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**Country programmes and related matters**

**Country programme document for Sierra Leone  
(2020-2023)**

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## I. Programme rationale

1. Since the end of the civil war in 2002, Sierra Leone has made progress in consolidating peace and creating the foundations for a strong, stable and resilient nation. In March 2019 the Government launched its Medium-Term National Development Plan 2019-2023, which focuses on human capital development and integrates the Sustainable Development Goals, African Union Agenda 2063 and the New Deal for Engagement in Fragile States.<sup>1</sup> UNDP supported a development finance assessment to design an integrated financing framework for the implementation of the Plan. Sierra Leone was one of the first countries to present its voluntary national review report to the high-level political forum on sustainable development in 2016 and will do so again in 2019.

2. In 2018, Sierra Leone held its fourth general election that was praised by international observers as credible and peaceful.<sup>2</sup> This culminated in a second peaceful transition of authority from one political party to another since the end of the civil war. Because of the impressive gains, the 2018 Global Peace Index ranked the country as the most peaceful in West Africa, the third most peaceful in sub-Saharan Africa and the thirty-fifth most peaceful in the world.<sup>3</sup>

3. Despite these gains, the rate of income poverty was 57 per cent in 2018 (rural: 72.4 per cent; urban: 41.2 per cent) compared to 52.9 per cent in 2011.<sup>4</sup> The rate of multidimensional poverty is 64.8 per cent (rural: 86.3 per cent; urban: 37.6 per cent),<sup>5</sup> an indication that a majority of the population suffers deprivations in key basic service sectors (health, energy, sanitation, education).<sup>6</sup> Female-headed households have a higher level of multidimensional poverty (65.9 per cent) than male-headed households (64.2 per cent).

4. Poverty persists primarily because of four interdependent drivers: limited and inequitable provision and access to basic services rooted in continued centralization and corruption; limited employment and livelihood opportunities, especially for youth and persons living with disabilities, rooted in an exclusive and extractive sector-reliant economy; inequality and discrimination against women and persons with disabilities rooted in cultural norms and practices; and recurrent disasters due to increasing vulnerability to climate change-related stresses.

5. As part of its post-war rebuilding, Sierra Leone through the 2004 Local Government Act committed to decentralization and devolution of basic service delivery functions to local councils. But 15 years on, real devolution of functions and resources to the councils has been slow. Between 2009 and 2017, the Government reintroduced the district officer role, usurping the functions of local councils. The renewed dominance of the central authority and the declining role of local authority impact negatively on access to quality basic services and account for rural-urban inequalities.<sup>7</sup>

6. Corruption remains the dominant driver of the overcentralization and ineffectiveness of governance. Sierra Leone ranks well below the regional average on indicators of government effectiveness, regulatory quality and rule of law.<sup>8</sup> Corruption has undermined the effectiveness of the rule of law, access to justice and good governance and significantly weakened oversight institutions. The Government with UNDP support has established structures, laws, policies and processes for the efficient functioning of the justice and security chain. However, implementation of the policies is undermined by corruption and poor performance. Weak police-community relations, delays in the dispensation of justice and discriminatory practices against women that expose them to sexual and gender-based violence are manifestations of corruption and the ineffectiveness of government.

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<sup>1</sup> *Sierra Leone's Medium-Term National Development Plan 2019-2023: Education for Development*, p.vi.

<sup>2</sup> European Union Election Observation Mission, *Final Report Republic of Sierra Leone Presidential, Parliamentary and Local Council Elections 2018*.

<sup>3</sup> Institute for Economics & Peace. *Global Peace Index 2018: Measuring Peace in a Complex World*, Sydney, June 2018.

<sup>4</sup> *Sierra Leone's Medium-Term National Development Plan 2019-2023: Education for Development*.

<sup>5</sup> *Ibid.*

<sup>6</sup> *Ibid.*

<sup>7</sup> Sierra Leone Common Country Assessment, September 2018.

<sup>8</sup> Sierra Leone ranks 130 of 137 economies on the Global Competitiveness Index 2017.

7. Since the end of the Ebola virus disease crisis and the slump in the price of iron ore in 2014-2015, the economy is making slow and fragile rebounds. Real gross domestic product (GDP) rose to 6.3 per cent in 2016 from -20 per cent in 2014-2015, dropping to 3.5 per cent in 2017 and 2018.<sup>9</sup> The fragility of the economy is largely due to its overreliance on the extractive sector. Mineral exports contribute 24 per cent of GDP and more than 90 per cent of export earnings<sup>10</sup> but do not provide significant opportunities for decent jobs.

8. Agriculture represents more than 60 per cent of GDP and is the sector where the most vulnerable in rural communities participate.<sup>11</sup> The productivity in the sector is far below its potential and is largely characterized by subsistence farming, limited value added and low wages. Tourism and investment in the blue economy represent untapped potential for inclusive economic growth. Fisheries alone have the potential to generate over \$100 million annually and directly employ 200,000 people.<sup>12</sup>

9. The exclusive and extractive-dependent economy impacts on private sector development. The private sector is too small to generate a significant number of decent job opportunities to match the increasing demand for employment, especially among youth (15-35 years), 70 per cent of whom are unemployed.<sup>13</sup> Unreliable electricity supply, limited access to financial services, lack of skilled human resources and high levels of informality further complicate private sector development.

10. Sierra Leone has one of the highest gender inequality rates in the world (0.65 in 2015). The Africa Human Development Report 2016 indicated that women in Sierra Leone achieve only 81.4 per cent of the level achieved by men in terms of health, education, control of economic resources and freedoms, below the 87 per cent average for sub-Saharan Africa.<sup>14</sup> The percentage of women in elected positions is very low: 12.4 per cent in Parliament; 18 per cent in local councils; and 6.6 per cent among paramount chiefs.<sup>15</sup> The impact of inequality and discrimination permeates the socioeconomic fabric of the society with 84 per cent of rural and 63 per cent of urban women operating in the informal sector with low wages, poor working conditions and no social protection.<sup>16</sup>

11. Persons with disabilities are rarely accounted for in most socioeconomic data. The 2015 census estimated that they account for 1.3 per cent of the population but this is an underestimation. The National Development Plan recognizes that the Government has made limited investment in their needs, including delays in the implementation of the Disability Act.<sup>17</sup>

12. Sierra Leone ranks 155 of 180 countries in the 2018 Environmental Performance Index.<sup>18</sup> The low performance is largely due to unregulated negative practices and limited capacity to adapt to climate change and recover from disasters. Despite its high vulnerability to disasters, the country lacks a comprehensive legal framework and institutional capacity to respond to disasters and build community resilience.

13. UNDP has accumulated a capital of trust as a responsive, dependable partner that has supported crucial reforms and institution-building in Sierra Leone including as lead support for the constitutional review process, the structural reforms in Parliament and the formulation of the Local Government Act on which decentralization and access to services are anchored. UNDP leads in supporting the rebuilding of the Ministry of Planning and Economic Development which was delinked from the Ministry of Finance in 2018.

<sup>9</sup> Inaugural Address by His Excellency President Dr Julius Maada Bio on 12th May 2018.

<sup>10</sup> Sierra Leone Extractive Industries Transparency Initiative: <https://eiti.org/sierra-leone>.

<sup>11</sup> Inaugural Address by His Excellency President Dr Julius Maada Bio 12th May 2018.

<sup>12</sup> Ibid.

<sup>13</sup> Ibid.

<sup>14</sup> UNDP, *Africa Human Development Report 2016: Accelerating Gender Equality and Women's Empowerment in Africa*, New York, 2016.

<sup>15</sup> National Electoral Commission (available on: <http://necsl.org/>)

<sup>16</sup> Statistics Sierra Leone, 2015 Population and Housing Census.

<sup>17</sup> Medium-Term National Development Plan, 2019-2023.

<sup>18</sup> <https://epi.envirocenter.yale.edu/epi-topline>

14. These unparalleled roles and track records reinforce the comparative advantage of UNDP as an integrator, connecting development activities and forging synergy; as a thought leader on policy reforms, institution-building and development planning; and as the closest partner to the Government and civil society organizations (CSOs) promoting democracy and peace. Development partners also rely on UNDP for access to key government institutions and leaders. UNDP leads United Nations inter-agency and development partners' groups on the justice and security sector; on advancing the Sustainable Development Goals, including the country's readiness for the voluntary national reviews; on environmental protection and conservation; and on youth empowerment.

15. The independent evaluation of the country programme 2015-2018 (extended to 2019) confirmed the competitiveness of UNDP. It noted the country office ability to respond effectively to several external shocks. This affected the implementation of its planned goals under the programme. However, the country office still achieved significant results in elections and the rule of law and increased income generation to local governments.<sup>19</sup> The evaluation outlined the following recommendations to improve the design and implementation of the country programme document, including: embedding crisis response readiness in the programme; clearly defining strategies and providing leadership to ensure coherence across all interventions; adopting area-based approaches in implementation; and continued positioning of UNDP as a convener and integrator of sustainable development support.

## **II. Programme priorities and partnerships**

16. The goal of the country programme 2020-2023 is to support the people of Sierra Leone to eradicate poverty and build resilience to climate change shocks and disasters. The programme, prepared in consultation with national partners,<sup>20</sup> will contribute to the goals of the Medium-Term National Development Plan, which contends that bolstering human capital development is a fundamental pathway to achieving middle-income status and the Sustainable Development Goals.

17. The United Nations Development Assistance Framework (UNDAF) 2020-2023 recognizes the Government's development pathways and will contribute to achieving four interrelated outcomes: (a) sustainable agriculture, food and nutrition; (b) transformational governance; (c) access to basic services; and (d) protection and empowerment of the most vulnerable. Informed by the UNDP Strategic Plan, 2018-2021, specifically its signature solutions, the programme will contribute to the UNDAF outcomes through two interrelated clusters: (a) inclusive democratic governance, based on signature solutions 1, 2 and 6, contributing to UNDAF outcome 2; and (b) sustainability and inclusive local economic development, based on signature solutions 1, 3, 4, 5 and 6 and contributing to UNDAF outcomes 1, 3 and 4.

18. At upstream level, the programme will help to improve the legal, policy and institutional environment to facilitate the eradication of poverty and build resilience, complemented by downstream activities to address the challenges of poverty. What distinguishes this from the previous programme is the emphasis on downstream interventions through an area-based approach and focus on women, youth and persons with disabilities. It will focus on eight of the 16 districts. The districts will be selected based on high incidence of multidimensional poverty, their strategic significance as cross-border districts with countries in the Mano River Union (MRU) or their potential for harnessing the blue economy and reversing coastal erosion to scale up job creation.

19. The programme theory of change follows: stable and entrenched democratic institutions are foundations for inclusion, sustaining peace and attracting private sector investment for job creation and poverty eradication; decentralized governance brings service delivery closer to people, contributing to access to justice for women, girls and persons with disabilities; transparent and accountable governance reduces corruption, making government more responsive and effective;

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<sup>19</sup> Independent country programme evaluation report, December 2018.

<sup>20</sup> UNDP drew from reports of stakeholder consultations from previous cycle and held a series of government and CSO consultation workshops as part of developing the country programme.

local economic development improves inclusion, reduces inequality and brings opportunities closer to people, the best chance for leaving no one behind; and sustainably harnessing Sierra Leone's vast natural assets through private sector development will accelerate economic growth, ensure livelihoods for communities, build resilience and reduce climate-related risks and disasters.

20. The programme will adopt as operating principles innovation and technology, empowerment, evidence-based solutions, partnerships and risk and fragility sensitivity. UNDP will ensure that its Accelerator Lab analyses and strengthens all programmes with innovation and technology resources; empower communities by drawing on community-generated initiatives and strengthening voice and social accountability; track progress through real-time big data and the multidimensional poverty index; and forge partnerships.

21. The development finance assessment conducted exposed UNDP and the Government to a range of opportunities and the shifting trends in the donor landscape. Hence, UNDP has developed a partnership and communication strategy and action plan aimed at guiding its resource mobilization efforts in more innovative ways. UNDP will continue to strengthen relations with its traditional partners; engage non-traditional partners including international financial institutions, the private sector and foundations; and promote government cost sharing including introducing the Government to the emergency community infrastructure project model with Senegal and/or Togo. UNDP will deepen engagement with the Green Climate Fund (GCF), Adaptation Fund and the Global Environment Facility (GEF) in partnership with the Government and other United Nations agencies.

22. The programme will be guided by the human rights-based approach, ensuring equity in beneficiary selections and the protection of the vulnerable throughout the implementation cycle. Specifically, it will promote gender equity in project teams and among stakeholders. All activities will be developed and conducted in line with the UNDP gender equality strategy including allocating at least 15 per cent of the programme budget to gender-related initiatives. Women and persons with disabilities will be encouraged to participate in all stages of project implementation, if necessary with affirmative measures such as bringing project activities close to areas safe for women and persons with disabilities and supporting child care and access ramps where requested.

### **Inclusive democratic governance**

23. On strengthening democratic institutions, UNDP will support the completion of the constitutional review process started in 2014 and further strengthen electoral management bodies including the National Electoral Commission (NEC), Political Parties Registration Commission (PPRC), and electoral courts, in partnership with the European Union, United Kingdom Department for International Development (DfID) and Irish Aid. Key areas of focus include improving the electoral laws; promoting the establishment of an electoral support fund; advocating for the affirmative action bill for increased representation of women in elected office; and supporting the PPRC to promote inter-party dialogue. UNDP will support the Government to establish an electoral cycle management steering committee to drive these reforms.

24. On strengthening oversight, UNDP will support capacity-building for the 85 per cent of Members of Parliament (MPs) who are new MPs in areas such as consensus-building, law making and outreach; and support the Women's Caucus (12.3 per cent of MPs) through South-South cooperation with Rwanda and Uganda on how to champion legislation that is responsive to gender and persons with disabilities. UNDP will support strengthening of the Human Rights Commission (HRC), the Independent Police Complaint Board (IPCB) and the Anti-Corruption Commission (ACC) in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the European Union, DfID and Irish Aid.

25. On anti-corruption and effective governance, UNDP will support the Government through: making systems more transparent (for example through e-governance); building CSO capacities to champion social accountability; building integrity and values through integrity committees and networks in schools; and linking government institutions with good governance practices and anti-corruption measures through South-South and triangular cooperation. UNDP will support

addressing corruption in environmental governance through making regulations public and establishing community watch groups for protected areas.

26. On access to justice and protecting human rights, UNDP will continue support for the rule of law and emphasize gender justice as an approach for strengthening access to justice and security. This will include addressing sexual and gender-based violence, inheritance rights, speedy legal redress and representation, legal identity for women and access to quality and decentralized basic services. UNDP will continue to support the HRC and strengthen its capacity to support the gender justice agenda. UNDP will partner and/or coordinate with the United Nations Children's Fund (UNICEF), UN-Women, DfID, Irish Aid and the European Union to take to scale the successful initiatives through the justice and security group which UNDP coordinates.

27. On peacebuilding and social cohesion, UNDP will support the establishment and/or strengthening of the infrastructure for peace for conflict prevention, mediation and reconciliation; and support cross-border community security and development to improve security and trust between communities and security institutions in targeted border districts. UNDP will collaborate with the International Organization for Migration (IOM) and the MRU Secretariat, CSOs and national security structures and media.

28. On local governance and service delivery, UNDP will support the review of the national decentralization policy and the 2004 Local Government Act; harmonize the relationship between local councils and the Council of Paramount Chiefs to ensure peace, reduce corruption and achieve development results; and support requisite technical, administrative and technological capacities including through South-South and triangular cooperation with Ghana, Kenya and Rwanda on innovative ways for local councils to provide quality service delivery that is conducive to the needs of women and persons with disabilities. The improved local government and service delivery environment will facilitate local economic development, the protection of human rights and community empowerment. UNDP will partner with and complement the work of the Japan International Cooperation Agency (JICA), European Union, United Nations Capital Development Fund (UNCDF) and the World Bank, all of which are working to strengthen local governance.

### **Sustainability and inclusive local economic development**

29. This cluster will promote the nexus between reducing environmental vulnerability, building disaster resilience and poverty eradication. On reducing environmental vulnerability, UNDP will support the land reform policy implementation in partnership with the Food and Agricultural Organization of the United Nations (FAO) and World Bank to improve access to land for women and persons with disabilities; rehabilitate and protect mangrove ecosystems, reduce deforestation and land degradation, manage the use of community natural assets and support sustainable livelihoods; support the expansion of sustainable ecotourism for job creation; and support development of renewable, affordable and efficient energy solutions through private sector partnerships.

30. On building climate and disaster resilience, UNDP will support the finalization of the disaster risk management policy and the transformation of the Disaster Management Department into an independent agency; mitigation and preparedness work, including for health emergencies, through the expansion and strengthening of the capacities of community disaster management committees and the Sierra Leone Meteorological Agency; and strengthening of partnerships with the GEF, GCF, World Agroforestry Centre, Consortium of International Agricultural Research Centers, and the World Health Organization to improve UNDP research and thought leadership role.

31. On inclusive local economic development, UNDP will take to scale its multi-stakeholder public-private partnerships for local private sector development and revenue generation<sup>21</sup> initiative as the platform for achieving local economic development. UNDP will enhance the employability of youths (focusing on women and persons with disabilities), expand its graduate internship programme and career advisory and placement services, in alignment with the National Youth

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<sup>21</sup>See <http://africa.southsouthworld.org/46-solution/2400/private-and-financial-sector-development-project>

Service; promote mass job creation through support to value chains in the agricultural, mining and fishery sectors, including promoting farm-to-market networks and community cooperatives; expand the business development services programme in partnership with UNCDF and the International Fund for Agricultural Development (IFAD) to link beneficiaries to financial services; support harmonization of maritime policies and strategies of MRU countries to reduce illegal fishing and other maritime-related criminality; and build awareness about harnessing the blue economy in all targeted coastal districts.

### III. Programme and risk management

32. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes are prescribed in the organization's [programme and operations policies and procedures](#) and the internal control framework. Compliant with Executive Board decision 2013/9, all direct costs associated with project implementation will be charged to the concerned projects. Structures and procedures will be reviewed to ensure they are fit for purpose and remain flexible to evolving contexts, especially in a crisis-prone context like Sierra Leone. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all the programme to enable response to force majeure and weak national capacity.

33. The assumptions underpinning the theory of change and programme implementation are likely to encounter the following risks: (a) corruption and poor financial management increases the programme integrity management costs; (b) limited staff capacity in UNDP, Government and CSO implementing partners affects timely and quality delivery; (c) lack of quality and real-time data undermines monitoring of progress; (d) the slow pace of the economy negatively affects government cost sharing and delivery of complementary projects; (e) exclusion of women and persons with disabilities in project implementation; (f) major natural disasters including disease outbreak derail implementation; and (g) difficulty in mobilizing sufficient resources in light of shrinking donor space affects full programme implementation.

34. To mitigate these risks, UNDP, in close collaboration with partners, will develop project-specific and portfolio-level risk logs. These will be regularly monitored by project officers, UNDP senior management and portfolio steering committees. UNDP will: (a) continue to use the harmonized approach to cash transfers, in collaboration with other United Nations agencies, to ensure that approaches to cash transfer, disbursement and frequency of quality assurance activities are central to the programme implementation cycle; (b) provide continuous capacity-building support to institutions for public procurement and internal audit, to mitigate risks and enhance accountability and transparency in the management of resource, and to national statistics institutions to generate and manage data; (c) conduct a stakeholder mapping ahead of all project implementation to ensure the equitable inclusion of women and persons with disabilities; and (d) develop a robust learning plan and budget to strengthen country office staff capacity and continue to strengthen the capacities within ministries, departments and agencies and CSOs through joint work planning and field monitoring, training and facilitating South-South and triangular cooperation.

35. UNDP will: (a) support early detection and analysis of the risks of natural disasters including climate risks, drawing on the UNDP social and environmental standards, to contain the immediate consequences of major natural disasters and accelerate recovery; and (b) draw on the United Nations Country Team crisis contingency plan (for which UNDP leads recovery planning), strengthen the country office business continuity plan with support from the United Nations Department of Safety and Security and, where necessary, roll out the UNDP fast-track modality and request surge support in emergency situations. Although Sierra Leone enjoys peace, UNDP will monitor conflict trends and where needed coordinate with the Resident Coordinator for quiet diplomacy.

#### **IV. Monitoring and evaluation**

36. Results-based management will underpin programme delivery. The programme indicators are aligned with global indices such as the Ibrahim Index of African Governance, Transparency International Corruption Perceptions Index, Human Development Index and Environmental Performance Index, to assess the programme's contribution to impact indicators. At the output level, the indicators are aligned with the National Development Plan and UNDAF. The multidimensional poverty index will assess the dynamics, progress and trends of poverty eradication.

37. Regular joint monitoring missions with national partners, donors and other United Nations agencies will be conducted to ensure that programme activities are implemented as per design. The UNDP gender marker will be used to monitor country programme expenditures. Lessons learned from implementation will be documented and utilized to improve the quality of ongoing and future interventions.

38. UNDP relies on the micro- and macrodata generated from the national statistical system coordinated by Statistics Sierra Leone and other ministries, departments and agencies. UNDP will strengthen national monitoring and evaluation systems, particularly at the Ministry of Planning and Economic Development and Statistics Sierra Leone for timely production and publication of data.

39. Outcome-level evaluations have been costed and scheduled to be conducted periodically by relevant portfolios. The cost of data collection, monitoring and quality assurance will be met by allocating at least 3 per cent of programme resources to monitoring and evaluation. To strengthen communication support to the programme, 1.5 per cent of programme resources will be allocated to communicating development results and promoting the work of UNDP in Sierra Leone.

**Annex. Results and resources framework for Sierra Leone (2020-2023)**

<b>NATIONAL PRIORITY/GOAL: Addressing Vulnerabilities and Building Resilience (Cluster 7)</b>				
<b>UNDAF 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</b>				
<b>UNDP Strategic Plan 2018-2021: Eradicate poverty in all its forms and dimensions (Outcome 1)</b>				
<b>UNDAF outcome, indicators baselines, targets</b>	<b>Data source, frequency of data collection, responsibilities</b>	<b>Indicative outputs</b>	<b>Major partners / partnerships frameworks</b>	<b>Indicative resources by outcome (\$)</b>
<p>1.1: Percentage increase in forest cover B: 42.98 % (2016) T: 48%</p> <p>1.2: Area (hectares) of wetlands restored B: 0 hectares T: 500 hectares</p> <p>1.3: Area (hectares) of degraded land restored/reclaimed/rehabilitated B: 0 hectares T: 1,000 hectares</p> <p>1.4: Proportion of people practising disaster preparedness and response systems, disaggregated by sex B: 0% T: 40% (Males 20%, Females 20%)</p>	<p>S: FAO/Ministry of Agriculture and Forestry (MAF) survey F: Every 2-3 years R: FAO</p> <p>S: National Protected Area Authority (NPAA) F: Biennial R: UNDP</p> <p>S: Coastal vulnerability assessment F: Biennial R: UNDP</p> <p>S: Survey reports, Partners' reports F: Biennial R: UNDP</p>	<p><b>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</b></p> <p>1.1.1: # of newly endorsed policies by cabinet on coastal communities and protected areas that are gender- responsive B: 0 T: 2 S: Environmental Protection Agency (EPA), MAF F: Annually</p> <p>1.1.2: # of ministries/departments/agencies with strengthened capacities to enforce regulations and policies on coastal communities and protected areas B: 2 T: 4 S: Independent evaluation reports, project reports F: Annually</p> <p>1.1.3: # of ministries/departments/agencies with technical and operational capacities to implement urban planning B: 0 T: 1 (Ministry of Lands, Country Planning and Environment (MLCPE)) S: MLCPE reports F: Annually</p> <p><b>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</b></p> <p>1.2.1: Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime: (a) Area of land and marine habitat under protection (hectares)</p>	<p>Ministry of Mines and Mineral Resources, MAF, local councils, Office of National Security (ONS), MLCPE, Institute of Marine Biology and Oceanography, National Tourist Board, NPAA, EPA</p> <p>GEF, United States Agency for International Development (USAID), European Union, JICA, African Development Bank (AfDB), Islamic Development Bank, World Bank</p> <p>UNCDF, WFP, FAO, UN-Women, IFAD, IOM</p> <p>Private sector organizations, Petroleum companies, Telecommunication companies; extractive industries</p>	<p><b>Regular: \$16,000,000</b></p> <p><b>Other: \$25,000,000</b></p> <p><b>Total: \$41,000,000</b></p>

		<p>(b) Area of protected land under improved management (hectares)                  B: (a) 40 hectares; (b) 0 hectare                  T: (a) 1,000 hectares; (b) 1,000 hectares                  S: NPAA, MAF                  F: Annually</p> <p>1.2.2: # of people directly benefiting from livelihood opportunities created from conserved and protected areas at community level                  B: 450 (Males: 200; Females: 250)                  T: 3,000 (Males: 1,000; Females: 2,000)                  S: Ministry of Local Government and Rural Development (MLGRD)                  F: Annually</p> <p>1.2.3: Extent to which disaster risk management policy developed (Scale: 1 = Not started, 2 = Initiated, 3 = Developed, 4 = Finalized, 5 = Popularized)                  B: 2                  T: 5                  S: ONS                  F: Annually</p> <p><b>1.3 Preparedness systems in place at community level to mitigate the impact of natural and manmade disasters</b></p> <p>1.3.1: # of newly established climate information and early warning systems in place at district level                  B: 9                  T: 19                  S: Metrological Agency, EPA, ONS                  F: Annually</p> <p>1.3.2: # of community-based disaster preparedness and response plans designed and implemented at ward level                  B: 0                  T: 100                  S: MLGRD, ONS                  F: Annually</p>		
<p><b>NATIONAL PRIORITY/GOAL: Governance and Accountability for Results (Cluster 4); and Empowering Women, Children and persons with disabilities (Cluster 5)</b></p>				
<p><b>UNDAF 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</b></p>				
<p><b>UNDP Strategic Plan 2018-2021: Accelerate structural transformations for sustainable development (Outcome 2)</b></p>				
<p>2.1: Proportion of women and persons with disabilities in elected</p>	<p>S: NEC</p>		<p>Ministry of Social Welfare, Gender and</p>	<p><b>Regular: \$7,800,000</b></p>

<p>positions in: (1) Parliament; (2) local councils; (3) chairpersons; (4) Paramount Chieftaincy; (5) Councillors                  B:                  Women: (1) 12.4%; (2) 18%; (3) 28.5%; (4) 6.6%; (5) 8%                  Persons with disabilities: (1) 0%; (2) 0%; (3) 0%; (4) 0%; (5) 0%                  T:                  Women: (1) 30%; (2) 50%; (3) 50%; (4) 30%; (5) 30%.                  Persons with disabilities: (1) 1%; (2) 1%; (3) 1%; (4) 1%; (5) 1</p> <p>2.2: Mo Ibrahim Index score for Sierra Leone                  B: 50.9 (2018)                  T: 55</p> <p>2.3: Proportion of the population who are satisfied with: (a) courts; (b) police; (c) prison service, disaggregated by sex                  B: (a) 41%; (b) 37%; (c) 53%                  T: (a) 55% (Males: 27%; Females: 28%); (b) 55% (Males: 27%; Females: 28%); (c) 65% (Males: 45%; Females: 20%)</p> <p>2.4: Proportion of community people satisfied with service delivery by local councils, disaggregated by sex                  B: 0%                  T: 35% (Males: 17.5%; Females: 17.5%)</p>	<p>F: Every electoral cycle of five years                  R: UNDP, UN-Women</p> <p>S: Mo Ibrahim report                  F: Annually                  R: UNDP</p> <p>S: UNDP Survey report                  F: Every 2-3 years                  R: UNDP</p> <p>S: UNDP Survey report                  F: Every 2-3 years                  R: UNDP</p>	<p><b>2.1 Capacities of targeted oversight and accountability institutions (Parliament, HRC, NEC, ACC and IPCB) strengthened to perform their mandates</b></p> <p>2.1.1: # of targeted oversight and accountability institutions with strengthened oversight legal framework                  B: 0                  T: 4                  S: NEC, HRC, Judiciary and IPCB                  F: Annually</p> <p>2.1.2: # of targeted institutions with administrative and procedural systems to effectively perform oversight: (a) procedures and (b) administrative systems                  B: (a) 15; (b) 5                  T: (a) 35; (b) 25                  S: IPCB, HRC                  F: Annually</p> <p>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)                  B: 1                  T: 3                  S: Project reports, NEC, NCRA report                  F: Annually</p> <p><b>2.2 Rule of law institutions (Judiciary, SLP, IPCB, HRC, MOJ, are strengthened to uphold human rights, access to justice and security</b></p> <p>2.2.1: # of targeted institutions with improved procedures and processes to deliver justice and security services                  B: 1 (Judiciary)                  T: 4 (SLP, IPCB, HRC, Sierra Leone Correctional Services)                  S: Justice Sector Coordination Unit, LAB                  F: Annually</p> <p>2.2.2: # of cases of gender-based violence reported to authorities and # of reported cases receiving judgment in formal justice system                  B: 210 cases and 89 convictions                  T: 500 cases and 150 convictions                  S: Judiciary, LAB                  F: Annually</p> <p><b>2.3 Gender-responsive institutional frameworks strengthened for peace, citizen’s voice and participation for social cohesion</b></p>	<p>Children Affairs, Ministry of Internal Affairs, Ministry of Planning and Economic Development, Ministry of Information and Communication, MLGRD, NEC, HRC, National Civil Registration Authority (NCRA), Judiciary, Parliament, PPRC, Ministry of Justice (MOJ), Ministry of Finance, Parliament, IPCB, Legal Aid Board (LAB), Sierra Leone Police (SLP), Office of Ombudsman</p> <p>European Union, Irish Aid, Peacebuilding Fund, DfID, World Bank</p> <p>UNCDF, IOM, UN-Women, UNESCO, UNICEF</p> <p>Foundations, private sector</p>	<p><b>Other:</b>  <b>\$36,000,000</b></p> <p><b>Total:</b>  <b>\$43,000,000</b></p>
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<b>NATIONAL PRIORITY/GOAL: Diversifying the Economy (Cluster 2) and Youth Employment, Sports and Migration (Cluster 6)</b>				
<b>UNDAF 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</b>				
<b>UNDP Strategic Plan 2018-2021: Eradicate poverty in all its forms and dimensions (Outcome 1) and Build resilience to shocks and crises (Outcome 3)</b>				
<p>4.1: % of population using renewable energy sources B:15% (2018) T: 44%</p> <p>4.2: Employment rate disaggregated by sex B: 62.2 (2014) T: 70% (Males: 40%; Females: 30%)</p> <p>4.3: Gender Inequality Index B: 0.645 (2017) T: 0.57</p> <p>4.4: Proportion of unemployed who are actively seeking work that lacked the capital to start a business, disaggregated by vulnerable group, sex, age B: 50% T: 25%</p>	<p>S: Multiple Indicator Cluster Survey/Demographic and Health Survey F: 3-5 years R: UNDP</p> <p>S: Labour Force Survey F: 3-5 years R: ILO</p> <p>S: Human Development Report F: 3-5 years R: UNDP</p> <p>S: Labour Force Survey F: 3-5 years R: ILO</p>	<p><b>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</b></p> <p>4.1.1: # of people accessing basic services disaggregated by target groups: (a) Men; (b) Women; (c) Youth; (d) persons with disabilities B: 900: (a) 0; (b) 0; (c) 0; (d) 0 T: 3,000: (a) 900; (b) 600; (c) 1,350; (d)150 S: Partner reports F: Annually</p> <p>4.1.2: # 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 B: (a) 382; (b) 702; (c) 61 T: (a) 1,125; (b) 2,070; (c) 180 S: Local Content Agency F: Annually</p> <p>4.1.3: # of technical, vocational education and training institutions that incorporate innovation and entrepreneurship skills training in their curricula B: 0 T: 4 S: National Youth Commission, Ministry of Youth Affairs F: Annually</p> <p><b>4.2. Households in target areas with access to energy for domestic consumption</b></p> <p>4.2.1: # of households accessing clean, affordable and renewal energy, disaggregated by rural/urban/peri-urban areas B: 0 T: 5,000 (Rural: 2500; Urban: 1,000; Peri-urban: 1,500) S: Ministry of Energy F: Annually</p> <p><b>4.3. Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater</b></p>	<p>Ministry of Energy, Ministry of Youth Affairs Ministry of Technical and Higher Education, Ministry of Water Resources</p> <p>AfDB, European Union, DfID, USAID, UNOPS, UNIDO, IOM, UNICEF, UNESCO</p> <p>Foundations, private sector, academia</p>	<p><b>Regular:</b> <b>\$3,900,000</b></p> <p><b>Other:</b> <b>\$13,500,000</b></p> <p><b>Total:</b> <b>\$17,400,000</b></p>

		<p>4.3.1: # of functioning sustainable community reservoirs with standalone roof-top harvesting systems  B: 0  T: 9 (3 in hospitals; 6 in schools)  S: Ministry of Water Resources  F: Annually</p> <p>4.3.2: # of people benefiting from functioning sustainable community reservoirs with standalone roof-top harvesting systems disaggregated by sex and persons with disabilities  B: 0  T: 50,000  S: Ministry of Water Resources  F: Annually</p> <p><b>4.4 Public and private sectors institutions have improved capacities to create decent jobs and sustainable livelihood options</b></p> <p>4.4.1: # of people with access to livelihood options in predefined values chains, disaggregated by sex and persons with disabilities  B: 2,623 (Males: 1,442; Females: 1,181)  T: 6,000 (Males: 2,400; Females: 3,400; persons with disabilities: 200)  S: National livelihood support survey  F: Annually</p> <p>4.4.2: Extent to which Maritime Policy implemented: a) 1 = Not implemented, b) 2 = Partially, c) 3 = Fully  B: 1  T: 3  S: MAF, Partner reports  F: Annually</p> <p><b>1.5 Grassroots innovative solutions identified with local actors (youth, women, community people) to address development challenges</b></p> <p>4.5.1: # of innovative solutions: (a) identified; (b) piloted; (c) scaled up  B: (a) 0; (b) 0; (c) 0  T: (a) 40; (b) 15; (c) 8  S: Partner reports  F: Annually</p>		
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