary and primary information in the following areas, from internal and external sources³⁰:</p> <ul style="list-style-type: none"> - Programme design information (especially alignment with national priorities; mix of up/downstream interventions; short/long term, use of evidence, ToC and workplans) - Partnerships - lists, agreements, results-data, and post-project reviews - Innovation, knowledge management, use of lessons learned and South-South and Triangular Cooperation - Sustainability (incl. exit strategies, national ownership, piloting and scaling-up) - Design, reports and audits on Social & Environment Standards' (incl. human rights, GEWE, environment sustainability, targeting and coverage) - Use of financial, human and other resources - Implementation and oversight (incl. NIM/DIM, portfolio management, risk management, flexibility, M&E) - Other important factors relevant to UNDP Sierra Leone country programme 	<ul style="list-style-type: none"> - Project QA data extraction - Advance questionnaire to the CO - Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness; - Field studies/visits or survey to beneficiaries (as possible) - Spot check status of implementation of recommendations from previous ADR/ICPE 	<ul style="list-style-type: none"> - Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)' - Contribution analysis against TOC assumptions and unintended consequences - Counterfactual analysis to check whether results could have been delivered without UNDP - Thematic analysis of evaluations and audits - Thematic analysis of corporate surveys - Trend analysis of ROARs & GRES - Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the "why" and factors that influence or impede effectiveness; (check for unintended outcomes) - Triangulate data from desk review and interviews with survey to close gaps and findings
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²⁹ See the UNDP Guidance Note on Scaling-Up Development Programmes (2013)

³⁰ See the factor assessment sheet for the 'working definition' of the factor typology.

			<ul style="list-style-type: none"> - Tabulation of corporate surveys data - Survey(s) to cover gaps or validate preliminary findings - Other as appropriate 	
EQ4: To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?	<p>4.1 To what degree has UNDP's COVID support been relevant to the needs of Sierra Leone? (Relevance 1A and 1C)</p> <p>4.2 How well has UNDP's support and response been aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs? (All Relevance and Coherence 2B)</p> <p>4.3 How well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development? To what extent were these responses equitable? (All Effectiveness)</p> <p>4.4 To what extent were UNDP's funding decisions informed by evidence, needs analysis, risk analysis and dialogue with partners? To what extent did the decisions made support efficient use of resources? (Relevance 1A and 1B, and Efficiency 3B)</p> <p>4.5 To what extent has the support contributed to the development of social, economic and health systems in</p>	<ul style="list-style-type: none"> - Internal information on design, targeting, implementation, and results of UNDP COVID response, including the mini-ROARs, COVID-19 monitoring dashboard, etc. - External information on design, targeting, implementation, and results of national COVID response, including those of UN agencies, donors, and NGOs/CSOs - External information on national COVID recovery plans across health and key social and economic sectors. - Information on national social, economic and health systems in Sierra Leone, including associated implementation capacities - Government and external partners' perspectives on UNDP's COVID support, including their observation of results and unintended consequences 	<ul style="list-style-type: none"> - Desk/literature review of relevant documents - Assessment of mini-ROARs and end of year ROARs, UN/UNDP COVID-19 response indicators, monitoring dashboard, etc. - Key informant interviews with health, social and economic sector stakeholders - Advance questionnaire to the CO - Key informant interviews with UNDP staff - Other as appropriate 	<ul style="list-style-type: none"> - Comparison of UNDP's COVID response plans with national, sectoral, and partner plans, with a focus on links, additionality, gaps, duplications or conflicts - Review of UNDP and national COVID response targeting plans and associated coverage data, with stratification of most vulnerable/often excluded groups. - Review of UNDP COVID implementation reports for efficiency information – timeliness of response, sufficiency and use of financial resources. - Contribution and thematic analysis of stakeholder perspectives. - Counterfactual analysis to check whether results could have been delivered without UNDP. - Triangulate data from desk review and interviews with

	Sierra Leone, and for them to be equitable, resilient and sustainable? (All Effectiveness and Sustainability, and Relevance 1C)			survey to close gaps and findings
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ANNEX 3. PEOPLE CONSULTED

Government (10 female, 40 male)

Abas Kamara, Director Of Legal Affairs, Ministry Of Foreign Affairs.

Abie Elizabeth, Director Of Aid Coordinator (DACO), Ministry Of Planning And Economic Development.

Abu Kamara, Director Of PPP Unit, Office Of The Vice President.

Alex Kandeh, Planning Development & Enterprise Officer, National Tourist Board.

Alhaji Daboh, Projects Director, Ministry Of Fisheries And Marine Resources.

Alhaji Tarawally, Development Planning Officer, Kailahun District Council.

Bondi Ngevae, Executive Chairman, Environmental Protection Agency-Sierra Leone.

Brima S.T. Kebbie, Permanent Secretary, Ministry Of Justice.

Charles Vandj, Director, Ministry Of Gender And Children Affairs (MGCA).

Claire Carlton, Executive Director, Legal Aid Board.

Cyrellia Wilson, Admin & Human Resource Manager, National Tourist Board.

Donald Conteh, Addiction Specialist, Ministry Of Health.

Dr. Sheka Bangura, Director Of Planning, Policy & Research, Ministry Of Planning And Economic Development.

Edward Alpha, Chief Administrator District Council.

Edward Bendu, Acting Director Of Environment, Ministry Of Environment.

Emerlin George, Board Secretary, Independent Police Complaints Board.

Fatmata Mida Carew, General Manager, National Tourist Board.

Finda Fraser, Director General, Parliament of Sierra Leone.

Francis Kabia, Director Of Social Services, Ministry Of Social Welfare.

Francis Tommy, Director, Statistics Sierra Leone.

Gabriel Kpaka, Acting Deputy Director General, SL Meteorological Services.

Henry Bayoh, Snr Planning & Dev. /Climate Change Officer, National Tourist Board.

John V. Rogers, Deputy Director General, National Disaster Management Agency.

Joseph Bindi, Chair Of Association And Chair Of Bo Council, Association Of Local Councils In Sierra Leone - Local Council Of Bo.

Joseph Kamara, Executive Secretary, Human Rights Commission Of Sierra Leone.

Joseph Samah, Assistant Director, Planning, Policy & Research, Ministry Of Planning And Economic Development.

Kalilu Totangi, Chairperson, National Council for Civic Education and Development (NACCED).

Kellah Tejan, Chair, National Youth Council.

Lamin Bangura, Director of Human Resources, Sierra Leone Corrections Services.

Lovetta Juannah, Assistant Director Of Climate Change Secretariat, Environmental Protection Agency-Sierra Leone.

Margaret Koroma, Project Coordinator, National Protected Area Authority.

Melrose Karminty, Deputy Minister, Ministry Of Local Government And Rural Development.

Mohamed Bangura, Minister Of Youth Affairs, Ministry Of Youth Affairs.

Mohamed Juana, Director, Hydrological Services, National Water Resources Management Agency.

Mohammed Massaquo, Executive Director, National Civil Registration Authority.

Ngolo Katta, Commissioner, National Youth Commission.

Olayinka Laggah, Court Administrator, Judiciary Of Sierra Leone.

Olusegun David, Executive Director, Political Party Registration Authority.

Osman Sankoh, Statistician General/CEO, Statistics Sierra Leone.

Paran Tarawally, Clerk and Administrative Head, Parliament.

Paul Lamin, Director Of The Natural Resource Management Department, Environmental Protection Agency-Sierra Leone.

Paul S. Dambo, Acting Finance Manager, National Tourist Board.

Peter Sam-Kpakra, Development Secretary Moped, Ministry Of Planning And Economic Development.

Shahid Koriye, Coordinator, Justice Sector Coordination Office.

Sheku Kanneh, Director, Environmental Protection Agency-Sierra Leone.

Swalihi Jusu, Assistance Secretary, Office of the Vice President.

Tamba Mondeh, Project Manager, National Commission Of People With Disabilities.

Theresa Johnson, Ministry of Youth Affairs, Component Manager.

Thomas Jonny, Director of Programmes and Research, National Council For Civic Education and Development (NACCED).

William Davies, Election Outreach Officer, National Electoral Commission.

Academia (2 male)

Dr. Raynold Johnson, Dean of Faculty, Fourah Bay College Department of Geography (FBC DEPT GEO).

Dr. Raymond Johnson, Head of Departments, Fourah Bay College Department of Geography (FBC DEPT GEO).

Civil Society (3 female, 10 male)

Alfred T. M. Navo, Senior Programmes and Partnership Manager, Restless Development.

Christopher Brima, National Coordinator, Humanist Watch Sierra Leone.

Eleanor Thompson, Deputy Director of Programmes, Namati.

Hardy Diallo, Director Of Operations, OneFamilyPeople.

Ibrahim Tommy, Executive Director, Center For Accountability And Rule Of Law.

Jarai Bari, National Coordinator, Foundation For Human Rights And Democracy.

John Caulker, National Coordinator, Foundation For Human Rights And Democracy.

Joseph Ayamga, Country Director, Social Enterprise Development Sierra Leone.

Musa Khalil Koroma, Founder And Executive Director, Global Youth Network For Empowerment And Development Sierra Leone.

Olagai Simon, Operation Director, Institute Of Development And Humanitarian Assistance (IDHA).

Peter Conteh, National Coordinator, Community Action For Human Security.

Prince. K. Kallon, National Coordinator, Human Rights Youth Coalition.

Yahoko Asai, Technical Unit Manager, Handicap International.

Media (1 male)

Francis Sowa, Executive Director, Independent Media Commission/Media Reform Coordinating Group.

Private Sector (1 woman and 3 men)

Alie Bao, Community Affairs Manager, Natural Habitat.

Bintu Mansaray, Community Affairs Department, Sierra Rutile.

Joseph Amadu, Community Affairs Manager, Vimetco.

Osman Lahai, Community Affairs Manager, Sierra Rutile.

Donors (2 female, 4 male)

Donal Ahern, Political Secretary, British High Commission, UK/DFID/FCDO.

Elisa Tesselli, Cooperation Manager, EU Delegation.

Emma Mcloughlin, Third Secretary, Irish Embassy/Irish Aid.

Josephus Ellie, Governance Advisor, Irish Embassy/Irish Aid.

Keiichi Sato, Local Governance, JICA.

Serena Battarina, Governance Team Lead, EU Delegation.

IFIs (2 female, 4 male)

Edith Adera, Lead Coordinator (AAP), AfDB

Fenwick Kamanga, Principal Governance Expert, AfDB.

Kemoh Mansaray, Senior Economist, World Bank.

Monique Newiak, Country Director, IMF, Freetown.

Nelly Maina, Principal Gender Officer, AfDB.

Walassa Lawisso Kumo, Economist, AfDB.

United Nations (5 female, 9 male)

Aster Ghebreab, Education Specialist, UNICEF.

Babatunde A. Ahonsi, Resident Coordinator.

Betty Alpha, Gender Specialist, UNFPA.

Christian Mukosa, Senior Human Rights Advisor, RCO.

Dorcas Koroma, ASRH Analyst, UNFPA.

Ellennor Grace Francisco, Team Lead, RCO.

Gbassay Kargbo, Development Coordination Officer/Economist, RCO.

Harding Wuyango, Assistant Representative, FAO.

Mathilde Helms, Project Manager, FAO.

Sibeso M. Mululuma, Deputy Representative, UNFPA

Samuel Palmer, Quality Assurance Specialist, UNFPA.

Setcheme Mongbo, Head of Office, UN Women.

Stafano Schwarz, Child Protection Specialist, UNICEF.

William Hopkins, Project Manager, WFP.

UNDP (13 female, 19 male)

Abdul Rahman Sannoh, National Coordinator, SGP

Abdullah Alkulaib, Regional Specialist, RBA

Adrien Tigo, Monitoring Specialist, RSCSA

Akinyemi Scott-Boyle, Head of Social Mapping.

Alie B Sesay, Project Manager (Human Rights).

Balnura Kuralove, Communication Specialist.

Benjamin Rogers, Head of Exploration.

Bintu Theresa Moseray, Project Manager (Coastal Risk Management).

Birendra Dash, M&E Specialist

Catherine Waliaula, CTA (PBF projects).

Charles Amponsah, Oversight and Compliance Specialist.

Bockarie Conteh, (former) M&E officer for Governance Cluster

George Baratashvili, CTA (Elections).

Ibrahim Jalloh, Human Resources Analyst.

Josephine Scott-Manga, Programme Specialist.

Kadi Jumu-Peters, Portfolio Lead.

Kadiatu Bachalle-Taylor, Gender Analyst.

Kehinde Bolaji, Programme Adviser/Manager, Africa Borderlands Centre

Ligane Massamba Sene, Economics Advisor.

Margarette Dausa, Project Officer (Disaster Risk Reduction).

Marie Thylen, Programme Analyst, RSCSA

Marta Gonzalez, Donor Relation and Reporting Specialist.

Mohamed Bah, Programme Specialist.

Neba Chenwi Walter, Programme Specialist.

Pa Lamin Beyai, Resident Representative.

Raquel Leandro, Conflict Prevention & Peacebuilding Specialist, UNDP Resilience Hub

Richard Musinguzi, Youth Technical Specialist.

Samuel Doe, (former) Resident Representative

Sayed Aqa Sahibzada, Deputy Resident Representative.

Simonetta Rossi, Peace & Development Advisor.

Tanzila Sankoh, Team Lead, SLED Cluster

Tuzlyn Bayoh, Head of Experimentation.

Beneficiaries (68 female, 66 male)

Abu Bakar Koroma, District Youth Council Chair - Tonkolili District, Tonkolili District Youth Council

Abu Bakar Conteh, Secretary General, Kukuna Yari Yari Women's Agricultural Organization

Abu Kamara, Secretary, Mathibo Yar Agricultural Organization

Abu Sherriff, Youth Contractor, Mufeligbe Agricultural Organization

Abu Turay Sineh Turay, Box Key Controller, Masiyanday Women's Agricultural Organization

Adamsay Koroma, Women's Leader, Mathibo Yar Agricultural Organization

Alhaji Bawoh, Pujehun GRC member, Grievance Redress Committees

Alpha A. Turay, Member, Youth At Risk Project - Ropolon

Alpha, Youth Contractor and member of the group, Ngiguamabehun

Amara junior, Member, Konjo Village Community

Amie Lamboi, Member, Mufeligbe Agricultural Organization

Aminata Dumbuya, Kukuna Yari Yari Women's Agricultural Organization

Aminata kamara, Chair, Simbeck

Aminata Lahai, Member, Giema Village Community

Aminata Massaquoi, Gara tie dye maker, Mano River Women's Network

Augustine Mbayoh, Chair and Leader, Talia Village Community

Baby Feika, Member, Manumuma Women's Agriculture Organization - Matagelema

Baby Simbo, Member, Manumuma Women's Agriculture Organization - Matagelema

Baindu Hassan, Vice Chair, Talia Village Community

Baindu Tsombie, Monitoring and Evaluation Officer of the Pujehun District Council and Focal Person

Bintu Kamara, Member, Lopa Village Community

Bintu Swarray, Secretary, Mano River Women's Network

Bockarie Kanneh, Chair of the Agriculture Organization, Senehun Agricultural Organization

Bockarie Mbainba, Chair, Mufeligbe Agricultural Organization

Brima Kangbai, Farmer

Cecilia M Turay, Member, Rowalla Yar Agricultural Organization

Daniel John Hai, Entrepreneur

Duraman Kargbo, Director of the Regional Office - Port Loko, National Disaster Management Authority (NDMA)

Edward Alpha, Chief Administrator - Kambia District Council, Kambia Women's Network

Fatimata Alhaji, Chair, Konjo Village Community

Fatmata A Kabia, Focal Person, Mathibo Yar Agricultural Organization

Fatmata A. Conteh, Chair, Kukuna Yari Yari Women's Agricultural Organization

Fatmata Kamara, Member, Lopa Village Community

Fatmata Moina, Member, Talia Village Community

Fatmata Swaray, Chair, Largor Jassawabu Village Community

Foday Dakowa, Member, Lopa Village Community

Foday Musa, Chair, Largor Jassawabu Village Community

Gibrila Bangura, Chiefdom Youth Council Chair, Tonkolili District, Yoni Mamima Chiefdom Youth Council

Grace Yusufu, Member, Mufeligbe Agricultural Organization

Hawa Gelewa, Chair, Giema Village Community

Hawa Kamara, Member, Lopa Village Community

Hawa Konneh, Member, Giema Village Community

Hawa Mohamed, Member, Talia Village Community

Hawa S. kamara, Member, Konjo Village Community

Hawanatu Koroma, Financial Secretary, Talia Village Community

Hindolo Musa, Chiefdom/District Youth Leader, Chiefdom/District Youth Leader

Ibrahim Kamara, District Disaster Management Committee Member, Morgburaka.

Ibrahim Kanneh, Member, Konjo Village Community

Ibrahim Sankoh, Member, Mathibo Yar Agricultural Organization

Isata Bangura, Chair, Hangha Village Community

Isata Fambulleh, Weaver, Mano River Women's Network

Isata Sesay, Secretary, Masiyanday Women's Agricultural Organization

Isha Songah, Chair and Peace Ambassador, Gwombu Village Community

Iye Kallon, Hair Dresser, Mano River Women's Network

Iyesata Fahnbuleh, Women's Leader, Mano River Women's Network

Jaja Bockarie , Member, Giema Village Community

James Kaine, Member, Manumuma Women's Agriculture Organization - Matagelema

Jebbeh Koroma, Member, Giema Village Community

Jenneh Gola, Member, Hangha Village Community

John Bangura, Member, Mathibo Yar Agricultural Organization

Jonanthan Dixon, Focal Person, Fishing Community/Business Management Groups/Waste Management Group

Juliet A. Kallon, Member, Gwombu Village Community

Kabba Sorei Suma, Focal Person, Fishing Community/Business Management Groups/Waste Management Group

Kadiatu Alhaji Massaquoi, Caterer, Mano River Women's Network

Kadiatu Dumbuya, Chair, Masiyanday Women's Agricultural Organization

Kadiatu J.Koroma, Chair, Rowalla Yar Agricultural Organization

Kadiatu Kamara, Member, Kukuna Yari Yari Women's Agricultural Organization

Kadiatu Sesay, Member, Hangha Village Community

Lumbeh Aruna, Member, Hangha Village Community

Mabinty Koroma, Member, Youth At Risk Project - Ropolon

Madam. Magarette Y Mansaray, Entrepreneur, Youth Entrepreneur

Mahamed G.Turay, Member, Rowalla Yar Agricultural Organization

Malikie Jalloh, Member, Talia Village Community

Mamie Achion, Chair, Manumuma Women's Agriculture Organization - Matagelema

Mamie Fofana, Chair, Amuloma Women Farmers' Association

Mamie Kemokai, Soap maker, Mano River Women's Network

Mamie Musa, Member, Manumuma Women's Agriculture Organization - Matagelema

Mariam Senesie, Member, Giema Village Community

Mariama Senesie, Member, Manumuma Women's Agriculture Organization - Matagelema

Martha Y.Caulker, Asst. Chair, Kukuna Yari Yari Women's Agricultural Organization

Mary Rogers, Chair, Jumbu Grc Group

Masah Tarawallie, Member, Lopa Village Community

Masearay Fotorma, Chair, Mufeligbe Agricultural Organization

MASSAH Luckulay, Chair and Peace Ambassador, Kpandebu Village Community

Memunatu N. Kargbo, Member, Rowalla Yar Agricultural Organization

Messis Sannoh., Member, Lopa Village Community

Michaella Lamin, Member, Largor Jassawabu Village Community

Miss. Yembeh Kargbo, Entrepreneur, Youth Entrepreneur

Mmamusu Bockarie, Member, Konjo Village Community

Mohamed Aziz Kamara, Member, Hangha Village Community

Mohamed B.S. Koroma, Secretary, Youth At Risk Project - Ropolon

Mohamed Bangura, Focal Person, Shenge Fishing Community/Vsla Organization

Mohamed Charles, Member, Gwombu Village Community

Mohamed Gblah, Member, Mathibo Yar Agricultural Organization

Mohamed Issa Jalloh, Chair, Youth At Risk Project - Ropolon

Mohamed Jeobo, Secretary, Mufeligbe Agricultural Organization

Mohamed Kailie, Member, Lopa Village Community

Mohamed Kamara, Chiefdom Youth Peace Ambassador - Tonkolili District

Mohamed Kanneh, Focal Person, Multi-Stakeholders Platforms

Mohamed Kargbo, Chair, Rowalla Yar Agricultural Organization

Mohamed LAMIN, Asst.Sec. Gen., Kukuna Yari Yari Women's Agricultural Organization

Mohamed Manganeh, Member, Lopa Village Community

Mohamed Sandy, Member, Hangha Village Community

Mohemed Massaquoi, Leader and Chair, Bamba Agricultural Organization

Musa Dakowa, Member, Giema Village Community

Musa Marrah , Member, Lopa Village Community

Mustapha Bockarie, Member, Largor Jassawabu Village Community

MUSU ELLIE, Focal Person, Fishing Community/Business Management Groups

Nabieu BAHOME, Focal Person, Target Youth Group (Farming)

Naomi Marrah, Chair, Lopa Village Community

Osman Kamara, Chair, Simbeck

Osman Turay, Member, Masiyanday Women's Agricultural Organization

P.C. Dr. Shamsu Mustapha, Chief, Pejeh West Chiefdom Disaster Management Committee Member

Safula Golah, Member, Hangha Village Community

Saidu Jalloh, Member, Rowalla Yar Agricultural Organization

Sam King, Secretary, Manumuma Women's Agriculture Organization - Matagelema

Samkhobe Yorpoi, Secretary General, Largor Jassawabu Village Community

Sao Konneh, Member, Giema Village Community

Sengbeh R Moigua, Cheifdom Speaker, Sahn Malen Chiefdom Administration

Sheku bayoh, Member, Konjo Village Community

Sheku Mbaimba Foday, Member, Manumuma Women's Agriculture Organization - Matagelema

Suad Woobay, Women's leader and President of the Kambia Women's Network

Sulaiman Amara, Member, Talia Village Community

Sulaiman Kaine, Finance Officer, Pujehun District Council

Sulaiman Tejan Kamara, ex-officio, Simbeck

Teta Koroma, Chiefdom Leader and Caterer, Mano River Women's Network

Tommy Zerokong, Chiefdom Disaster Management Committee Member, Local Communities

Vandi M Mansaray , Member, Konjo Village Community

Vandi Sherriff, Member, Lopa Village Community

Victor Bockarie, Chiefdom Youth Council Kenema District

Wurie Jalloh, Member, Hangha Village Community

Yilla, Deputy Chief Administrator, Local Council - Ward C Western Rural District

Yusuf Nayoh, Member, Giema Village Community

Zianab Sankoh, Chair, Youth At Risk Project – Ropolon

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ANNEX 5. LIST OF PROJECTS

CPD OUTCOME	PROJECT TITLE	PROJECT ID	OUTPUT DESCRIPTION	OUTPUT ID	CPD OUTPUT	OUTPUT START YEAR	OUTPUT END YEAR	IMPLEMENTATION MODALITY	GENDER MARKER
OUTCOME 1: By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.									
Outcome 1	RULE OF LAW PROGRAMME	90095	UNDP ROL COVID-19 Intervention	121031	Output 1.3	2020	2021	DIM	GEN1
Outcome 1	Coastal Risks Management	102451	Coastal Risks Management	104509	Output 1.1	2017	2022	DIM	GEN2
Outcome 1	STRENGTHEN DEMOCRATIC INST	110819	SDI COVID-19 RESPONSE	121032	Output 1.3	2020	2021	DIM	GEN1
Outcome 1	RBA/RP Borderlands	119678	Quick Impact Initiatives	128480	Output 1.3	2021	2021	DIM	GEN2
Outcome 1	Local Economic Revitalization for Local Communities	126320	COVID-19 RESPONSE	121059	Output 1.3	2020	2021	DIM	GEN1
Outcome 1	Promoting Disaster Risk Resilience	126337	Promoting Disaster Risk Resilience	120429	Output 1.3	2020	2023	DIM	GEN2
Outcome 1	Strengthening natural resource management	126338	Strengthening Natural Resource	120430	Output 1.2	2020	2023	DIM	GEN2
Outcome 1	Strengthening natural resource management	126338	COVID-19 Response	120995	Output 1.3	2020	2021	DIM	GEN1
Outcome 1	Harnessing the Blue Economy Potential in Coastal Communities	126339	Harnessing the Blue Economy Po	120431	Output 1.1	2020	2023	DIM	GEN1
Outcome 1	Rapid Response Facility to respond to COVID-19	127112	COVID-19 RESILIENT HEALTH SYS	121024	Output 1.3	2020	2021	DIM	GEN1
Outcome 1	Rapid Response Facility to respond to COVID-19	127112	COVID-19 SOCIO ECONOMIC IMPACT	121557	Output 1.3	2020	2021	DIM	GEN1
Outcome 1	RBA-COVID19-Response	127114	RBA-COVID19-Response	121030	Output 1.3	2020	2021	DIM	GEN1

OUTCOME 2: By 2023, people in Sierra Leone benefit from more gender- and youth-responsive institutions that are innovative, accountable, and transparent at all levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of children, girls, and persons with disability

Outcome 2	NHDR 2018 & National Strategic Policy Advisory Service	96024	NHDR 2018 & National Strategic	100043	Output 2.1	2011	2021	DIM	GEN2
Outcome 2	STRENGTHEN DEMOCRATIC INST	110819	SUPPORT TO PARLIAMENT	110059	Output 2.1	2018	2022	DIM	GEN2
Outcome 2	STRENGTHEN DEMOCRATIC INST	110819	Local Governance	115236	Output 2.4	2019	2022	DIM	GEN2
Outcome 2	STRENGTHEN DEMOCRATIC INST	110819	SUPPORT TO INCR-SL	116490	Output 2.1	2019	2022	DIM	GEN1
Outcome 2	STRENGTHEN DEMOCRATIC INST	110819	YOUTH PARTICIPATION IN DECISIO	124148	Output 2.3	2020	2023	DIM	GEN2
Outcome 2	STRENGTHEN DEMOCRATIC INST	110819	STRENGTHENING HUMSEC IN KONO	125906	Output 2.4	2021	2023	DIM	GEN2
Outcome 2	STRENGTHEN DEMOCRATIC INST	110819	Support to Elections 2023	126358	Output 2.1	2021	2024	DIM	GEN1
Outcome 2	Legal Identity for All	115752	Legal Identity for All-Global	113213	Output 2.1	2018	2021	DIM	GEN2
Outcome 2	Rule of Law, Sustaining Peace and Social Cohesion	118458	Strengthening the Rule of Law,	115280	Output 2.2	2019	2023	DIM	GEN2
Outcome 2	Rule of Law, Sustaining Peace and Social Cohesion	118458	Support to Human Rights in SL	126481	Output 2.2	2021	2023	DIM	GEN2
Outcome 2	Rule of Law, Sustaining Peace and Social Cohesion	118458	Emp'mt and inclusion of youth	126487	Output 2.3	2021	2023	DIM	GEN2
Outcome 2	Rule of Law, Sustaining Peace and Social Cohesion	118458	Strengthening Capacit of HRC	128430	Output 2.2	2021	2022	DIM	GEN2
Outcome 2	Promoting Peace & Social Coh	120752	Promoting Peace and Social Coh	116812	Output 2.3	2019	2023	DIM	GEN2
Outcome 2	Promoting Peace & Social Coh	120752	Mitigating Localized Resource-	117906	Output 2.3	2019	2022	DIM	GEN2
Outcome 2	Supt to Effective Aid Coord. & implementation of SDG	134401	Effective Aid Coord & SDG Impl	125995	-	2021	2023	DIM	GEN2

OUTCOME 3: By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities

Outcome 3	Strengthening Domestic Resources Mobilisation for SDGs F	117397	Strengthening Domestic Resourc	114191	Output 3.4	2020	2022	DIM	GEN2
Outcome 3	Accelerator Lab Sierra Leone	120466	Accelerator Lab - Sierra Leone	116655	Output 3.5	2019	2022	DIM	GEN1
Outcome 3	Accelerating Youth Innovation and Entrepreneurship in SL	126416	Accelerating Youth Innovation	120497	Output 3.1	2020	2021	DIM	GEN2
Outcome 3	Youth at Risk as Resources for Peace & Cohesion	129623	Youth at Risk as Resources for	123234	Output 3.1	2020	2022	DIM	GEN2
Outcome 3	Local Economic Revitalization for Local Communities	126320	Local Economic, Revitalization	120416	Output 3.4	2020	2023	DIM	GEN2
Outcome 3	Local Economic Revitalization for Local Communities	126320	Stabilize affected communities	125389	Output 3.1	2021	2022	DIM	GEN2
Outcome 3	Local Economic Revitalization for Local Communities	126320	Youth Empowerment - Employment	126004	Output 3.5	2021	2023	DIM	GEN2
Outcome 3	Local Economic Revitalization for Local Communities	126320	Advancing Disability Inclusion	129720	Output 3.1	2021	2022	DIM	GEN2

ANNEX 6. SUMMARY OF CPD INDICATORS AND STATUS AS REPORTED BY COUNTRY OFFICE

			2019	2020	2021	2022	2023
Outcome 1 By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks							
1.1 Percentage increase in forest cover	1.1.1 National aggregate	Milestone		42.98	44	44	48
		Actual	0	42.98	35.12		
1.2 Area (hectares) of wetlands restored	1.2.1 National aggregate	Milestone		0	200	350	500
		Actual	0	0	302		
1.3 Area (hectares) of degraded land restored/reclaimed/rehabilitated	1.3.1 National aggregate	Milestone		100	400	700	1000
		Actual	0	12	314		
1.4 Proportion of people practising disaster preparedness and response systems, disaggregated by sex	1.4.1 National aggregate	Milestone		10	20	30	40
		Actual	0	0	20		
	1.4.2 Male	Milestone		5	10	15	20
		Actual	0	0	12		
	1.4.3 Female	Milestone		5	10	15	20
		Actual	0	0	8		
Outcome 2 By 2023, people in Sierra Leone benefit from more gender- and youth-responsive institutions that are innovative, accountable, and transparent at all levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of children, girls, and persons with disability							
2.1 Proportion of women and persons with disabilities in elected positions in: (1) Parliament; (2) Local Councils; (3) Chairpersons; (4) Paramount Chieftaincy; (5) Councillors	2.1.1 Parliament_Women	Milestone		12.4	12.4	12.4	30
		Actual	12.4	12.4	12.33		
	2.1.10 Councillors_PWDs	Milestone		0	0	0	1
		Actual		0	0		
	2.1.2 Local Councils_Women	Milestone		18	18	18	50
		Actual	18	18	17.62		
	2.1.3 Chairpersons_Women	Milestone		28.5	28.5	28.5	50
		Actual	28.5	28.5	13.6		
2.1.4 Paramount Chieftaincy_Women	Milestone		6.6	6.6	6.6	30	
	Actual	6.6	6.6	7.36			

	2.1.5 Councillors_Women	Milestone		8	8	8	30
		Actual	8	8	17.7		
	2.1.6 Parliament_PWDs	Milestone		0	0	0	1
		Actual	0	0	0		
	2.1.7 Local councils_PWDs	Milestone		0	0	0	1
		Actual	0	0	0		
	2.1.8 Chairpersons_PWDs	Milestone		0	0	0	1
		Actual	0	0	0		
	2.1.9 Paramount Chieftaincy_PWDs	Milestone		0	0	0	1
		Actual	0	0	0		
2.2 Mo Ibrahim Index score for Sierra Leone	2.2.1 National aggregate	Milestone		51.9	52.9	53.9	55
		Actual	N/a	51	51		
2.3 Proportion of the population who are satisfied with: (a) courts; (b) police; (c) prison service, disaggregated by sex	2.3.1 Court_National aggregate	Milestone		44.5	48	51.5	55
		Actual		41	0		
	2.3.2 Court_Male	Milestone					27
		Actual			0		
	2.3.3 Court_Female	Milestone					28
		Actual			0		
	2.3.4 Police_National aggregate	Milestone		41.5	46	50.5	55
		Actual	37	37	0		
	2.3.5 Police_Male	Milestone					27
		Actual			0		
	2.3.6 Police_Female	Milestone					28
		Actual			0		
	2.3.7 Prison_National aggregate	Milestone		56	59	62	65
		Actual	53	53	0		
	2.3.8 Prison_Male	Milestone					45
		Actual			0		
	2.3.9 Prison_Female	Milestone					20
		Actual			0		
2.4 Proportion of community people satisfied with service delivery by local councils, disaggregated by sex	2.4.1 National aggregate	Milestone		20	25	30	35
		Actual	0	0	0		
	2.4.2 Male	Milestone		10	12.5	15	17.5
		Actual	0	0	0		
	2.4.3 Female	Milestone		10	12.5	15	17.5

		Actual	0	0	0		
Outcome 3 By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons living with disabilities are empowered and benefit from increased social protection services, economic and social opportunities							
3.1 % of population using renewable energy sources	3.1.1 National aggregate	Milestone		20	28	36	44
		Actual		15			
3.2 Employment rate disaggregated by sex	3.2.1 National aggregate	Milestone		64	66	68	70
		Actual	62.2	62.2			
	3.2.2 Male			44	42	41	40
	3.2.3 Female			20	24	27	30
3.3 Gender Inequality Index	3.3.1 National aggregate	Milestone		0.645	0.62	0.595	0.57
		Actual		0.645			
3.4 Proportion of unemployed who are actively seeking work that lacked the capital to start a business, disaggregated by vulnerable group, sex, age	3.4.1 National aggregate	Milestone		45	38	31	25
		Actual	50	50			

			2019	2020	2021	2022	2023
Output 1.1: Relevant ministries/departments/agencies have strengthened capacities to enforce inclusive regulations and gender-responsive policies on conservation of protected areas in coastal and urban planning and development							
1.1.1 # of newly endorsed policies by cabinet on coastal communities and protected areas that are gender-responsive	1.1.1.1 National aggregate	Milestone		0	1	2	2
		Actual	0	0	7		
1.1.2 # of ministries/departments/agencies with strengthened capacities to enforce regulations and policies on coastal communities and protected areas	1.1.2.1 National aggregate	Milestone		2	2	3	4
		Actual	2	5	4		
1.1.3 # of ministries/departments/agencies with technical and operational capacities to implement urban planning	1.1.3.1 National aggregate	Milestone		0	1	1	1
		Actual	0	0	1		
Output 1.2: Capacity of ministries/departments/agencies in natural resources management at national and local levels strengthened to ensure sustainable use of environmental resources including livelihoods							
	1.2.1.1 Area of land and marine habitat under protection	Milestone		100	300	700	1000
		Actual	40	150	302		

1.2.1 Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime	1.2.1.2 Area of protected land under improved management	Milestone		100	300	700	1000
		Actual	0	12			
1.2.2 # of people directly benefiting from livelihood opportunities created from conserved and protected areas at community level	1.2.2.1 Total beneficiaries	Milestone		1000	1700	2350	3000
		Actual	450	2225	3727		
	1.2.2.2 Male	Milestone		300	500	750	1000
		Actual	200	620	1153		
	1.2.2.3 Female	Milestone		700	1200	1600	2000
		Actual	250	1605	2574		
1.2.3 Extent to which disaster risk management policy developed (Scale: 1 = Not started, 2 = Initiated, 3 = Developed, 4 = Finalized, 5 = Popularized)	1.2.3.1 National aggregate	Milestone		2	3	4	5
		Actual	2	3			
Output 1.3: Preparedness systems in place at community level to mitigate the impact of natural and manmade disasters							
1.3.1 # of newly established climate information and early warning systems in place at district level	1.3.1.1 National aggregate	Milestone		11	13	16	19
		Actual	9	14			
1.3.2 # of community-based disaster preparedness and response plans designed and implemented at ward level	1.3.2.1 National aggregate	Milestone		5	30	70	100
		Actual	0	0			
Output 2.1: Capacities of targeted oversight and accountability institutions (Parliament, HRC, NEC, ACC and IPCB) strengthened to perform their mandates							
2.1.1 # of targeted oversight and accountability institutions with strengthened oversight legal framework	2.1.1.1 National aggregate	Milestone		4	4	4	4
		Actual	0	4	4		
2.1.2 # of targeted institutions with administrative and procedural systems to effectively perform oversight: (a) procedures and (b) administrative systems	2.1.2.1 Procedures	Milestone		35	35	35	35
		Actual	15	17	35		
	2.1.2.2 Administrative systems	Milestone		25	25	25	25
		Actual	5	5	25		
2.1.3 Extent to which civil register facilitates the extraction of voter register for efficient and credible elections (Scale: 1 = No voter extraction, 2 = Partial extraction, 3 = Successful extraction)	2.1.3.1 National aggregate	Milestone		1	2	3	3
		Actual	1	1	1		
Output 2.2: Rule of law institutions (Judiciary, SLP, IPCB, HRC, MOJ) are strengthened to uphold human rights, access to justice and security							
	2.2.1.1 National aggregate	Milestone		4	5	5	4

2.2.1 # of targeted institutions with improved procedures and processes to deliver justice and security services		Actual	1	5	6		
2.2.2 # of cases of gender-based violence reported to authorities and # of reported cases receiving judgment in formal justice system	2.2.2.1 Cases reported	Milestone		282	354	428	500
		Actual	210	409	724		
	2.2.2.2 Convictions	Milestone		104	119	134	150
		Actual	89	108	176		
Output 2.3: Gender-responsive institutional frameworks strengthened for peace, citizen’s voice and participation for social cohesion							
2.3.1 # of innovative dialogue platforms developed for inclusion and participation of women and youth in sustaining peace and building social cohesion	2.3.1.1 National aggregate	Milestone		157	171	185	200
		Actual	143	175	171		
2.3.2 # of CSOs and media institutions with improved capacity to promote peace at national/local levels	2.3.2.1 CSOs	Milestone		7	8	9	10
		Actual	7	5	8		
	2.3.2.2 Media institutions	Milestone		10	10	10	10
		Actual	7	10	10		
Output 2.4: Capacities of targeted local councils improved to deliver on devolved functions and manage resources							
2.4.1 % of ministries/departments/agencies with technical capacities to support local councils in the devolution processes	2.4.1.1 National aggregate	Milestone		10	20	30	40
		Actual	0	50	0		
2.4.2 # of local councils with institutional and operating capacities to deliver on devolved functions	2.4.2.1 National aggregate	Milestone		22	22	22	22
		Actual	0	22	10		
2.4.3 # of local councils that practice integrated, gender-sensitive participatory planning based on the 2030 Agenda	2.4.3.1 National aggregate	Milestone		22	22	22	22
		Actual	6	6	4		
2.4.4 # of local councils with capacity to generate, manage, and publish quality data disaggregated by sex and persons with disabilities	2.4.4.1 National aggregate	Milestone		22	22	22	22
		Actual	0	22	8		
Output 3.1: Vulnerable groups (poor women, youth and persons with disabilities) are enabled to gain access to basic and financial services for business development and job creation							
3.1.1 # of people accessing basic services disaggregated by target groups: (a) Men; (b) Women; (c) Youth; (d) persons with disabilities	3.1.1.1 Total people accessing basic services	Milestone		1400	1900	2400	3000
		Actual	900	5900			
	3.1.1.2 Men	Milestone		450	650	750	900
		Actual	0	1800			
	3.1.1.3 Women	Milestone		250	350	550	600
		Actual					

		Actual	0	1550			
	3.1.1.4 Youth	Milestone		660	820	1000	1350
		Actual	0	2460			
	3.1.1.5 PWDs	Milestone		40	80	100	150
		Actual	0	90			
3.1.2 # of small and medium-sized enterprises owned by women, youths and persons with disabilities accessing financial services: (a) Women; (b) Youth; (c) persons with disabilities	3.1.2.1 Women	Milestone		600	800	1000	1125
		Actual	382	382			
	3.1.2.2 Youth	Milestone		1000	1400	1750	2070
		Actual	702	702			
	3.1.2.3 PWDs	Milestone		90	120	150	180
		Actual	61	61			
3.1.3 # of technical, vocational education and training institutions that incorporate innovation and entrepreneurship skills training in their curricula	3.1.3.1 National aggregate	Milestone		0	1	2	4
		Actual	0	0			
Output 3.2: Households in target areas with access to energy for domestic consumption							
3.2.1 # of households accessing clean, affordable and renewal energy, disaggregated by rural/urban/peri-urban areas	3.2.1.1 Total households	Milestone		0	0	2000	5000
		Actual	0	0			
	3.2.1.2 Rural households	Milestone		0	0	1000	2500
		Actual	0	0			
	3.2.1.3 Urban households	Milestone		0	0	300	1000
		Actual	0	0			
	3.2.1.4 Peri-urban households	Milestone		0	0	700	1500
		Actual	0	0			
Output 3.3: Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater							
3.3.1 # of functioning sustainable community reservoirs with standalone roof-top harvesting systems	3.3.1.1 National aggregate	Milestone		3	6	8	9
		Actual	0	6			
3.3.2 # of people benefiting from functioning sustainable community reservoirs with standalone roof-top harvesting systems disaggregated by sex and persons with disabilities	3.3.2.1 Total people	Milestone		10000	20000	35000	50000
		Actual	0	6420			
	3.3.2.2 Male	Milestone	N/A				
		Actual	0	3145			
	3.3.2.3 Female	Milestone	N/A				
		Actual	0	3250			
	3.3.2.4 PWDs	Milestone	N/A				

		Actual	0	25			
Output 3.4: Public and private sectors institutions have improved capacities to create decent jobs and sustainable livelihood options							
3.4.1 # of people with access to livelihood options in predefined values chains, disaggregated by sex and persons with disabilities	3.4.1.1 Total people	Milestone		3400	4300	5200	6000
		Actual	2623	4623			
	3.4.1.2 Male	Milestone		1650	2000	2200	2400
		Actual	1442	2042			
	3.4.1.3 Female	Milestone		1700	2200	2850	3400
		Actual	1181	2581			
	3.4.1.4 PWDs	Milestone		50	100	150	200
		Actual	0	0			
3.4.2 Extent to which Maritime Policy implemented: a) 1 = Not implemented, b) 2 = Partially, c) 3 = Fully	3.4.2.1 National aggregate	Milestone		1	2	3	3
		Actual	1	1			
ut 3.5: Grassroots innovative solutions identified with local actors (youth, women, community people) to address development challenges							
3.5.1 # of innovative solutions: (a) identified; (b) piloted; (c) scaled up	3.5.1.1 Solutions identified	Milestone		10	20	30	40
		Actual	0	54			
	3.5.1.2 Solutions piloted	Milestone		0	6	10	15
		Actual	0	3			
	3.5.1.3 Solutions scaled- up	Milestone		0	0	4	8
		Actual	0	2			

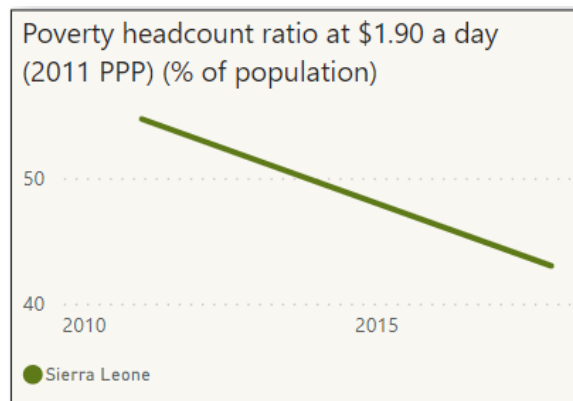
Note: 2019 data is to be understood as baselines. *Source: UNDP Corporate Planning System*

ANNEX 7. RATING MATRIX

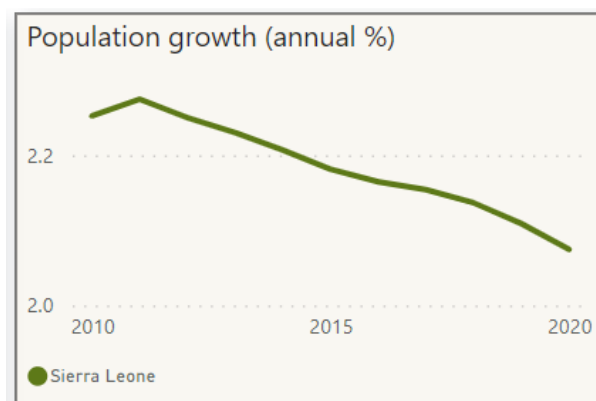
Criteria	Inclusive Democratic Governance Cluster	Sustainability and Local Economic Development Cluster	Overall rating
1. Relevance	3	3	3
1.A. Adherence to national development priorities	4	4	4
1.B. Alignment with UN/UNDP goals	3	3	3
1.C. Relevance of programme logic	3	3	3
2. Coherence	2	2	2
2.A. Internal programme coherence	2	2	2
2.B. External programme coherence	3	2	2
3. Efficiency	2	3	2
3.A. Timeliness	2	3	2
3.B. Management and operational efficiency	2	2	2
4. Effectiveness	3	3	3
4.A. Achievement/ eventual achievement of the stated outputs and outcomes	3	3	3
4.B. Programme inclusiveness (especially those at risk of being left behind)	3	3	3
4.C. Prioritizing gender equality and women's empowerment	3	3	3
4.D. Prioritization of development innovation	2	2	2
5. Sustainability	3	2	2
5.A. Sustainable capacity	3	2	2
5.B. Financing for development	3	2	3

ANNEX 8. COUNTRY AT A GLANCE

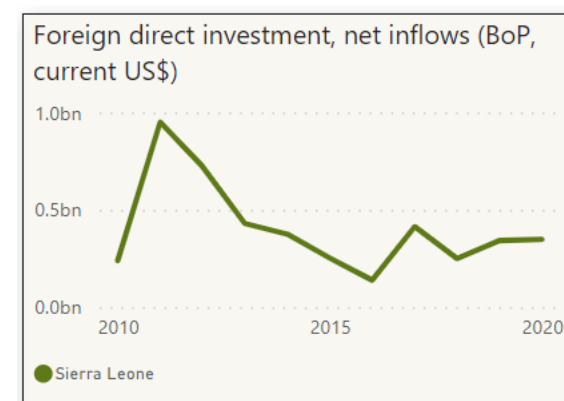
Poverty



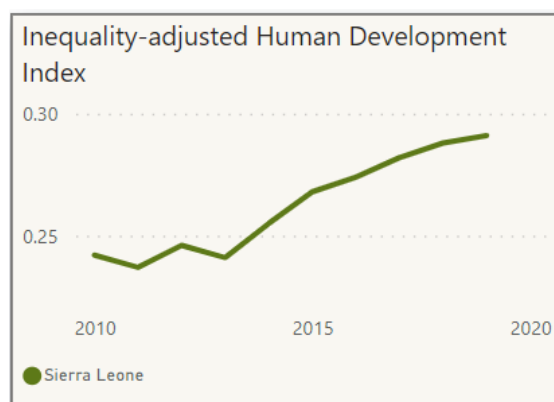
Source: UNSTAT



Source: WDI



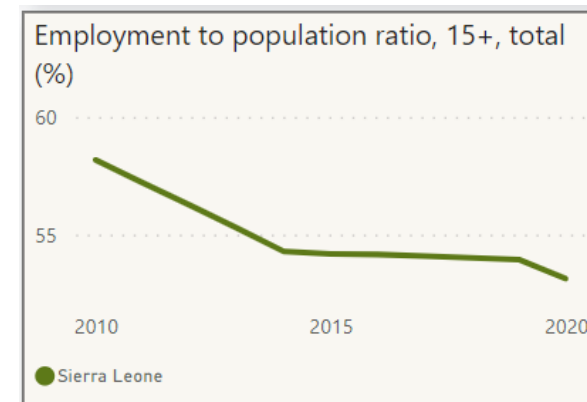
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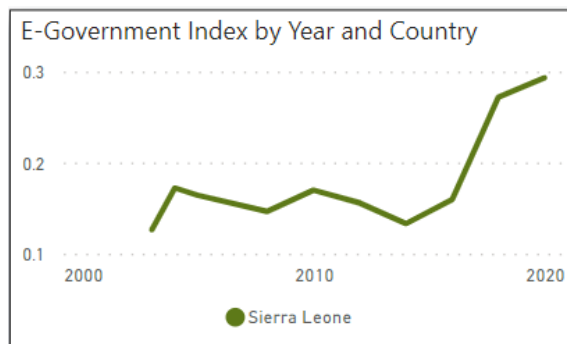


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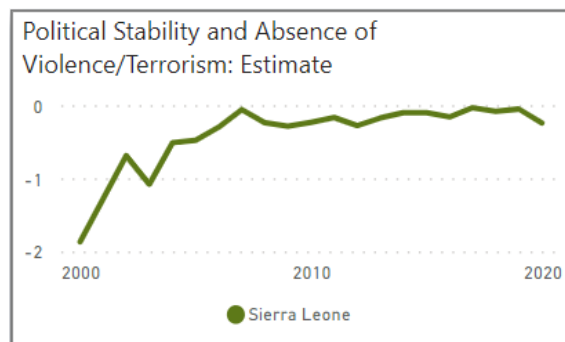
Source: UNSTAT

Governance

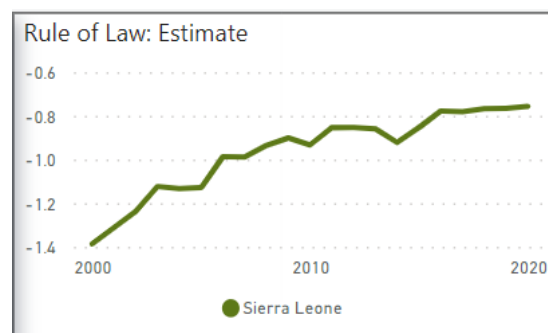
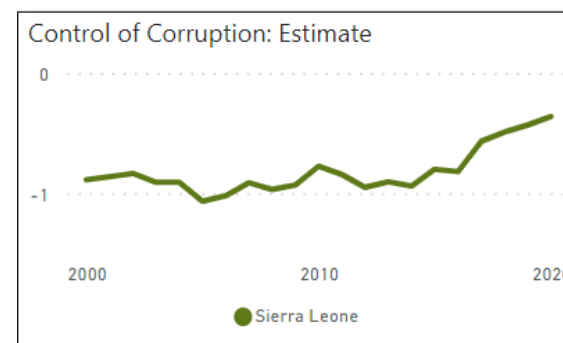


Source: UN E-Government Knowledge base

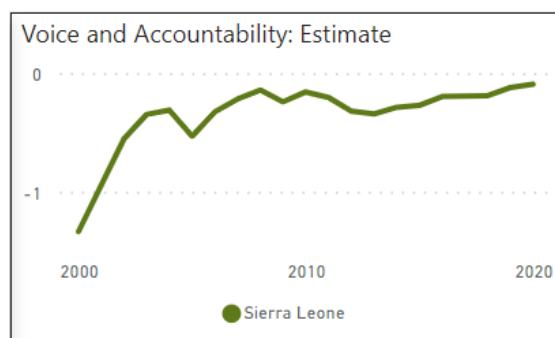
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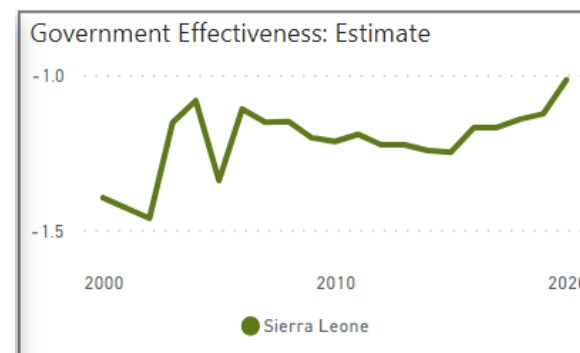
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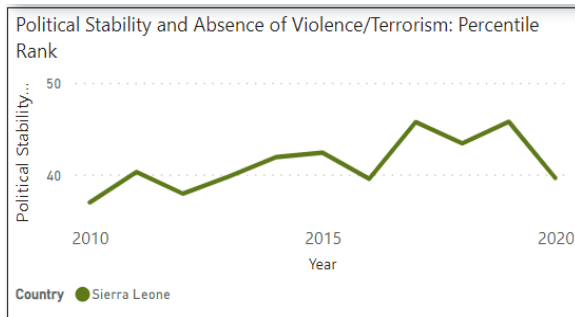


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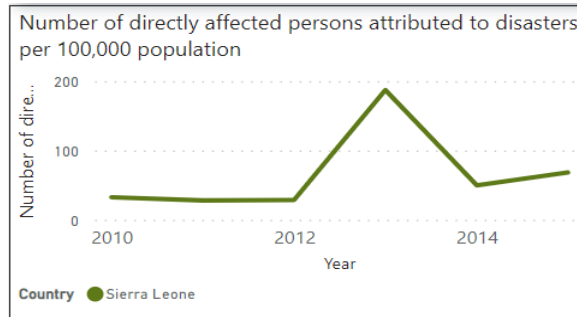


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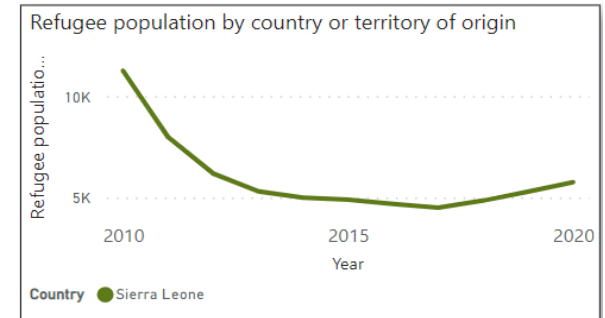
Resilience



Source: WGI



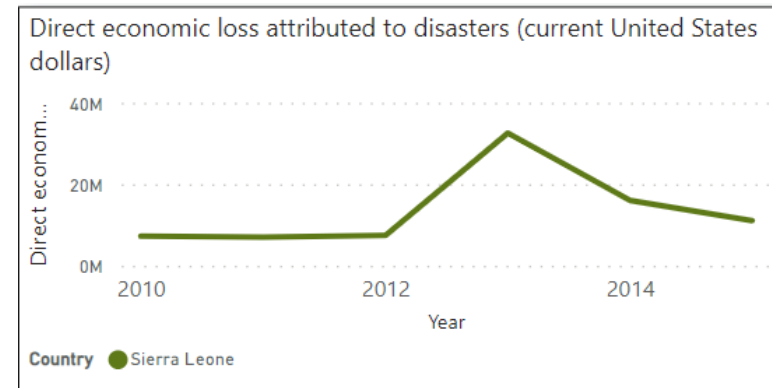
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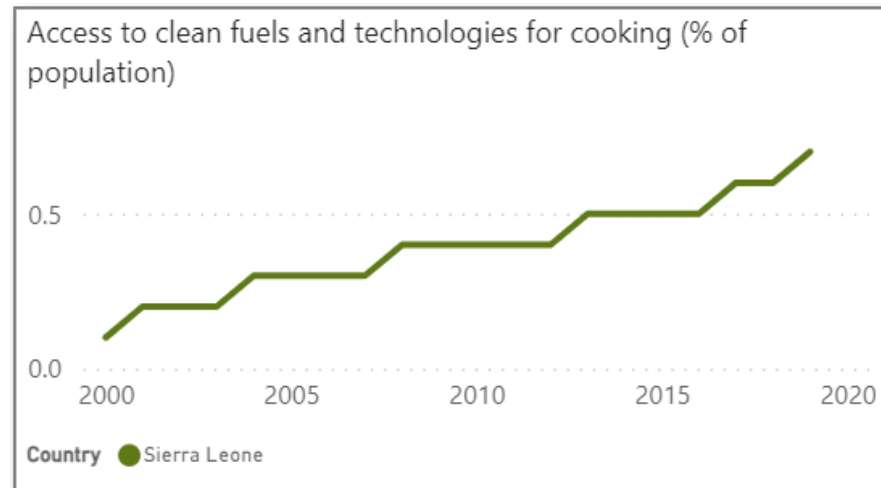
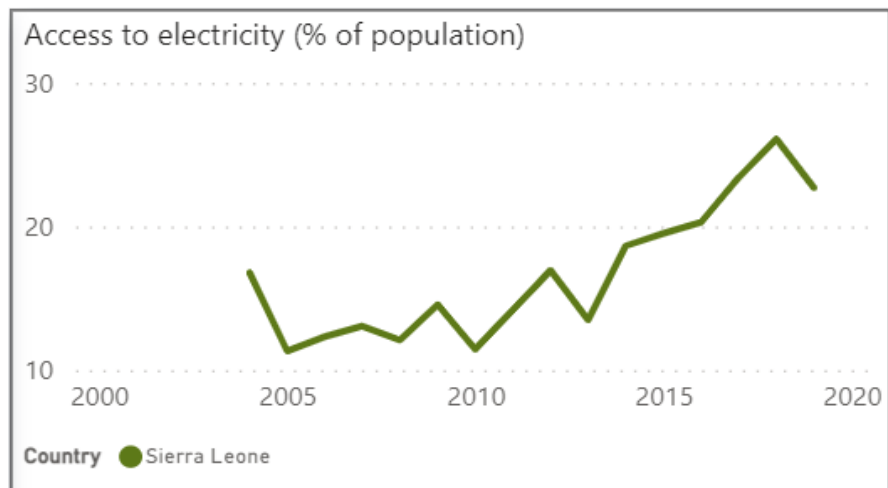


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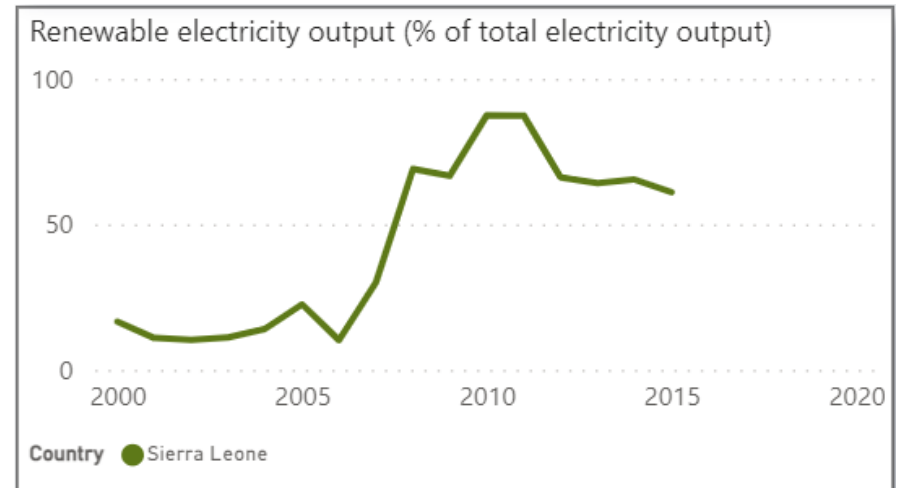
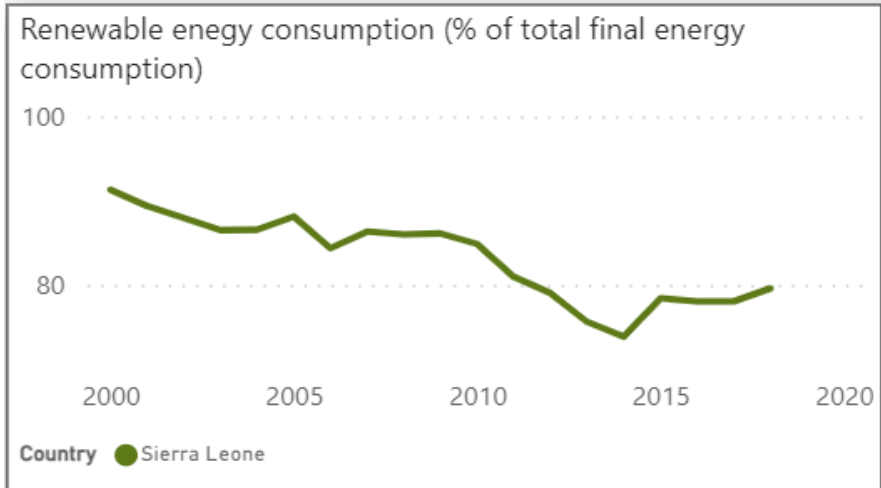


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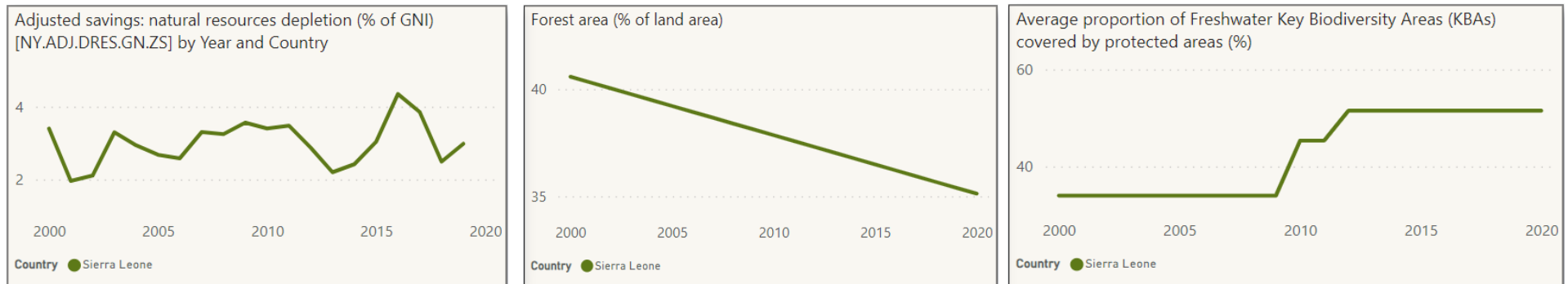
Energy



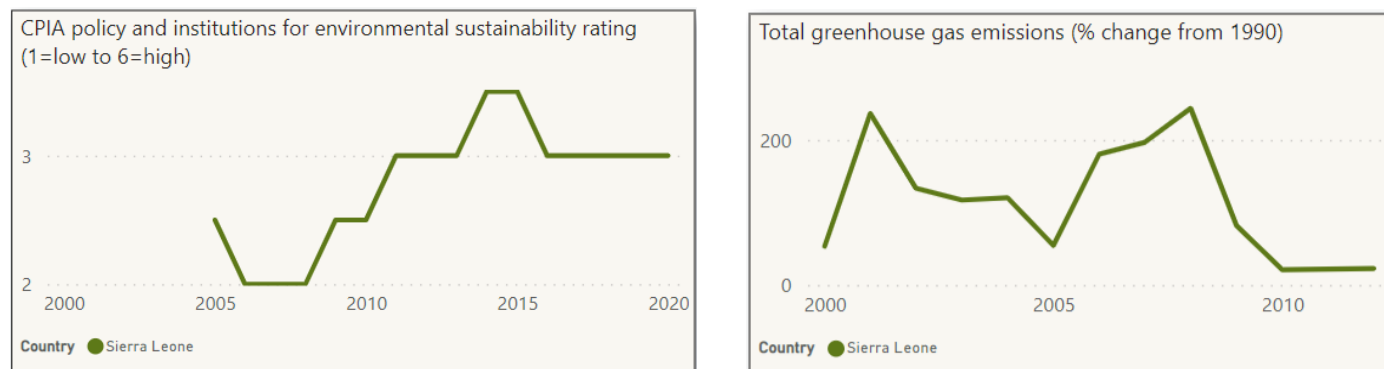
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Environment

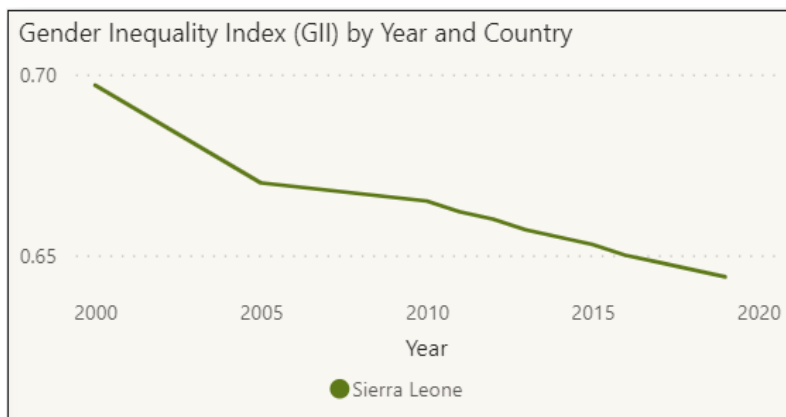


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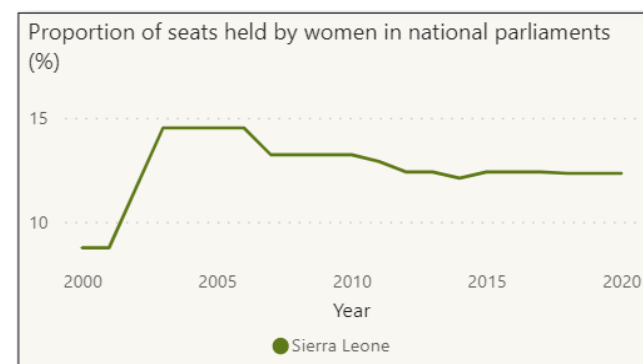
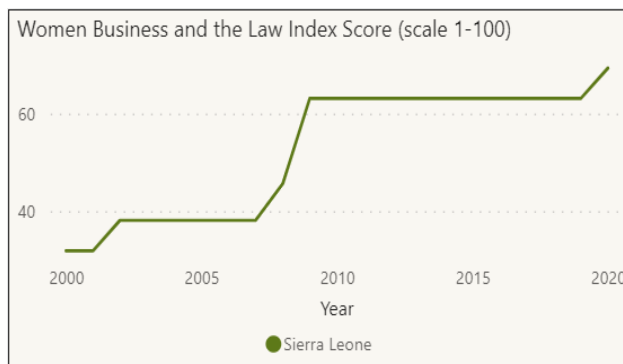
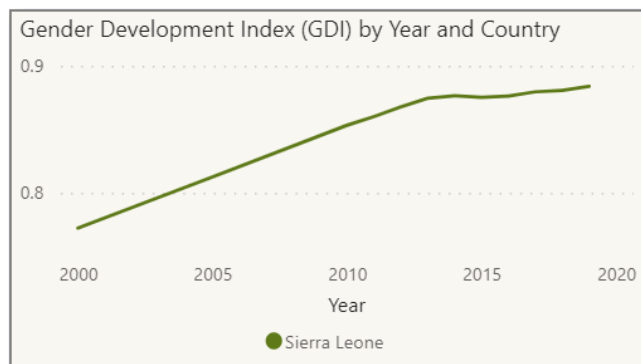


Source : WDI

Gender



Source : WDI



Source : WDI

