



Bäaistel

30 Years Promoting
Sustainable Development

EVALUATION OF THE UNITED NATIONS
SUSTAINABLE DEVELOPMENT
COOPERATION FRAMEWORK (UNSDCF)
2020-2024 END OF CYCLE, SIERRA
LEONE

Evaluation Report – *Final Version*

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UNCT

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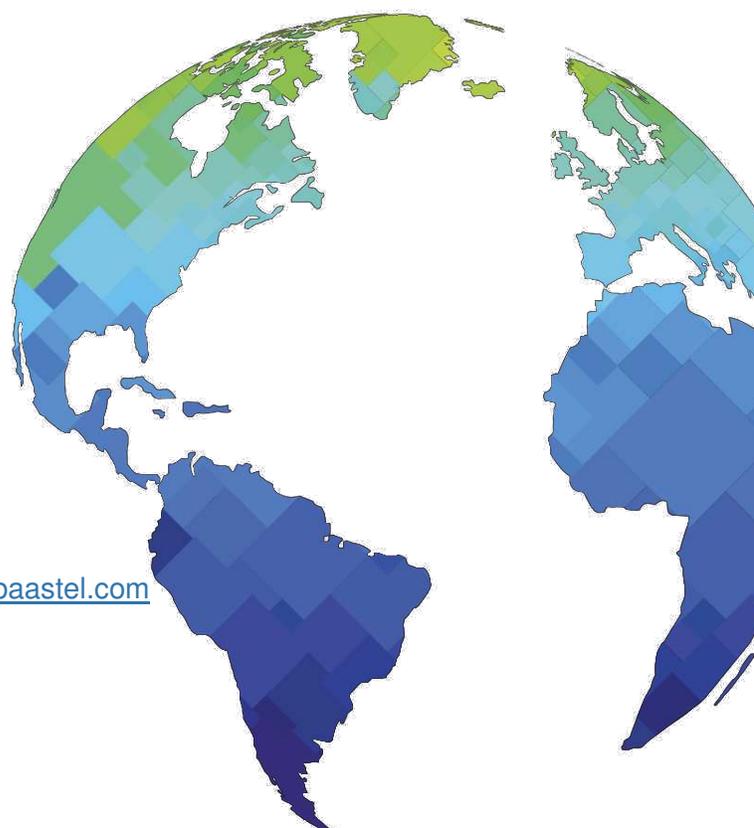


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ACRONYMS

APC	All People's Congress
C4C	Coalition for Change
CCA	Common Country Analysis
CCS	Country Cooperation Strategy
CF	Cooperation Framework
CLM	Community-Led Monitoring
CPD	Country Programme Document
CSOs	Civil Society Organisations
DCO	Development Coordination Office
DFA	Development Finance Assistance
DIG	Disability Inclusion Group
ECOWAS	Economic Community of West African States
EPR	Emergency Preparedness and Response
ET	Evaluation Team
EU	European Union
EVD	Ebola Virus Disease

FAO	Food and Agriculture Organisation
FCDO	Foreign, Commonwealth, and Development Office
FGM/C	Female Genital Mutilation/Cutting
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GTG	Gender Thematic Group
HDI	Human Development Index
IAEA	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
IFC	International Finance Cooperation
IFIs	International Financial Institutions
ILO	International Labour Organisation
IMF	International Monetary Fund
INFF	Integrated National Financing Framework
IOM	International Organisation for Migration
ITC	International Trade Centre
JSC	Joint Steering Committee
KOICA	Korea International Cooperation Agency
M&E	Monitoring and Evaluation
MAFS	Ministry of Agriculture and Food Security

MAWOPNET	Mano River Union Women Peace Network Sierra Leone
MBSSE	Ministry of Basic and Senior Secondary Education
MDAs	Ministries, Departments, and Agencies
MHPSS	Mental Health and Psychosocial Support
MOF	Ministry of Finance
MOGCA	Ministry of Gender and Children's Affairs
MOH	Ministry of Health
MOPED	Ministry of Planning and Economic Development
MOSW	Ministry of Social Welfare
MoUs	Memorandums of Understanding
MOYA	Ministry of Youth Affairs
MTNDP	Medium-Term National Development Plan
NaMED	National Monitoring and Evaluation Directorate
NGC	National Grand Coalition
NGOs	Non-Governmental Organisations
NRAAs	Non-resident Agencies
OMT	Operations Management Team
PMF	Public Financial Management
QAERP	COVID-19 Quick Action Economic Response Programme
RC	Resident Coordinator
RCO	Resident Coordinator Office

RMNCAH	Reproductive Maternal, Newborn, Child and Adolescent Health
SDGs	Sustainable Development Goals
SERP	UN COVID-19 Socio-Economic Response Plan
SGBV	Sexual and Gender-Based Violence
SIDA	Swedish Agency for International Development
SLCS	Sierra Leone Correctional Services
SLHRP	Sierra Leone Humanitarian Response Plan
SLL	Saving Lives and Livelihoods Initiative
SLPP	Sierra Leone People's Party
SMART	Specific, Measurable, Attainable, Relevant and Time-Bound
ToC	Theory of Change
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCG	UN Communications Group
UNCT	United Nations Country Team
UNCT-SWAP	UNCT-System-wide Action Plan SWAP
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund

UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNNM	UN Network on Migration
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNPRPD	UN Partnership on the Rights of Persons with Disabilities
UNSDCF	United Nations Sustainable Development Cooperation Framework
UPR	Universal Periodic Report
USAID	United States Agency for International Development
VNR	Voluntary National Review
WASH	Water, Sanitation, and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation
YTT	Youth Task Team

EXECUTIVE SUMMARY

The evaluation of Sierra Leone's United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024 undertaken by Le Groupe-conseil baastel represents a comprehensive analysis aimed at multiple objectives. Initiated in May 2023 and concluded in November 2023, this evaluation serves various purposes, including enhancing learning and operational effectiveness, ensuring accountability and transparency, delivering recommendations for the next Cooperation Framework (CF) cycle, contributing to the Common Country Analysis (CCA), and aligning with Sierra Leone's post-election developmental priorities.

Accountability and transparency are central to this evaluation, aiming to provide evidence for reflection, adjustments, and course correction. Engaging stakeholders, including beneficiaries, has been pivotal within the systems thinking approach adopted.

The evaluation covered the period from January 2020 to July 2023, encompassing the entire geographical scope of Sierra Leone's UNSDCF efforts. It utilized a robust framework, evaluating against four strategic areas based on the CF's Theory of Change. The evaluation team extensively engaged a wide spectrum of stakeholders, ensuring comprehensive input from UN agencies, implementing partners, donors, government ministries, and the target populations themselves. Contextual adaptation, considering global events like the COVID-19 pandemic and geopolitical developments, was integral to the assessment.

A mixed-method approach, including desk reviews, interviews, Focus Group Discussions (FGDs), surveys, and direct observations, provided diverse perspectives, supporting data triangulation. The methodology incorporated considerations for gender equality, human rights, and inclusivity for people with disabilities.

Key findings:

Relevance: The evaluation underscores the alignment between the UNSDCF and critical issues highlighted in the UN Common Country Analysis (CCA). While commendable efforts have been made to address these issues within the CF, there are areas where further integration and strengthening are warranted. Stakeholders highlighted the need for continuous refinement to ensure the CF remains responsive to evolving challenges and priorities.

Adaptability: The CF faced substantial challenges due to the COVID-19 pandemic, showcasing impressive adaptability and responsiveness. However, gaps in Monitoring and Evaluation (M&E) systems were evident, hindering effective response and preparedness for unforeseen challenges. Lessons learned from managing the pandemic are valuable for future frameworks, emphasizing the need for robust M&E frameworks and crisis preparedness strategies.

Coherence: The alignment between the CF objectives and government priorities, as outlined in the Medium-Term National Development Plan (MTNDP), reflects not just policy convergence but strategic synergy. Despite this alignment, the evaluation identified opportunities to enhance inclusivity further. Strengthening inclusivity ensures that the CF remains reflective of diverse stakeholder needs and priorities.

Effectiveness: Significant strides were observed across strategic areas, showcasing achievements in agriculture, community empowerment, governance, essential services, and vulnerable populations' empowerment. However, challenges persist in achieving specific key indicators due to the complexities of Sierra Leone's current context and ongoing crises. Addressing these challenges is crucial for meeting targeted outcomes effectively.

Efficiency: Financial management within the CF was commendable, with prudent resource allocation and careful expenditure management. However, the analysis revealed varying delivery rates across different outcomes, indicating the need for focused attention to achieve intended objectives consistently and on time. Challenges in M&E implementation, including data availability and indicator specificity, need resolution for enhanced efficiency.

Coordination: Partnerships played a pivotal role in achieving development results, emphasizing their significance in the CF. However, challenges emerged concerning low participation rates and limited inter-agency collaboration, necessitating clearer joint program targets and stronger collaboration mechanisms. Greater emphasis on comprehensive coordination, beyond mere reporting, is essential for maximizing impact and minimizing fragmentation.

Orientation towards Impact: The CF exhibited a commitment to promoting gender equality, human rights, and environmental sustainability through substantial budget allocations and initiatives. Notably, various UN agencies actively contributed to these efforts, reflecting a comprehensive approach. However, certain Sustainable Development Goals (SDGs) received limited funding, indicating the need for a more balanced approach to address interconnected goals and unique country needs.

Sustainability: Efforts toward building national and local capacities were notable, emphasizing alignment with national priorities and policy development. Collaboration with local partners is crucial for addressing local challenges and sustaining progress. However, identified risks—financial, socio-political, institutional, and environmental—pose threats to long-term development goals, requiring concerted efforts to mitigate these challenges for sustainable development.

Recommendations:

The evaluation report will be followed by a management response and action plan by the evaluation steering committee, aiming to address identified areas for improvement and capitalize on strengths to support Sierra Leone's sustainable development.

Recommendation 1

In the next CF, strengthen the integration of the following aspects within the document and then, implement the aligned activities:

- Climate Change
- Youth unemployment
- Fiscal space (i.e., ensure enhanced GoSL' revenue mobilization and fiscal management capacities)

Recommendation 2

1) Enhance the results matrix to better track progress towards gender equality, with particular attention to Outcome 1. Currently, the UNSDCF includes a total of 88 indicators, but only 30 of them (34%) are aligned with the SDG priorities, specifically SDG 5, which focuses on gender equality.

2) To ensure a more comprehensive and accurate assessment of gender-related outcomes and the promotion of gender equality, it is advisable to increase the number of relevant indicators in the framework.

Recommendation 3

Accentuate more effective and efficient collaboration and communication with key stakeholders, especially the private sector.

During the development of the next CF, the consultative process should be strengthened with all types of stakeholders. This improvement involves engaging a broader range of stakeholders, including the academia, the private sector, civil society organizations (CSOs), and youth representatives, especially female youths.

In the next CF, strengthen the integration and the implementation of the following:

- Drugs use and its effect on health, society, the economy, etc.
- Homestead/home growing
- Mental health/invisible diseases
- Agroecology
- De/re forestation
- Innovation & technology
- The Blue Economy
- Local governance
- Legal, regulatory and policy reform to support private sector development
- Youth and children empowerment & employment

- Migration
- Data and information management
- Digital inclusion
- Justice, violence against children and women

The indicators in the Results Matrix should be made SMART i.e. Specific, Measurable, Achievable, Relevant, Timely to then ensure they will be effectively and efficiently used for decision-making purposes.

Recommendation 4

1) The government has recently launched a National Monitoring and Evaluation Directorate (NaMED). In addition to the involvement of the MoPED on a regular basis, this Directorate should be involved in the M&E process of the CF. Given the current limited availability, quality and accuracy of administrative data that can be crucial in measuring short-term progress, the CF should provide capacity building to the Directorate and include them in the monitoring of the Results Matrix. Beyond the Directorate, to the extent possible, additional training to government institutions' representatives on data collection and M&E processes in general could also contribute to improving the availability of good progress data for all stakeholders involved, including the UNCT and the government.

2) Additionally, the CF could initiate a collaboration with the M&E Directorate to create or utilize an existing one (NaMEMIS) to centralize data from UN Agencies, Government, private sector data etc.

3) The next CF should increase joint monitoring programmes between the government and the UN.

4) The RCO should take the matter of centralized data management and data harvesting as a flagship programme by providing support to NaMED and StatSL with a holistic approach and not ad hoc support.

The above recommendations are aligned with the MTNDP: "Data and information availability – Data and information are fragmented across the various sectors, and it is often difficult to ascertain their credibility and relevance. A mitigating strategy is to strengthen and capacitate Statistics Sierra Leone so that it can respond to the data and information needs of the country through a coordinated and concerted approach with the various stakeholders." (p. xii)

Recommendation 5

The UNCT needs to address the issue of low participation rates and enhance collaboration among agencies. For example, the UNCT could consider rationalizing the number of groups or enhancing the synergy between them to reduce the demands on agencies, particularly those with limited resources. This could involve consolidating overlapping groups or creating mechanisms for sharing information and updates between groups.

There needs to be a more efficient information sharing tool. This would avoid duplication of efforts where for example, technical manuals are developed separately when one agency could use another's manual.

The role of the RCO in this effort to enhance coordination and support to results and thematic groups should be strengthened.

Recommendation 6

The next CF should encourage more joint programmes among UN Agencies. To facilitate this, establish explicit targets (e.g., xx joint programmes per year/ xx joint programmes per agency based on internal capacities over the period of the CF) and implement a system for annual monitoring to provide UN Agencies with up-to-date information on the ongoing status of joint programmes (more than what has been done in the annual reports). This approach will enhance collaboration and transparency while facilitating effective coordination among agencies.

Recommendation 7

In a context where there is limited availability, quality and accuracy of administrative data that can be crucial in measuring short-term progress and give some indications regarding the effectiveness of fund investment and programming, it is recommended that the data collection used to inform the UN Sustainable Development Group platform, UNINFO, be reviewed and optimized for greater effectiveness and efficiency in M&E. Specifically, there should be clear targets, achievements, and narrative documentation for each indicator, at every level, for every year of the UNSDCF. Currently, the availability of such information appears to be lacking and little UNCT level aggregated data is presented on UNINFO Sierra Leone. To address this, it is advisable to establish annual targets based on the preceding year's performance and the ultimate objectives. Regular adjustments should be made as necessary, taking into account factors that have influenced results, both positively and negatively, on an annual basis. This approach will enhance the monitoring and evaluation process, ensuring greater alignment with UNSDCF goals and objectives.

Recommendation 8

For improved preparedness, it is advisable to introduce an "adaptation" component into the upcoming CF, at least through a brief component. This component should be accompanied by a separate, detailed action plan or blueprint to facilitate more efficient coordination among the various UNCT members in response to unforeseen events.

Recommendation 9

The next CF should prioritize the development of flagship programmes, leveraging the RCO's strong political influence. By concentrating on areas with high political attention, such as nutrition, health, or data collection, as demonstrated by the past success in promoting SDGs, the RCO can further engage the government and enhance its effectiveness. Additionally, adopting common

goals through flagship programmes will facilitate stronger coordination among UN Agencies, leading to more efficient implementation.

Recommendation 10

The RCO and UNCT members should fully align the CF results matrix and the country strategic programmes' content at agency level and vice-versa. This would complete the full integration of both agency and CF programming, which is underway.

Recommendation 11

Notwithstanding the interconnectivity of SDGs, some SDGs that are critical for poverty reduction, climate action, and environmental sustainability receive lower allocations and may benefit from increased funding in the next CF. Achieving sustainable development requires a well-balanced approach that addresses interrelated goals and reflects the specific needs of the country. A topic such as Blue Economy should also be further developed.

1. Introduction

1.1. Purpose and objectives

At the end of May 2023, the Sierra Leone's United Nations Country Team (UNCT) assigned Le Groupe-conseil baastel the task of evaluating the country's United Nations Sustainable Development Cooperation Framework (UNSDCF, or Cooperation Framework [CF] for short) 2020-2024. The evaluation started in June 2023 and the data collection ended in November 2023.

The evaluation serves multiple purposes. Firstly, it aims to promote greater UNCT, host government and other CF stakeholders' learning and operational movement by providing valuable information to strengthen programming and achieve better results at the country level. The evaluation will inform the planning and decision-making process for the next cycle of the UNSDCF programme and help improve UN coordination at the country level. The documentation of good practices and lessons learned will also be shared with the United Nations (UN) Development Coordination Office (DCO) and other countries, enhancing the effectiveness of UN programming and coordination efforts in similar contexts.

Secondly, the evaluation supports greater accountability of the UNCT to CF stakeholders. By objectively assessing the effectiveness of strategies and interventions used and providing evidence of the results achieved, the evaluation enables stakeholders to hold the UNCT and other parties accountable for fulfilling their roles and commitments. Such evaluations are crucial for promoting accountability, identifying areas for improvement, and informing future efforts to support development and achieve the Sustainable Development Goals (SDGs). The evaluation is impartial and considers the perspectives of various stakeholders to ensure comprehensive and diverse input.

Thirdly, the evaluation aims to deliver clear recommendations to support the next CF cycle and ensure accelerated progress towards the SDGs. By identifying the strengths, weaknesses, and areas for improvement in the current CF, the evaluation can guide the formulation of a more effective and responsive framework that aligns with Sierra Leone's developmental priorities. The recommendations generated through the evaluation will serve as valuable input for the new, upcoming framework. Moreover, incorporating the evaluation's recommendations into the national development plan (NDP) will enhance the government's policies, programmes, and projects, ensuring the alignment of the CF objectives with the plan and its different components and maximizing the latter's impact on the country's development.

Furthermore, the evaluation of the CF will contribute to the Common Country Analysis (CCA). The CCA is an essential analytical process that informs the UN's strategic response to a country's development challenges. By considering the evaluation's results, the CCA can identify the areas

where the UN's support and interventions should be focused, ensuring a coherent and coordinated approach to address Sierra Leone's developmental challenges and needs.

Finally, the evaluation of the CF during and after the crucial period of Sierra Leone's recent presidential elections holds important significance. Its recommendations will shape the new UNSDCF, influence the NDP, and contribute to the CCA. This comprehensive approach will foster effective collaboration and enable targeted interventions to support Sierra Leone's sustainable development in the years to come.

1.2. Scope

The evaluation of the UNSDCF encompasses a comprehensive assessment of its multifaceted dimensions. Below are the key components and dimensions of the evaluation's scope.

- **Implementation period:** The evaluation covered the period from January 2020 to July 2023.
- **Geographical coverage:** The geographical coverage of the evaluation extends nationwide, encapsulating the entirety of the programme's implementation efforts within Sierra Leone.
- **Evaluation criteria:** The evaluation is conducted using a robust framework, assessing results against four strategic areas as identified in the CF's Theory of Change (ToC). Additionally, the evaluation scrutinized the outputs and sub-outputs, providing a nuanced understanding of the UNSDCF's performance in achieving its intended goals and outcomes. The strategic areas are:

UNSDCF Strategic Areas	UN Agencies contributing	
Strategic area 1: Sustainable Agriculture and Food Security	FAO IAEA IFAD ILO IOM ITC UNCDF UNCTAD	UNICEF UNIDO UNDP UNOPS UNWOMEN WFP WHO
Strategic area 2: Transformational governance	FAO ILO IOM UNAIDS UNDP (lead) UNOPS	UN Women UNCDF UNICEF UNIDO IOM
Strategic area 3: Access to Basic Services	IAEA IOM UNAIDS UNDP UNICEF (lead 3b, 3c, 3d) UNFPA (lead 3°)	UNESCO UNIDO UNOPS WHO WFP

UNSDCF Strategic Areas	UN Agencies contributing	
Strategic area 4: Protection and empowerment of the most vulnerable	ILO IOM UNAIDS UNCDF UNDP (lead 4.5.2)	UNFPA (lead 4c) UNICEF (lead 4d, 4e) UN Women (lead 4a, 4b) WFP WHO

- **Target stakeholders:** The evaluation team (ET) worked to engage a wide spectrum of stakeholders linked in one way or another to the CF and its activities in its data collection process. This included representatives from all UN Agencies, Funds, and Programmes involved in the UNSDCF's implementation, as well as implementing partners, donors, and other relevant stakeholders, including the target populations themselves. This inclusive approach ensured that perspectives and insights from various quarters are considered in the evaluation process.
- **Contextual adaptation:** The evaluation took into account changes in the broader context that occurred during the implementation period. This encompasses factors such as the impact of global events like the COVID-19 pandemic and geopolitical developments like the Russia/Ukraine conflict on UNSDCF programming and operations. Understanding how these external forces shaped the programme's trajectory is integral to the assessment.
- **UNCT coordination structure:** The ET examined the functioning and efficacy of the UNCT coordination structure. This includes Results Groups, the Monitoring and Evaluation (M&E) Group, and thematic and operational groups.
- **Core programming principles:**
 - **Accountability:** The ET evaluated whether the CF has clear accountability mechanisms in place, such as monitoring and evaluation systems, and if they are effectively implemented. Additionally, the ET also assessed how stakeholders are involved in the design and implementation of the CF.
 - **Leave no one behind (LNOB):** The ET examined the CF's inclusivity by looking at the targeted beneficiaries and whether marginalized or vulnerable groups are reached.
 - **Gender equality:** The ET analysed the extent to which the CF promotes gender equality in terms of participation, benefits, and decision-making.
 - **Sustainability:** The ET investigated the long-term sustainability of the CF beyond its initial intervention as well as the effort made to build local capacity and ownership.

1.3. Evaluation questions

The evaluation used the OECD/DAC criteria namely Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability. Additionally, based on the UNEG Guidelines¹, the evaluation adopted the criteria of Adaptability and Coordination to complement the OECD/DAC criteria. The detailed evaluation matrix is available in Annex VIII.

Relevance
R1. To what extent has the CF integrated key issues and development challenges identified by the UN Common Country Analysis (CCA) in its design and implementation?
R2. To what extent has the CF integrated the following: a) the promotion of gender equality and women's empowerment, b) the promotion of human rights, including disability inclusion, c) the promotion of environmental sustainability objectives in its design and implementation?
R3. To what extent are the CF objectives aligned with the needs, priorities, and policies of the government (including alignment to national development goals and targets, national plans, strategies, and framework)?
R4. To what extent are the CF objectives aligned with the needs and priorities of the rights holders, especially the most vulnerable group?
Adaptability
A1. To what extent did the implementation of the CF adjust to emerging issues faced by the country during the implementation? (e.g. COVID-19)
A2. To what extent did the monitoring and evaluation strategies of the CF adjust to emerging issues faced by the country during the implementation?
Coherence
C1. To what extent have the CF partnerships with civil society/private sector/ local government/ international development partners contributed to the achievement of the results?
Effectiveness

¹ UNEG (2021), Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework. United Nations: United Nations.

E1. To what extent has the CF achieved and is likely to achieve its intended results and ensure that the rights holders, especially the most vulnerable have access to and benefit from services?

E1.1. To what extent has outcome 1: “By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks” been achieved?

E.1.2. To what extent has 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 the protection of boys and girls, women and men including those with disabilities.” been achieved?

E.1.3. To what extent has outcome 3 “By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, health care, energy and WASH services, including during emergencies.” been achieved?

E.1.4. To what extent has outcome 4 “By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities.” been achieved?

E2. What internal and external factors contributed to or hindered the attainment of the intended results?

E3. What expected and unexpected, positive and negative outcomes has the CF yielded as a result of its intended goals and objectives?

Efficiency

Effi1. To what extent the programme resources (human and financial) have been utilized efficiently?

Effi1.1. How efficient was the programme in utilizing financial resources?

Effi1.2. How efficient was the programme in utilizing its human resources?

Effi1.3. To what extent has the CF been implemented and achieved its intended results as planned and in a timely way?

Effi1.4. To what extent has the CF's monitoring and evaluation (M&E) system ensured results-based management and efficient and effective implementation?

Coordination

Co1. To what extent has the CF promoted complementarity, harmonization and coordination with other key partners to maximize the achievement of results?

Co1.1. To what extent has the CF fostered internal coordination, through the promotion of synergies and interlinkages between its interventions to maximize efficiency, coverage, reaching the most vulnerable while reducing and avoiding overlaps?

Co1.2. To what extent does the CF align with the strategic priorities also of the UN Agencies?

Co2. To what extent has the different UN agencies contributed to the functioning and consolidation of UNCT coordination mechanisms?

Co3. To what extent has the Joint Steering Committee ensured efficient coordination between the Government and the UNCT?

Orientation towards Impact

I1. To what extent has the CF in each of its strategic areas contributed to the following : a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?

I1.1. To what extent has Strategic Area 1 Sustainable Agriculture and Food Security contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?

I1.2. To what extent has Strategic Area 2 Transformational Governance contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?

I1.3. To what extent has Strategic Area 3 Access to Basic Services contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?

I1.4. To what extent has Strategic Area 4: Protection and Empowerment of the most vulnerable contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?

Sustainability

S1. To what extent has Strategic Area 1: Sustainable Agriculture and Food Security contributed to building national and local capacities and ensuring long-term gains?

S1.1. What are the risks under the Strategic Area 1 that may impact the sustainability of its results? What are the possible mitigation measures and recommendations?

S2. To what extent has Strategic Area 2: Transformational Governance contributed to building national and local capacities and ensuring long-term gains?

S2.1. What are the risks under the Strategic Area 2 that may impact the sustainability of its results? What are the possible mitigation measures?

S3. To what extent has Strategic Area 3: Access to Basic Services contributed to building national and local capacities and ensuring long-term gains?

S3.1. What are the risks under the Strategic Area 3 that may impact the sustainability of its results? What are the possible mitigation measures?

S4. To what extent has Strategic Area 4: Protection and Empowerment of the most vulnerable contributed to building national and local capacities and ensuring long-term gains?

S4.1. What are the risks under the Strategic Area 4 that may impact the sustainability of its results? What are the possible mitigation measures?

The evaluation report is structured into several chapters, each serving a distinct purpose in providing a comprehensive assessment of the UNSDCF's implementation from January 2020 to July 2023. It begins with the current Chapter, Chapter 1, which provides a brief introduction of the evaluation. Chapter 2 delves into the country context, providing insights into the backdrop against which the programme operated. Chapter 3 outlines the methodology, encompassing stakeholder mapping and engagement modes, data sources and data collection, and data analysis techniques. Chapter 4 forms the core of the report's analysis, focusing on findings related to the programme's relevance, adaptability, coherence, effectiveness, efficiency, coordination, orientation towards impact, and sustainability. Chapter 5 presents overarching conclusions drawn from the evaluation's findings, while Chapter 6 offers detailed recommendations for enhancing future UNSDCF programming, including considerations for the next CF.

2. Country context

Sierra Leone has a total population of 7 534 883², with males making up 48% and females 52%. High fertility, including among adolescents, and low contraceptive prevalence have driven up population growth in Sierra Leone. Although the majority (57.5%) of the population resides in rural areas, there has been a progressive increase in urban populations due to rural-to-urban migration, with an annual growth rate of around 3.1%. This population shift poses health challenges due to overcrowding and poor environmental sanitation among other health and social issues that may undermine healthy living and will be addressed through the current Country Cooperation Strategy (CCS) interventions.

In terms of its economic situation, Sierra Leone depends on agriculture and mining. The economy has been steadily recovering from the economic impact of the Ebola Virus Disease (EVD) outbreak in 2014–2015. Its GDP was US\$ 3.94 billion in 2019, higher than the US\$ 3.74 billion in 2017 and US\$ 2.58 billion in 2011. GDP per capita was US\$ 515.9 in 2021, a 2.26% increase from 2019 (US\$ 504.5). According to official statistics, 57% of people living in Sierra Leone were poor in 2018 (population living below the updated national poverty line of Le 3.921 million (US\$ 494) per adult equivalent). In 2018, 13% of the population was estimated to be extremely poor or unable to meet their minimum food needs, estimated to cost Le 2.125 million (US\$ 268).

Sierra Leone's commitment to the 2030 Agenda and the Sustainable Development Goals (SDGs) remains unwavering. The nation unveiled its third Voluntary National Review (VNR) report in 2021³, building on the progress made since its second review in 2019. Sierra Leone places significant emphasis on advancing SDG4 (education) and SDG16 (justice) as key accelerator

² WHO. Country Cooperation Strategy 2022-2025. Sierra Leone. Retrieved from <https://www.afro.who.int/sites/default/files/2023-06/WHO%20Sierra%20Leone%20Country%20Cooperation%20Strategy%202022-2025.pdf>

³ Government of Sierra Leone. 2021. 2021 VNR Report on SDGs in Sierra Leone. Retrieved from https://sustainabledevelopment.un.org/content/documents/279542021_VNR_Report_Sierra_Leone.pdf

goals. These choices are rooted in the country's unique development context, recognizing them as vital for driving socio-economic transformation within the state.

Ensuring basic, inclusive, and free quality education is a top priority in the Government's Human Capital Development flagship programme within the country's Medium-Term National Development Plan (2019-2023). Accordingly, national budget allocation to the education sector has remained around 21 per cent since 2018 to ensure all public-school pupils have access to basic and senior school education; free access to textbooks for core subjects; and school feeding. Regarding the latter, the Government provided food for more than 300,000 pupils in 2020, besides efforts by Development Partners in the same area. This initiative has generally benefitted 2.5 million pupils and saved parents an estimated US\$500 per year per beneficiary pupil, coupled with free school bus service for all district's headquarter towns. This has seen significant increases in the Gross Enrolment Rate for the primary level which exceeded 135% in 2019 and 2020, compared to 109% in 2018.

Also, the country's efforts on SDG16 (justice) remain laudable. Internationally, it continues to provide leadership to the G7+, which secured a UN Observer Status in December 2019 to leverage more support to walk this group out of fragility into sustainable development. Sierra Leone is also Co-Chair of the International Dialogue on Peace-building and State-building. In December 2020, the country exited the formal agenda of the UN Peacebuilding Commission Configuration, as a show of remarkable achievement towards resilience and sustainable development. Nationally, the Government has scaled up efforts towards establishing the planned Commission of Peace and National Cohesion, with a Bill enacted in parliament to this effect. The Justice sector has accelerated strides in promoting access to justice for the underprivileged. With the establishment of the Legal Aid Board in 2015, those benefiting from free legal representation, advice and related services reached a total of 413,169 people in 2020 (including persons in pre-trial detention and prisons); recording a 93% increase from 2018. Interventions covered child and women rights issues, land disputes, and criminal cases including domestic violence, rape, and juvenile offences; rural communities provided with special attention. To reinforce this, the number of Magistrates and Judges have increased from 63 in 2019 to 77 across the country.

Prioritizing education (SDG4) and justice (SDG16) is central to pursuing other Goals, such as 1 (ending poverty), 2 (zero hunger) and 10 (inequality), as well as 3 (healthcare) and 5 (gender). For instance, increasing access to justice as an entitlement and basic need is fundamental to stemming rural multidimensional poverty in the country, currently estimated as 86.3%, and income poverty 73.9%, compared to 37.6 and 34.8% for urban areas, respectively. Reducing the school fee burden on poor households will increase their access to basic needs, including healthcare services and investment in small businesses consistent with SDG8 (decent work), and even SDG11 (responsible production and consumption) and SDG13 (climate change). Additionally, Sierra Leone has continued to maintain gender parity in primary education and achieved parity in junior secondary education.

With regards to localizing the SDGs, the Government has revitalized district development coordination structures, alongside scaling up the “People’s Planning Process” model integrating chiefdom/village level planning into district/national planning processes. On partnerships and financing for development (SDG17), a range of initiatives have been pursued, largely informed by the COVID-19 pandemic. Among them, Sierra Leone currently implements a strengthening domestic resource mobilization for SDGs financing project aimed at driving innovation in domestic revenue collection and management at central and local levels and financial sector capitalization through deploying digitalization and financial literacy.

The Sierra Leone elections held on 24 June 2023 were the fifth consecutive elections since the Republic of Sierra Leone returned from an 11-year period of civil war to civilian rule in 2002. During those 21 years, the country saw two peaceful and orderly administered changes of power between the Sierra Leone People’s Party (SLPP) and the All-People’s Congress (APC), through the citizens’ vote, attesting to significant steps towards the consolidation of democracy. The changes of government that occurred each time happened when the incumbent President had concluded his second and constitutional final term. During all previous elections, the ruling party of the day has been exploiting incumbency advantages to tilt the playing field in its favour.

The 2023 presidential elections were contested by the same two main contenders of the 2018 elections, only that the incumbency switched. Julius Maada Bio this time around campaigned from a position of executive power and sought re-election for a second and final term on the SLPP ticket. Samura Kamara, the 2018 candidate of the then-ruling APC, went into this year’s campaign as the leader of the main opposition party. Since independence in 1961, the SLPP and APC have dominated Sierra Leone’s political landscape, with no new party being able to sustain relative success beyond one election cycle. The two other parties that won parliamentary seats in 2018, the National Grand Coalition (NGC) and the Coalition for Change (C4C), partly realigned with the SLPP and APC ahead of the 2023 elections.

The 2023 general elections attested to Sierra Leoneans’ strong commitment to democracy. On 24 June citizens in large numbers went to the polls to elect the president, members of the parliament, mayors, and local councillors. The recently revised legal framework gave hope for enhanced integrity in the conduct of the elections and greater gender parity in politics. The timely and inclusive electoral reform of 2022 laid a sound basis for democratic elections. New laws included gender quota for party lists, as well as provisions that aimed to ensure ECSL’s financial independence and strengthen the mandate of other institutions involved in the elections. However, the elections took place within a context of high unemployment and soaring living costs for most of the population. Protests over the increasing socio-economic hardship in August 2022 resulted in at least 30 citizens and 7 police officers being killed and saw use of disproportionate force by the security agencies.

Sierra Leone launched its fourth Medium-Term National Development Plan (MTNDP) in February 2019. This strategic document expresses the country’s commitments to the implementation of Agenda 2030 and the Sustainable Development Goals (SDGs) and by extension the African Union Agenda 2063. During the Plan preparation process, the Ministry of Planning and Economic

Development (MoPED) together with UNDP commissioned a development finance assessment (DFA) to scan the financing landscape of Sierra Leone to build a comprehensive picture of the existing public and private financing flows, mapping trends and assessing opportunities towards mobilizing revenues for the national development plan and the SDGs.

The DFA mission recommended various financing options for the country; and the need to design an integrated national financing framework (INFF) of actions to pursue and mobilize resources from these options. The INFF has been accordingly formulated through a nationwide consultative process, bringing together experts in development financing, government Ministries, Departments, and Agencies (MDAs), local councils, and the private sector to provide input to the framework formulation. The formulation of the INFF is part of a broader process of developing a roadmap that would allow Sierra Leone to walk out of fragility, for which the government, through the MoPED, had set certain targets to be achieved by 2023.

The Sierra Leone INFF (SLINFF) prescribes a number of instruments and policies that the government can use to promote growth through resource mobilization and job creation in the economy in line with the overall objectives of national development. A clear monitoring of SLINFF implementation and a follow-up mechanism is articulated in the framework, calling for a periodic review of progress in the mobilization of resources and collaboration among development actors within the framework of implementing the country's MTNDP.

Since 2019, the Government of Sierra Leone (GoSL) has implemented the MTNDP achieving significant milestones on the four-development strategy articulated in this Plan including; diversified, resilient, green economy, a nation with educated, empowered, and healthy citizens capable of realizing their fullest potential, a society that is peaceful, cohesive, secure, and just, and a competitive economy with a well-developed private sector. As the current government elected in June 2023 is set to develop an MTNDP, the Plan will largely shift from the previous one to one focusing on what the president His Excellency Julius Maada Bio has titled the "Big Five Game Changers". These Game Changers include:

1. **Feed Salone:** An Initiative to Boost Agricultural Productivity to Ensure Food Security and Inclusive growth
2. **Human Capital Development:** Nurturing Skills for 21st Century Industry
3. **Youth Employment Scheme (YES):** A Presidential Initiative to create 500,000 jobs for the youth in five years.
4. **Revamping the Public Service Architecture:** Delivery, Efficiency and Professionalism
5. **Tech and Infrastructure:** Pathways for Sustained Economic Growth (TIPEG)

Socioeconomic impacts of COVID-19 Pandemic on Sierra Leone:

In early 2020, the World Health Organisation (WHO) initially declared the COVID-19 pandemic a global public health emergency. Over time, it evolved into a **multi-faceted humanitarian crisis**

with two interconnected aspects: one concerning health and the other socio-economic challenges. In March 2020, the first case of COVID-19 was recorded in Sierra Leone.

In July 2020, UNDP released an assessment of the socio-economic impact of COVID-19 in Sierra Leone⁴. The report revealed that the pandemic struck the country during a period of **economic growth that was slower than anticipated**. On a household level, rising income inequality and food security placed increased hardships on women and households led by women. Furthermore, there existed deep-rooted structural issues that hindered the country's development progress. These pre-existing conditions, along with others, exacerbated the impact of measures implemented to curb the spread of the disease, as these measures made the structural issues even more evident.

More precisely, the report examined how COVID-19 affected four key aspects that are relevant to the work implemented under the CF. Here, the ET utilized the same four pillars outlined in the 2020 report but added updated data from newly released reports.

Protecting people: social protection and basic services: **Food insecurity had increased significantly** as a result of the pandemic, rising from 53.4% in August 2019 to 63% in June 2020 and in a more recent report from the WFP (2023)⁵, 78% of Sierra Leone's population was food insecure as of 2023, which is a result of the negative impacts of the COVID-19 pandemic and the global food crisis since the start of the Russia-Ukraine war. Disruptions in supply chains and limited access to markets due to COVID-19-related restrictions are likely to impact agricultural production, leading to price increases for essential food items. Additionally, basic services, **such as education, access to electricity, and water supply, have been impacted** differently by the pandemic. Education has been severely affected by the closure of schools, resulting in short- and medium-term consequences, especially for children and students who lack access to online courses or radio broadcasts. World Bank estimates for Sierra Leone, in terms of Covid-19 impacts, suggest a 1.32%age point increase in dropouts and a 20-%age point increase in repetition in the two upcoming years⁶. Additionally, Girls, in particular, faced increased risks of sexual violence and teenage pregnancy.

Access to **clean water supply became a critical issue** during lockdowns, particularly in urban areas. Efforts were made to mitigate the effects, but prolonged lockdowns had adverse consequences, especially in urban slums. Access to electricity remained relatively stable, although lower incomes affected the ability of poor households to afford electricity.

⁴ UNDP. 2020. Assessment of the socio-economic impact of COVID-19 in Sierra Leone. Retrieved from <https://www.undp.org/sites/g/files/zskgke326/files/migration/africa/UNDP-rba-COVID-assessment-SierraLeone.pdf>

⁵ WFP. 2023. Food Security Monitoring System Report. Retrieved from https://docs.wfp.org/api/documents/WFP-0000148453/download/?_ga=2.56433006.435605988.1696502685-2131760714.1694773585&_gac=1.192610776.1694773585.CjwKCAjwgZCoBhBnEiwAz35Rwkbw1EK_d1YAIMwaAEUJ2YYtQvrDjYCT8Y9wEE9IEiTbEarlpijRoCi_wQAvD_BwE

⁶ International Monetary Fund. African Dept. 2022. Sierra Leone : Selected issues. *IMF eLibrary*.

Macroeconomic response and multilateral collaboration: The key parameter, **GDP growth rate, had been slowing down** compared to the modest increase seen in the pre-pandemic years. In 2019, the GDP Growth rate was 5.3% and declined to -2% in 2020 following the outbreak of the pandemic⁷. In 2021, the GDP increased to 4.1% to slow down again in 2022 to 2.8%⁸.

Before the COVID-19 pandemic, the government successfully reduced the fiscal deficit for two years in a row, bringing it down to 3.1% of GDP in 2019 through consistent fiscal management. However, the pandemic disrupted this progress, leading to an increase in the fiscal deficit by 2.6 percentage points of GDP in 2020 and 5.9% in 2021⁹. This rise was due to increased spending to address COVID-19-related challenges and a decrease in revenue collection caused by a slowing economy and tax deferral policies. Consequently, the pre-COVID fiscal gains were reversed due to emerging expenditure needs and revenue shortfalls.

Additionally, the pandemic seriously strained Sierra Leone's public finances, and total **public debt increased** in 2021. The significant shock to growth and revenues, together with the measures taken to counter the impact of the pandemic, have widened the budget deficit in 2020 and 2021. Total public debt at the end of 2021 is estimated at around 76.8% of GDP, a slight increase on the level at the end of 2020¹⁰.

Economic response and recovery. Protecting jobs SME and informal Sector Workers: The COVID-19 pandemic underscored the **crucial partnership between the public and private sectors** in driving the economy. As a recovery plan, the government injected Le 500 billion into the formal private sector to maintain liquidity and prevent supply shortages due to external disruptions. Yet, the pandemic has had some important impact on the private sector, as stated in the Economic Update published in 2022 by the World Bank¹¹. The pandemic affected business through five main channels: i) Cash flow: More than 90% of firms in Sierra Leone reported to face a decrease in cash inflow resulting from the impact of lockdown measures and the demand slowdown, ii) Cash horizon: The average firm in Sierra Leone had only 86 days of available cash to maintain existing cash flow obligations, iii) Arrears: The liquidity crunch has impacted firms'

⁷ IMF. 2023. Real GDP Growth. IMF Datamapper.

https://www.imf.org/external/datamapper/NGDP_RPCH@WEO/SLE?zoom=SLE&highlight=SLE

⁸ Ibid.

⁹ World Bank Group. 2022. Sierra Leone Economic Update – Leveraging SME Financing and Digitization for inclusive growth. Retrieved from

<https://documents1.worldbank.org/curated/en/099150006152211874/pdf/P1779940663f6b09308f080e2eaa3e7e4c2.pdf>

¹⁰ International Monetary Fund. 2022. Sierra Leone: Staff Report for the 2022 Article IV Consultation, Fifth Review Under the Extended Credit Facility Arrangement, Requests for Waivers of Non observance of Performance Criteria, Modifications of Performance Criteria, and Financing Assurances Review—Debt Sustainability Analysis . Retrieved from <https://www.elibrary.imf.org/view/journals/002/2022/259/article-A002-en.xml#:~:text=The%20large%20shock%20to%20growth,the%20level%20of%20end%2D2020.>

¹¹ World Bank Group. 2022. Sierra Leone Economic Update – Leveraging SME Financing and Digitization for inclusive growth. Retrieved from

<https://documents1.worldbank.org/curated/en/099150006152211874/pdf/P1779940663f6b09308f080e2eaa3e7e4c2.pdf>

ability to stay current on their loan or credit payments, iv) Availability of financing: 35% of firms reporting reduced availability of finance since the onset of the pandemic. Among the difficulties reported in access to finance, firms reported high interest rates as the main difficulty, while high repayment risk and low level of guarantees and/or collateral also reported to suppliers, taxes, loan repayment, etc., v) Supply chain disruptions: Supply chain disruptions made it more difficult for firms to access inputs and raw materials for their operation.

Social cohesion and community resilience: In fragile environments, social cohesion and community resilience face significant challenges, and events like the COVID-19 pandemic can expose and exacerbate existing issues. This region had seen a **rise in social instability**, marked by violent incidents, particularly involving youth and security institutions. These tensions stemmed from various factors, including extreme income inequality, negative perceptions of state legitimacy, and ongoing criticisms of the criminal justice system, especially the Judiciary and the Police. Additionally, the informal sector, which usually helps absorb some of these pressures, has been adversely affected by the widespread closure of small businesses in various sectors largely associated with the COVID-19 pandemic and Russia/Ukraine war.

3. Methodology

3.1. Data sources, Data Collection and Sampling

3.1.1. Data sources

During the data collection process, the ET conducted, in Sierra Leone, a Theory of Change (ToC) workshop with representatives from UN agencies and government counterparts. The primary objective of this workshop was to discuss and validate the ToC reconstructed by the evaluation team, and to be used for the evaluation. The revised ToC for each outcome can be found in Annex IV, with any modifications or additions stemming from the workshop highlighted in red. The Annex also describes how the evaluation team went about to reconstruct the ToC using available information. During the workshop, no significant modifications were brought to the attention of the ET; the majority of the adjustments were of a contextual nature. However, the workshop can be considered as a form of data collection itself as very interesting discussions were observed by the ET. It was an important opportunity for the team to understand the dynamics of the relationship between UN agencies and government and learn from different perspectives of the participants on the UNSDCF and its use by stakeholders.

The ET used a mixed-method approach, i.e., a combination of data sources, collection methods, and analyses techniques, both quantitative and qualitative, to support its findings. This array of data integrating and reflecting various sources of information and perspectives provided the basis for data triangulation. The following methods have been used: 1) desk and document review, 2) semi-structured qualitative individual (or group) interviews in Sierra Leone, 3) focus groups

discussion in Sierra Leone, 4) online survey, 5) direct observations. The protocols can be found in Annex VII.

Category	Type	Tool	Stakeholders consulted
Primary	Qualitative	Key Informant Interview (individual or grouped): Semi-structured interviews were guided by key evaluation questions and sub-questions (probes) based on the OECD-DAC criteria (relevance (adaptability), coherence, efficiency, effectiveness, impact and sustainability) plus the cross-cutting issues. The interview protocols were designed following the document review. Interview questions were tailored to different stakeholders, but consistent key questions were included across all interviews to provide a basis for the triangulation of data.	<ul style="list-style-type: none"> • UNCT Office • UNCT members • Donors/strategic partners
Primary	Qualitative	Focus groups discussion (FGD): Focus groups provided an opportunity to discuss a pre-determined topic and engage in reflection.	<ul style="list-style-type: none"> • Beneficiaries, community members (including women, people with disabilities)
Primary	Quantitative/ Qualitative	Online survey¹²: The ET developed an online survey and submitted it for approval to the evaluation committee. The survey required between 15 to 20 minutes to complete and was sent to all available emails considered relevant and communicated to the ET.	<ul style="list-style-type: none"> • UNCT members • Donors/strategic partners • Government of Sierra Leone
Primary	Qualitative	Direct observations: Direct observations involve the systematic and firsthand observation of the evaluated activities, projects. The evaluators directly observed the activities, behaviors, interactions, and outcomes in real-time, without intervention or manipulation.	None

¹² Baastel used the online software Qualtrics (<https://www.qualtrics.com/>) to develop and send online surveys.

Category	Type	Tool	Stakeholders consulted
Secondary	Qualitative	Desk and document review such as CCA, CF and Joint Work Plans; mid-term progress reviews (where undertaken); annual reports and existing evaluation reports (notably those conducted by individual UN agencies, and those issued by national counterparts); strategy papers; national plans and policies; and related programme and project documents but not limited to the above mentioned documents	None
Secondary	Quantitative	Desk and document review such as big data surveys (e.g. DHS, MICS, and admin data) as well as available data from monitoring of programmes, surveys, research and evaluation	None

3.1.2. Sampling approach

Based on the above stakeholders mapping and methods, the ET used purposive sampling. Purposive sampling, often referred to as judgmental or selective sampling, is a non-probability sampling technique that allows for intentional and systematic selection of specific individuals or groups from the target population. Unlike random sampling methods, which offer an equal chance for all members of the population to be included, purposive sampling allowed us to focus on participants who possess unique attributes, experiences, or expertise that align closely with the evaluation's objectives.

The ET also considered in its purposive sampling approach the principles of i) gender equality, ii) human rights, and iii) inclusivity for people with disabilities as shown in the table below. When employing the purposive sampling approach, these considerations played a pivotal role in ensuring a comprehensive and equitable representation of diverse perspectives within the target population.

Considerations	Details
Gender Considerations	To account for gender in purposive sampling, the evaluation team strove to achieve balanced and representative participation of individuals of all genders (26% of female among the stakeholders consulted through KIIs, and 29% of the respondents from the survey identified as female). This

Considerations	Details
	involves deliberately selecting participants from different gender groups to avoid gender biases in the findings.
Human Rights Perspectives	Incorporating human rights perspectives in purposive sampling means being attentive to the rights and dignity of participants throughout the research process. The ET obtained informed consent from all participants, ensuring that they fully understand the objectives, potential risks, and benefits of their involvement. Respecting participants' autonomy and privacy while safeguarding their confidentiality are equally vital aspects of upholding human rights principles.
Inclusivity for People with Disabilities	The evaluation team, to the extent possible, included individuals with disabilities while visiting project sites in the provinces. Out of the 17 people answering the survey, 3 identified as having a disability.

To the extent possible, the ET designed the sampling approach on the basis of the four result areas, to ensure that the stakeholders consulted represent all aspects of the CF. As such the following sampling approach has been used:

Stakeholders	Sampling
UNCT members (i.e Agencies, funds and programmes)	At least <u>one representative</u> from the following UN Agencies have been consulted: FAO, WHO, IOM, UNICEF, WFP, UNDP, UNODC, UNFPA, UN Women, ITC, UNCDF, ILO The following agencies had at least one representative at the ToC workshop: UNICEF, UNOPS, UNFPA, UN Women, ITC, UNAIDS
National implementing partners (including the Government of Sierra Leone)	2 of the key Ministries have been consulted: Ministry of Planning and Economic Development MOPED and Ministry of Youth Affairs.
Donor/strategic partners	3 donor/strategic partners have been consulted: EU, WB, FCDO

The ET also visited the following projects while in Sierra Leone:

Project	Outcome CF	District
Special Care Unity supported by UNICEF	Outcome 3 & 4	Port Loko
Poultry Farm supported by UNDP	Outcome 1	Port Loko
Green Jobs supported by FAO	Outcome 3 & 4	Kambia
Opportunity Salone supported by ILO (two visits: charcoal producer and palm oil producer)	Outcome 1 & 4	Kenema
Research Unit, Njala University supported by FAO	Outcome 1	Bo
Processed cassava products (Lion Food Snacks) supported by ITC	Outcome 1	Waterloo

3.2. Data analysis

The ET used the following steps to analyse the data collected through different methods¹³ :

1. **Data cleaning:** In this initial phase, the ET meticulously examined and refined both qualitative and quantitative data collected during field visits and via the online survey. For qualitative data, this process involved scrutinizing transcripts, notes, or responses to ensure clarity, consistency, and completeness. For quantitative data, the team reviewed the survey answers and checked for anomalies, missing data or outliers. As a result, only the survey with a completion rate of 60% or above were included in the report and other removed.
2. **Data classification:** After data cleaning, the team proceeded to classify both qualitative and quantitative data from field visits, online survey, and desk and document review in an internal evidence matrix. The evidence matrix also factored in the gender of the source, distinguishing between male and female, in order to incorporate gender considerations throughout the process of analysis.
3. **Triangulation:** After compiling all the data within the evidence matrix, the ET conducted a comprehensive content analysis of the gathered information from diverse sources, with a

¹³ i.e. desk and document review, semi-structured interviews in Sierra Leone, focus groups discussion, online survey, and direct observations

focus on addressing the evaluation questions. This holistic approach, often referred to as data triangulation, served as the foundation for shaping evidence-based findings, drawing conclusions, distilling key lessons, and formulating recommendations.

3.3. Governance

The evaluation was coordinated through the RCO. The Joint UN Evaluation Steering Committee is the governance structure that oversaw the evaluation process. They reviewed and approved the inception report, oversaw the ToC workshop and additionally, reviewed the draft evaluation report, provided feedback and approved the final version of the report.

4. Findings

The information provided in the findings below is intended to be succinct and serves as a summary of the key insights derived from the evaluation of the CF. It is important to note that these findings are not exhaustive, given the nature and scope of the evaluation. The CF encompasses a wide range of activities and initiatives, and while some specific examples are mentioned, they are not the only ones available within the framework. Additional nuances and details may exist beyond what is presented here. Therefore, readers are encouraged to consider this findings section as a starting point for understanding the evaluation's results and to seek further information or context as needed.

4.1. Relevance¹⁴

Performance rating: (1-6)

Strategic Relevance median score: 5

A1. Alignment with SDGs and National Strategic Priorities: **5**

A2. Relevance to national, regional and global priorities and beneficiary needs: **4**

A3. Dynamic and responsive CF (Adaptability section 4.2): **6**

4.1.1 To what extent has the CF integrated key issues and development challenges identified by the UN Common Country Analysis (CCA) in its design and implementation¹⁵?

¹⁴ See Annex XII for the definition of each performance rating (from 1 to 6).

¹⁵ For the majority of the questions, specific, overall answers are given in bold and in bullet-point form.

1. **The CF's content and its implementation has successfully integrated some of the key issues and challenges identified in the CCA¹⁶.**
 - **The evaluation does identify, below, a few issues that could be better addressed.**

The latest Sierra Leone's CCA¹⁷ was launched in 2018 to identify “game-changing” priorities to accelerate the development progress of the country. The CCA should normally be updated annually to reflect on the issues that shape the context for the attainment of sustainable development in the country. Partly in line with this approach, Sierra Leone's UNCT updated the first CCA in October 2020, to reflect on the changes, mainly the implications of the pandemic, since the initial draft of the CCA in 2020. Thus, this sub-chapter analyses the extent to which the CF has integrated the key issues and development challenges identified in the 2020 CCA¹⁸.

Key issues and challenges identified in the CCA 2020 update (Annex X details these issues and challenges; the core of the text here is a summary):

The CCA conducted in 2020 identified the following key issues and challenges in Sierra Leone:

- Slow economic growth, dependency on natural resources and lack of economic diversification: Sierra Leone's economic growth has been slow, in 2020 the GDP growth rate was -1,97%, a full 7,22% decline from 2019¹⁹, and it remains largely driven by factors like natural resources.
- Institutional and legal challenges: While there have been some policy and legal reforms aimed at enhancing institutional capacity and service delivery, significant systemic and structural challenges persist.
- Youth²⁰ unemployment: The youth structural unemployment rate is one of the highest in the West African Region.

¹⁶ The UN CCA is the UN system's independent, impartial and collective assessment of a country's situation for its internal use in developing the CF. It examines progress, gaps, opportunities and bottlenecks in relation to a country's commitment to achieving the 2030 Agenda, UN norms and standards and the principles of the UN Charter, as reflected in the guiding principles of the cooperation framework: UN. n.a. UN Common Country Analysis – Companion piece to the UNSDCF. Retrieved from https://procurement-notices.undp.org/view_file.cfm?doc_id=194928#:~:text=Per%20the%20Cooperation%20Framework%20guidance,its%20internal%20use%20in%20developing

¹⁷ The UN CCA is the UN system's independent, impartial and collective assessment of a country's situation for its internal use in developing the CF. It examines progress, gaps, opportunities and bottlenecks in relation to a country's commitment to achieving the 2030 Agenda, UN norms and standards and the principles of the UN Charter, as reflected in the guiding principles of the cooperation framework .

¹⁸ UNCT Sierra Leone. (2020). Common Country Analysis 2020 Update, retrieved from <https://sierraleone.un.org/en/111676-un-country-team-sierra-leone-common-country-analysis-2020-update>

¹⁹ MacroTrends. (n.a). Sierra Leone GDP growth rate 1961-2023. (n.a). Retrieved from <https://www.macrotrends.net/countries/SLE/sierra-leone/gdp-growth-rate#:~:text=Sierra%20Leone%20gdp%20growth%20rate%20for%202020%20was%20%2D1.97%25%2C,a%201.78%25%20increase%20from%202018.>

²⁰ Youth = population aged 35 and under

- Climate change: Sierra Leone faces environmental sustainability challenges due to climate change.
- Food security: Sierra Leone is among the 15 worst-performing countries globally in terms of food security.
- Energy generation and unsustainable environmental practices: Sierra Leone's energy generation remains below the country's required needs, leading to a focus on using wood fuel, which could lead to environmental degradation, affecting agricultural productivity and worsening food insecurity.
- Weak revenue mobilization and financing gap: Sierra Leone struggles with weak domestic revenue mobilization, with a tax revenue-GDP ratio well below the Sub-Saharan Africa average, which impacts its ability to finance development initiatives.
- Marginalized groups: Vulnerable and marginalized groups, including women, girls, persons with disabilities, youth, sexual minorities, people living with HIV/AIDS, and older persons, face barriers in accessing social services, education, health services, legal rights, and public participation.
- Realities of Migration and Trafficking: Sierra Leone has a high prevalence of irregular migration among young individuals and is a key country of origin in West and Central Africa.

Integration of key issues and challenges in the CF:

The aspect of **institutional and legal challenges** is fully addressed by **Outcome 2** of the CF. Outcome 2 aims to transform governance and institutional structures in Sierra Leone to be more responsive to the needs of diverse populations, promote social cohesion, and enhance the quality and accessibility of public services while ensuring accountability and transparency in government operations. **Outcome 4** also addresses these challenges as it is linked to legal, policy, and protection frameworks for women, children and people with disabilities issues.

Similarly, the aspect of **food security** is fully integrated under **Outcome 1** of the CF. Outcome 1 of the Cooperation Framework in Sierra Leone incorporates various elements that are directly related to food security. It addresses the need for climate resilience, improved agricultural productivity, equitable access to resources, and the availability of nutritious food, all of which are crucial components of food security.

The challenge of **marginalized groups** is also fully integrated in the CF as it is an outcome by itself, **Outcome 4**. Outcome 4 recognizes the importance of addressing the challenges faced by the most vulnerable, especially girls, youth, and persons with disabilities. It outlines a comprehensive approach to protect their rights, empower them, and improve their access to essential services and opportunities, ensuring their inclusion in the development process.

The aspect of **promoting economic diversification** plays a crucial role in fostering a resilient and balanced economy. Economic diversification is defined as the development of a more varied and balanced economy with multiple sources of income, production, and employment. To achieve economic diversification, specific approaches and actions are integrated into various CF outcomes. Under **Outcome 1**, **Output 1.5** focuses on enhancing the competitiveness of selected

value chains. This involves both the expansion of existing sectors and the development of new industries, which ultimately strengthens the country's economic foundation and trade capabilities. Under **Outcome 3**, economic diversification is tightly linked to improved access to comprehensive quality education services with enhanced learning outcomes. By investing in education and workforce development, it equips children, adolescents, young women, and youth with the skills needed to participate in diverse economic activities and adapt to changing job markets. Lastly, under **Outcome 4**, focuses on promoting diversified economic activities that can empower the vulnerable groups such as women, youth, adolescents, and children so they can benefit from enhanced economic prospects and overall well-being.

Energy generation and unsustainable environmental practices poses significant challenges that require comprehensive solutions for the country's sustainable development. As such, the CF, under **Outcome 3** and more precisely, under **Output 3.4** *Population has improved access to renewable energy in rural areas* addressed this challenge.

Under **Outcome 4**, **Output 3.4** of the CF, the focus is on enhancing access to prevention and protection services for vulnerable populations affected by gender-based violence (GBV) and various harmful practices such as child marriage, Female Genital Mutilation (FGM), child labor, and trafficking. This includes addressing the underlying conditions that sustain GBV and child marriage, advocating for laws and policies that protect women and girls' rights while highlighting the importance of using robust data and evidence to inform such policies, as well as strengthening the services that allow them to do so, including social protection and integrated sexual and reproductive health services. In addition, specific attention is dedicated to addressing **irregular migration and trafficking** by ensuring that these populations, especially youth and women, receive comprehensive support to prevent exploitation and provide necessary protections. Efforts are directed towards implementing strategies that mitigate the risks associated with irregular migration, including trauma support for returning migrants, while strengthening measures to combat trafficking, expand victim services, and enhance law enforcement training to safeguard vulnerable individuals.

However, some identified issues and challenges could be further "covered" in the CF. One of the key issues is **climate change**, which has far-reaching implications for communities in Sierra Leone. Within the CF, this issue is specifically addressed under **Outcome 1 and output 1.6** where the objective is to ensure that preparedness of climate action, (adaptation, mitigation, resilience building) and response systems are in place and functional at the community level to mitigate the impact of climate change. However, while efforts have been made to address these issues within the CF, there is room for improvement in terms of the depth and effectiveness of these measures put forward. Climate change is recognized in the CCA as a significant concern. Therefore, the challenge lies in translating this recognition into a more robust and impactful strategy within Outcome 1 of the CF and other outcomes if deemed relevant. This finding resonates with the feedback received from key stakeholders during interviews, who have emphasised the need for a more robust approach to addressing climate change within the framework.

Similarly, although the challenge of **youth unemployment** is tackled under different outcomes and outputs, yet this topic would need a dedicated output. While various outcomes touch upon

aspects related to youth, such as education, empowerment, and access to resources, there isn't a specific, concentrated effort to tackle the issue of unemployment among the youth demographic. Indeed, **outcome 1** reveals the pressing need to ensure that farmers, particularly women, youth, and vulnerable groups, gain equitable access to information and decision-making opportunities concerning land tenure, agricultural practices, inputs, technology, financial services, market linkages, and innovative technologies. This approach is important to promote inclusive growth and creating opportunities for youth to actively participate in the agricultural sector. **Outcome 3** reinforces the importance of education as a catalyst for change. It emphasizes the need for children, adolescents, young women, and youth to access comprehensive, high-quality education services with improved learning outcomes. Such investments not only equip the younger generation with essential skills for the job market but also foster a culture of innovation and lifelong learning. Finally, **Outcome 4** underscores the necessity of empowering the most vulnerable demographics, including women, youth, adolescents, and children, through enhanced social protection services and expanded economic and social opportunities. By improving their access to resources and opportunities, this outcome addresses the challenge of youth unemployment and issues of gender-based violence. However, the issue of youth unemployment continues to endure and even progress as a pressing concern within the country as is the issue of gender-based violence. This finding is substantiated by thorough consultations conducted with stakeholders during the evaluation process. Consequently, stakeholders have expressed a consensus on the imperative need to emphasize the need to specifically tackle youth unemployment in the upcoming CF by dedicating one output solely to address this issue.

The aspect of **weak revenue mobilization and financing gap** is integrated in the CF to some extent only, through **output 2.6** "Government has strengthened Public Financial Management". Under this output, based on the indicators it is linked with, the goal is to improve fiscal management, enhance revenue collection, and ensure that public funds are managed more effectively, as evidenced by a targeted increase in the revenue-to-GDP ratio, improved local council capacity for monitoring revenue and expenditure, increased public expenditure reviews, enhanced integrity management within MDAs, and the development and implementation of a National Asset Policy by the National Asset and Government Property Commission. This demonstrates that the output only partially captures the weak revenue mobilization and financing gap.

The assessment of the implementation of the CF in sub-section 4.4 below, linked to the assessment of the extent to which issues depicted in the CCA are integrated in the CF speaks to the second portion of the question (i.e., the extent to which the CCA elements were integrated in the CF's implementation).

4.1.2 To what extent has the CF integrated the following: a) the promotion of gender equality and women's empowerment, b) the promotion of human rights, including disability inclusion, c) the promotion of environmental sustainability objectives in its design and implementation?

- 2. The incorporation of the three overarching themes—gender equality and women's empowerment, the promotion of human rights, and the advancement of**

environmental sustainability—in the design and execution of the CF is considered to be satisfactory to varying degrees.

- **The CF could make these themes somewhat more “visible” however.**

Promotion of gender equality and women’s empowerment:

Stakeholders consulted through the survey have all responded that the CF does integrate²¹ the promotion of gender equality and women’s empowerment in its design and implementation. The integration of this aspect within the CF is achieved through targeted outcomes and outputs specifically within Outcome 2 and Outcome 4.

Outcome 2, for instance, places a strong emphasis on **creating inclusive institutional frameworks** that are responsive to gender, youth, and disability considerations. The specific outputs within this outcome, such as **Output 2.2**, focus on the strengthening of these inclusive frameworks to facilitate peace, enhance citizen participation, and foster social cohesion. This not only empowers diverse segments of the population but also promotes a sense of collective ownership in the country’s development. **Output 2.3** reinforces this inclusivity by ensuring that access to justice is open and affordable for all Sierra Leoneans, with an unwavering commitment to protecting the rights of children, girls, women, men, and individuals with disabilities.

Outcome 4 explicitly includes women as a key demographic among the most vulnerable groups. The CF acknowledges the specific challenges and vulnerabilities that women may face and commits to their empowerment. This could involve **targeted initiatives**, such as access to **financial services, skills training, and social protection measures**, designed to enhance the socio-economic status of women. Beyond empowerment, Outcome 4 underscores the importance of protection for women, ensuring that they are **safeguarded** from various forms of vulnerability, exploitation, or discrimination. By prioritizing the welfare of women, the CF addresses gender disparities and advances gender equality objectives.

In an effort of accountability and leaving no one behind, the UNCTs around the world are expected to systematically mainstream gender equality and empowerment of all women and girls in their delivery work. Overall, as highlighted in Sierra Leone’s UNCT- System-wide Action Plan (SWAP)²² **Gender Equality Scorecard 2022**²³, gender is mainstreamed mainly in Outcome 2 and Outcome 4 as such the CF meets the criteria for “approaching minimum requirements” which means that *“gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG 5”*²⁴. Additionally, according to the report, between

²¹ All respondents have either selected “mostly integrate” and “fully integrate”.

²² The UNCT SWAP Score Card is a standardized assessment of UNC Country level effort in gender mainstreaming

²³ United Nations Country Team in Sierra Leone. 2022. UNCT-SWAP Gender Equality Scorecard – Annual Progress Assessment Report and Action Plan.

²⁴ United Nations Sustainable Development Group. 2018. UNCT-SWAP Gender Equality Scorecard – 2018 Framework and Technical Guidance. Retrieved from https://unsdg.un.org/sites/default/files/UNCT-SWAP_Gender-report_Web.pdf

one-third and one-half of the CF outcome and output indicators measure changes in gender equality and the empowerment of women in line with SDG targets²⁵. While this aspect is rated as “Meets minimum requirements”²⁶ there is still room for improvement. The assessment found more gender sensitive indicators under Outcome 2, 3 and 4 and fewer in Outcome 1. Gender sensitive indicators are defined as “a definition that includes disaggregation by sex or a definition that is gender specific”. Nonetheless, overall, not all baseline data and endline targets are disaggregated by gender in the CF. For example, even though some indicators refer to “male and female experts in the field” in the case of paralegals or judges, the available data is not disaggregated by gender.

Promotion of human rights, including disability inclusion:

The aspect of human rights, including disability inclusion, is integrated into the CF through targeted outcomes and outputs, particularly within Outcome 2 and Outcome 4.

Outcome 2 underscores the importance of **fostering institutions that are responsive** to the needs and rights of various demographic groups, including women, youth, and people with disabilities. By promoting gender and youth responsiveness, the CF aims to create an environment where the rights of all individuals, irrespective of their age, gender, or disability, are respected and upheld. Outcome 2 also stresses the significance of **accountability and transparency in institutions**. By holding institutions accountable for their actions and decisions, the CF ensures that human rights are protected and upheld consistently, including the rights of people with disabilities. Finally, the outcome also focuses on **peaceful coexistence and equity** which further reinforces the integration of human rights principles. Promoting equity means addressing the needs of marginalized groups, including people with disabilities, and fostering an environment where all individuals can coexist harmoniously. The progress on this outcome is measured by assessing, for example, the number of laws the UNCT supported that were passed which further enhanced inclusivity by more representation of women in leadership positions as well as improved access to services for youths and persons living with disabilities. Even changes in voter registration linked to the government strengthened capacities by the UNCT is considered when assessing progress on this outcome.

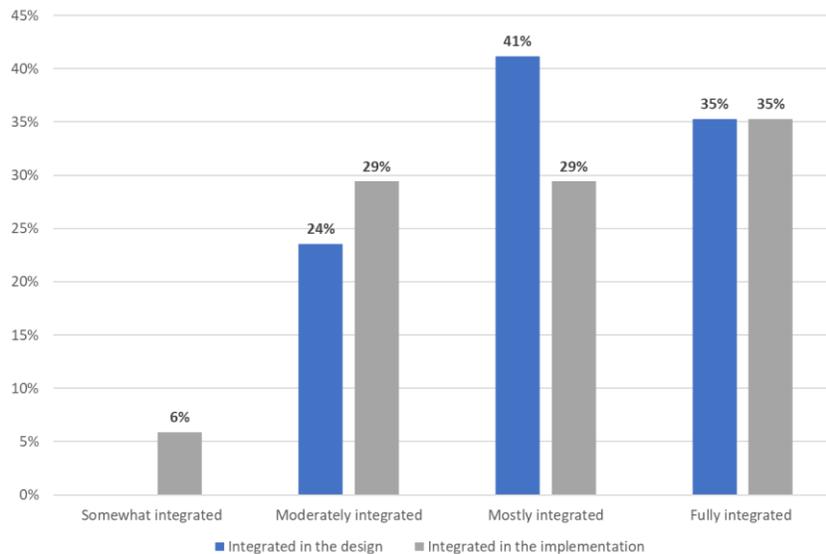
Outcome 4 explicitly includes people with disabilities as a vulnerable group in need of protection and empowerment. Specific focus has been on the review of sector policies for compliance with the Convention on the Rights of Persons living with Disabilities (CRPD) and strengthening multi-stakeholder coordination on disability rights and inclusion and ensuring, to a certain extent, disability inclusion in SDG monitoring. The CF acknowledges the unique challenges and vulnerabilities faced by this demographic group and commits to measures that ensure their inclusion, protection, and empowerment.

²⁵ United Nations Country Team in Sierra Leone. 2022. UNCT-SWAP Gender Equality Scorecard – Annual Progress Assessment Report and Action Plan.

²⁶ Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities.

The integration of human rights, including disability inclusion, within the two outcomes presents a nuanced perspective among stakeholders who participated in the **online survey** (17 respondents) as shown in the Figure below.

Figure 1 – To what extent did the CF integrate the promotion of Human Rights, including disability inclusion in its design and implementation?²⁷



This diversity of viewpoints emphasizes the importance of ongoing discussions and assessments to ensure a consistent and effective incorporation of human rights and disability inclusion in both the design and execution of these outcomes.

Promotion of environmental sustainability objectives:

The integration of environmental sustainability within the CF is demonstrated through multiple facets, specifically within Outcome 1 and its associated outputs.

Outcome 1 not only seeks to enhance **agricultural productivity and food security** but also recognizes that these objectives must be pursued in ways that are **ecologically sustainable**. By addressing the environmental dimensions of agriculture and food security, it contributes to Sierra Leone's broader environmental sustainability goals and ensures that the benefits of increased agricultural productivity do not come at the expense of the environment.

More precisely, **Output 1.1** explicitly measures the **percentage of agricultural land under sustainable practices**. It demonstrates the CF's commitment to fostering environmentally responsible agriculture. Sustainable agricultural practices aim to reduce the environmental impact of farming activities, including minimizing soil erosion, preserving biodiversity, and mitigating the use of

²⁷ Source: online survey conducted by the ET during the evaluation process.

harmful chemicals. By monitoring this indicator, the CF ensures that agriculture aligns with environmental sustainability objectives.

Output 1.2 underscores the importance of **utilizing natural resources**, such as forests, minerals, and marine resources, in a sustainable and equitable manner. By promoting responsible resource management, the CF ensures that environmental sustainability is at the core of land and resource utilization, safeguarding these assets for future generations.

Output 1.4 focuses on **creating an environment that supports sustainable agriculture, food, and nutrition**. It involves policies, regulations, and incentives that promote sustainable practices. By fostering such an enabling environment, the CF encourages the integration of environmental sustainability objectives in all facets of the agriculture sector.

Survey respondents offered varying opinions on the integration of environmental sustainability objectives within the design and implementation of the CF. In the design phase, 12% perceived it as somewhat integrated, 24% considered it moderately integrated, 35% found it mostly integrated, and 29% believed it was fully integrated. When it came to the implementation of the CF, 12% saw it as somewhat integrated, 24% regarded it as moderately integrated, 35% found it mostly integrated, and 29% respondents noted that it was fully integrated. These diverse viewpoints reflect the complex nature of integrating environmental sustainability into development initiatives, highlighting both progress and room for improvement. It underscores the need for ongoing efforts to enhance the alignment of the CF with environmental sustainability objectives.

4.1.3 To what extent are the CF objectives aligned with the needs, priorities, and policies of the government (including alignment to national development goals and targets, national plans, strategies and frameworks)?

3. In the context of Sierra Leone's development efforts, it is noteworthy that the CF currently in place exhibits an alignment with the MTNDP. This alignment is not only a matter of policy convergence but also reflects a strategic synergy that has collected widespread approval among key respondents.

The Sierra Leone MTNDP (2019-2023)²⁸ is a strategic national development plan that prioritizes key macroeconomic objectives, including **inflation control, deficit reduction, and prudent debt management**. It also places significant emphasis on the government's flagship programme, the **Free Quality School Education Programme**. The plan is structured around eight policy clusters and promotes innovation through a **Directorate for Science, Technology, and Innovation**. Within this framework, four key national goals are identified:

- ✓ Goal 1: Building a diversified and resilient green economy.

²⁸ Government of Sierra Leone. 2019. Sierra Leone's Medium-Term National Development Plan 2019-2023. Retrieved from https://www.slurc.org/uploads/1/0/9/7/109761391/sierra_leone_national_development_plan.pdf

- ✓ Goal 2: Nurturing a nation with educated, empowered, and healthy citizens capable of realizing their fullest potential.
- ✓ Goal 3: Fostering a peaceful, cohesive, secure, and just society.
- ✓ Goal 4: Establishing a competitive economy with well-developed infrastructure.

The plan's estimated cost was USD 8.15 billion, with a financing gap of USD 1.55 billion, underscoring the importance of effective resource mobilization and allocation to achieve these goals.

According to stakeholders closely involved in the implementation of either the CF or the MTNDP, the alignment between the two is evident in various facets:

Cluster 1 of the MTNDP focuses on improving **education**, with a particular emphasis on free quality basic and senior secondary education, as well a **health care delivery, enhancing environmental sanitation and hygiene and increasing social protection**. This aligns with **Outcome 3 of the CF**, which focuses on i) children, adolescents, young women and youth to have increasing access to comprehensive quality education services with improved learning outcomes, ii) improving WASH coverage, quality services and positive WASH behaviours, iii) access to integrated people-centred health services to achieve Universal Health Coverage. The sub-cluster 1.5 "increasing social protection" aligns with Outcome 4 of the CF and more precisely with output 4.7 "vulnerable people have increased access to and use of social protection and are more resilient to disasters and emergencies".

Cluster 2 of the MTNDP focuses on **diversifying the economy and promoting growth** across different sectors, including agriculture, fisheries, tourism, manufacturing, services, oil and gas, and mineral resources. This cluster aligns with the goal of **Outcome 2 of the CF**, and more precisely with the productivity and commercialization of the agricultural sector, the sustainable management of fisheries and marine sector and the management of mineral resources.

Cluster 3 prioritizes **economic competitiveness** through the acceleration of energy supply provision, transformation of transportation systems, and improvement of water infrastructure. Additionally, it aims to **enhance information and communication technologies** to foster innovation and private sector growth, ensuring a strong foundation for economic development. As such, **Outcome 3 is aligned with the goal of Cluster 3** and more precisely with regards to energy and improving water infrastructure systems by ensuring that the population has improved access to renewable energy in rural areas.

Cluster 4 is dedicated to advancing **political development for national cohesion**, combating corruption and illicit financial flows, and strengthening public financial management. Additionally, it focuses on promoting inclusive and accountable justice institutions, building public trust in state institutions, and enhancing public service delivery. Cluster 4's goals also encompass **strengthening decentralization**, local governance, rural development, security institutions, and external relations for regional integration. This cluster is well aligned with the work of the UN family under **Outcome 2 of the CF** that focuses on i) inclusive and representative democratic institutions, ii) inclusive institutional frameworks, iii) affordable and open access to justice and

protection of all citizens' rights, iv) strengthening citizens trust and confidence in the quality and equity of services of public institutions, v) ensuring that local governance institutions are well-resourced, service delivery functions are devolved to them and service oriented, vi) strengthened public financial management (PMF).

Cluster 5 is committed to empowering women by promoting gender equality, increasing investment in the well-being and education of **children and adolescents**, and enhancing investment in **persons with disabilities** to ensure their inclusion and access to essential services. It aims to create a society where women have equal opportunities, children and adolescents thrive through quality education and healthcare, and persons with disabilities are integrated into all aspects of life, fostering inclusivity and social progress. In this regard, **Outcome 4** is well aligned with Cluster 5, because as demonstrated above, the overall goal is that *the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities.*

Cluster 6 is focused on enhancing youth employment and empowerment, **revitalizing sports activities nationwide, and tackling migration realities**. It aims to create opportunities for the youth, promote a culture of sports and physical fitness, and address issues related to migration, contributing to overall social and economic development. **Outcome 4 of the CF** is closely aligned with the efforts undertaken within sub-cluster 6.1, which focuses on “increasing youth employment and empowerment”. However, the aspect of sport and migration is not fully integrated in the CF as such.

Finally, **Cluster 7** is dedicated to fortifying national environmental resilience, enhancing forest management, and conserving wetlands, as well as improving governance in disaster management. This Cluster is aligned with **Outcome 1** of the CF and more specifically the sub-clusters 7.1 “building national environmental resilience” and 7.2 “forestry management and wetland conservation”.

In general, **key stakeholders concurred**, during the interviews conducted by the ET, that this alignment is strategically executed to optimize the combined impact of both the CF and MTNDP, thereby furthering Sierra Leone's developmental ambitions. The respondents mentioned that it is crucial that the CF be relevant to reaching the MTNDP's cluster objective so that the UNCT can work with the GoSL for the development of the country. This alignment is a **basic requirement** for a CF, as mentioned in the UN Cooperation Framework Guidelines: “the imperative to keep the UN response relevant to evolving development priorities within the national development plan period²⁹.” This viewpoint is reinforced by the survey data, with 70% of the respondents confirming a strong alignment and 30% acknowledging alignment between the CF and the government's objectives, needs, priorities, and policies in Sierra Leone.

²⁹ UN, UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK - Internal Guidance. P. 12

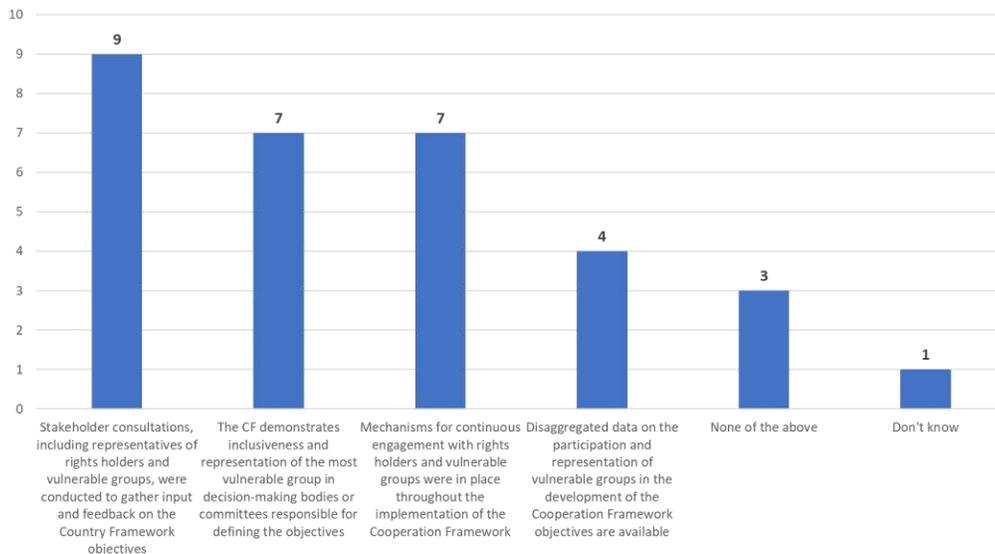
4.1.4 Top of FormBottom of FormTo what extent are the CF objectives aligned with the needs and priorities of the rights holders especially the most vulnerable groups?

4. **The CF serves as a comprehensive action plan for the UN system, government counterparts, and implementing partners, offering a roadmap for their collective efforts. As mentioned previously, the CF aligns with the MTNDP, which reflects the rights holders' identified needs and priorities. This alignment demonstrates a commitment to addressing the country's pressing issues as determined by the government, the CCA, other relevant studies and partners. As such, the CF is considered to align with the needs and priorities of the rights holders as it responds and aligns to the priorities of the country.**
 - **However, the evaluation process also revealed areas for improvement. For example, there is a lack of disaggregated data on the participation and representation of vulnerable groups in the development of the CF objectives.**

Survey results reinforce the assessment of the strong alignment between the CF objectives and the needs and priorities of the rights holders especially the most vulnerable groups. Respondents expressed their opinions on the extent of alignment of the CF with the needs and priorities of the rights holders, especially the most vulnerable groups, with 41% of respondents indicating a strong alignment, 41% considering it aligned, and 18% expressing a neutral stance.

Additionally, the survey delved into specific mechanisms that aim to ensure the inclusion of rights holders' needs and priorities in the CF. The results are shown in the Figure 2 below. These survey results provide valuable insights into the perceived alignment and mechanisms for engagement within the CF. While commendable aspects such as stakeholder consultations and ongoing engagement mechanisms are evident, the limited availability of detailed data on vulnerable group participation emphasizes an area for potential enhancement within the CF's inclusivity framework.

Figure 2 - To what extent do the following exist to ensure that the needs and priorities of rights holders, including the most vulnerable are factored in the Country Framework? (multiple choice question)³⁰



Nevertheless, while the outcomes of the UNSDCF are generally in line with identified needs, there is a recognition that the CF's development consultative process was not extensive enough. Many interviewees mentioned that **the academia, the private sector, civil society organizations (CSOs), and youth representatives, especially female youths** were not sufficiently consulted.

4.2. Adaptability

4.2.1 To what extent did the implementation of the CF adjust to emerging issues faced by the country during the implementation? (e.g., COVID-19)

5. The implementation of the CF 2020-2024 was significantly and negatively impacted by the COVID-19 pandemic. However, evidence revealed that the UN demonstrated strong adaptability to the COVID-19 pandemic context and its challenges through the development of the UN COVID-19 Socio-Economic Response Plan (SERP)³¹ and the Sierra Leone Humanitarian Response Plan (SLHRP). In fact, many respondents were satisfied with the Sierra Leone UNCT's adaptability in response to the pandemic.

³⁰ Source: online survey conducted by the ET during the evaluation process.

³¹ UNCT. 2020. United Nations COVID-19 Socio-Economic Response Plan for Sierra Leone. Retrieved from <https://www.undp.org/sierra-leone/publications/un-covid-19-socio-economic-response-plan-sierra-leone-vol1-october-2020>

In general, the evaluation reveals that the UNCT and its members continued their support to Sierra Leone and even **joined forces through some initiatives**, such as the Saving Lives and Livelihoods Initiative (SLL)³² to administer COVID vaccination. This initiative is led by a consortium of partners including UNICEF and World Food Programme (WFP). As a result of this initiative and the work of the Ministry of Health, as of March 2023, the target population fully vaccinated in Sierra Leone was above 84%³³. Additionally, the Ministry of Health in collaboration with WHO and other partners, formulated a strategic plan, **the COVID Health Preparedness and Response Plan**. The GoSL also developed a COVID-19 Quick Action Economic Response Programme (QAERP)³⁴ to mitigate the economic impact of the COVID-19 shock on businesses, households and to maintain macro-economic and financial stability. This plan was complemented by the dedicated COVID-19 Prevention and Response Health and Social Impact Plan Team.

UN Response to COVID-19 Pandemic:

In response to the pandemic, the UN **swiftly developed, in 2020, the SLHRP and the SERP**. The SLHRP was created to address urgent **humanitarian needs** resulting from the COVID-19 pandemic. It was part of the UN Secretary General's COVID-19 Global Humanitarian Response Plan. The plan identified immediate needs in areas like water, sanitation, food security, nutrition, livelihoods, services, psychosocial support, education, logistics, and supply chain. The goal was to complement the efforts of the Sierra Leonean government and prevent the pandemic from escalating, similar to the devastating impact of the Ebola Virus Disease. However, the primary challenge was adequacy of funding. The total funding requirement for the SLHRP was US\$62.90 million, of which only 31.9% (US\$20,093,035) was secured.

The SERP complemented the GoSL's QAERP and the **Supplementary Budget** that was presented to Parliament in July 2020. These initiatives prioritized actions aligned with the goals of the MTNDP and aimed to leverage new opportunities arising from shifts in the sub-region's economic landscape. The SERP was centred on addressing the **needs of the most vulnerable populations** and tackling the root causes that exacerbated the impact of the pandemic. It was structured around five key pillars: i) Health first, ii) Protecting people, iii) Economic response and recovery, iv) Macroeconomic response and multilateral collaboration, v) Social cohesion and community resilience. These five pillars are aligned with the key socioeconomic impact areas reported by UNDP in their report³⁵ and highlight the relevance of the SERP to the country's

³² Africa Centres for Disease Control and Prevention. (2023, august 3). Saving Lives and Livelihoods; Africa CDC. Africa CDC. <https://africacdc.org/saving-lives-and-livelihoods>.

³³ Africa Centres for Disease Control and Prevention. (2023a, april 19). Improving COVID-19 vaccine uptake in Sierra Leone using people-centred approaches & # 8211 ; Africa CDC. Africa CDC. <https://africacdc.org/news-item/improving-covid-19-vaccine-uptake-in-sierra-leone-using-people-centred-approaches/>

³⁴ Government of Sierra Leone. 2020. COVID-19 Quick Action Economic Response Programme (QAERP). Retrieved from https://www.statistics.sl/images/2020/Documents/GoSL_COVID_19_Quick-Action-Economic-Response-Programme.pdf

³⁵ UNCT Sierra Leone. 2020. United Nations COVID-19 Socio-Economic Response Plan for Sierra Leone. Retrieved from <https://www.undp.org/sierra-leone/publications/un-covid-19-socio-economic-response-plan-sierra-leone-vol1-october-2020>

emerging issues. Under the SERP, a results matrix was developed **to assess the progress and impacts of the interventions**³⁶, this results matrix also tracked the SLHRP activities. As a result, in 2021, the CF Joint Workplan was updated to include the activities under the SERP. **According to UNCT members** consulted, the results matrix of the SERP was smoothly integrated in the M&E of the CF to monitor new activities related to COVID-19 response.

Yet, survey respondents provided a more nuanced perspective when evaluating the adaptability of the M&E strategies, with an average rating of 3.4 on the question³⁷, "To what extent do you think that the M&E strategies of the CP adjusted to emerging issues faced by the country during the implementation?". The survey, as well as other triangulated data, revealed specific weaknesses, particularly in proactive monitoring and early detection of emerging issues, as well as the inclusion of specific sections within the M&E framework dedicated to monitoring and reporting on emerging issues faced by the country. Indeed, as the country is frequently at the junction of emergency (e.g., food insecurity crisis) and high development needs, the CF's M&E framework and system struggles to adapt when the situation worsens. However, the survey results also highlighted the key strength of the M&E framework according to the respondents: flexible M&E framework that allows for adjustments and revisions to indicators, targets, and methodologies in response to emerging issues.

The main stakeholders consulted during the evaluation process **unanimously acknowledged the adaptability of the CF**, but also at agency level, in responding to the current crisis. All members of the UNCT were able to demonstrate a certain flexibility in their approach, adapting quickly to emerging problems by redirecting part of their efforts and resources towards managing the health crisis. Moreover, the aspect of "delivering as One UN" was reinforced under the pandemic, especially through the support provided by the UNCT members to the Government's response. Beyond changing strategies at the higher level, the UNCT and its members quickly adapted its programming and shifted the nature of their projects to ensure they were answering emerging needs that were sometimes different than those that were identified during the design phase of the projects. Hence, this meant that in addition to redirecting funds, programming changed focus and implementation approaches. For example, economic development projects started working on bringing some of the SMEs they were targeting online, so that businesses could minimally continue operating.

In the current framework, there is a section dedicated to addressing "risks and opportunities." However, there is a concern that **this section lacks depth and breadth**, which could potentially leave the UNCT less prepared to handle unforeseen challenges in the future, for example, in the planning of another major pandemic or in situations of intense political turmoil.

³⁶ UNCT Sierra Leone. 2020. United Nations COVID-19 Socio-Economic Response Plan for Sierra Leone – Results Matrix. Retrieved from https://www.undp.org/sites/g/files/zskgke326/files/migration/sl/20201023-UN-COVID-19-Socio-Economic-Response-Plan_SierraLeone_Results-Matrix.pdf

³⁷ 1= did not adjust at all, 5= adjusted well

Some stakeholders pointed out the potential benefits of **building upon and learning** from the experiences and actions taken during the COVID-19 pandemic to inform the next CF. It's important to acknowledge that pandemics and other unforeseen risks can emerge unexpectedly during the implementation of a framework. Therefore, leveraging the lessons and knowledge gained from addressing such crises can be invaluable for enhancing the preparedness and adaptability of the next CF.

Implementation challenges of the CF due to COVID-19:

In March 2020, when COVID-19 emerged in Sierra Leone, the response to the pandemic involved implementing various measures such as mobility constraints, border shutdowns, limited business activities, and enforced curfews³⁸. The **restrictions** imposed due to the pandemic significantly **curtailed various activities of the CF throughout 2020 and 2021**. Among the affected activities were face-to-face training sessions, workshops, international recruitment efforts, procurement operations, and awareness campaigns, many of which had to be either cancelled or rescheduled.

Moreover, according to the Annual Results Report 2020, the pandemic **exacerbated the challenges** of following most marginalized groups: women and girls, persons with disabilities, youth, sexual minorities, people living with HIV/AIDS, and older persons.

4.3. Coherence

Performance rating: (1-6)

Coherence median score: 3.8

- B1. CF position, credibility and reliability: **5**
- B2. CF complementarity, harmonization and coordination (coordination section 4.6): **3**
- B3. Synergies and interlinkages of interventions: **3**
- B4. Forging strategic and effective partnerships: **3**

4.3.1 To what extent have the CF partnerships with civil society/private sector/local government/international development partners contributed to the achievement of the results?

- 6. The role of partnerships within the CF and their contribution to achieving results has been key. The consensus among stakeholders consulted during the evaluation process is unanimous: partnerships under the CF are essential and pivotal to ensure the achievement of results, with a focus on sustainability beyond the CF's duration.**

³⁸ UNICEF. 2020. Countr Office Annual Report 2020 – Sierra Leone. Retrieved from <https://www.unicef.org/media/102536/file/Sierra-Leone-2020-COAR.pdf>

- **Still, some key actors were not sufficiently involved to ensure outcome targets could be more easily met.**

Under the CF, UN agencies actively fostered partnerships with a **diverse array of stakeholders**, including CSOs and women's groups, private sector entities, local governments, and international development partners. This expansive network of actors underscores the holistic approach taken to advance development goals.

Memorandums of Understanding (MoUs) between government entities and UN Agencies have been established, exemplifying a formal commitment to cooperation and shared objectives. Such agreements facilitate communication, coordination, and the alignment of efforts to ensure that the CF's outcomes are in harmony with national development priorities. In this context, these official partnerships allow for the UNCT to support government entities in a coherent manner, specifically responding to these institutions' needs so that they themselves can start applying the newly acquired knowledge. Examples of such changes vary from the instalment of new ICT infrastructural system, retrofitting electrical system, health and safety equipment on the more practical side to the revision of the Parliamentary Standing Order.

The collaboration with **local partners, and CSOs** has been marked by a high degree of engagement in cooperation. **For example**, as reflected in the available documentation and discussed during various interviews, UN Women³⁹ has been cooperating with local organisations, including Mano River Union Women Peace Network Sierra Leone (MAWOPNET), Ngoila Women in Agriculture Cooperative Society, Commit and Act, and Women in Agriculture Network. Similarly, UNDP⁴⁰ has been collaborating with local partners such as Global Youth Network for Empowerment and Development, Limkokwing University of Creative Technology, and Fambul Tok. In collaboration with such partners, the UNCT was, for example, able to provide the country's youth with information, inputs, and technology on sustainable and climate-smart agriculture, fishery, and agribusiness. Further, UNFPA, in 2022⁴¹ collaborated with various NGOs including Aberdeen Women's centre, Capa Care, Fambul Initiative Network for Equality in Sierra Leone, Haikal Foundation, Rainbo Initiative, Restless Development, and Women in Crisis Movement Sierra Leone. It is evident that these actors have been integral in the execution of CF initiatives, contributing their expertise, resources, and local insights to shape projects that resonate with the communities they serve. Some UN Agencies have expressed their willingness to formalize partnerships further in the future through MoUs, emphasizing the commitment to strengthening these partnerships.

Nonetheless, it is recognized that **there is room for enhancing collaboration and communication** among stakeholders especially with **the private sector**, a key actor to drive economic development. This is an important finding, although many respondents have pointed to the fact that the *formal* private sector is actually limited in in the country, which makes it difficult

³⁹ List non-exhaustive

⁴⁰ List non-exhaustive

⁴¹ UNFPA. 2022. Annual report 2022

to integrate in discussions. Survey results also corroborate this finding, with some respondents recommending specifically to enhance collaborations and partnerships with the following stakeholders: private sector, civil society, and community base organizations.

As the CF progresses, it will be essential to focus on strengthening these connections and ensuring the efficient sharing of information and best practices among partners. This process will not only amplify the impact of CF initiatives but also foster a sense of collective ownership and responsibility.

4.4. Effectiveness

Performance rating: (1-6)

Effectiveness median score: 4.1

- C1.1. Delivery of CF outputs: **5**
- C1.2. Progress towards outcomes: **4**
 - C1.2.1 Outcome 1: **3**
 - C1.2.2 Outcome 2: **4**
 - C1.2.3 Outcome 3: **4**
 - C1.2.4 Outcome 4: **3**
- C2. Adopting and promotion of resilience-building: **4**
- C3. CF focus on national capacity development: **5**
- C4. Targeting the most vulnerable, disadvantaged, and marginalized population: **5**

4.4.1 To what extent has the CF achieved and is likely to achieve its intended results and ensure that the rights holders, especially the most vulnerable have access to and benefit from services?

*This chapter presents the analysis of the performance of the results matrix across the four outcomes of the CF. As the ET was not provided the results for all the indicators of the results matrix, for each of the outcome areas, a snapshot of the main indicators is presented in this section. The “most recent status” column in the snapshots was updated by the ET based on data retrieved from different sources. **A table is available in Annex X with the detailed sources.***

Across the four outcome areas, using the data presented in table 10 of Annex X with data sources, performance is rated as follows:



Most of the information gathered in this chapter comes from narrative and quantitative data from the UNINFO platform, UN agency reports and annual results reports, as well as external sources. The information presented in each output primarily emphasizes key examples rather than providing an exhaustive account of the extensive work and activities carried out within the context of the CF.

Context

In the course of implementing the CF, a number of important **factors** had an impact on aspects relating to the different outcomes. On top of the impact of the **COVID-19** crisis that is extensively described above, reverberations from the **Ukraine war** which commenced in February 2022 put a further strain on food and nutrition security and people's quality of life in Sierra Leone, as they are coinciding with longer-term macro-economic decline in the country. The rise of **petroleum prices** by 50% in one month (March 2022) had a domino effect on the prices of other commodities, including food and transportation. This happened as the **local currency**, the Leone, continued to deteriorate against the U.S. dollar, contributing to a rapid rise in the cost of living and poverty. Additionally, the current context has had a significant impact on the country's economic situation, particularly on real GDP growth, which has been cut from 4.1% in 2021 to 2.8% in 2022⁴².

WFP's monthly market surveys⁴³, which are conducted in collaboration with the Ministry of Agriculture, showed that there was a **20 and 40% increase in the price** of imported and local rice respectively between January 1 and 30 March 2022. Compared to the same period in 2021, the surveys found that the price of palm oil increased by 17%. Rice is the main staple food and palm oil is a commonly consumed foodstuff in Sierra Leone. Additionally, cassava reported a price increase of 27% which was associated to the increase in the price of rice across the country as its direct substitute because of its increased availability and many processed products that are easily accessible⁴⁴.

In the June ECOWAS/WFP/FAO assessment on the impact of the Ukraine crisis in the region, Sierra Leone registered the highest rise in food prices over the last five years (62%) and the fastest local currency depreciation. Cassava reported a price increase of 27% which is associated with the increase in the price of rice across the country as its direct substitute because of its increased availability and many processed products that are easily accessible.

⁴² African Development Bank & African Development Bank Group. 2023, 23 juin. Sierra Leone economic outlook. African Development Bank Group - Making a Difference. [https://www.afdb.org/en/countries-west-africa-sierra-leone/sierra-leone-economic-outlook#:~:text=Sierra%20Leone%20is%20characterized%20by,%25\)%2C%20compounded%20by%20s kills%20mismatch](https://www.afdb.org/en/countries-west-africa-sierra-leone/sierra-leone-economic-outlook#:~:text=Sierra%20Leone%20is%20characterized%20by,%25)%2C%20compounded%20by%20s kills%20mismatch)

⁴³ WFP. 2022. Sierra Leone – Country Brief. Retrieved from <https://reliefweb.int/report/sierra-leone/wfp-sierra-leone-country-brief-may-2022>

⁴⁴ WFP. 2022. Sierra Leone Food Security Monitoring System Report. Retrieved from <https://reliefweb.int/report/sierra-leone/sierra-leone-food-security-monitoring-system-report-february-2022>

As a result of these shocks, household incomes were significantly eroded, which is disrupting food access among vulnerable households due to declining purchasing power.

Strategic Area 1: Sustainable Agriculture and Food Security

Outcome 1: “By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks”

Strategic Area 1 of the UNSDCF centers on the imperative of achieving sustainable agriculture and food security. This strategic initiative aims to propel Sierra Leone towards the sustainable increase in agricultural production and productivity, fostering enhanced food and nutrition security. Furthermore, it endeavours to bolster macroeconomic stability, alleviate poverty, and fortify the nation's resilience to the adverse impacts of climate change and other unforeseen shocks. The urgency of this strategic endeavour arises from several root causes that afflict the region. These include land tenure insecurity, unsustainable farming practices, land and natural resource degradation, low production and productivity rates, the exclusion of women from decision-making processes and equitable resource access, sub-optimal dietary practices, and the far-reaching consequences of climate change and environmental disasters. Addressing these fundamental challenges forms the cornerstone of Sierra Leone's commitment to attaining food and nutrition security while striving for broader socio-economic progress.

Table 2 below is a snapshot of overarching indicators from the results matrix. This table shows the baseline, target and current status using the most recent data found by the ET. At the time of the evaluation, out of the 8 indicators 5 were not achieved and 3 had no information available. This result is mainly due to Sierra Leone's current context and the devastating impact of the different crisis (economic, health).

Table 1 - Performance rating Strategic Area 1

Indicators	Indicator Baseline	Target	Most recent status ⁴⁵	Rating
1a. Proportion of national population in food poverty	54,50% 2018	30%	73% 2022	
1b. Proportion of children under-5 who are stunted	31,30% 2017	20%	33% 2022	

⁴⁵ The data entered in this column have been retrieved by the evaluation team from different sources and was not made readily available by the UNCT during the evaluation process. The sources can be found in Annex VII.

Indicators	Indicator Baseline	Target	Most recent status ⁴⁵	Rating
1c. Proportion of population with moderate or severe food insecurity	43,70% 2018	25,5%	78% 2023	
1d. Prevalence of acute malnutrition	5,1% (wasting) 2017	3%	5,2% 2021	
	4,3% (overweight) 2017	4,3%		
1e. Rate of national food self-sufficiency	81% 2015	90%		
1f. GDP Growth	3,7% 2018	5,3%	2,8% 2022	
1g. Climate change vulnerability	0,25 2014	0,40		

7. Although key information is missing, due to the lack of data on the results matrix at the CF level, to assess the extent to which indicators have been achieved⁴⁶, the evaluation team used data that has been reported under Strategic Area 1 since 2020. Notwithstanding the situation depicted in the table above, the CF's endeavours under Outcome Area 1 have demonstrated commendable progress in the years 2020, 2021, and 2022, showcasing a systematic commitment to enhancing the sustainability of agriculture, bolstering food and nutrition security, and fostering climate resilience in Sierra Leone.

In 2020, with a total expenditure of USD17.6 million, the Cooperation Framework reached an extensive audience, impacting over **350,000 individuals**⁴⁷. This was achieved through a **multifaceted approach** that yielded significant results. Notably, the provision of specialized nutritious food supplies to 9,022 children aged 6-23 months across 9 districts addressed critical nutritional deficiencies. Additionally, the cultivation of 4,330 hectares of inland valley swamps expanded agricultural opportunities, while the formation of 13,288 smallholder farmers into

⁴⁶ Sources: Annual Results Report 2022, 2021, 2020, Narrative data UNINFO

⁴⁷ United Nations Country Team in Sierra Leone. 2021. 2020 UN Annual Results Report Sierra Leone. United Nations: United Nations.

MSMEs empowered local communities. Environmental sustainability was promoted through the planting of 20,000 trees for restoration and the protection of 5,259 livelihoods of livestock farmers.

In 2021, Sierra Leone experienced **marked improvements in agricultural practices**, reflected in the substantial **increase in rice production** at 2.5 metric tons per hectare. Furthermore, the protection of 490,659.21 hectares of forests underscored efforts to safeguard natural resources. Initiatives such as the implementation of home-grown school feeding and the establishment of Disaster Management Committees in 16 chiefdoms exemplified the Framework's holistic approach to development.

The year 2022 witnessed the Framework **expanding its reach and impact**. A total of 10,005 farmers, including 395 boys, 370 girls, and 11,173 community members, benefited from improved access to vital resources, technology, financial services, and market linkages. Efforts to support land reform and sustainable resource management included the training of 2,500 individuals in geospatial technology, aligning with the rollout of the Voluntary Guidelines on Governance and Tenure in Sierra Leone. Additionally, the provision of nutritious and diverse fortified meals to 216,000 school children in 1,020 schools across five districts (Kambia, Karene, Kenema, Bonthe, Moyamba) addressed food security at its core.

These achievements, taken together, **underscore the CF's effectiveness** in promoting sustainable agriculture, enhancing food and nutrition security, and strengthening resilience in Sierra Leone. Through its multifaceted approach, the Framework has made significant strides in addressing pressing challenges and contributing to the well-being of the country's communities.

However, it is crucial to consider the perspective that while quantitative indicators presented in the table might not have been achieved, these indicators represent high-level metrics influenced by numerous external factors. They might not fully encapsulate the qualitative impact assessed through other sources. As such, a broader assessment considering qualitative data from various source is essential to comprehensively evaluate the effectiveness of the CF.

In general, the UNCT members engaged in the execution of Outcome 1 **express contentment** with the attained level of progress, **considering the external factors** that influenced certain anticipated results and activities. This contentment also has been visible with the survey results, out of the 10 Agencies that selected Outcome 1, the majority (9) selected either partially achieved, moderately achieved, or mostly achieved, and one agency selected "not at all achieved". When questioned about the critical areas requiring additional attention or enhancement in the upcoming CF pertaining to Outcome 1, the following aspects were highlighted: climate change, homestead, land tenure and agroecology, de/re forestation, innovation and technology, the Blue Economy.

Strategic Area 2: Transformational governance

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 boys and girls (children, girls), women and men including those with disabilities”

Strategic Area 2 is dedicated to the establishment of robust foundations for transformational governance. This strategic imperative underscores the importance of instilling principles such as transparency, accountability, professionalism, fiscal discipline, innovation, and a dedicated culture of service. The rationale for this strategic focus is deeply rooted in addressing core challenges. Exclusion of women and other vulnerable members of the society can undermine democratic development, serving as one of the root causes of poor governance and instability. Moreover, the lack of access to affordable justice services can amplify public grievances, which over time may escalate into large-scale violence and unrest. It is well understood that public institutions held accountable are more likely to enhance their responsiveness and adapt to the unique conditions and diverse needs of the various communities they serve. Lastly, corruption's pervasive influence in society drains resources, leads to bloated and dysfunctional governments, and ultimately erodes the quality of public service delivery. Transformational governance, as emphasized in this strategic area, strives to confront and rectify these issues, thereby paving the way for a more prosperous and stable Sierra Leone.

The table presented below provides a concise overview of the overarching indicators taken from the results matrix within Strategic Area 2. The data reveals that among the four indicators, one has been successfully achieved, two are deemed satisfactory. Within the satisfactory indicators, one has demonstrated positive evolution, while the other has remained stable without worsening. However, one indicator did not reach its intended achievement.

Table 2 - Performance rating Strategic Area 2

Indicators	Indicator Baseline	Target	Most recent status ⁴⁸	Rating
2a. Country Policy and Institutional Assessment (CPIA) overall score	3,2 2017	4	3,2 2021	
2b. Corruption perception index score (0-100)	129 th - score 30 2018	113 th - score 35	110, score 34 2022	

⁴⁸ The data entered in this column have been retrieved by the evaluation team from different sources and was not made readily available by the the UNCT during the evaluation process

2c. Global Peace Index Ranking	1.74 – 35 th 2018	1.5	1.803 – 50 th 2022	
2d. Overall score on Mo Ibrahim Index of African Governance (IIAG)	50.9 2018	55	52.2 2022	

8. Transformational Governance has witnessed significant progress and achievements in the years 2020, 2021, and 2022⁴⁹, reflecting a dedication to promoting inclusive governance, access to justice, and trust in public institutions in Sierra Leone.

In 2020, with a total expenditure of USD2.9 million, the CF impacted **over 1,000 individuals in the Sierra Leone population**. 2022 yielded notable accomplishments, including the establishment of 27 grievance redress communities in rural areas, addressing the concerns of 600 complainants through the Human Rights Commission, and handling 199 reported cases in SGBV courts, resulting in 19 convictions. Furthermore, **six local councils adopted gender-responsive plans**, and 3.5 million national identification records were digitized through the National Digital ID platform.

The year 2021 marked significant advancements **in institutional inclusivity and access to justice**. Despite challenging external factors, including the COVID-19 pandemic and recurring natural disasters, Sierra Leone saw improvements in public institutions. With an expenditure of USD8.6 million, key achievements included the registration of 127,076 births, provision of support to 30,201 individuals affected by reduced HIV/TB stigma, legal representation for 28,661 children, the registration of 3,374,258 voters (1.7 million female) and the support of 16 district trafficking-in-person taskforces. Additionally, 12 out of 16 district development coordination committees became operational, contributing to enhanced governance. From data collected, they are now operational in all districts.

In 2022, the UN made **substantial contributions to legislative and policy frameworks**, significantly impacting governance. The enactment of eight Acts⁵⁰ and the contribution to nine policies, frameworks, standard operating procedures, and guidelines strengthened governance structures. Notable legislations included Acts related to gender equality and women's empowerment, data protection, civil registration, political parties' registration and regulation, and anti-human trafficking. The UN's contributions also translated into Sierra Leone achieving improved global standards and rankings, including reduced corruption perception, enhanced

⁴⁹ Annual Results Report 2020, 2021, 2022

⁵⁰ GEWE, Data Protection, National Civil Registration Authority, Political Parties Registration & Regulation Commission (PPRC), Public Elections (PEA), National Land Commission, Customary Land Rights, Anti-Human Trafficking and Migrant Smuggling.

peace index, favourable scores in the Mo Ibrahim Index of African Governance, and high compliance with the 2019 EITI Standard, at 87.5 points.

These developments underscore the effective contributions of the CF under Outcome 2, which have been instrumental in fostering transformational governance, access to justice, and international standards in Sierra Leone. Overall, the stakeholders consulted through KIIs and via the survey consider that Outcome 2 **is achieved to a satisfactory level**. Among the five UN Agencies that selected Outcome 2 in the survey, one considers it fully achieved, two mostly achieved and two moderately achieved. When asked what should be further emphasized or added in the next CF under Outcome 2 the following have been mentioned: local governance, legal, regulatory and policy reform to support private sector development, youth empowerment and employment.

Strategic Area 3: Access to basic services

Outcome 3: “By 2023, the population of Sierra Leone, particularly the most vulnerable, will benefit from increased and more equitable access to and utilisation of quality education, healthcare, energy and water, sanitation and hygiene services, including during emergencies”

Strategic Area 3 is dedicated to enhancing access to essential basic services for the people of Sierra Leone. This strategic initiative seeks to boost the demand for and utilization of services while encouraging the adoption of optimal household and individual practices. It recognizes that expanding the availability of quality, affordable basic services, even during crises, is a prerequisite for the well-being of the population, with a particular emphasis on empowering the most disadvantaged and vulnerable, including women and girls. This strategic area’s focus encompasses various sectors, including education, healthcare, energy, and WASH, aiming to foster increased and equitable access for all.

The table presented below provides a concise overview of the overarching indicators taken from the results matrix within Strategic Area 3. The data reveals that among the five indicators, two are achieved, two are not achieved, and one is lacking data. However, the “maternal mortality ratio”

indicator's latest data is from 2020⁵¹ which dates back to the first year of implementation of the UNSDCF.

Table 3 - Performance Rating for Strategic Area 3

Indicators	Indicator Baseline	Target	Most recent status ⁵²	Rating
3a. Maternal mortality ratio	1165 2013	582,5	443 2020	
3b. Under-5 mortality rate	110,5 2017	45	122 2022	
3c. Primary and Junior secondary school completion rate	Primary: 66.8%, M: 66.6%, F: 65.4%.	Primary: 74.7%, M: 75.5%, F: 74%.	Gross Completion rate: 95% 2022	
	Junior secondary: 48.6%, 49.2%, 48.1%	Junior secondary: M: 66.7%, M: F: 67.3%, F: 66.2%	2022 Evidence) (missing	
3d. Proportion of population using basic sanitation facilities	Basic sanitation: 16.2%, Rural: 8%, Urban: 27% 2017	Basic sanitation 46%, Rural 42%, Urban 53%	Basic sanitation: 17%, Rural: 10%, Urban: 26% 2021	

9. Access to basic services is a fundamental indicator of a nation's progress and the well-being of its citizens. Over the years, Sierra Leone has achieved strong results in improving access to basic services, and this progress is reflected in the outcomes achieved in 2020, 2021, and 2022. In 2020, the UNCT members made significant strides in enhancing access to basic services under Outcome 3 with a total expenditure of USD50.7 million.

⁵¹ WHO. 2022. Annual Report 2022

⁵² The data entered in this column have been retrieved by the evaluation team from different sources and was not made readily available by the the UNCT during the evaluation process.

In 2020, this investment had an impact on the lives of its citizens, as evidenced by several key achievements. Notably, **3.9 million people** including adolescent girls and young women, gained access to **Sexual and Gender-Based Violence (SBGV) prevention and sexual and reproductive health information and services**, ensuring that a substantial portion of the population had access to essential healthcare services. Despite the challenges posed by the COVID-19 pandemic, **266,000 primary students continued their education**, demonstrating the resilience of the education system. Access to clean water also saw a notable improvement, with 88,140 people having access to basic water supply through clean energy solutions at national level. Furthermore, over **131,648 individuals received WASH** (Water, Sanitation, and Hygiene) services and messages, promoting improved hygiene practices and sanitation. Another noteworthy accomplishment was the installation of 54 solar mini grids, benefitting 60,000 patients, 43,266 households, and 29,108 students, thereby not only improving access to electricity but also facilitating the delivery of various essential services to communities. These achievements in 2020 underscore the UN's commitment to improving the well-being of its citizens by ensuring access to vital basic services.

In 2021, Sierra Leone and the UN continued to build upon the **achievements of the previous year**, focusing on further improving access to basic services. The government's launch of the **Free Quality School Education programme** in 2018 yielded positive results, as evidenced by increased enrolment in schools from pre-primary to senior secondary levels, higher transition rates between primary and lower secondary education, and improved completion rates. In 2021, there was a significant rise in the gross enrolment rate for pre-primary education, climbing to 20.6% from the previous year's 19.3% and notably surpassing the baseline of 11.5% (MICS). During the period spanning 2020 to 2021, the transition rate from primary to lower secondary education escalated from 94.9 to 97.6%. Likewise, the completion rate for lower secondary education also showed improvement, advancing from 68.5 to 73.9%, signifying positive strides towards meeting the country's program targets. Moreover, there was a remarkable 36% surge in the total number of enrolled children across all school levels, spanning from pre-primary to senior secondary. This increase signifies a positive trend in school enrolment and attendance. The data highlights a promising trend in school completion rates: currently, eight out of ten primary school children successfully complete their primary education, while seven out of ten junior secondary school students complete this phase of schooling. These statistics indicate an encouraging trajectory towards ensuring more children successfully finish their education. These advancements in education were instrumental in enabling more children to access quality education, setting a strong foundation for the country's future. Additionally, there was a surge in access to Water, Sanitation, and Hygiene (WASH) services, contributing to improved overall well-being and a reduction in disease burdens, particularly among children under 5 years old. Efforts towards achieving Universal Health Coverage (UHC) through policy development, resource mobilization, and direct support yielded tangible results. The health sector's capacity was also strengthened to ensure the continuity of essential health-related services, including vaccination programmes and sexual and reproductive health, all within the context of the ongoing COVID-19 pandemic.

Moving forward to 2022, Sierra Leone continued its dedication to **improving access to basic services** with interesting progress. The gross enrolment rate in schools increased to 24%, a significant achievement and double the baseline of 12%, indicating substantial progress towards the country's programme targets. The primary gross completion rate also improved significantly, rising from 79.6% to an impressive 95%, demonstrating Sierra Leone's commitment to providing quality education to its young population. In the healthcare sector, the country recorded a 10% reduction in the number of maternal deaths through the Maternal Death Surveillance and Response system, showcasing improved maternal healthcare and outcomes. The decline in maternal and paediatric morbidity and mortality mirrors significant improvements in access to maternal health services, with the percentage of births attended by skilled health personnel increasing to 87%. Similarly, the percentage of births that occurred in health facilities increased to 83% and nearly 80% of women received at least 4 ANC visits. This was facilitated by, among other initiatives, the pre-service training of over 500 midwives, provision of Emergency Obstetric and new-born care services (EmONC), capacity building of newly appointed 40 quality of care officers, the undertaking of perinatal death surveillance and response system in 15 hospitals and the training of service providers. Furthermore, Sierra Leone achieved a 73.2% full vaccination coverage of the target population for COVID-19, highlighting its commitment to public health. Additionally, over 80% of 10-year-old school-going children received the HPV Vaccine, contributing to cervical cancer prevention. The accessibility of renewable energy in rural areas continued to expand, with energy access increasing to 29.53% in 2022 from 26.2% in 2020, compared to a baseline of 21.6%. These achievements in 2022 reflect Sierra Leone's ongoing commitment to improving the well-being of its citizens and ensuring that they have access to essential basic services, from education and healthcare to clean energy.

In general, the stakeholders who were engaged in the execution of initiatives related to Outcome 3 expressed **a decent level of satisfaction** with the outcomes achieved. Survey results show that among the seven UN Agencies involved in Outcome 3, two consider the outcome to be achieved, four mostly achieved and one partially achieved. This assessment takes into consideration the challenges posed by the COVID-19 pandemic, which affected the advancement of specific activities. As previously noted, stakeholders who were consulted as part of the evaluation were also queried about crucial subjects or domains that should receive increased attention or enhancement in the forthcoming CF for Outcome 3. These important areas include addressing youth drug consumption, improving mental health support, and addressing “invisible diseases”, data and information management, and digital literacy.

Strategic Area 4: Protection and empowerment of the most vulnerable

Outcome 4: “By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities”

Strategic Area 4 focuses on the critical goal of protecting and empowering the most vulnerable members of our society, specifically women, youth, adolescents, children (with a particular emphasis on girls), and persons with disabilities. This strategic area is dedicated to ensuring that these individuals can confidently assert their rights and lead resilient, safe, and healthy lives, free from the shackles of gender-based violence, child marriage, discrimination, and stigma. By facilitating their empowerment, the UN aims to enable these vulnerable groups to become active contributors to the socio-economic fabric of our society, serving as agents of positive change. This strategic area recognizes the persistent challenges such as gender stereotyping, discriminatory laws, institutional gaps, and the inability to access essential services, which together hinder the realization of their full potential and participation in societal progress.

The table presented below offers a summary of the key indicators extracted from the results matrix in Strategic Area 4. The results show that out of the 5 indicators 2 are satisfactory, 2 are not achieved and 1 has no information available. However, for two of the indicators the latest data were from 2020 which coincides with the first year of implementation of the UNSDCF.

Table 4 - Performance rating Strategic Area 4

Indicators	Indicator Baseline	Target	Most recent status ⁵³	Rating
4a. Gender Development Index	0,872 2017	1	0,893 2021	
4b. Gender Inequality Index	0,645 2017	0,57	0,667 2023	
4c.% of girls and women aged 15-49 years who have undergone FGM	89,6% 2013	79%	83% 2020	
4d.% of women aged 20-24 years who have experienced early child marriage before age 18	29,9% 2017	24%	30% 2020	
4e. Number of children living in poverty according to national multidimensional poverty lines	2.207.504 2017	2.047.144		

⁵³ The data entered in this column have been retrieved by the evaluation team from different sources and was not made readily available by the UNCT during the evaluation process

10. In 2020, the UN allocated a total expenditure of \$3 million towards Result Area 4, Protection and Empowerment of the Most Vulnerable. These efforts reached more than 75,000 individuals and led to five key achievements, including providing child protection measures to 15,927 children (8,444 boys and 7,483 girls) through the Inter-Religious Council and delivering gender-transformative life skills training to approximately 18,000 out-of-school youth. Additionally, 15,841 children and family members received essential mental health and psychosocial support (MHPSS).

The 116 SBGV hotline logged an impressive 38,607 calls, serving as a critical channel for reporting GBV cases. Furthermore, an outreach campaign successfully reached 20,000 people with messages regarding the use of SBGV one-stop centres, raising awareness and promoting access to essential services.

In 2021, the UN continued its commitment to protecting and empowering the most vulnerable through efforts aimed at **changing social norms** and fostering a deeper understanding and respect for human rights, particularly among women, children, and people living with disabilities. Technical and financial support were extended to governments to **enhance access to quality protection services**, with a particular focus on addressing GBV and other harmful practices. Collaboration within the UN system led to the inclusion of comprehensive sexuality education in curricula, empowering young people with knowledge about sexuality and HIV education. These efforts were reflected in a total expenditure of \$11.4 million and several impactful outcomes, including 2,151 GBV survivors accessing quality, survivor-centred care, and the return and reintegration of 1,822 stranded migrants. Moreover, 123,000 people received cash-based transfers, contributing to economic stability, and 10,976 individuals benefited from an enabling business environment.

In 2022, the UN continued its coordinated prevention and response initiatives to protect and empower the most vulnerable. Notable achievements included charging 202 SGBV cases to the Magistrate Court, with 44 sexual penetration cases committed to the High Court, resulting in 53 convictions for various offenses. GBV hotlines (116) reported 336 cases, and 2,240 women and girls received comprehensive packages of GBV response services through eight One-Stop care centres nationwide. Additionally, **over 283 survivors of human trafficking** stranded in nine countries **were safely repatriated** to their home country of Sierra Leone. As part of the social reintegration process for migrant returnees, 1,341 returnees, including 323 young women, received protection and psychosocial services, aiming to provide a secure and supportive environment for their reintegration into society. These accomplishments in 2022 demonstrated the UN's continued dedication to safeguarding and empowering the most vulnerable populations. The social protection landscape in Sierra Leone has witnessed significant advancement, largely attributable to the UN's steadfast support in fortifying policy frameworks and implementing key initiatives. The UN's guidance facilitated the finalization and validation of the National Social Protection Strategy and Bill in 2022. This critical development has initiated discussions aimed at extending social protection coverage to vulnerable groups, particularly children and individuals with disabilities, with a long-term objective of achieving universal coverage by 2040. Additionally, the UN's consistent backing of the Grievance Response Mechanism (GRM) notably improved the

targeting, enrolment, and disbursement of vital Social Safety Net (SSN) and COVID-19 Emergency Cash Transfer programs, effectively safeguarding vulnerable populations. Moreover, empowerment initiatives supported by the UN have enabled women's engagement in disaster risk reduction, financial empowerment through sustainable waste management, and strengthened coastal communities' capacities to adapt to climate change challenges, showcasing a holistic approach to social protection and community resilience.

As the other Outcomes, **Outcome 4 is considered to be satisfactorily achieved** by the stakeholders consulted. The survey results also concur with this statement, with three UN Agencies considering Outcome 4 mostly achieved, two moderately achieved and two partially achieved. When asked what are the areas that should be further developed or added to the next CF under Outcome 4, the following were identified: technology and digital inclusion i.e. digital financial services, e-governance, expanding access to the internet and digital infrastructure, focusing on the digital economy, digital skills and opportunities.

Despite quantitative indicators suggesting room for improvement⁵⁴, it is worth noting that the CF received an overall satisfactory rating from all stakeholders engaged in the consultation process. Nevertheless, it is crucial to acknowledge that **numerous challenges persist** in Sierra Leone, demanding further concerted efforts. In the pursuit of enhancing effectiveness, a notable suggestion has emerged: the potential prioritization of flagship programmes within the CF. This strategic shift could be instrumental in propelling Sierra Leone's development agenda forward. Notably, the RCO commands significant political attention, and aligning the CF with flagship programmes, such as those focused on nutrition or health/data collection, could serve as a catalyst for increased government engagement. Moreover, embracing flagship programmes could facilitate stronger coordination among various UN Agencies, uniting them under common objectives. By aligning their efforts, these agencies can better channel their resources and expertise toward achieving shared goals, thereby maximizing their collective impact on Sierra Leone's development landscape.

⁵⁴ For the ones available.

Lessons learned – Projects visits

As part of the field missions conducted by the ET, a sample of projects located in various regions of the country was visited. These visits aimed to assess the effectiveness and impact of these projects on the ground. The following projects were assessed:

- Special baby care unit supported by UNICEF
- Poultry farm supported by UNDP
- Green jobs supported by FAO
- Opportunity Salone supported by ILO (two visits: charcoal producer and palm oil producer)
- Midwifery training schools supported by UNFPA
- Research unit Njala University supported by FAO
- Processed cassava products (Lion Food Snacks) supported by ITC

Two key lessons were identified:

1. Successful projects empower individuals to become trainers and share knowledge. It is important to develop local mentors, especially in the private sector. These local trainers not only contribute to the sustainability of the project but also serve as catalysts for knowledge dissemination and skill-building within their communities. The owner of the different businesses visited (charcoal, palm oil, cassava) are good examples of potential mentors/champions, and are willing to share their knowledge.
2. While certain agriculture related projects exhibited promise during their planning stages, challenges emerged during implementation. Notably, issues related to timelines, especially, were frequently encountered. Timelines weren't always strictly adhered to, which had repercussions on the expected outcomes. Additionally, in some instances, resources provided arrived too late to significantly influence agricultural outcomes. These observations highlight the importance of aligning project planning with realistic timelines (i.e. agricultural timeline) and ensuring timely resource allocation to maximize the desired impact.

4.4.2 What internal and external factors contributed to or hindered the attainment of the intended results?

Contributing factors:

In the context of implementing the CF, the achievement of development goals is influenced by a combination of internal and external factors, which collectively shape the CF's effectiveness in Sierra Leone.

External factors:

- Donor relationships: Strong and positive relationships with external donors such as the World Bank (WB), Foreign, Commonwealth and Development Office (FCDO), and the European Union (EU), are key external factors. These relationships result in significant financial and technical support, which is essential for implementing activities, programmes, and initiatives under the CF. Ensuring that the donors support the CF's ToC brings investments that increase the chances that change will occur.
- Resource mobilization: External funding from donors plays a crucial role in the successful implementation of the UNSDCF. Donors like the World Bank, FCDO, and the EU provide substantial resources, helping to finance and sustain development projects within the framework.

Internal factors:

- Government support and commitment: The government's commitment to the CF is a critical internal factor. When the government actively supports and commits to the framework, it demonstrates a dedication to achieving the outlined development goals. This support can translate into effective policy alignment and resource allocation.
- UNRCO Reputation: The high respect and reputation of the UNRCO among government counterparts are essential. A strong relationship between the UNRCO and the government facilitates collaboration, trust, and effective communication, which, in turn, enhances the overall implementation of the UNSDCF.
- Local partnerships: Collaborations with CSOs and NGOs at the local level are valuable internal factors. Local partnerships provide on-the-ground expertise, community engagement, and the ability to tailor development initiatives to the specific needs of communities. They foster a sense of ownership and inclusivity in the implementation process.

Hindering factors:

In Sierra Leone, several internal and external factors hinder the attainment of the intended results of the CF.

External factors:

- Poor institutional memory of the GoSL: The government's partial inability to effectively retain and apply knowledge from past development initiatives and policies leads to inefficiencies and missed opportunities. It hampers the ability to build on successful strategies and avoid repeating past failures. This goes hand in hand with the lack of data at the national level.
- Government silos and donor duplication: When the government operates in silos and overlaps with the effort of donor agencies, resources are often wasted. This lack of coordination can lead to fragmented development outcomes and reduced impact.
- Donor agency silos: Similarly, when donor agencies work independently or with minimal coordination, it can create confusion and inefficiencies in the allocation of resources and

the execution of development projects. This lack of synergy can hinder progress towards the CF's goals.

- Government's overreliance on external funding: The government's limited internal funding sources can make it heavily dependent on external donors, affecting its autonomy in setting development priorities. Decisions may be driven more by the financial incentives offered by international organizations rather than the country's actual needs.
- Lack of government transparency: A lack of transparency within the government can lead to distrust among the public and international organizations. It may result in misallocation of resources and hinder effective collaboration between the government and development partners.
- Gender and social norms: The persistence of gender inequalities, child marriage, and FGM/C is deeply rooted in prevalent societal norms. These norms form the bedrock sustaining such practices, attitudes, and behaviours. Progress in addressing these issues is hindered by the lack of clear recognition and acknowledgement of these entrenched gender and social norms.
- Global health crises: The COVID-19, as mentioned previously had some impact on the work of the CF, leading to reprioritization of resources and efforts towards emergency response at the UN level but also at the government level.
- Global economic trends: The conflict between Russia and Ukraine has had and will have significant impacts on Sierra Leone, primarily due to the rise in petroleum product prices and its ripple effects. While Sierra Leone is not directly reliant on wheat from Ukraine or Russia, the conflict has caused substantial economic challenges, as highlighted by UNDP⁵⁵:
 - *Energy shortage*: Escalating petroleum product prices, exacerbated by the Russia-Ukraine conflict, have intensified energy shortages in Sierra Leone. This has led to increased transaction costs and hardships for local businesses and consumers.
 - *Global economic uncertainty*: The conflict has introduced new layers of uncertainty to the global economy. Russia and Ukraine are significant players in the global trade of commodities, including sunflower oil, seeds, wheat, and oil. The war has rapidly affected the prices of oil and wheat, impacting countries heavily reliant on these products.
 - *Price Surge and Economic Disruption*: Sierra Leone, although not a top trading partner of Russia or Ukraine, has felt the impact through supply chain disruptions and price transmissions. This has resulted in a surge in domestic prices, compromising economic recovery and eroding households' purchasing power. The conflict has triggered economic spillover effects and social unrest.

Internal factors:

⁵⁵ UNDP. 2022. Assessing the potential impacts of the Ukraine-Russia conflict in Sierra Leone: a CGE analysis. Retrieved from https://www.undp.org/sites/g/files/zskgke326/files/2023-09/a_cge_analysis_-_russia_ukraine_war_-_the_impacts_on_sierra_leone.pdf

- Quality of short-term consultants: The engagement of short-term consultants who may lack an in-depth understanding of local contexts and specific project requirements can lead to suboptimal outcomes. Inadequate expertise and limited project continuity can impede progress. The short-term nature of the consultancies affects the consultants' capacity to really adapt the service or good provided to the reality in the field.
- Short project durations: Many projects, programmes, and interventions in Sierra Leone have short timeframes, making it challenging to achieve sustainable and lasting results. Frequent project turnover disrupts the continuity of efforts, limiting the impact of development initiatives.
- High staff turnover: Frequent turnover of staff in IOs working in Sierra Leone can result in a lack of continuity and institutional memory within these organizations. This makes it difficult to maintain consistent strategies and relationships with government counterparts, hindering effective cooperation. Vice-versa, this also happens when elections take place and government counterparts are changing.
- Lack of awareness of the CF: The absence of a comprehensive orientation package to introduce the CF for new staff in the UN family can lead to misunderstandings and misalignment with the objectives and priorities outlined in the CF. This lack of awareness affects the efficiency and effectiveness of collaboration.
- Lack of coordination under Outcome 4 and more precisely regarding gender equality, child marriage, and FGM/C: Efforts aimed at addressing gender inequalities and eliminating practices like child marriage and FGM/C face internal challenges. Limited coordination and fragmented approaches hinder progress towards meaningful change. To achieve substantial strides, there is an imperative need for a more cohesive, evidence-based, and strategically aligned approach. Implementing long-term, harmonized, and transformative gender programs will be pivotal in driving sustained and impactful change within communities.

4.5. Efficiency

Performance rating: (1-6)

Efficiency median score: 4.5

D1. Integrated funding framework: **4**

D2. Collectively prioritized activities based on needs: **5**

D3. Effective reallocation of resources to emerging needs and priorities (also covered in section 4.2 Adaptability): **5**

D4. Timeliness of actions: **4**

4.5.1 To what extent the programme resources (financial and human) have been utilized efficiently?

Financial resources (n. b., all amounts are in US\$ in this section)

The **Joint Financing and Resource Mobilization Strategy**, published in May 2021, outlines a comprehensive approach to financing the UNSDCF. The strategy provides insight into global sustainable development finance, assesses national financial contexts, identifies resource opportunities, and offers strategies for each Outcome Area. However, this strategy, as shown in the table below, was initially developed for the period 2020-2023, while the CF has been extended to 2024. Yet, it is important to acknowledge the figures provided by the strategy as they serve as a reference point for evaluating progress and gaps.

Table 5 - UNSDCF Funding Framework (2020-2023),⁵⁶

Outcome	Total Required Resources	Available Resources	To be mobilized
Outcome 1: Sustainable Agriculture, Food and Nutrition Security, and Climate Resilience	\$128.387.714,00	\$77.077.285,00	\$51.310.429,00
Outcome 2: Transformational Governance	\$17.809.344,00	\$13.582.172,00	\$4.227.172,00
Outcome 3: Access to Basic Services	\$210.464.856,00	\$100.839.396,00	\$109.625.460,00
Outcome 4: Protection and Empowerment of the Most Vulnerable	\$14.686.034,00	\$8.370.409,00	\$6.315.625,00
Total	\$371.347.948,00	\$199.869.262,00	\$171.478.686,00

11. The table below provides an overall analysis of the financial performance and resource management of the CF over the years 2020, 2021, and 2022. The aggregate delivery rate over the three-year period, at 85% indicate that the CF has made satisfactory progress in achieving its goals. This reflects efficient resource utilization and effective project management during this time frame.

⁵⁶ Source: United Nations Country Team in Sierra Leone. 2020. Joint Financing and Resource Mobilization Strategy. United Nations: United Nations.

Notably, the CF made significant strides in closing the gap between available resources and total required resources over the three-year period. With \$255,199,290 available resources against a total required resources of \$276,820,147, the CF has managed **to bridge a substantial portion of the funding shortfall**. This contrasts with the initially projected funding framework in the strategy, where available resources were considerably lower (\$199,869,262) compared to the total required resources (\$371,347,948). This achievement underscores effective fundraising and resource allocation efforts.

When examining the total required resources spread over the extended implementation period of four years (2020-2023), the CF maintains a consistent average of **\$92,273,382.33 per year**, closely aligning with the projected annual requirement of \$92,836,987. This stability in annual resource requirements demonstrates prudent financial planning and a commitment to sustained funding levels throughout.

At the time of the evaluation, in 2023, the CF had spent \$216,819,191, which represented a portion (58%) of the original \$371,347,948 total required resources for funding CF activities. It is important to emphasize that there still remained two years in the extended timeline (the remaining of 2023 and extended to 2024).

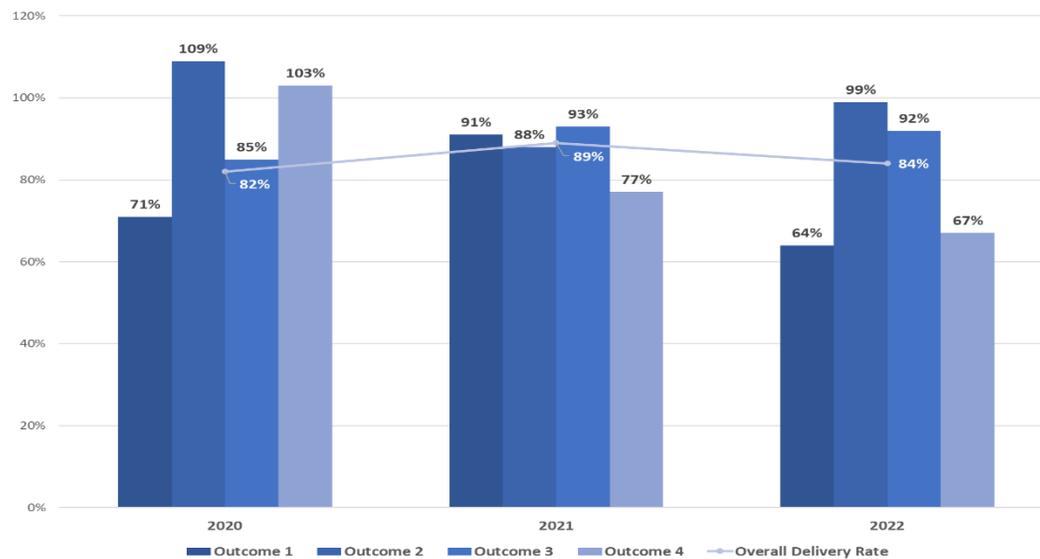
Table 6 - Aggregated financial data 2020, 2021, 2022⁵⁷

Outcome	Total Required Resources	Available Resources	Expenditures	Delivery rate
Outcome 1: Sustainable Agriculture, Food and Nutrition Security, and Climate Resilience	\$74.981.194,00	\$57.109.893,00	\$41.992.205,00	74%
Outcome 2: Transformational Governance	\$26.456.352,00	\$26.012.652,00	\$25.004.307,00	96%
Outcome 3: Access to Basic Services	\$147.419.377,00	\$144.096.205,00	\$128.503.256,00	89%
Outcome 4: Protection and Empowerment of the Most Vulnerable	\$27.963.224,00	\$27.980.540,00	\$21.319.423,00	76%
Total	\$276.820.147,00	\$255.199.290,00	\$216.819.191,00	85%

⁵⁷ Source: the ET uses the figures provided in the Annual Results Reports : 2020, 2021, 2022

The figure below shows delivery rates by year and by outcome. The overall delivery rates by year indicate that the CF **performed satisfactorily in terms of achieving its intended outcomes**. The analysis also highlights variations in delivery rates among different Outcome Areas, shedding light on areas of strength and potential areas for improvement. Outcome 2 and Outcome 3 consistently exhibit higher delivery rates on average across all three years of implementation. This suggests that these areas have been particularly successful in achieving their objectives and utilizing allocated resources efficiently. In contrast, Outcome 1 and Outcome 4 have slightly lower delivery rates, indicating that these Outcome Areas may have been facing challenges or require additional attention to meet their intended outcomes.

Figure 3 - Delivery Rates per year of implementation⁵⁸



The CF has shown **commendable financial management** and progress over the years 2020 to 2022. Notably, it closed a substantial portion of the funding gap, adhered to sustainable resource allocation, and prudently managed expenditures. Additionally, the analysis of delivery rates by year and outcome underscores the CF's satisfactory performance in achieving its intended outcomes. Notably, Outcome 2 and Outcome 3 consistently exhibited higher delivery rates on average across all three years of implementation, signalling their success in achieving objectives and efficient resource utilization. Conversely, Outcome 1 and Outcome 4 displayed slightly lower delivery rates, highlighting potential challenges and the need for focused attention to meet their intended outcomes. Moving forward, the CF should continue its prudent financial planning and resource mobilization efforts to ensure that it remains on track to effectively achieve its objectives throughout the extended timeline.

⁵⁸ Sources: Annual Results Reports : 2020, 2021, 2022

Human resources

As of the most recent staff count conducted in August 2023, the UN⁵⁹ presence in Sierra Leone comprised a total of 733 personnel. Among these, **21% were international staff**, while the majority, constituting **79%, were national staff**. Regarding human resources, the evaluation has not identified any notable issues or challenges. During consultations with various stakeholders, it became evident that there is a prevailing satisfaction with the allocation of human resources across diverse activities. The survey results show that **67% of the respondents consider that the CF was efficient in utilizing its human resources**. More specifically, respondents considered that the CF effectively utilized its staff members by allocating them to appropriate tasks and maximizing their skills and expertise. Additionally, the respondents also agreed that the CF demonstrated cost-effectiveness by achieving desired outputs and outcomes through efficient utilization of its human resources. Nonetheless, in 2023, **a freeze in hiring, because of lack of funds**, generated some discussion in the UNCT's attempts to continue building-up its teams in the country. For example, key positions in the RCO were left unfilled which hinders the team from achieving some basic results, such as the monitoring of key indicators for the CF's outcomes and outputs. The RCO did try to cope with this shortage in staff, but it really affected its capacity to, for example, aggregate monitoring data and facilitate mission coordination for the evaluation.

Monitoring and Evaluation system (M&E)

12. The M&E system is considered as having been well designed.

- **However, some indicators were not aligned with the progress the system was to measure. In addition, there were numerous challenges in terms of collecting and aggregating the data to inform the M&E system's indicators.**

Design of the M&E system:

The CF document included a section called "Monitoring Plan". The document indicates that monitoring of the UNSDCF would be **a critical function**, led by the UNCT in close collaboration with MOPED and all other partners. This collaborative effort aims to enable the tracking of progress, identification of programme bottlenecks, and recognition of evolving risks and opportunities within the framework. As part of the monitoring plan, a Results Matrix was developed as a result of a collaborative process between the UNCT members to ensure the relevance of the indicators. However, **some indicators were not specific, measurable, attainable, relevant and time-bound (SMART)**. This shortcoming was notably evident in the imprecise definition of baselines, with some dating back to as far as 2013. Furthermore, a reliance on **external sources and government survey data** for certain indicators, can undermine the "time-bound" aspect. Additionally, stakeholders voiced the need for a more comprehensive consultative process to ensure that the targets are attainable and realistic. For example, in the Results Matrix for indicator 4d "*%age of women aged 20-24 years who have experienced early child marriage before age 18*"

⁵⁹ UN staff refers to the following agencies: RCO, UNDP, UNICEF, WFP, WHO, WB, IOM, IMF, UNIDO, FAO, UNAIDS, UNFPA, UNOPS, UNODC, UN Women, IFC, IFAD, ILO, UNDSS

the target for 2023⁶⁰ was 24%, yet in a report published by UNICEF in 2020 it is stated “The practice of child marriage has become slightly less common in the country over the past 25 years, with 30% of all girls being married in in childhood today compared with 37% 25 years ago. If this rate of progress continues, still 27% of all girls in Sierra Leone will marry before they turn 18 in 2030”⁶¹. This example is highlighting some discrepancies with regards to the attainability of the indicators set. The targets set in the Results Matrix should be aligned to a risk assessment and a situation analysis conducted at the design phase to ensure that they are attainable.

Implementation of the M&E system and data management:

Efficient M&E systems are pivotal for the UN’s work, especially since most of the work done by the UN is data-driven. However, the discussions with stakeholders, as well as the documentation review, have highlighted **several challenges** and room for improvement to ensure **the effective implementation of the M&E system under the CF**. Additionally, the ET experienced firsthand some difficulties in retrieving the most recent data to track the achievement of the Results Matrix.

- Data availability: One of the primary issues in Sierra Leone is the availability of data. The country faces data gaps, making it challenging to monitor and evaluate progress effectively. Despite this, much of the CF relies heavily on data to measure impact and inform decision-making. As a result of this gap, some baseline data in the Results Matrix are dating back to 2013, which might be inadequate for accurately gauging the progress made over the years and for formulating relevant and effective strategies to address current challenges and opportunities.
- UNINFO: The evaluation highlighted the lack of centralization of certain data on the UNINFO platform. At present, the platform is not considered optimal, as it has only a few narrative data and, sporadically, some quantitative data collected as part of the results matrix. Some of the stakeholders involved in the M&E process mentioned that the UNINFO platform, especially the newest version, is not the easiest to navigate and that some improvements are still needed. Beyond these findings, it has also been reported that most of the indicators in the Results Matrix are not “owned” by the UNCT but rather by government counterparts making hard for the UN to monitor them. As such, the UN agencies can only provide estimates. Initially, the RCO staff responsible for M&E asked for each agency to send relevant data to the CF’s indicators. However, because of the staff shortage in the RCO, there is currently a gap in this aggregation process, affecting the quality of the data available on the UNINFO.
- Annual Result Report: The annual reports, while effectively emphasizing key achievements, tend to omit references to specific targets from the Results Matrix. While the inclusion of narrative elements is valuable for a comprehensive understanding, it is equally vital to establish a linkage with the original Results Matrix. In other words, the narrative description of the UNCT’s progress in each outcome is not easily linkable to the

⁶⁰ At the time the results matrix was developed the targets were for 2023

⁶¹ UNICEF. 2020. Sierra Leone Country Profile. Retrieved from <https://www.unicef.org/media/111401/file/Child-marriage-country-profile-Sierra-Leone-2021.pdf>

Results Matrix's targets, making the reader's assessment of the progress difficult because the result is not compared to what was to be attained. This connection serves a dual purpose: tracking the progress achieved throughout the year and pinpointing areas where gaps exist, offering valuable insights into potential areas for improvement.

- Government involvement: Although the CF was initially designed with the primary objective of enhancing collaboration between the United Nations and the GoSL, there exists an opportunity for further enhancement, particularly in the realm of M&E. As mentioned earlier, several critical indicators within the Results Matrix depend on government data sources. Therefore, it becomes imperative to actively engage with the government in the M&E process to ensure the reliability and effectiveness of this collaboration.
- Inter-agency collaboration: Another significant point raised during discussions with key stakeholders pertains to the challenges associated with obtaining data from other UN Agencies. It became evident that there is a notable deficiency in coordination and communication regarding the data repositories within each of the UN Agencies operating in Sierra Leone. For instance, certain UN Agencies operate in the same geographical regions, yet there is a lack of concerted effort in sharing previously collected data. This oversight hinders the potential for ensuring the relevance and effectiveness of new projects and initiatives.

4.6. Coordination

Performance rating: (1-6)

Coherence median score: 3.8

B1. CF position, credibility and reliability: 5

B2. CF complementarity, harmonization and coordination: 3

B3. Synergies and interlinkages of interventions: 3

B4. Forging strategic and effective partnerships: 3

4.6.1 To what extent has the CF promoted complementarity, harmonization and coordination with other key partners to maximize the achievement of results? To what extent has the different UN agencies contributed to the functioning and consolidation of UNCT coordination mechanisms?

- 13. Generally speaking, the CF has indeed allowed for more complementarity, harmonization and coordination with key partners, including among the UNCT.**
- 14. In addition, all stakeholders interviewed recognized the RCO as a key player in terms of coordination and communication with vital partners, including the government and donors.**

- **However, although the UNCT members are collaborating more and more among each other, the level of coordination hoped for as described theoretically in the CF has not yet fully materialized in practice. Indeed, as expressed during many interviews, the horizontal governance organization needed to fully collaborate within the country is sometimes challenged by the vertical relationship between agencies at national level and their regional and global counterparts.**
- **Also, while stakeholders generally value the thematic and results groups established under the CF for their collaborative efforts and “delivering as one” approach, they have expressed concerns about low participation rates. Several agencies struggle to consistently attend the groups meetings due to scheduling constraints and/or limited representation. The burden is more significant for smaller agencies with limited staff who must chair and/or actively participate in multiple groups. This situation hampers the potential for improved coordination between agencies.**

Coordination mechanisms within the CF

The CF has been signed by 21 UN Agencies, a significant number of which have physical presence in Sierra Leone. This physical presence within the country has proven important as it fosters face-to-face interactions and regular communication which contribute to a smoother coordination process under the CF. However, challenges remain to foster enhanced coordination among UN agencies within the CF as, beyond funding channels between each agency with particular donors that are often kept bilateral, culturally, some agencies seem to prefer working in independent settings because of different implementation and monitoring paces. In other words, because of the complicated nature of harmonizing implementation and monitoring paces and approaches between agencies, they tend to continue to work separately instead of in a coordinated manner.

To further bolster its coordination, the CF has been strategically organized into three operational areas and seven thematic areas, as shown in Figure 4 and detailed below:

Operations Management Team (OMT): The Team’s primary focus is on discovering operation solutions that can enhance the efficiency of collaborative delivery efforts, and they are responsible for creating or revising the Business Operations Strategy.

UN Communications Group (UNCG): The UNCG is in charge of coordinating and offering technical and advisory assistance for collaborative communication initiatives within the outcome groups. A communication action plan has been developed, this plan indicates the expected outcomes, outputs, deliverables, tactics, and audiences.

Monitoring and Evaluation Group: The role of this group is to offer technical support to UN Agencies to ensure the adoption of shared monitoring systems and to collaboratively plan and invest in monitoring services and technologies.

Disability Inclusion Group (DIG): In 2020, the UN DIG provided support for the Ministry of Social Welfare in observing the International Day for Persons with Disability. The following year, in 2021, they participated in the development and approval of a joint UN [Partnership on the Rights of Persons with Disabilities](#) (UNPRPD) proposal. In 2022, the UN extended its assistance further by supporting the revision of the People with Disabilities Act of 2011 and establishing a multi-stakeholder coordination committee in collaboration with the Ministry of Social Welfare and the National Commission for Persons Living with Disabilities. These efforts aimed to enhance the capacity of national stakeholders to ensure disability-inclusive policies and systems in line with the CRPD and SDGs.

Emergency Preparedness and Response (EPR): In 2020, the EPR group played a pivotal role in developing the UN Flood Response Plan, which identified resource needs and available EPR stocks. In 2021, their support was crucial during a fire incident in Susan's Bay, where they rapidly assessed the situation and registered affected households, enabling the timely provision of relief. The EPR also provided technical assistance and training to strengthen the capacities of the National Disaster Management Agency (NDMA). In 2022, they continued their support by assisting the NDMA in reviewing and updating its Early Warning System, assessment and registration tools, and Standard Operating Procedures for relief and disaster management.

Gender Thematic Group (GTG): In 2021, the GTG collaborated effectively with the MoGCA, resulting in significant advocacy efforts. In 2022, they supported UNCT leadership in fulfilling Gender Equality and Women's Empowerment (GEWE) commitments. This led to agency heads committing to the NO Manel Pledge and the launch of knowledge products during the 16 Days of Activism events. Additionally, the GTG analyzed gender parity within the UN in Sierra Leone, revealing important insights on inclusivity.

Human Rights: In 2020, the UNCT focused on planning and developing a report for the Human Rights Council in preparation for the Universal Periodic Review (UPR). In 2021, their support continued as they aided key human rights institutions and organizations. Sierra Leone committed to implementing 216 recommendations from the Human Rights Council following the UPR. In 2022, the UNCT remained dedicated to mainstreaming human rights in UN programmes and supported key national human rights institutions and organizations. They also facilitated preparations for Sierra Leone's 4th Universal Periodic Review (UPR) review.

Joint HIV Group: The Joint HIV Group primarily aimed to strengthen the capacity of the National AIDS Secretariat and community-led organizations for the effective coordination, management, and sustainability of the National AIDS response. In 2021, they successfully mobilized funding and played a crucial role in developing funding proposals, contributing significantly to AIDS, TB, and Malaria expenditure in the country. In 2022, they introduced Community-Led Monitoring (CLM) tools and differentiated service delivery, which led to heightened community response, evidence-based advocacy, and positive policy changes in the context of HIV response.

UN Network on Migration (UNNM): In June 2021, the UNNM was established with the aim of facilitating effective, timely, and coordinated UN system-wide support for migration governance in Sierra Leone. This initiative played a significant role in supporting the government's participation

in Regional and Continental Review consultations related to the implementation of the Global Compact on safe, regular, and orderly Migration within ECOWAS and Africa. In 2022, members of the UNNM engaged in discussions to integrate Migration, Environment, Climate Change, and Risk Reduction into programming. These critical topics were reflected in a workplan adopted early in the year. The UNNM continued to support the government by capturing progress made on Global Compact for Migration (GCM) implementation and contributing to discussions on addressing gaps in policies and services along the migration landscape.

Youth Task Team (YTT): The YTT coordinated support for the Ministry of Youth Affairs and the National Youth Commission, finalizing the National Youth Strategy in 2020. In 2021, YTT facilitated the launch of the revised National Youth Policy and initiated Sierra Leone's engagement with Generation Unlimited, a global partnership. Key achievements included the establishment of the Generation Unlimited National Partnership Committee, the first Digital Learning Hub, and the UPSHIFT programme empowering youth for positive change. In 2022, YTT developed two UN Joint Programmes, including "Empowering Youth Bike Riders as Sustainable Agents of Peace," approved with funding from the UN Peace Building Fund, and "Skilling for the Digital Era – Enhanced Opportunities for Youth in Salone," presented to Irish Aid for promoting peace and enhancing opportunities for disadvantaged youth.

In 2020, the UNCT also established the UN Risk Communication and Social Mobilization (RCSM) group to strengthen UN support for COVID-19 risk communication and social mobilization interventions. Additionally, the UNCT also constituted one group dedicated to each of the four results of the CF, as presented in the Figure 4 below.

These coordination mechanisms allowed the UNCT to coordinate the implementation of some of the member agencies' activity, ensuring clarity in who should do what, where could resources and funds be leveraged, avoid overlaps, facilitate decision-making, and foster strategic engagement. Nonetheless, the evaluation considers that the main contribution of these teams and groups is information and data sharing. At the moment, based on the evaluation's triangulated data, their contribution to concrete, enhanced coordination is minimal.

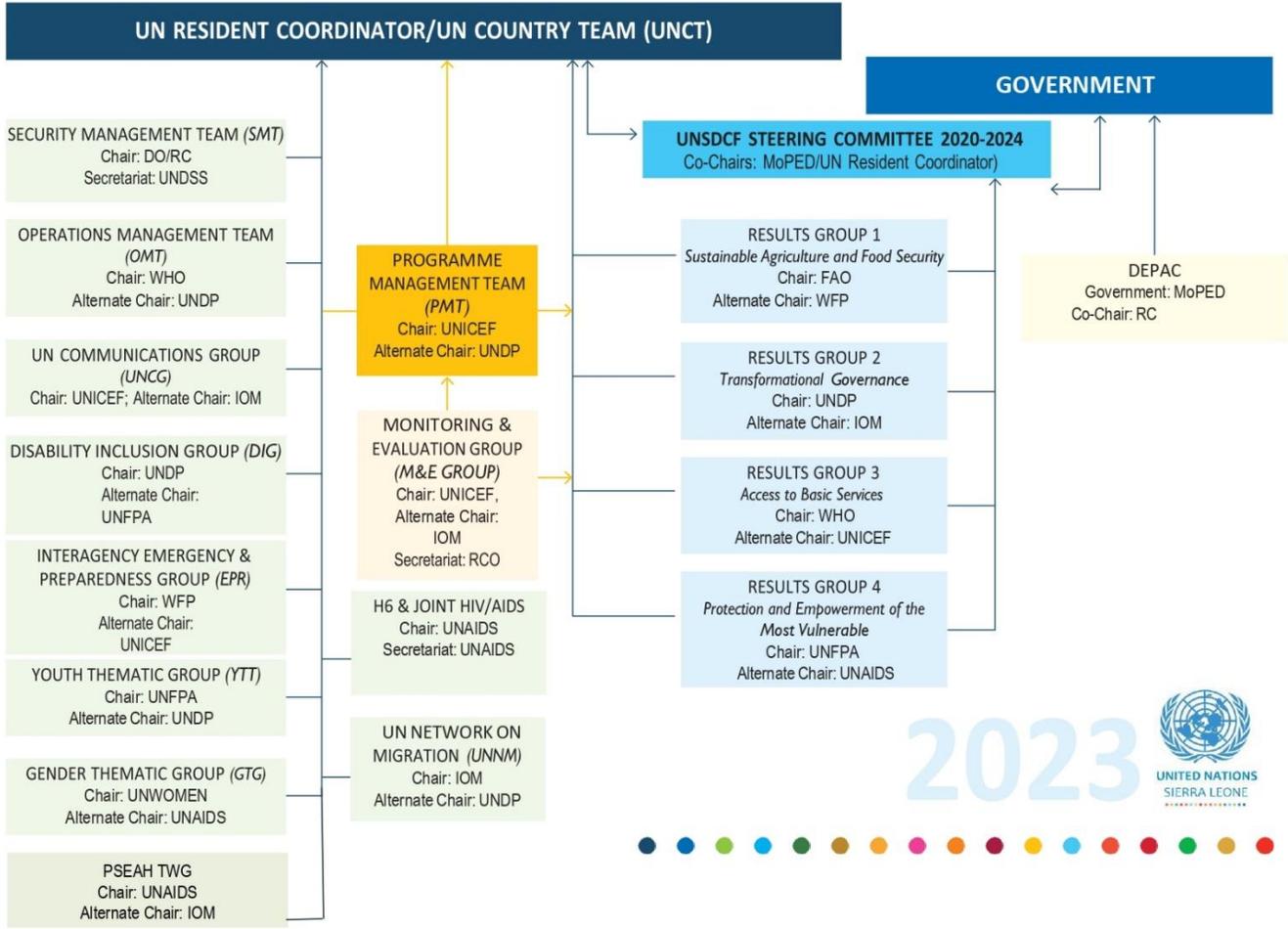
Joint Programmes

Within the CF, the UNCT secured funding for a total of 17 Joint Programmes spanning the period from 2020 to 2022, as detailed in Annex X. As mentioned during key interviews, the Multi-Partner Trust Fund is a major source of joint programming. Over the course of these three years of implementation, a total of \$23,636,742 in funding has been allocated. While the majority of these funds were designated for programmes co-implemented by various UN Agencies, three of these Joint Programmes were awarded to non-UN implementing agencies. Notably, several UN Agencies, including UNDP, FAO, UNRCO, UNFPA, ITC, ILO, IOM, WHO, UNCDF, UNODC, WFP, UNICEF, UN Women, were actively involved in one or more of these joint programmes.

During the consultation process, numerous stakeholders have underscored the advantages of joint programmes. Notably, they have highlighted the potential benefits of collaborative efforts in achieving shared objectives and optimizing resources. However, in addition to these recognized

benefits, key stakeholders also expressed a pressing need to enhance the coordination aspect within the CF. At the time of the evaluation, coordination primarily took place at the agency level, with limited inter-agency collaboration, even though the planning is embedded in the CF. Thus, the CF only limitedly fosters inter-agency coordination. When there is inter-agency collaboration, it often occurs among the same agencies and is predominantly based on longstanding relationships, developed over numerous years and pre-dating the groups and the CF, rather than being actively promoted by the CF. This presents a significant challenge that warrants attention to mitigate potential duplication of agency efforts, a concern raised by some respondents. Furthermore, evaluating the level of cooperation facilitated by joint programming under the CF has proven to be challenging for some of the respondents due to the absence of clear targets.

Figure 4 - UNCT Sierra Leone Coordination Structures⁶²



⁶² Source: Chart provided by the UNRCO

Alignment between the CF and the strategic priorities of the UN Agencies

This section evaluates the degree of alignment between the CF and the UN Agencies. Specifically, the ET has chosen a subset of Agencies known as “leaders” of specific indicators in the Results Matrix of the CF. The objective is to assess the extent to which their Country Programme Document (CPD) aligns with the indicators and strategic priorities outlined in the CF.

15. **The CF design process represented a collaborative effort among UN Agencies to establish key areas of joint operation and indicators to measure common progress. This collaborative approach helped ensure a high level of alignment between the agencies’ work and the CF’s overarching goals. UN respondents highlighted that the drafting of each agency’s country strategic documents was closely guided by the content of the CF, thereby ensuring comprehensive alignment with the overarching strategic framework. This practice underscores the commitment to a unified and synergistic approach among the various stakeholders, aimed at achieving the CF’s objectives efficiently and effectively.**
 - **Nonetheless, there are some discrepancies concerning the full alignment between the CF’s content and that of the strategic planning and reporting documents of the lead agencies.**

The Table in Annex X assesses on a scale from 1 to 3⁶³ the level of alignment between the indicators under Outcome 3 and Outcome 4⁶⁴ in the results matrix and the strategic documents of the agencies⁶⁵ leading on these indicators. The findings reveal that among **the 37 indicators, 11 are in complete alignment with the strategic documents of the responsible agencies.** Five indicators show slight deviations in terms of baseline and target values, while **seven indicators lack alignment altogether, as they are absent from the strategic documents of the responsible agency.** Furthermore, **14 indicators lack available information**, as the ET encountered difficulties in accessing the country’s strategic documents from the relevant agencies.

Apart from the indicators, the ET reviewed some country strategic documents and found that **the documents do mention the UNSDCF and cross-check their results matrix with the outcome of the UNSDCF** to ensure alignment. For example, in the IFAD⁶⁶ Country Strategic Opportunities Programme, there is a clear reference to the UNSDCF “*Outcome and milestone indicators included in the results framework will be aligned with the UNSDCF, the MTNDP, the National Agriculture Investment Plan and the National Agricultural Transformation Plan*”. Similarly, the

⁶³ Scale from 1 to 3 : 1 = not aligned, 2 = indicator is the same but baseline data and target are different and/or indicator slightly different, 3 = fully aligned, NA= no information available

⁶⁴ Indicators under Outcome 1 and Outcome 2 do not have leading agencies in the results matrix

⁶⁵ Agencies leading indicators: UNICEF, UNFPA, IOM, UNAIDS, WHO, UNOPS, UN Women, ILO, UNDP,

⁶⁶ IFAD. 2020. Republic of Sierra Leone Country Strategic Opportunities Programme 2020-2025.

Retrieved from <https://www.ifad.org/en/-/document/republic-of-sierra-leone-country-strategic-opportunities-programme-2020-2025>

Country Programme from UNICEF⁶⁷ makes clear references to the UNDAF 2020-2023 (now called UNSDCF) Outcomes in its results and resources matrix.

4.6.2 To what extent has the Joint Steering Committee ensured efficient coordination between the Government and the UNCT?

16. Respondents' opinions regarding the JSC's role in coordination vary. Knowledgeable stakeholders consulted have suggested that the Joint Steering Committee (JSC) was effective and that the links with MOPED really helped ensure both the UNCT and the government join efforts to reach the MTNDP and the CF's objectives. MOPED was depicted as an important ally in fostering good coordination between the UN and the government.

- **Yet even these respondents have mentioned that there is still room for improvement in the CF's coordination effectiveness through the JSC. Specifically, they call for setting clearer expectations with the government, as the current framework may not have the binding force necessary to fully align the activities of all parties involved.**

Government counterparts generally express contentment with their involvement in the CF and coordination mechanisms, but they also seek enhanced communication and transparency regarding the work of UN Agencies.

- **Some stakeholders did not frequently mention the JSC during the discussions with the ET on the coordination mechanisms between the government and the UNCT, or actually, they did not mention it at all before the ET brought it up. This indicates that that these respondents might lack knowledge on the committee. The survey results also show that some respondents were not fully aware of the role of the JSC.**

The JSC plays a pivotal role in ensuring efficient coordination between the Government and the UNCT. The JSC operates within the framework of the CF and is co-chaired by the MOPED and the UNRC. Its membership includes the heads of UN Agencies co-chairing the CF's outcome groups, key government MDAs, and other stakeholders as agreed upon with the Government.

The primary purpose of the JSC is to align the work of the CF with national development processes and mechanisms, particularly those related to the 2030 Agenda and the Africa 2063 Agenda. This alignment is crucial to ensure that the UN's efforts are in sync with country's development priorities. The JSC serve as a key driver of accountability, partnership, and national ownership in CF implementation.

The JSC conducts regular meetings, convening at least twice a year, with the flexibility to meet more frequently if necessary. These meetings are instrumental in providing strategic direction and oversight for CF implementation. The co-chairs of the outcome groups are responsible for

⁶⁷ UNICEF. 2019. Country Programme Document Sierra Leone – 2020 -2023. Retrieved from https://sites.unicef.org/about/execboard/files/2019-PL10-Sierra_Leone_CPD-EN-ODS.pdf

submitting semi-annual reports to the JSC, allowing for the tracking of progress in CF implementation and measuring the UN's contribution to the MTDNP and local SDG targets. Additionally, the UNRC submits an annual UN Country Results Report to the JSC.

4.7. Orientation towards impact

Performance rating: (1-6)

Orientation towards impact median score: 3.6

- F1. CF contributions to key institutional, behavioural, and legislative changes: 3
- F2. CF contribution to advance achievement of SDG targets: 4
- F3. CF contribution to advance cross-cutting concerns on gender equality: 4
- F4. Contribution to advance cross-cutting concerns on human rights and non-discrimination, including disability inclusion: 4
- F5. Contribution to advance cross-cutting concerns on environmental sustainability: 3

4.7.1 To what extent has the CF in each of its strategic areas contributed to the following: a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?

Promotion of gender equality and women's empowerment

17. The contributions of the Cooperation Framework to the "Promotion of Gender Equality and Women's Empowerment" have been instrumental in driving positive changes and advancing gender-related goals in Sierra Leone.

A comprehensive analysis of the funding allocation trends across three crucial years (2020, 2021, and 2022, see below) demonstrates a dynamic and responsive approach to addressing gender disparities and promoting women's rights.

- **Yet over these past three years, the total amounts spent on activities that contribute to gender equality and women's empowerment have been diminishing, even though the amounts linked to "Principal Contributions" (see below for details) increased over time.**

The evolving trends in funding allocation within this framework exemplify a commitment to adapting to changing priorities and addressing the diverse needs of gender equality and women's empowerment. **It is important to report that, as mentioned during numerous interviews, agencies pursue their own funds.**

In 2020 **\$74.227M** has been spent on activities to promote gender equality and women's empowerment. As part of this expenditure "Significant Contribution"⁶⁸ took the lead, accounting for approximately 55.65% of the total funding. This significant allocation underscored a steadfast dedication to substantial gender equality and women's empowerment initiatives. "Principal Contribution"⁶⁹ followed, representing around **21.35% of the total**. This allocation signaled substantial support for the principal objective of gender equality and women's empowerment. Additionally, "Limited Contribution"⁷⁰ made up approximately 22.99% of the funding, revealing a notable commitment to initiatives falling within the limited contribution category.

In 2021, **\$65.5M** was spent on activities to promote gender equality and women's empowerment. There was a noteworthy shift in funding distribution. "Limited Contribution" received the largest share at approximately 39.41%, demonstrating a pronounced emphasis on limited contributions during that year. "Principal Contribution" remained significant, **representing around 25.17%**, affirming the continued commitment to the principal objective. "Significant Contribution," at approximately 35.42%, maintained a substantial allocation but decreased in prominence compared to 2020.

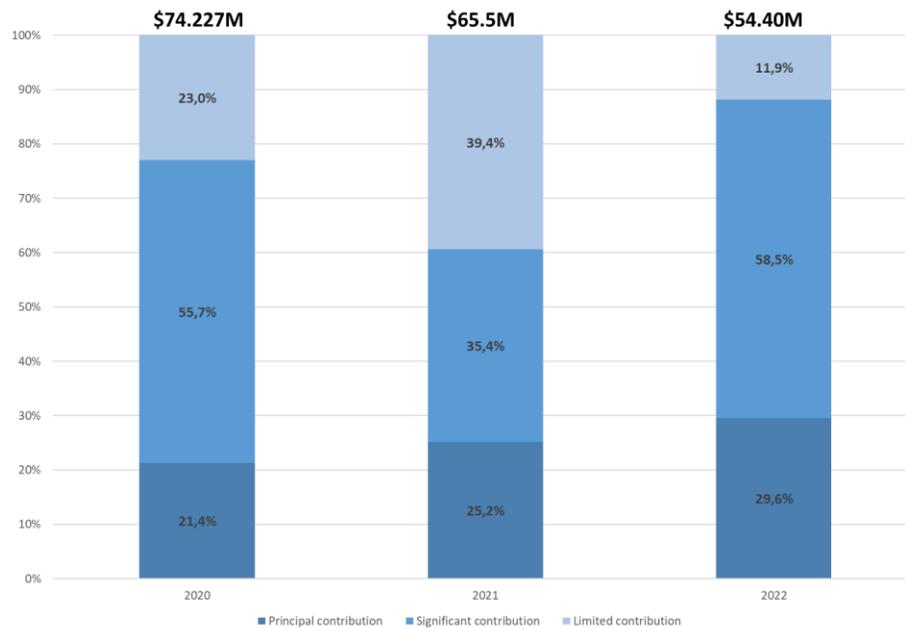
The year 2022 brought another set of changes. In 2022, **\$53.401M** was spent. "Significant Contribution" regained its prominence, holding the largest share at approximately 58.54%. "Principal Contribution" increased to **around 29.58%**, indicating ongoing support for the principal objective of gender equality and women's empowerment. However, "Limited Contribution" decreased significantly to approximately 11.88%, suggesting a reduced focus on initiatives categorized as limited contributions.

⁶⁸ "Significant contribution" = Gender equality/women's empowerment is a significant objective

⁶⁹ "Principal contribution" = Gender equality/women's empowerment is the principal objective

⁷⁰ "Limited contribution" = Contributes to gender equality/women's empowerment in a limited way

Figure 5 - Funds allocated to activities that contribute to gender equality and women's empowerment⁷¹



Gender Thematic Group Achievements:

As mentioned previously, **the GTG played a pivotal role in mitigating gender inequalities**, especially during the early phases of the COVID-19 response in 2020. They effectively highlighted gender concerns and gaps across various pillars, leading to the development of critical position papers. These efforts extended to 2021, where they collaborated effectively with the Ministry of Gender and Children's Affairs, resulting in high-impact advocacy initiatives and strategic partnerships. In 2022, the GTG continued to support the UNCT leadership and UN agencies in fulfilling their GEWE commitments through joint advocacy events and knowledge product launches, further emphasizing gender mainstreaming into various ministries and local councils. These contributions collectively demonstrate a comprehensive approach to addressing gender disparities and promoting gender equality as an essential component of development in Sierra Leone. However, the evaluation was not able to assess or understand what impacts or potential impacts these activities could have beyond the results presented in the 4.4 effectiveness subsection above.

Agency-level contributions:

Several UN agencies⁷² have been actively involved in advancing gender equality and women's empowerment within Sierra Leone:

⁷¹ Sources: UNCT Annual Results Reports: 2020, 2021, 2022

⁷² This represents a sample of non-exhaustive examples.

WFP's⁷³ commitment to addressing the food security and nutrition needs of women, men, girls, and boys in a gender-equitable manner has led to positive outcomes. Outcome monitoring revealed improvements in women's roles at the household level in decision-making regarding how WFP food assistance is utilized. Additionally, WFP ensured that women and men were trained in the Village Savings and Loans scheme, providing access to finance and supporting women's leadership in farmer-based organizations. These efforts have contributed to the transformation of women's roles in economic development, enhancing their access to opportunities, assistance, and control over productive assets.

UNFPA⁷⁴ actively worked to reduce gender-based violence and harmful practices, reaching marginalized girls through life skills programmes. Providing comprehensive support to victims/survivors of gender-based violence and the distribution of dignity/hygiene kits has made a significant impact. UNFPA's efforts also include addressing gender norms through male advocacy peer education, aimed at ending child marriage, and promoting positive masculinity.

UN Women⁷⁵ was at the forefront of gender advocacy, organizing panel discussions and advocating for gender equality. Their efforts have been instrumental in raising awareness and promoting gender equality today for a sustainable tomorrow.

WHO⁷⁶ collaborated with the Ministry of Gender and Children's Affairs to raise awareness on the National Sexual and Gender-Based Violence Response Strategy and Sexual Offenses Amendment Act of 2019, reaching a wide range of stakeholders and enhancing the effective implementation of gender-related legislation.

UNDP contributed to support the development of the Gender Equality and Women's Empowerment (GEWE) Act, Sierra Leone National Action Plan on resolution 1325 and 1820. UNDP Sierra Leone Country Office maintains a strong partnership with the Ministry of Gender and Children's Affairs and the Ministry of Planning and Economic Development that are engaged in adopting more gender-responsive and risk-informed gender budgeting. Furthermore, UNDP has been engaged in the development of advocacy toolkit on women peace and security and demystifying Negative Gender Norms to Prevent Sexual Exploitation and Abuse and GBV with a strong commitment to the fight against SGBV and recently release a song on SGBV by Base Aphonyx.

UNICEF has also strongly focused on addressing Gender Based Violence issues through the support of targeted legal and policy reforms and nationwide Case Management Capacity

⁷³ WFP. 2022. Annual Country Report 2022.

⁷⁴ UNFPA. 2022. Annual Report 2022

⁷⁵ Un Women Africa. April 2022. UN Women and Sierra Leone UNCT organize a panel discussion on the theme "Gender equality today for a sustainable tomorrow". Retrieved from <https://africa.unwomen.org/en/stories/news/2022/04/un-women-and-sierra-leone-unct-organize-a-panel-discussion-on-the-theme-gender-equality-today-for-a-sustainable-tomorrow>

⁷⁶ WHO. 2022. Annual Report 2022

Strengthening, among other achievements. Additional UNICEF support linked to life skills programming has benefited over 18,000 most at-risk adolescent and girls in the country.

UNAIDS together with UNICEF, UNFPA, UNESCO and UN Women supported Sierra Leone global leadership of the “Education Plus Initiative” that seeks to promote quality secondary education for girls, reduce SGBV, promote comprehensive sexuality education and sexual reproductive health for girls in secondary schools and accelerate transition from school to work with the aim of reducing girls vulnerability to HIV. Sierra Leone is one of few countries on track to achieving the goals of this initiative.

In summary, the CF’s contributions to the "Promotion of Gender Equality and Women's Empowerment" reflect a **dynamic, responsive, and adaptable approach to addressing gender disparities and advancing the rights and empowerment of women and girls in Sierra Leone**. The commitment to gender equality is evident through evolving funding allocation trends and the dedicated efforts of individual UN agencies. These contributions collectively demonstrate a comprehensive approach to addressing gender disparities and promoting gender equality as an essential component of development in Sierra Leone.

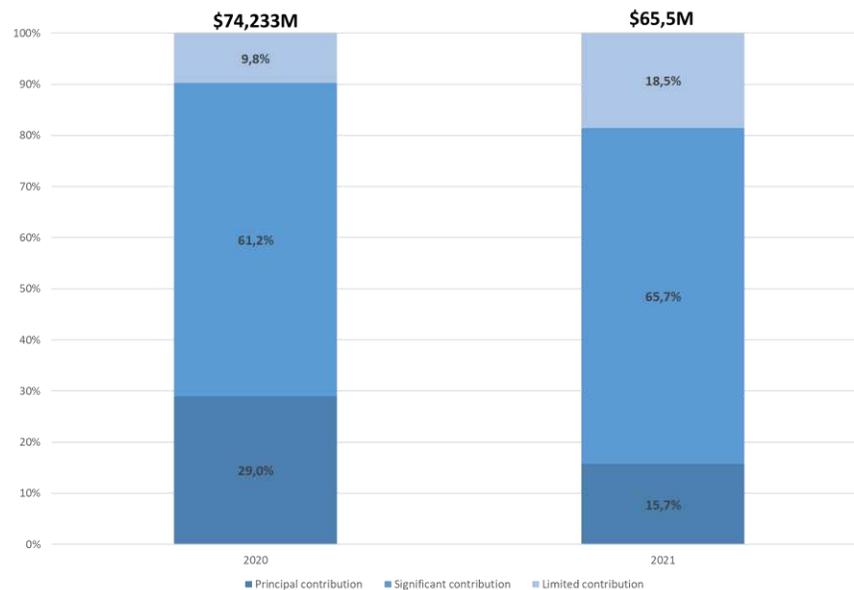
Promotion of human rights, including disability inclusion

In 2020, the CF allocated a **total budget of \$74,233,060** for its activities to promote human rights, including disability inclusion. This data reveals that in 2020, the CF had a significant budget dedicated to the promotion of human rights and disability inclusion. The majority of the budget, 61.19%, was allocated to activities with a significant contribution, indicating a strong commitment to these objectives. Additionally, 29% of the budget was directed towards activities with the principal contribution, highlighting a substantial focus on disability inclusion.

In 2021, the CF had a total **budget of \$65,500,000** for its activities to promote human rights, including disability inclusion. The data for 2021 indicates a consistent commitment to the promotion of human rights and disability inclusion. The majority of the budget, 65.72%, was allocated to activities with a significant contribution, while 15.73% was directed towards the principal contribution. This demonstrates that the organization continued to prioritize these objectives in 2021.

It's worth noting that no data is available for the year 2022 in the annual report. Yet, the CF showed a strong commitment to the promotion of human rights, with a particular focus on disability inclusion in both 2020 and 2021. The majority of its budget was dedicated to activities with significant contributions in both years, underscoring the importance of these objectives in the CF's activities.

Figure 6 - Funds allocated to activities that contribute to the promotion of human rights, including disability inclusion⁷⁷



Human Rights Thematic Group achievements:

Over the years, the Human Rights Thematic Group has played a pivotal role in advancing human rights and promoting disability inclusion in Sierra Leone. In 2020, their accomplishments included **planning and developing a report for the UPR of Sierra Leone's human rights performance**, which was acknowledged for its high quality. The advocacy efforts led to the abolition of the criminal libel law, marking a historic milestone for freedom of speech, and the release of journalists and opposition members previously detained under this law, consequently reducing political tensions. While the abolishment of the death penalty was still under review (which later was abolished), these achievements demonstrated their unwavering commitment to human rights.

In 2021, **despite the challenges posed by the ongoing COVID-19 pandemic**, the group continued to support key human rights institutions and organizations. Sierra Leone's commitment to implement UPR recommendations following the adoption of its 3rd cycle recommendations was a significant milestone, and the UNCT supported the government in developing an action plan for the recommendations' implementation. The National Reporting Mechanism to International Treaty Bodies (NRM) received support, reinforcing its capacity, and **the UNCT remained engaged with the government, fostering human rights protection and promotion.**

In 2022, the Human Rights Thematic Group, with the support of the Senior Human Rights Adviser, continued to mainstream human rights into UN programs and activities, implementing global human rights policies and integrating comprehensive human rights sections into various tools.

⁷⁷ Sources: UNCT Annual Results Reports: 2020, 2021, 2022

They provided **support to key national human rights institutions and organizations**, engaged with the government on critical human rights issues, and facilitated the development of an action plan for Sierra Leone's 3rd cycle UPR recommendations. Their efforts also contributed to the passage of the GEWE Act 2022 through Parliament, further reinforcing their dedication to promoting and protecting human rights in Sierra Leone.

Disability Inclusion Group (DIG) achievements:

In 2020, the UN DIG played a pivotal role in advancing disability inclusion. They supported the **commemoration of the International Day for Persons with Disabilities and ensured the inclusion of persons with disabilities in UNCT's COVID-19 response efforts**. Moreover, the DIG was instrumental in mainstreaming disability inclusion in UN common services and initiated an expression of interest for the UNPRPD Multi-Partner Trust Fund, securing substantial funding.

In 2021, the DIG's efforts continued with the development and approval of a joint **UN Partnership on the Rights of Persons with Disabilities (UNPRPD)** proposal. They conducted comprehensive disability inclusion training and awareness programs for UN staff. Additionally, they collaborated with the UNCT to enhance accessibility at UN premises, making progress in creating an inclusive environment.

In 2022, the DIG remained committed to promoting disability inclusion. They contributed to the revision of the **People with Disabilities Act**, focusing on clarifying key elements. The development of an SDG Monitoring Platform strengthened national monitoring mechanisms for disability-related SDGs. Collaboratively with government agencies, they established a multi-stakeholder coordination committee and provided capacity building for organizations of persons with disabilities, reinforcing coordination and empowerment within the disability rights community. These efforts aimed at effective CRPD and SDG implementation for the benefit of persons with disabilities in Sierra Leone.

Agency-level contributions⁷⁸:

UNFPA⁷⁹ played a significant role in promoting disability inclusion in Sierra Leone. They partnered with UNDP, UNICEF, and the government to launch an initiative in 2022, aimed at advancing disability inclusion. UNFPA conducted training on advocacy, gender mainstreaming, and monitoring the implementation of the Convention on the Rights of Persons with Disabilities. They also supported the establishment of a multi-stakeholder coordination committee to enhance disability inclusion coordination. Furthermore, in collaboration with Statistics Sierra Leone, UNFPA contributed to the creation of a Digital Dashboard on Disability, which will be integrated into the SDGs Platform to track evidence on disability-related issues, government and development agency spending, and national interventions.

⁷⁸ This represents a sample of non-exhaustive examples.

⁷⁹ UNFPA. 2022. Annual Report 2022

UNICEF⁸⁰, as part of the UN joint program on disability inclusion funded by UNPRPD, focused on strengthening disability assessment and certification. They also contributed to the revision of the Persons with Disability Act, which was coordinate and led by the UNDP, and engaged with organizations of people with disabilities.

WFP⁸¹ collaborated with Handicap International to address the unique needs of people with disabilities, particularly in beneficiary targeting. They revised beneficiary targeting tools and ensured that vulnerable groups, including people with disabilities, received priority in waiting lines during assistance distribution. WFP also took measures to enhance safety, reduce risks of gender-based violence, and improve access for beneficiaries, providing shade, seating, drinking water, and sanitizers as per COVID-19 protocols.

In 2022, **UNDP** enabled the Human Rights Commission (HRCSL) and four civil society organizations (CSOs) to engage stakeholders at national and community levels through training, outreach, and media campaigns to popularize the United Nations Guiding Principles on Business and Human Rights (UNGPs). UNDP, in collaboration with OHCHR supported national partners to strengthen integration of human rights and sustainable development reporting and implementation efforts in Sierra Leone. In April of 2022, the government launched an Integrated Implementation and Reporting Strategy for the Universal Periodic Review (UPR), SDGs, and the Medium-Term National Development Plan. Following the acceptance of 216 recommendations from 274 by the Government of Sierra Leone, in 2022, the project enabled the Commission to organise five (5), regional stakeholders' engagements which helped popularised and enhanced the knowledge of 223 (M147, F66) participants on the Third Cycle UPR Recommendations.

ILO⁸² highlighted Sierra Leone's significant commitment to promoting decent work. The country ratified eight ILO Conventions and one Protocol, including those related to migrant workers, forced labor, domestic workers, and private employment agencies. This ratification demonstrates Sierra Leone's dedication to combatting human trafficking and promoting decent work for all, including migrant workers and other categories of workers with less protection under labor legislation.

Promotion of environmental sustainability objectives

The Annual Results reports do not provide “environment markers” to demonstrate the funding allocated and its impact on promoting environmental sustainability objectives under the CF. Additionally, the **CF does not currently feature a thematic group dedicated to environmental sustainability matters**. Nevertheless, below are examples of activities implemented by various UN Agencies working under Outcome 1 of the CF, which highlights their **dedication to promoting environmental sustainability in Sierra Leone**.

⁸⁰ UNICEF. 2022. End of Year Results Summary Narrative 2022.

⁸¹ WFP. 2022. Annual Country Report 2022.

⁸² ILO. 2021. Sierra Leone is founding crisis recovery and resilience on international labour standards. Retrieved from https://www.ilo.org/global/standards/WCMS_817741/lang--en/index.htm

WFP⁸³ has taken significant steps to reduce deforestation and conserve precious forest resources. By introducing energy-efficient stoves in schools, they reduced the daily firewood requirements by up to 50%, thus relieving pressure on forests. This initiative has the potential for scaling up to more schools and households in 2023. WFP also supports farmers in cultivating inland valley swamps, discouraging shifting agriculture that drives deforestation. To reduce the use of chemical fertilizers, WFP established 500 compost pits, providing organic manure for vegetable farming. They also employed satellite analysis to monitor deforestation rates within national parks, advocating for stronger enforcement of conservation laws.

FAO⁸⁴ recognizes the need for governance and sustainable practices concerning natural resources in Sierra Leone under their Priority Area 2. They are promoting innovative approaches for sustainable agriculture, natural resource management, and climate change resilience. Emphasizing climate-smart agriculture, adaptation processes, and improving soil fertility, FAO aims to enhance the knowledge base for sustainable farming. Additionally, they work to strengthen policy frameworks and governance mechanisms in land, fishery, and forest sectors, advocating for responsible resource management.

IFAD's Agricultural Value Chain Development Project (2018-2025)⁸⁵ is focused on increasing production and improving the marketing of agricultural products while considering climate resilience. The project includes investments in agricultural mechanization, irrigation, and water management, with a strong focus on smallholder farmers. About 34,000 vulnerable rural households will benefit from this project, and a substantial percentage of participants will be women and youth.

UNICEF developed projects with renewable energy specifically the boreholes with solar powered motorized systems to provide water to communities, Schools, and health care facilities in Sierra Leone. Under WASH Covid-19 response programme 42 healthcare facilities (10 hospitals and 32 Peripheral Health Units) and host communities have access to safe water through solar powered motorized boreholes and gravity fed, systems which in turn has contributed to a reduction in greenhouse gas emissions with a calculated annual reduction of 2,227 tons of carbon dioxide (CO₂). With support from the Government of Iceland, construction of Solar Powered Water Supply has been initiated in 10 fishing communities.

In 2021, an initiative funded by **Least Developed Countries Fund (LDCF) and led by UNIDO**⁸⁶ aims to actively working with innovators and entrepreneurs to enhance Sierra Leone's ability to adapt to climate change. They support the expansion of adaptation-enhancing services, including

⁸³ WFP. 2022. Annual Country Report 2022.

⁸⁴ FAO Sierra Leone. n.a. Programmes and Projects. Retrieved from <https://www.fao.org/sierra-leone/programmes-and-projects/es/>

⁸⁵ IFAD Sierra Leone. n.a. Agricultural Value Chain Development. Retrieved from <https://www.ifad.org/fr/web/operations/-/projet/2000001544>

⁸⁶ UNIDO Sierra Leone. September 2021. Fostering Climate Adaptation through Entrepreneurship in Sierra Leone. Retrieved from <https://www.unido.org/stories/fostering-climate-adaptation-through-entrepreneurship-sierra-leone>

climate-smart agriculture, water management systems, climate risk insurance, and renewable energy sources. UNIDO recognizes the importance of addressing climate-linked gender imbalances by focusing on female-led adaptation enterprises

Lastly, since 2019, **UNDP** is working on a project called “Adapting to climate change induced coastal risks management in Sierra Leone”⁸⁷. This project aims to promote sustainable management of natural resources and ecosystem services. It emphasizes climate change adaptation and mitigation across sectors, including energy efficiency and access to modern energy. The project strengthens legal and regulatory frameworks to ensure the conservation, sustainable use, and access to natural resources and biodiversity.

These agencies are making substantial efforts to promote environmental sustainability in Sierra Leone by adopting a variety of approaches, including conservation, sustainable agriculture, and climate resilience. Their work not only safeguards the environment but also contributes to the overall well-being and economic development of the country.

Contribution to SDGs

Figure 7 below illustrates the portion of the budget allocated to each SDG during the three-year implementation period from 2020 to 2022⁸⁸. Here are the main takeaways:

- **Priority on health and hunger:** The top two SDGs in terms of expenditure are SDG 3 (Good health and well-being) and SDG 2 (Zero Hunger), which together accounted for nearly 50% of the total expenditure. This allocation reflects a significant commitment to addressing health and nutrition issues, which are critical issues faced by the people of Sierra Leone.
- **Education and gender equality:** SDG 4 (Quality Education) and SDG 5 (Gender Equality) also receive substantial allocations, indicating a focus on education and gender-related challenges. These are important for achieving broader development goals.
- **Peace and institutions:** SDG 16 (Peace, Justice, and Strong Institutions) receives over 5% of the total budget, reflecting a minor investment in peace, justice, and strengthening governance and institutions.
- **Water and energy:** SDG 6 (Clean water and Sanitation) and SDG 7 (Affordable and clean energy) receive significant but slightly lower allocations.
- **Poverty and inequalities:** SDG 1 (No poverty) and SDG 10 (Reduce Inequalities) receive relatively lower allocations, considering their significance in addressing poverty and inequalities. These areas might require increased attention and funding.
- **Innovation and economic growth:** SDG 9 (Industry, Innovation, and Infrastructure) and SDG 8 (Decent work and economic growth) receive moderate allocations.

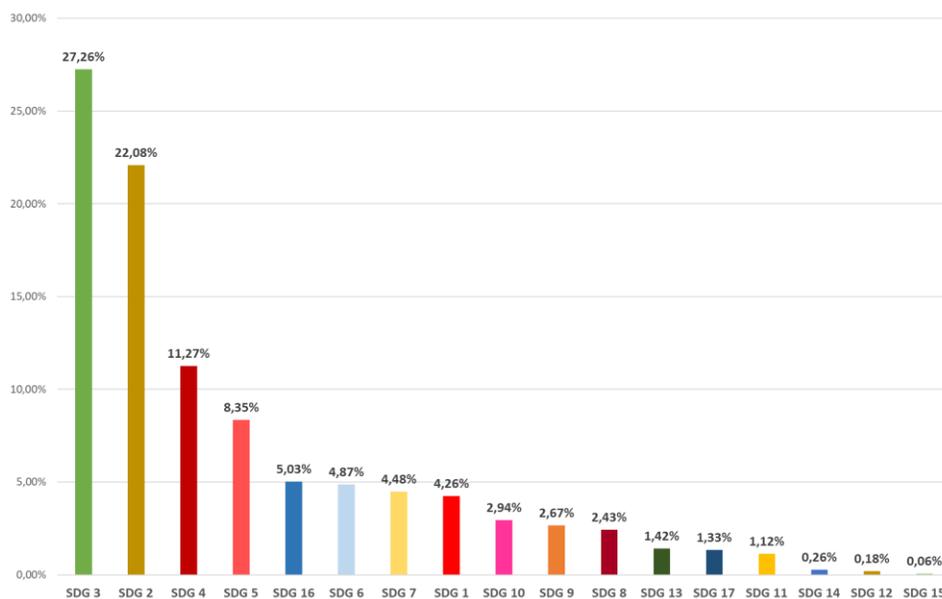
⁸⁷ UNDP Sierra Leone. n.a. Adapting to Climate Change induced coastal risks management in Sierra Leone. Retrieved from <https://www.undp.org/sierra-leone/projects/adapting-climate-change-induced-coastal-risks-management-sierra-leone>

⁸⁸ Breakdown per year is available in Annex VII

- Climate action and partnerships: SDG 13 (Climate Action) and SDG 17 (Partnerships for goals) receive relatively lower percentages. Climate action is a global priority, and partnerships are crucial for achieving all SDGs. These areas may warrant a more substantial budget.
- Sustainable cities and environmental goals: SDG 11 (Sustainable cities and communities) and other environmental goals (SDG 12 Responsible consumption and production, SDG 14 life below water, and SDG 15 life on land) receive relatively small allocations. Given urbanization trends and environmental challenges, more investment in sustainable urban development and environmental conservation may be needed. Under SDG 14, the challenges and opportunities offered by the Blue Economy should be further looked into.

In conclusion, while the allocation of financial resources among the SDGs reflects some alignment with the global priorities, there may be opportunities to further balance the distribution. Some SDGs that are critical for poverty reduction, climate action, and environmental sustainability receive lower allocations and may benefit from increased funding. Achieving sustainable development requires a well-balanced approach that addresses interrelated goals and reflects the specific needs of the country.

Figure 7 - Distribution of Expenditure Among SDGs (2020-2022)⁸⁹



⁸⁹ Source: Annual Results Reports: 2020, 2021, 2022

4.8. Sustainability⁹⁰

Performance rating: (1-4)

Sustainability median score: 3

- E1.1 Financial risks: 3
- E1.2 Socio-political risks: 3
- E1.3 Institutional and governance risks: 3
- E1.4 Environmental risks: 3
- E2. Catalysis and replication: 3

4.8.1 To what extent has the CF in each of its strategic areas contributed to building national and local capacities and ensuring long-term gains?

Approaches contributing to sustainability.

18. Overall, the examples below showcase a comprehensive and ongoing commitment to developing and enhancing policies and implementing initiatives that will have a lasting impact on the well-being and protection of Sierra Leone's citizens.

- **Yet some challenges remain, because, as mentioned previously, the GoSL faces challenges in maintaining its institutional memory and hence capacity. While the government has made commendable progress in implementing new laws and regulations, there remains a significant challenge when it comes to retaining institutional knowledge and historical context. This lack of institutional memory can hinder the continuity and effectiveness of various government programs and initiatives over time.**

The following key approaches contributing to sustainability have been identified during the evaluation process, as well as their inherent challenges.

Primarily, the **alignment of CF support with national development priorities** and government work plans is a key driver of government ownership and overall sustainability. Nevertheless, these cooperation efforts encounter significant obstacles, primarily stemming from the **limited capacity within the country**. Despite the persistent challenges, there is a continuous effort by all stakeholders to enhance the sustainability of results achieved through the implementation of the CF. The government's substantial reliance on external aid, while appreciative of the successful programs, raises concerns about **financial burden-sharing**. Therefore, reinforcing ownership is imperative to ensure the long-term and sustainable impact of these initiatives.

⁹⁰ See Annex XII for the definition of each performance rating (from 1 to 4).

Additionally, the CF underscores the critical importance of **institutional strengthening and capacity building** for national institutions, a cornerstone of sustainable development. This emphasis on capacity building, underpinned by UN support for the creation of policies, laws, strategies, and systems, is intended to create an **enabling environment** that will have positive long-term impacts.

Outcome 1 demonstrates a commitment to sustainability through various examples of activities⁹¹, including **training in geospatial technology** to empower landowners, land users, local authorities, and civil society organizations, fostering improved land management. Additionally, there is a focus on **building research and policy development capacity** in domestic financing, agriculture, food, and nutrition institutions, ensuring a lasting impact on informed decision-making within these critical sectors. The completion of the **National Multi-Sectoral Nutrition Information Strategy and Nutrition Surveillance Guidelines** further underscores a dedication to long-term effectiveness in nutritional monitoring. Moreover, support for the Ministry of Fisheries and Marine Resources in constructing fish landing infrastructure, hygiene facilities, and liquid waste treatment contributes to the sustainable growth of the fisheries sector. Lastly, the launch of the **Climate Information Disaster Management and Early Warning System (CIDMEWS)** solidifies the commitment to ongoing disaster preparedness and response.

Under **Outcome 2**⁹², numerous achievements stand as examples, though not exhaustive. Notable instances include the bolstering of the **Electoral Commission's capacity**, the removal of **legal barriers to gender equality and women's empowerment**, **reform of the Criminal Procedure Act** to ensure fair treatment of youth in contact with the law, and the revision of Parliamentary Standing Orders. Moreover, the CF has actively contributed to the enactment of eight critical Acts, ranging from GEWE to Anti-Human Trafficking and Migrant Smuggling, and has played a pivotal role in the development of nine policies, frameworks, Standard Operating Procedures, and Guidelines. These accomplishments **collectively shape the sustainable growth** and transformation of Sierra Leone, while fostering a nurturing environment for the nation's long-term prosperity. The CF has, in parallel, lent its support to the design and implementation of the Sierra Leone INFF and strengthening the capacity of the newly established National Monitoring and Evaluation Directorate (NaMED), reinforcing its commitment to the country's sustainable development journey.

Within **Outcome 3**, a strong commitment to sustainability is evident through various initiatives and policies⁹³. The government has been actively supported in shaping policies, strategies, and initiatives, such as the **Education Sector Plan 2022-2026**, **National Out-of-School Children**

⁹¹ Examples have been retrieved from : United Nations Country Team in Sierra Leone (2021), 2020 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2022), 2021 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2023), 2022 UN Annual Results Report Sierra Leone. United Nations: United Nations.

⁹² *Ibid.*

⁹³ *Ibid.*

Strategy, and 'Reimagine Education Agenda,' demonstrating a long-term investment in education. The establishment of a **learning assessment unit** at the Ministry of Basic and Senior Secondary Education adds to the sustainability by ensuring ongoing educational assessment and improvement. Moreover, the development of policy and institutional frameworks, capacity building of partners, and real-time data utilization for planning, monitoring, and resource mobilization emphasizes the lasting impact of evidence-based decision-making. The support for the development and implementation of the **National Strategy on Sanitation and Hygiene Promotion**, the review and update of **health sector laws and policies**, and the enactment of critical bills like the **Public Health Bill and the Tobacco and Nicotine Bill** reflect a deep-seated commitment to improved health services. This commitment extends to the development of national guiding documents, such as policies, strategic plans, guidelines, and tools, contributing to the Government's vision for achieving Universal Health Coverage. The strengthening and scaling up of **Reproductive Maternal, Newborn, Child and Adolescent Health (RMNCAH) service delivery**, surveillance systems, laboratory capacity, and other essential components further underscore the sustainable growth of the healthcare system. Additionally, the support for the Ministry of Energy personnel and the enhancement of reporting systems in the energy sector demonstrate a dedication to sustainable energy infrastructure development.

Under **Outcome 4**, a dedicated commitment to sustainability is evident through various initiatives and policy measures⁹⁴. The capacity of the **National Secretariat for the Reduction of Teenage Pregnancy and Child Marriage** has been strengthened, ensuring the long-term effectiveness of this crucial institution. Notably, the enactment of the GEWE Act, 2022, and the review of the **National Strategy for Reduction of Adolescent Pregnancy and Child Marriage** underscore a commitment to lasting change. Support for the Ministry of Labour and Social Security in revising the **National HIV/AIDS in the Workplace Policy** highlights the dedication to ongoing improvements in health and workplace policies. The new National HIV&AIDS Strategy was developed to achieve the global 95:95:95 targets by 2025 with increased focus on reducing HIV vulnerability and risk for key population groups who have disproportionately high HIV prevalence than the national average of 1.7% - sex workers (11.8%), drug users (4.20%) transgender(4.2%), prisoners (3.4%) and MSM (3.2%) . The development of the **Social Work Bill** (2022) and the **Child Rights Coalition**, along with the inclusion of international labour standards, further underpin a long-term vision for social progress. Additionally, support for the finalization and launch of the **National Youth Policy**, the production of the Status of Youth Report 2020-2021, and the revision and adoption of the **National Action Plan for the Elimination of Child Labour** demonstrate a commitment to youth welfare and labour rights. The provision of technical and financial support to enhance access to quality services related to protection, GBV, and other harmful practices reinforces a sustainable approach to safeguarding vulnerable populations. Support for the establishment of the **National Youth Empowerment Fund**, the updating of multidimensional child poverty estimates, and the development of a robust policy framework for strengthening social protection for vulnerable populations contribute to the long-term social

⁹⁴ *Ibid.*

development of Sierra Leone. The finalization of the **National Social Protection Strategy** and validation of the **National Social Protection Bill** underpins the enduring commitment to improving the lives of the country's most vulnerable citizens.

Notwithstanding the above mentioned situation the GoSL faces in terms of institutional strengthening in the long term, it is worth noting that the government has shown significant improvement in this aspect, particularly in the context of enacting and enforcing new laws and regulations. This signifies a positive shift toward preserving institutional knowledge, especially regarding legal and regulatory matters. This newfound capability can contribute to better governance and the long-term sustainability of legal frameworks and regulations, promoting stability and predictability within the country.

Addressing the challenge of the lack of institutional memory remains crucial for Sierra Leone's sustainable development. Efforts to bolster memory retention and knowledge transfer across all government sectors can help ensure that the progress achieved, especially in terms of new laws and regulations, is sustained and built upon, ultimately leading to a more stable and prosperous future for the nation.

Lastly, in the pursuit of sustainability and the achievement of the SDGs, **collaboration with, as well as capacity building of local partners, including the communities themselves as well as CSOs and NGOs, is crucial**. UN Agencies operating under the CF recognize the vital role that these local partners play in advancing sustainable development within Sierra Leone. These organizations, deeply rooted in their communities, possess an intimate **understanding of local challenges and opportunities**. Their grassroots connections and expertise make them invaluable allies in the complex journey towards sustainability. Engagement with CSOs and NGOs involves information sharing to tailor development programmes to local needs, resource mobilization to leverage shared resources and expertise, and direct implementation of initiatives that bridge the gap between national policies and effective grassroots action, ultimately contributing to the realization of the SDGs and ensuring the sustainability of the results. In this context, there is a need to recognize the extensive capacity building initiatives that the UN agencies provide to the local partners, spanning governance, resource mobilization, systems strengthening, among others, ensuring localization and hence sustainability.

Risks

Financial risks

- 19. Financial risks are currently weighing heavily on Sierra Leone's progress towards achieving the sustainable objectives set out in the CF. These risks pose significant challenges to the country's economic stability and could hinder its ability to address critical development needs.**

Below are the key financial risks that have been identified to have a potential impact on the sustainability of the CF in Sierra Leone.

- Currency redenomination and exchange rate instability⁹⁵: To simplify accounting records and reduce cash volumes, the Bank of Sierra Leone in July 2022 embarked on a redenomination process, eliminating three zeros from the Leone. This move has implications for the country's financial stability, as it created uncertainty and confusion among businesses and individuals. The redenomination period was extended on to the end of December 2023 which further raised concerns about its effectiveness and potential disruptions. Meanwhile, the deteriorating currency exchange rate, with a 37% depreciation in the value of the Leone, can negatively impact foreign investment and import costs.
- High inflation: Sierra Leone is grappling with high inflation, which reached a staggering 44.81% in June 2023, up from 27.95% in June 2022⁹⁶. Such inflationary pressures erode the purchasing power of the population, making it difficult for people to afford basic goods and services. This directly affects the livelihoods of citizens and the country's overall economic stability.
- Debt distress⁹⁷: Sierra Leone remains at a high risk of debt distress, primarily due to recent large fiscal deficits and currency depreciation. This risk further jeopardizes the government's ability to allocate resources for essential public services, including healthcare, education, and infrastructure development. The country urgently requires a well-structured plan to stabilize its fiscal situation and manage its debt effectively.
- Weak financial regulations and money laundering vulnerability⁹⁸: Inadequate supervisory oversight of financial institutions, weak regulations, and corruption have made Sierra Leone susceptible to money laundering. This poses a significant risk to the integrity of the financial system, the investment climate, and the overall fight against financial crime. The underdeveloped state of the anti-money laundering controls and the need for external assistance signal the urgency of addressing this issue.
- Macroeconomic challenges⁹⁹: The broader macroeconomic conditions in Sierra Leone are challenging. Inflation, fiscal pressures, and a worsening debt burden are exacerbated by global supply shocks and a deteriorating term of trade. These factors have led to increased costs of living and threaten to push more people into poverty, particularly as social safety nets remain inadequate.

⁹⁵ United States Department of State. 2023. Sierra Leone. Retrieved from <https://www.state.gov/reports/2023-investment-climate-statements/sierra-leone/#:~:text=Sierra%20Leone%20has%20a%20high,%2C%20compared%20to%20%241%3ALe13>

⁹⁶ *Ibid.*

⁹⁷ IMF. 2023. Executive Board completes the sixth and seventh reviews under the extended credit facility arrangement for Sierra Leone. Retrieved from <https://www.imf.org/en/News/Articles/2023/06/05/pr23196-sierra-leone-imf-exec-board-completes-6th-7th-rev-under-ecf-arrangement>

⁹⁸ United States Department of State. 2023. Sierra Leone. Retrieved from <https://www.state.gov/reports/2023-investment-climate-statements/sierra-leone/#:~:text=Sierra%20Leone%20has%20a%20high,%2C%20compared%20to%20%241%3ALe13>

⁹⁹ World Bank. n.a. Sierra Leone. Retrieved from <https://www.worldbank.org/en/country/sierraleone/overview> // United Nations Country Team in Sierra Leone. 2022. Common Country Analysis, 2022 Update. United Nations: United Nations.

20. Failure to mitigate these risks could hinder progress in key areas like poverty reduction, healthcare, education, and infrastructure, ultimately hampering the achievement of the UNSDCF objectives.

Socio political risks

The following socio-political risks have been identified:

- Political instability¹⁰⁰:
 - In 2022, Sierra Leone experienced a significant period of political upheaval and shifts in governance. One noteworthy event was the demonstrations on August 10, 2022, in response to escalating prices. These protests, driven by long-standing economic grievances and aggravated by the global food crisis, escalated into street clashes in various parts of the country, including the capital city of Freetown. In an attempt to control the unrest in the days that followed, a nationwide curfew was imposed, but this measure also came with associated socio-economic costs.
 - In June 2023, the incumbent SLPP presidential candidate, Julius Maada Bio, secured a second term in the fifth cycle of presidential elections since the civil war ended in 2002. While the run-up to the election was marked by tensions, polling day itself was largely peaceful. Bio was declared the winner with 56.17% of the vote, slightly surpassing the 55% threshold required to avoid a run-off. However, these elections were flawed by logistical challenges and irregularities, raising questions about the integrity of the results. International concerns over the electoral process were evident as several countries and international organizations expressed their concerns. Notably, the United States, the United Kingdom, Ireland, Germany, and France jointly expressed concerns about “the lack of transparency in the tabulation process” and urged stakeholders to engage in dialogue to resolve disputes. European election observers also weighed in, noting statistical inconsistencies in the election. Additionally, various observers raised concerns about transparency shortcomings and the tabulation process. In response to the criticism, President Bio defended the process, emphasizing that it adhered to the constitution of Sierra Leone in determining how results are counted. These issues surrounding the 2023 presidential election underscore the socio-political risks associated with electoral processes in Sierra Leone.

¹⁰⁰ United States Department of State. 2023. Sierra Leone. Retrieved from <https://www.state.gov/reports/2023-investment-climate-statements/sierra-leone/#:~:text=Sierra%20Leone%20has%20a%20high,%2C%20compared%20to%20%241%3ALe13> // UK Parliament. 2023. Sierra Leone: 2023 Presidential election and international reaction. Retrieved from <https://commonslibrary.parliament.uk/research-briefings/cbp-9829/> // Chatham House. 2023. Democracy in Sierra Leone and Liberia. Retrieved from <https://www.chathamhouse.org/2023/07/democracy-sierra-leone-and-liberia>

- High Poverty rates¹⁰¹: Both income poverty and multidimensional poverty are significant concerns in Sierra Leone. The country's multidimensional poverty rate exceeds the monetary poverty rate, indicating that individuals may have income above the poverty threshold but are still deprived in other critical dimensions such as health and education. This condition can lead to social unrest and discontent.
- Challenges in health, education, and living standards¹⁰²:
 - Both income poverty and multidimensional poverty are significant concerns in Sierra Leone. The country's multidimensional poverty rate exceeds the monetary poverty rate, indicating that individuals may have income above the poverty threshold but are still deprived in other critical dimensions such as health and education.
 - Sierra Leone's low Human Development Index value places the country in the "low human development" category. The nation ranks 181 out of 195 countries and territories in terms of human development. A low HDI score reflects challenges in health, education, and living standards, which can contribute to political instability and social tensions.
 - The prevalence of school-related gender-based violence, teenage pregnancy, child marriage, high HIV vulnerability, poverty, and violence in and around schools poses a significant risk to adolescent girls' access to and retention in education. These issues can have far-reaching socio-political implications, affecting gender equality and social stability.
 - Food insecurity and malnutrition are pressing challenges in Sierra Leone. These issues are exacerbated by climate vulnerabilities, market distortions, pandemics, and external crises like the Russian-Ukrainian conflict.
- Youth unemployment¹⁰³: The context of high youth unemployment and pervasive poverty in Sierra Leone constitutes a significant socio-political risk. Youth unemployment is a root cause of disenfranchisement and can lead to social unrest and instability. The lack of vocational and educational programs tailored to youth exacerbates this risk.

Institutional and governance risks

Institutional and governance risks in Sierra Leone are characterized by several key challenges:

- Infrastructure Deficiencies: The quality and quantity of infrastructure in Sierra Leone present significant obstacles to investment and practical commercial activities. The inadequacy of infrastructure, including transportation, energy, and communication networks, hampers economic development and foreign investment opportunities.

¹⁰¹ United Nations Country Team in Sierra Leone. 2022. Common Country Analysis, 2022 Update. United Nations: United Nations.

¹⁰² *Ibid.*

¹⁰³ United Nations Country Team in Sierra Leone. 2022. Common Country Analysis, 2022 Update. United Nations: United Nations.

- Shortage of Skilled Labor¹⁰⁴: The country faces a shortage of skilled labor at the government level, which affects the competitiveness and productivity of its workforce. This shortage can hinder efforts at the government level.
- Slow Legal System¹⁰⁵: The legal system in Sierra Leone operates at a slow pace, contributing to delays and inefficiencies in resolving legal disputes. This can deter foreign investors and hinder the ease of doing business.
- High-Level Corruption¹⁰⁶: Corruption is a pervasive issue across all levels of government in Sierra Leone. It undermines the effectiveness of public institutions, erodes trust in governance, and poses a significant risk to investment and sustainable development efforts.
- Limited Institutional Capacity¹⁰⁷: While progress has been made in the formulation of policies, legislations, and programs within national institutions, the implementation and impact on the ground remain significantly challenging. Many national institutions lack the necessary resources and capacity to effectively address structural challenges and ensure tangible improvements for the population. The lack of coherent policies and programs across sectors, as well as insufficient mechanisms for inter-government coordination and engagement with stakeholders, further hampers effective implementation. This incoherence adversely affects service delivery and the participation of citizens at all levels of development.

Environmental risks ¹⁰⁸

The environmental risks in Sierra Leone are multifaceted and pose significant challenges to the country's stability and resilience.

- Vulnerability to climate change effects: Sierra Leone remains highly susceptible to the adverse impacts of climate change and environmental disasters. In August 2022, Freetown, the capital, experienced a devastating landslide that claimed lives. The effects of climate change are particularly evident in agriculture, which plays a central role in the country's economy, providing employment for a significant portion of the adult population. Changes in rainfall patterns, increased heat, and the risk of wildfires are affecting agricultural productivity, posing a direct threat to food security and economic stability.
- Increased frequency of natural disasters: Globally, the frequency and scale of natural disasters are on the rise, and Sierra Leone is no exception. The country faces an elevated risk of severe droughts, floods, and intense storms. These natural disasters have far-

¹⁰⁴ United States Department of State. 2023. Sierra Leone. Retrieved from

<https://www.state.gov/reports/2023-investment-climate-statements/sierra-leone/#:~:text=Sierra%20Leone%20has%20a%20high,%2C%20compared%20to%20%24%3A%20Le13>

¹⁰⁵ *Ibid.*

¹⁰⁶ *Ibid.*

¹⁰⁷ United Nations Country Team in Sierra Leone. 2022. Common Country Analysis, 2022 Update. United Nations: United Nations.

¹⁰⁸ United Nations Country Team in Sierra Leone. 2022. Common Country Analysis, 2022 Update. United Nations: United Nations.

reaching consequences, impacting critical sectors like agriculture and fisheries, as well as infrastructure and hydroelectric power production. Urban and rural areas are affected by seasonal flooding, flash flooding, and coastal flooding, leading to the destruction of agricultural fields, homes, and roads.

- Water quality and availability: Climate impacts are exacerbating challenges related to water quality and availability. Shifting rainfall patterns have resulted in reduced access to water and diminished flow in rivers and streams. Furthermore, rising sea levels are causing saltwater intrusion and depleting fresh groundwater reserves. Coastal erosion compounds the issue, threatening both the environment and communities.
- Deforestation and environmental degradation: Limited alternative livelihood opportunities have driven a substantial portion of Sierra Leone's population to engage in activities that contribute to deforestation and undermine environmental stability. Deforestation and associated environmental degradation are not only ecological concerns but also socio-economic issues, as they can lead to resource scarcity, exacerbating poverty and food insecurity.

5. Conclusions

To inform the next Cooperation Framework (CF) of the United Nations Sustainable Development agenda for Sierra Leone and provide an avenue for learning and accountability, an evaluation was undertaken of the 2020-2024 CF, with a summary of the evaluation results presented as follows:

Relevance

1. The analysis suggests that the CF has made significant efforts to integrate key issues and development challenges identified by the UN CCA for Sierra Leone with some **effectively addressed and integrated into the CF, while others could benefit from further strengthening and coverage**. The CF has also made significant strides in **incorporating the promotion of gender equality and women's empowerment, the promotion of human rights, including disability inclusion, and the promotion of environmental sustainability** objectives into its design and implementation. However, there is **room for improvement in specific areas**, and ongoing efforts are necessary to ensure that these important cross-cutting themes remain central to the CF's goals and outcomes. There is a need for **continued evaluation and refinement of the framework** to meet its objectives effectively. **Links with findings 1 & 2.**
2. The CF objectives are **aligned with the needs, priorities, and policies of the government**, including with national development goals and targets, national plans, strategies and frameworks. The alignment is not only a matter of policy convergence but also **reflects a strategic synergy** that has garnered widespread approval among key stakeholders. While the CF demonstrates alignment with the needs and priorities of rights holders, there are areas identified for enhancement to **further improve inclusivity and representation** in the process. **Links with findings 3 & 4.**

Adaptability

3. The implementation of the CF in Sierra Leone faced significant challenges due to the COVID-19 pandemic. While the **UN demonstrated impressive adaptability** and responded effectively to the crisis, as well as other challenges, **limitations were noticed in terms of M&E and overall preparedness** for unforeseen challenges in future frameworks. The experiences and lessons learned from addressing the pandemic were seen as valuable for enhancing future preparedness and adaptability. **Links with finding 5.**

Coherence

4. **Partnerships within the CF proved crucial for achieving development results**, with unanimous stakeholder consensus on their significance and sustainability. UN agencies have effectively collaborated with a diverse set of stakeholders, formalizing commitments through MoUs with governments. Local partnerships and CSO engagement have been instrumental, enriching initiatives with expertise and resources, although the ET noticed more could have been done on this front. While recognizing the need for enhanced **collaboration with the private sector** as well, the emphasis now lies on strengthening connections, promoting efficient information sharing, and fostering collective ownership among all stakeholders to maximize impact. **Links with finding 6.**

Effectiveness

5. The CF has shown, through its contribution to important changes in Sierra Leone, commendable progress overall and in each of the strategic areas, with several key achievements reported since 2020. **Strategic Area 1:** These achievements supported by the UNCT through the implementation of the CF include **increased agricultural production, community empowerment, and some environmental sustainability enhancement**. Despite challenges and external hindering factors, the CF has contributed to a positive impact in this area. However, some key results have not been achieved, mainly due to Sierra Leone's current context and various crises. Achieving targets related to food poverty, malnutrition, and food self-sufficiency remains a challenge for all actors involved in these endeavours. **Strategic Area 2:** The CF demonstrated significant progress in promoting **inclusive governance, access to justice, and international standards**. Notable achievements include contributing to increased **government transparency, enhanced rule of law, and reduced corruption**. **Strategic Area 3:** The CF made substantial strides in improving **access to essential services like education, healthcare, clean water, and energy**. Key achievements include support to higher school enrolment, improved healthcare quality, and increased access to clean energy, and this, despite challenges posed by the COVID-19 pandemic. **Strategic Area 4:** The CF was effective in helping safeguard and empowering **vulnerable populations, particularly women, youth, children, and persons with disabilities**. Achievements include providing child protection measures, addressing gender-based violence, and enhancing economic stability for vulnerable groups. **Links with findings 7, 8, 9 & 10.**

6. The attainment of intended results within the CF in Sierra Leone has been **influenced by a complex interplay of internal and external factors**. Notable contributing external factors include positive **donor relationships and resource mobilization**, which provide essential financial and technical support. Internal factors such as government commitment, UNRCO reputation, and local partnerships enhance the CF's effectiveness. Conversely, several hindering factors exist, both external and internal. External hindrances include the **government's challenges in maintaining institutional memory, siloed operations by the government and donor agencies as well as within the UNCT, to a certain extent, an overreliance on external funding, a lack of government transparency, and the impacts of global health crises and economic trends, notably the Russia-Ukraine conflict**. Internal challenges encompass the **quality of short-term consultants, short project durations, high staff turnover, and a lack of awareness about the CF among UN staff**. All of these factors collectively impact the CF's ability to achieve its intended results in Sierra Leone.

Efficiency

7. The CF has **efficiently managed its finances** and made substantial progress from 2020 to 2022. It has **closed funding gaps, allocated resources sustainably, and maintained careful expenditure management**. The analysis of delivery rates reveals that Outcome 2 and Outcome 3 consistently performed well in achieving their objectives and utilizing resources efficiently. However, Outcome 1 and Outcome 4 show **slightly lower delivery rates**, indicating the need for focused attention to meet their intended outcomes. To maintain effectiveness throughout the extended timeline, the CF should continue its prudent financial planning and resource mobilization efforts. **Links with finding 11.**
8. While the **M&E system of the CF is well-structured in theory, there are significant challenges in its practical implementation**. Issues related to data availability, indicator specificity, UNINFO platform usability, and collaboration among UN agencies must be addressed to ensure the efficiency and effectiveness of the M&E process. Additionally, greater attention should be given to setting realistic and attainable targets, as these are fundamental to monitoring and evaluating progress accurately. **Links with finding 12.**

Coordination

9. The CF in Sierra Leone allowed and fostered **coordination between various UN agencies and partners to maximize results**. **Thematic groups** have achieved progress in areas like disability inclusion, gender equality, and HIV response. However, there are **challenges with low participation rates and limited inter-agency collaboration**. Clear targets for joint programs are needed to evaluate cooperation effectively. The **RCO plays a vital role in coordination but needs further strengthening**. Overall, while positive steps have been taken, more work is needed to enhance inter-agency coordination and clearly define collaboration targets within the CF. Additionally, prioritizing comprehensive coordination by emphasizing joint design, planning, implementation, budgeting and monitoring would be key. This approach not only enhances resource efficiency but also mitigates fragmentation, minimizes duplication risks in government support, and fosters

impactful collaboration beyond mere results reporting. In addition, the **JSC** plays a crucial role in coordinating efforts between the Government and the UNCT under the CF. Its purpose is to align CF work with national development processes and priorities. The **JSC conducts regular meetings, providing strategic direction and accountability for CF implementation**. However, opinions on the JSC's effectiveness vary, with some stakeholders suggesting a need for **increased visibility and managing government expectations** to enhance coordination and transparency in the CF. Overall, the JSC is a significant component of the coordination mechanism, but its impact may benefit from improved communication and alignment of expectations. **Links with findings 13, 14, 15 & 16.**

Orientation towards impact

10. The CF in Sierra Leone has contributed to promoting **gender equality and women's empowerment**. Funding allocation trends shifted over the years, with varying emphasis on different initiatives. The GTG played a role in addressing gender disparities, advocating for gender concerns, and mainstreaming gender equality across various sectors. UN agencies, including, but not limited to WFP, UNFPA, UN Women, UNICEF and WHO, actively advanced gender equality through their programs. These combined efforts reflect a comprehensive approach to gender-related issues in Sierra Leone, underscoring the CF's commitment to empowering women and girls and addressing gender disparities in the country. The CF has shown a commitment to promoting **human rights and disability inclusion** in Sierra Leone through substantial budget allocations in 2020 and 2021, with a focus on significant contributions. Although 2022 data is unavailable, the past trends demonstrate consistency. The Human Rights Thematic Group and Disability Inclusion Group have played pivotal roles in advancing human rights and disability inclusion, achieving significant milestones. UN agencies like UNFPA, UNICEF, UNDP, WFP, and ILO have further contributed to these efforts. Overall, the CF's commitment to ensuring safety, dignity, and integrity for the population and beneficiaries is evident in its efforts to promote human rights and disability inclusion in Sierra Leone. **Links with finding 17.**
11. While the Annual Results reports **lack specific environmental markers**, various UN agencies have **actively contributed to environmental sustainability** objectives in Sierra Leone under the CF. These agencies have undertaken initiatives to combat deforestation, promote sustainable agriculture, and enhance climate resilience. These collective efforts underscore the dedication of UN agencies to safeguarding the environment and fostering holistic development in Sierra Leone. **Certain SDGs** crucial for poverty reduction, climate action, and environmental sustainability **received limited funding and could benefit from increased support**. A holistic and well-balanced approach, addressing interconnected goals and catering to the country's unique needs, is essential for achieving sustainable development. **Links with finding 17.**

Sustainability

12. The CF's contributions to **building national and local capacities in Sierra Leone, ensuring long-term gains, are notable**. Key approaches include aligning with national

priorities, capacity building, policy development, and institutional strengthening, leading to positive impacts in various sectors. Examples across strategic areas highlight a strong commitment to sustainability. Challenges like **limited institutional memory** have seen some improvements, especially in legal matters. Collaborating with local partners, including communities, CSOs, and NGOs, is essential for addressing local challenges and fostering sustainable development. **Links with finding 18.**

13. However, **financial, socio-political, institutional, and environmental risks loom.** These include currency redenomination, high inflation, debt distress, political instability, poverty, health, and education challenges, governance issues, and environmental vulnerabilities. Addressing these risks is crucial for maintaining progress and achieving Sierra Leone's long-term development goals. By tackling these challenges, the UN and partners can help promote stability, resilience, and sustainable development in the country. **Links with finding 19 & 20.**

6. Recommendations

The table provided below presents the recommendations, linking them to the corresponding findings, specifying the responsible entity for implementation, and outlining the associated timeline.

The recommendations are organized by level of priority ranked in order of importance. The level of priority is defined as follow:

1. Low Priority: Recommendations with this rating are of low importance and can be deferred or addressed after more critical tasks have been completed. They may have minimal impact on goals or objectives.
2. Medium Priority: Recommendations in this category have a noticeable impact on goals or objectives and should be addressed in a timely manner. They are important but not critical.
3. High Priority: Recommendations with this rating are of utmost importance and have a critical impact on goals or objectives. They should be addressed as a top priority and may require immediate action.

Table 7 – Recommendations

Level of prioritisation	Evaluation Criteria	Findings/ conclusions	Recommendations	Entity/body/focal point	Timeline
High Priority	Relevance/ Effectiveness	<p>Key challenges identified in the CCA could be strengthened. Links to conclusion 1. Some key aspects have been identified as “missing” or to be reinforced in the current CF by the stakeholders consulted. Links to conclusion 5.</p> <p>Important to build on the lessons learned during the COVID-19. Links to conclusion 3.</p> <p>Contribution to SDGs: Low expenditure on key SDGs such as SDG 1, SDG10, SDG 13, SDG 17, SDG 14. Links to conclusion 11.</p>	<p>1) In the next CF, strengthen the integration of the following aspects within the document and then, ensure sufficient funding and implement the aligned activities:</p> <ul style="list-style-type: none"> ➤ Climate Change ➤ Youth unemployment ➤ Fiscal space (i.e., ensure enhanced GoSL’ revenue mobilization and fiscal management capacities) ➤ Drugs use/ mental health and its effect on society ➤ The Blue Economy ➤ Digital inclusion <p>2) In addition, it is also recommended to mainstream the concept of adaptation within the relevant components of the next CF, as a lesson learned from the pandemic.</p>	UNRCO / UNCT Members	2024 (development of the next CF) and during its implementation
Medium Priority	Effectiveness	In the pursuit of enhancing effectiveness, a notable suggestion has emerged:	10) The next CF should prioritize the development of flagship programmes, leveraging the RCO's	UNRCO / UNCT Members	2024 (development of the next CF) and

Level of prioritisation	Evaluation Criteria	Findings/ conclusions	Recommendations	Entity/body/focal point	Timeline
		the potential prioritization of flagship programmes within the CF. Links to conclusion 5.	strong convening influence, particularly in areas where there is a high degree of national attention, such as nutrition, health, or data collection, as demonstrated by the past success in promoting SDGs. 3)		during its implementation
High Priority	Coherence	There is room for enhancing collaboration and communication among stakeholders i.e., government counterparts, local implementing partners, private sector. Links to conclusion 4.	4) Accentuate more effective and efficient collaboration and communication with key stakeholders, especially the private sector, mainly after the initial consultations of the design phase of the CF.	UNRCO / UNCT Members / GoSL / CSOs / Private sector representatives	Immediately, during the development of the next CF and throughout its implementation
High Priority	Efficiency	Some indicators were not specific, measurable, achievable, relevant and time-bound (SMART). Links to conclusion 8. Some discrepancies have been identified among the sample of agencies' progress reports assessed regarding their alignment with that of the CF. Links to conclusion 9.	5) The indicators in the Results Matrix should be made SMART with strengthened harmonization with Agency M&E frameworks to ensure they are effectively and efficiently used for decision-making purposes.	UNRCO / UNCT Members	2024 (development of the next CF)

Level of prioritisation	Evaluation Criteria	Findings/ conclusions	Recommendations	Entity/body/focal point	Timeline
High Priority	Efficiency	<p>Challenges identified that hinder the M&E process:</p> <ol style="list-style-type: none"> 1.Data availability 2.Government involvement 3.Inter-agency collaboration <p>Links to conclusion 8.</p>	<p>5) The new CF should take centralized data generation, management and harvesting as a flagship programme by strengthening the capacity of the newly established National Monitoring and Evaluation Directorate (NaMED), Statistics Sierra Leone and other government data institutions, to contribute to data availability and use for effective decision making.</p> <p>6) The next CF should increase joint monitoring programmes between the government and the UN, as a complementary exercise to the UN and MoPED SDG platform currently being established.</p>	UNRCO / UNCT Members / GoSL	2024 (development of the next CF) and during its implementation
High Priority	Coordination	<p>Low participation rates in the strategic and thematic groups under the CF.</p> <p>Links to conclusion 9.</p>	<p>7) The UNCT needs to address the issue of low participation rates and enhance collaboration among agencies. This could involve consolidating overlapping groups, creating mechanisms for sharing</p>	UNRCO / UNCT Members	2024 (development of the next CF) and during its implementation

Level of prioritisation	Evaluation Criteria	Findings/ conclusions	Recommendations	Entity/body/focal point	Timeline
			information and updates between groups.		
High Priority	Coordination	Evaluating the level of cooperation facilitated by joint programming under the CF has proven to be challenging for some of the respondents due to the absence of clear targets. Links to conclusion 9.	8) The next CF should encourage more joint programmes among UN Agencies through an established system for annual joint monitoring that provides UNCT with up-to-date information on the ongoing status of joint programmes (more than what has been done in the annual reports) to enhance collaboration and transparency, as well as effective coordination among agencies.	UNRCO / UNCT Members	2024 (development of the next CF) and during its implementation
High Priority	Efficiency	Challenges identified that hinder the M&E process: UNINFO. Specifically: 1) There are no annual targets for the indicators. 2) UNinfo does not include narrative due to technical glitch with the system – system upgrade still ongoing	9) The UN Sustainable Development Group platform (UNINFO) should be reviewed and optimized for greater effectiveness and efficiency in M&E by highlighting clear targets (particularly for SDG5), achievements, and narrative documentation for each indicator, at every level, for every year of the UNSDCF. In addition, it is recommended that the data collection used to inform UNINFO be reviewed and optimized for greater	UNRCO / UNCT Members	2024 (development of the next CF)

Level of prioritisation	Evaluation Criteria	Findings/ conclusions	Recommendations	Entity/body/focal point	Timeline
		<p>3) DCO has made it mandatory for all countries to include narrative progress report in UNinfo. This will be done for the new CF. Links to conclusion 8.</p> <p>4) Gender is mainstreamed mainly in Outcome 2 and Outcome 4. However, only between one third and one half of the CF outcome and output indicators measure changes related to SDG5. Links to conclusions 1 & 2.</p>	effectiveness and efficiency in M&E processes at national level.		
Medium Priority	Effectiveness	In the pursuit of enhancing effectiveness, a notable suggestion has emerged: the potential prioritization of flagship programmes within the CF. Links to conclusion 5.	10) The next CF should prioritize the development of flagship programmes, leveraging the RCO's strong convening influence, particularly in areas where there is a high degree of national attention, such as nutrition, health, or data collection, as demonstrated by the past success in promoting SDGs.	UNRCO / UNCT Members	2024 (development of the next CF) and during its implementation

Level of prioritisation	Evaluation Criteria	Findings/ conclusions	Recommendations	Entity/body/focal point	Timeline

ANNEX I – TERMS OF REFERENCE

See appendix I

ANNEX II – EVALUATORS BIODATA



Alexandre Daoust, Evaluation Team Leader

With over **15 years of experience in evaluation**, Mr. Daoust is an exceptional evaluator who has designed and implemented rigorous evaluations in the field of international development, through which he has gained **in-depth knowledge of the Sustainable Development Goals** and the **UN Sustainable Development Cooperation Framework**.

Mr. Daoust's primary focus on pro-poor private sector development, trade, and the sustainable economy of agriculture and natural resources, including climate change resilience, makes him a standout candidate for this evaluation. He has an **extensive track record in Delivering as One program evaluations**, as well as **evaluations of coordination efforts between multiple implementing partners such as UNPF**. For instance, he served as an evaluator for the *Evaluation of the Participation and Performance of the International Trade Centre in the United Nations Delivering as One System (DAO)* and as Deputy Team Leader for the *Evaluation of Lao PDR's UN Partnership Framework (UNPF) 2017-2021*.

Mr. Daoust has also worked with a **range of national and international organizations**, notably the World Bank Group, IFC, SECO, Global Affairs Canada, the UNCTAD, ECLAC, the UNDP, the ITC, the European Commission and more. He is a recognized specialist in monitoring and evaluation and results-based management, **accredited by the Canadian Evaluation Society (CES)**. With exceptional analytical and report writing skills, Mr. Daoust is capable of communicating complex ideas clearly and succinctly.

Mr. Daoust's experience in evaluating and managing complex, multidimensional program and project evaluations, and his ability to manage teams, make him an invaluable asset to the evaluation team. He has gained significant field experience in many developing countries in **Africa**, Latin America, and the Caribbean, as well as in Asia. **Mr. Daoust holds a MA in International Economic Development and a BA in Economics and Policy from the University of Montreal, Canada. Mr. Daoust has a strong command of English, French and Spanish.**



Jade Pichard, Evaluator

Jade Pichard is a Monitoring and Evaluation consultant with a focus on **social protection, poverty analysis, and human rights**, who has extensive experience in project management, monitoring and evaluation, impact evaluation, regression analysis, mixed-methods analysis, and qualitative data collection. She has **provided evaluation support to several international organizations and institutions, including the European Commission, the European Parliament, Eurofound, USAID, NATO, FAO, and UNCTAD.**

Jade holds a **Master's degree in Public Policy and Human Development from Maastricht University/United Nations University, Netherlands**, and is proficient in various software programs such as Stata, Excel, Word, PowerPoint, Qualtrics, and Atlas.ti.

Jade has a strong **understanding of the Sustainable Development Goals (SDGs)** and UN Development Cooperation framework, which she has applied in her work, **including her thesis on the impact evaluation of the Ethiopia Social Cash Transfer pilot program** on climate change adaptation in the

agricultural sector. She is also **fluent in French and English**, which has enabled her to work effectively with a range of stakeholders in different countries.

Based in Brussels, Belgium, Jade has worked on various evaluation projects, including serving as Deputy Team Leader in the *Evaluation of the Luxembourg NGDO Unity Foundation's Development Framework Agreement*, where she assessed the performance and effectiveness of the Unity Foundation's framework development agreement in strengthening the capacities of youth and adults in marginalized communities through appropriate training in seven countries, with the aim to optimize their potential for the implementation of the 2022-2026 Framework Agreement. Additionally, she has worked on the **formative evaluation of the National Stunting Reduction Movement in Indonesia for UNICEF**, the *Independent Evaluation of SDC's Private Sector Engagement for the Swiss Agency for Development and Cooperation*, and the *Final Evaluation of the AgriInvest-/ Enabling Inclusive and Efficient Private Sector Investment in Agri-Food Systems Project for the Food and Agriculture Organization of the United Nations (FAO)*.



Dominic Andrew Boima, Evaluator and National Expert

Dominic Andrew Boima is an experienced program and partnership manager with over **11 years of experience** working with both national and international organizations in **Sierra Leone**. Currently, he serves as the National Early Warning Systems Manager/Programme Officer for the West Africa Network for Peacebuilding Sierra Leone. His expertise lies in **designing and managing programs focusing on women's social, political, and economic empowerment, advocacy, gender-based violence, children's rights, and good governance**. He has **extensive experience working in partnerships, using participatory and human-centered approaches, and skills in women and youth empowerment, children's rights, civic leadership, democracy, research, and board management**.

Dominic's experience in program management extends across various international organizations. He has worked with organizations such as Cordaid, Trocaire, Save the Children, Christian Brothers Project Sierra Leone, and the International Rescue Committee, where he served in various capacities such as **Project Coordinator, Technical Adviser for Women's Empowerment and Advocacy, Women's Protection and Empowerment Program Site Manager, and National Child Rights Governance Coordinator**. Additionally, he has been recognized with various awards such as the **UNWOMEN Global Champion for Women's Economic Empowerment, Africa Champion for Women and Girls Rights, and as an IRC WAY Ambassador**.

Dominic's skills include Program Management, Research, **Monitoring & Evaluation**, Report Writing, Communication, Budgeting, Coordination, Resource Mobilization and Management, Interpersonal Relationship, Leadership, Proposal and Concept Note Development, Curricula Development, Organizational Capacity Assessment, and Development (OCAD). He holds an Associate Degree in **Project Planning and Management from Cambridge International College** and **Certificates in Community Development Studies and Entrepreneurship Logistics and Supply Chain Management from the University of Makeni, Sierra Leone**. He also received a **Certificate in Civic Leadership from Kansas State University, USA, and is currently pursuing an LLB – Qualifying Law Degree (QLD) from Arden University, UK**. Dominic is a native English speaker and has strong reporting skills.

ANNEX III – STAKEHOLDER MAPPING

Stakeholder mapping and engagement modes

The table below present the CF stakeholders, some of whom were consulted during the evaluation process. The list of people interviewed is available in Annex VI.

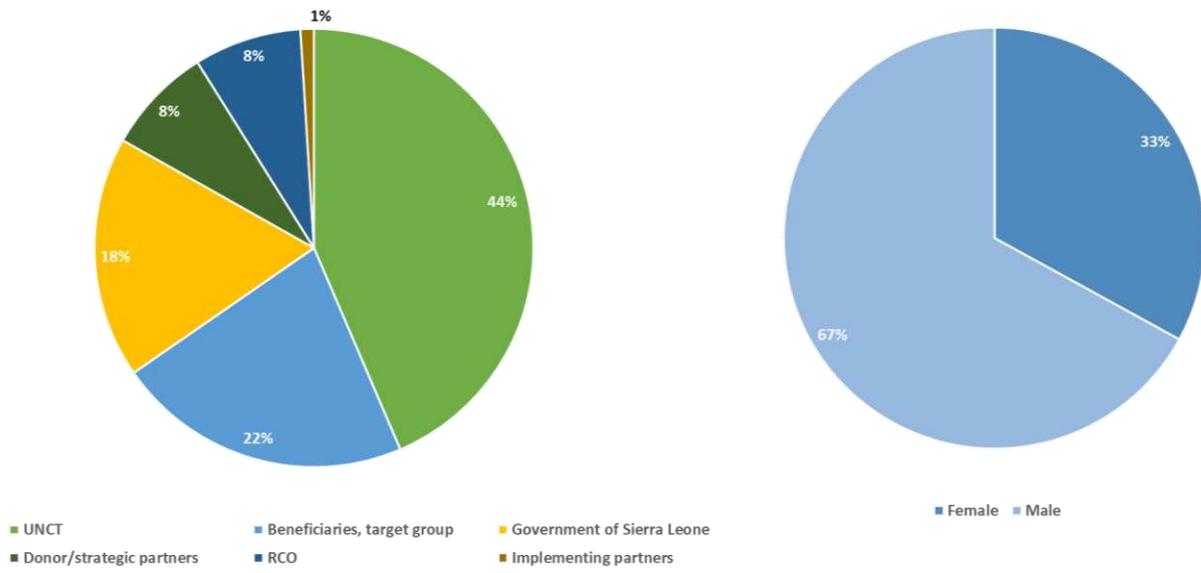
Table 12 - UNSDCF Stakeholders

Key stakeholders		Engagement modes
RCO	RC, RCO M&E and Data Manager, Development Coordination Officer, RCO Team Leader	<ul style="list-style-type: none"> • Consultations through interviews • Collaborations throughout the evaluation process • Updates throughout the evaluation process
UNCT members (i.e Agencies, funds and programmes)	FAO, IAEA, IFAD, ILO, IOM, ITC, UNAIDS, UNCDF, UNCTAD, UNDP, UNEP, UNFPA, UNHR, UNICEF, UNIDO, UNODC, UNOPS, UN Women, WFP, WHO	<ul style="list-style-type: none"> • Consultations through interviews (one person interviews or grouped interviews) • Consultations through a ToC workshop • Online survey
Government of Sierra Leone	Ministry of Youth Affairs (MOYA), Ministry of Basic and Senior Secondary Education (MBSSE) , Ministry of Health (MOH), Ministry of Social Welfare (MOSW), Ministry of Gender and Children’s Affairs (MOGCA), Ministry of Agriculture and Food Security (MAFS), Ministry of Finance (MOF), Ministry of Planning and Economic Development (MOPED).	<ul style="list-style-type: none"> • Consultations through interviews • Consultations through a ToC workshop
Donor/strategic partners	WB, IMF, IFC, EU, FCDO, GIZ, Irish Aid, Natcom Netherlands, GEF, Government of Ireland, Government of Canada, Government of Iceland, USAID, Government of France, Government of Japan, Global Affairs	<ul style="list-style-type: none"> • Consultations through interviews

Key stakeholders		Engagement modes
	Canada, Bill & Melinda Gates Foundation, Government of China, Government of Italy, Swedish Agency for International Development (SIDA), Islamic Development Bank, Korea International Cooperation Agency (KOICA),	
Beneficiaries, target groups	Youths, males, females, persons with disabilities	<ul style="list-style-type: none"> • Consultations through interviews/FGD

More precisely, the ET consulted 92 persons through KIIs and focus groups discussions, including the ToC workshop. The two graphs below show a breakdown of respondents by stakeholder category and gender. A more detailed stakeholder mapping as well as the list of the internal and external stakeholders consulted and engaged throughout the evaluation process is available in Annex VI. Additionally, the ET sent the online survey to at least one representative of each UN Agencies that signed the CF, as well as five donor organizations (IMF, World Bank, IFC, EU, FCDO), and representatives of the Ministry of Youth Affairs (MOYA), Ministry of Basic and Senior Secondary Education (MBSSE), Ministry of Health (MOH), Ministry of Social Welfare (MOSW), Ministry of Gender and Children's Affairs (MOGCA), Ministry of Agriculture and Food Security (MAFS), Ministry of Finance (MOF), MOPED. Out of all the people invited to the survey, 17 representatives from UN Agencies have filled-in the survey.

Figure 8 - Stakeholders consulted per group¹⁰⁹



¹⁰⁹ Via KIs, FGDs, and ToC Workshop

ANNEX IV – Theory of Change

The reconstruction of the initial Theory of Change (ToC) for the UNSDCF 2019-2024 involved a meticulous process by the evaluation team. Drawing from the documents available, the team pieced together the framework that delineated the pathway towards achieving the desired outcomes and expected impact. This reconstruction effort was done in a visual representation, as shown in the Figure below.

In the reconstructed ToC, various elements such as assumptions, outcomes, long-term outcomes, and expected impacts were meticulously integrated to reflect the comprehensive strategy. Notably, the ToC delineated four distinct outcomes, identified by the UNCT as strategic areas crucial for progress. These outcomes were recognized as mutually reinforcing, each supported by its own Theory of Change framework. As a consequence, the evaluation team reconstructed the ToC for all four initial outcomes, ensuring a comprehensive understanding of the interconnected strategies driving the UNSDCF 2019-2024.

In the context of the CF evaluation, the ET has conducted a ToC workshop with key stakeholders. Below are the overall and outcome level ToC of the CF. The modifications deliberated upon during the ToC workshop are highlighted in red within the various ToC documents.

Figure 9 - Overall ToC

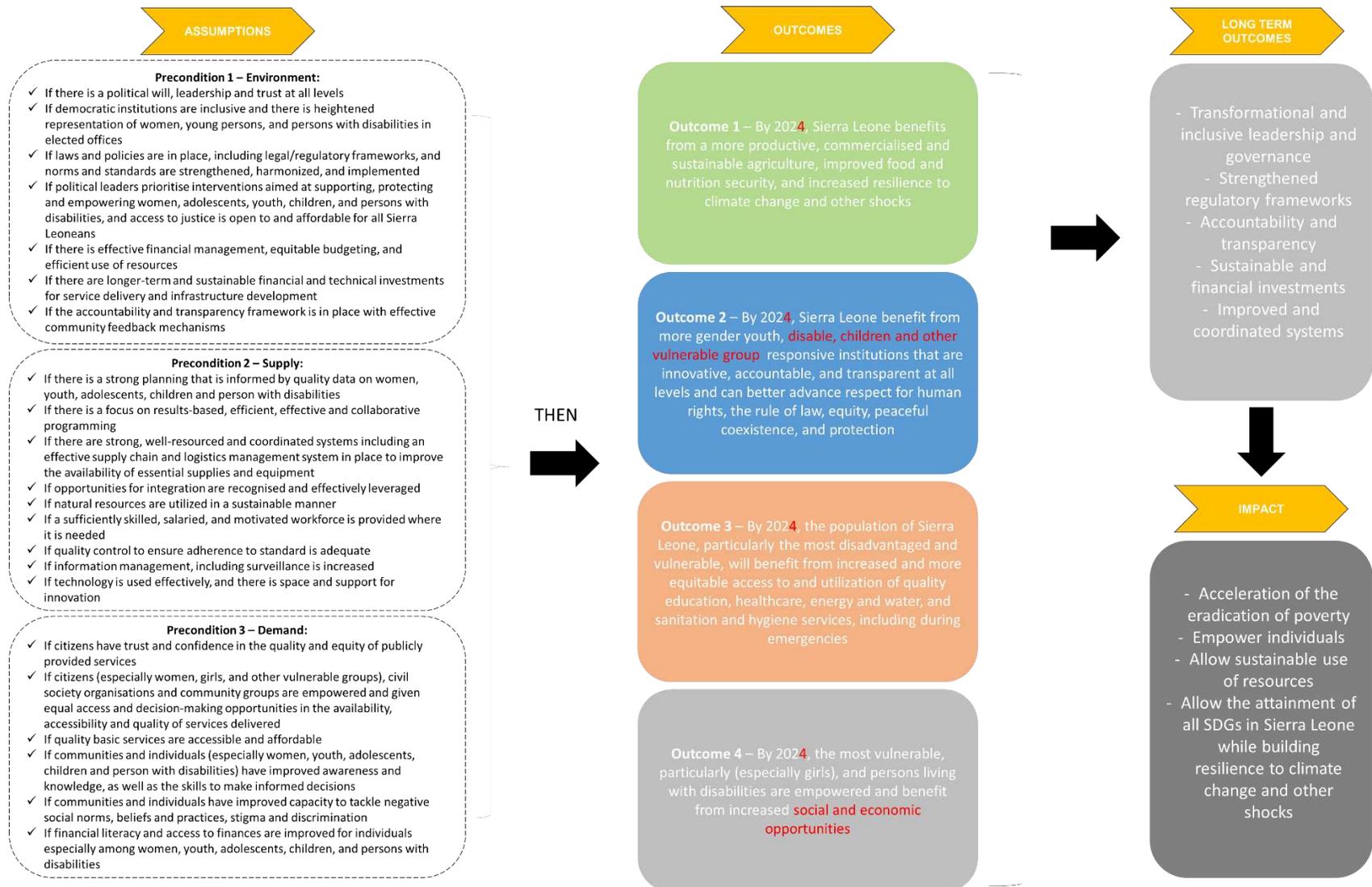


Figure 10 - ToC Outcome 1

UNSDCF Outcome 1 – Sustainable Agriculture, Food and Nutrition Security



Figure 10 above is a reconstruction of the ToC to achieve *Outcome 1 – Sustainable Agriculture, Food and Nutrition Security, and Climate Resilience*. The ToC has been reconstructed based on the documentation, and presents only the general theory as initially established. In addition to the ToC, the evaluation team has identified some of the activities¹¹⁰ implemented by FAO, IAEA, IFAD, ILO, IOM, ITC, UNDP, UNICEF, UNIDO, WFP, and WHO to achieve the expected results:

Table 13 - Examples of activities implemented under Outcome 1

Outputs	Activities implemented (examples)
1.1	<ul style="list-style-type: none"> • Trainings on: technical package for rice production, effective use of farming machines for rice and cassava post-harvest production and post-harvest management of rice • Provided supplies, tools and technical assistance • Supported valley swam cultivation, Gender Action Learning System with nutrition education, and Good Agricultural Practices certification • Certified farmers accessed information on best agriculture practices globally to improve the efficiency of farm processes and management • Youths supported with information, inputs, and technology on sustainable and climate-smart agriculture, fishery, and agribusiness. • Financial services and support from financial institutions • Training on financial management, group cohesion and business principles • Seed fund • Road rehabilitation • strengthened governance, sustainable management of fisheries, farmer group mobilization and management, and electrification efforts towards increased livelihood and income through access to technology, finance and markets.
1.2	<ul style="list-style-type: none"> • Training on geospatial technology with landowner, land users, local authorities, CSOs, the Ministry of Lands and other Ministries, Departments and Agencies (MDAs) • Supported post-harvest management of fish • Supported Government to develop policy and regulatory frameworks affecting enabling environment • Supported NWRMA to delineate and map out water catchments and sub-catchments areas • Rehabilitated of degraded land. • Rested of wetlands. • Established climate information and early warning systems at community/district level • Supported government for conservation and protection of protected areas/forest

¹¹⁰ Activities have been retrieved from : United Nations Country Team in Sierra Leone (2021), 2020 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2022), 2021 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2023), 2022 UN Annual Results Report Sierra Leone. United Nations: United Nations.

	<ul style="list-style-type: none"> • Supported to develop the National Blue Economy Framework • Enhanced capacities of District Council for integration of the Nationally Determined Contributions (NDCs)
1.3	<ul style="list-style-type: none"> • School feeding programmes • Home grown school feeding programme • Investment in food system strengthened • Capacity of key food system actors strengthened • National Nutrition Policy 2022-2031 of the MoHS finalized • Research completed to support development of an adolescent nutrition strategy • Health staff capacitated on the management of severe acute malnutrition • Implementation of Baby Friendly Hospital Initiative
1.4	<ul style="list-style-type: none"> • Strengthened research and policy development capacity of domestic financing, agriculture, food and nutrition institutions • Completion of the National Multi-Sectoral Nutrition Information Strategy and Nutrition Surveillance Guidelines • Supported the Ministry of Fisheries and Marine Resources in constructing fish landing infrastructure, hygiene facilities, and liquid waste treatment • Ensured quality Food Security Monitoring System • Supported international standardization processes, provision of equipment and qualification of internationally certified auditors
1.5	<ul style="list-style-type: none"> • Use of new varieties of cocoa • Establishment of field schools • Mapping value chain actors • ISO certification of SMEs • Developed sector and market studies in cassava, cocoa, and palm oil value chains to affect policy development and business creation
1.6	<ul style="list-style-type: none"> • Established district and chiefdom-level disaster preparedness mechanism and enhanced the capacity of the members • Pilot of a Disaster Risk Reduction and Climate Change Adaptation and Integrated Human Mobility Assessment Tool • Training of district council's staff • Launched of the Climate Information Disaster Management and Early Warning System (CIDMEWS) • Disaster risk reduction management guidelines piloted • Implementation of disaster mitigation measures • Integrated coastal zone management plan • Rehabilitation of degraded mangrove forest • Radio discussions on disaster preparedness, mitigation, response etc.

Figure 11 - ToC Outcome 2

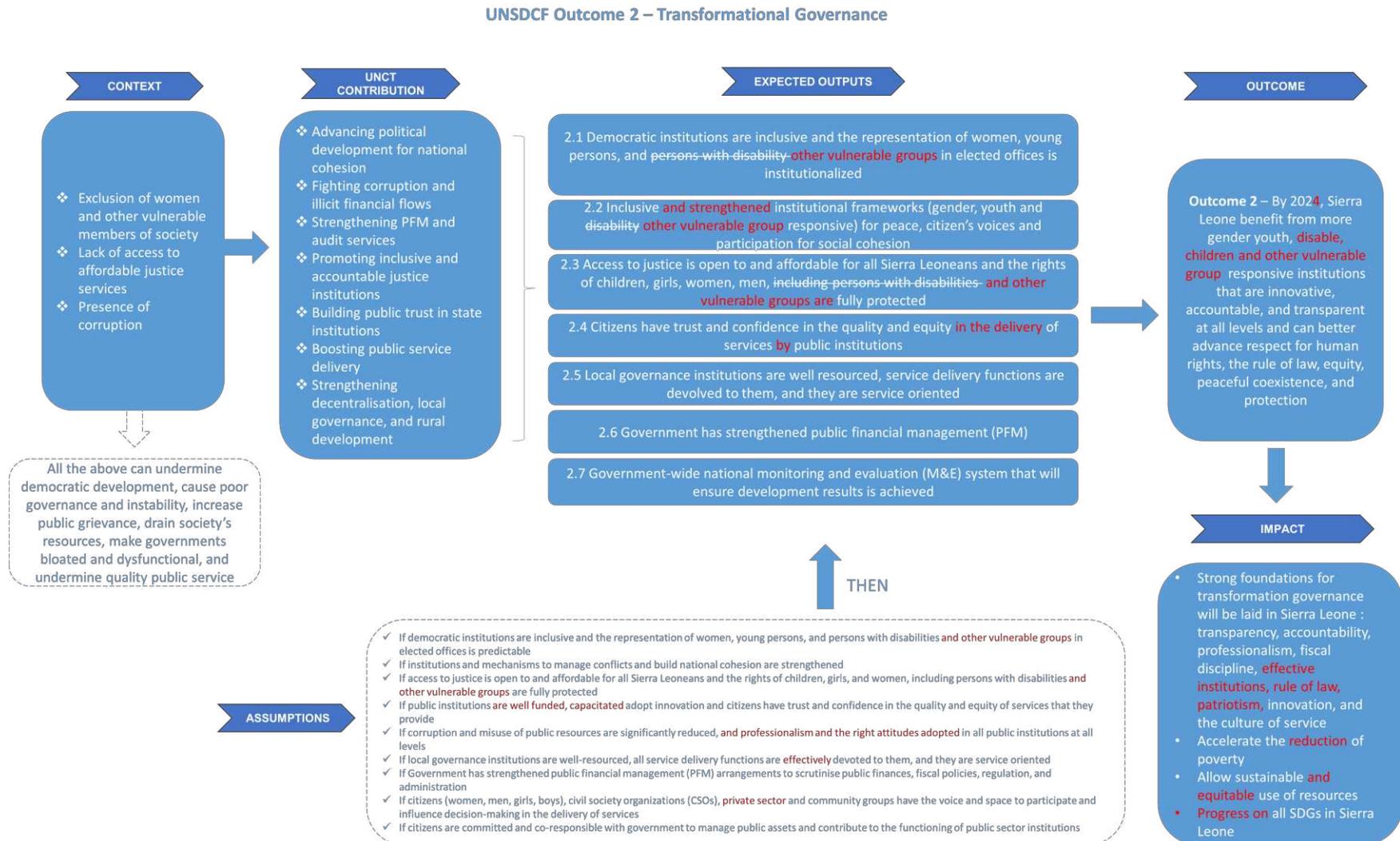


Figure 11 above is a reconstruction of the ToC to achieve *Outcome 2 - Transformational Governance*. The table below presents some of the activities implemented by ILO, IOM, UNAIDS, UNCDF, UNDP, UNICEF, UNIDO, UNODC, UNOPPS, and UN Women under Outcome 2 between 2020 and 2022¹¹¹.

Table 14 - Examples of activities implemented under Outcome 2

Outputs	Activities implemented (examples)
2.1	<ul style="list-style-type: none"> Strengthened the capacity of the Electoral Commission Supported the review of laws that hindered gender equality and women's empowerment Supported the revision Criminal Procedure Act to give way to proper procedural involving youths in contact with the law Revision of the Parliamentary Standing Order Supported the instalment of new ICT infrastructural system, retrofitting electrical system, health and safety equipment Set-up a mentorship programmes in schools to prepare young women and girls for leadership Provided equipment to Chiefdom Youth Councils and the District Youth Councils to enhance their participation in the local development agenda as well as capacity building effort on leadership and ability to make meaningful contribution in decision making processes UN Women scaled up its communication and advocacy
2.2	<ul style="list-style-type: none"> Trainings, and awareness raising activities for youths and women on civic rights and responsibility Supported the revision of the Child Rights Act Supported the mid-term review of the MTNDP Supported the development of the 'Patient's Charter' Increased access to social protection assistance to PLHIV and KPs through establishing a partnership agreement Developed and operationalized the Multi-year Plan to Remove Human Rights-Related Barriers to HIV and TB Services (2021-2024) Provided technical, advisory, and financial support to Sierra Leone to reactivate the implementation of SILNAP II
2.3	<ul style="list-style-type: none"> Provided services to victims of violence and supporting the Judiciary, lawyers and law enforcement agencies Contributed to improve legal representation resulting to increase convictions for sexual offences Supported the training of officers on the revised SGBV protocol

¹¹¹ Activities have been retrieved from : United Nations Country Team in Sierra Leone (2021), 2020 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2022), 2021 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2023), 2022 UN Annual Results Report Sierra Leone. United Nations: United Nations.

	<ul style="list-style-type: none"> • Supported the incorporation of child protection and child justice components in Sierra Leone Police Academy Recruitment and In-Service training curricula • Supported the review of Criminal Procedure Act and SLCS Act • Supported with capacity building of the correction service staff on the application of the Mandela rule and international Human Rights standard and best practice in the auditing of inmates
2.4	<ul style="list-style-type: none"> • Supported the quality of public services for the registration of migrants, births, and deaths and delivery of health and justice services • Completed the Global Aid Monitoring Report • Provided capacity and technical support to the NCRA • Supported the instalment of a central IT Infrastructural system for the National Civil Registration Authority • Provided technical advisory and financial support to institutional and legal reforms of the justice sector • Supported the development and validation of a Data Protection and Privacy Policy, Bill and Regulations • Contributed to the enactment of 8 Acts (Gender Equality & Women's Empowerment (GEWE), Data Protection, National Civil Registration Authority (NCRA), Political Parties Registration & Regulation Commission (PPRC), Public Elections (PEA) National Land Commission, Customary Land Rights, Anti-Human Trafficking and Migrant Smuggling) • Contributed to 9 policies, frameworks, Standard Operating Procedure and Guidelines (Migration Governance profile, Registration and Conferral of Legal identity to Refugees & Return Migrants SOP; GBV & Case Management SOP, National Community Health Workers Policy, Global Compact on Migration (GCM) guideline, Parliamentary standing Order, Medium-Term Revenue Strategy and the National tax policy), • Contributed to Sierra Leone achieving a number of global standards and improved rankings like the Corruption Perception Index, Global Peace index Mo Ibrahim index of African Governance and an overall high score in implementing the 2019 EITI Standard (87.5 points) in 2022 • Facilitated strategic engagements with global and national stakeholders to contribute to effective resource mobilization for MoHS
2.5	<ul style="list-style-type: none"> • Contributed to local service delivery and institutional strengthening of local councils • Supported MoPED to review and update district councils' development plans • Supported MoPED to pilot and roll-out functioning of District Development Coordination Committees • Supported the development of a framework on comprehensiveness of city migration governance structures and priorities for the way forward • Supported the Ministry of Trade and Industry with technical trainings
2.6	<ul style="list-style-type: none"> • Supported the development of Medium-Term Revenue Strategy and a National Tax Policy • Supported MOPED to maintain and sustain the development assistance database • Capacitated fiduciary staff for revenues and expenditure forecasting, collection strategies, and reporting • Produced a brief on Multidimensional Vulnerability Index for informal businesses

	<ul style="list-style-type: none">• Supported the design and implementation of the Sierra Leone Integrated Financing Framework (INFF)• Strengthened the capacity of Bank of Sierra Leone through online training courses
2.7	<ul style="list-style-type: none">• Contributed to supporting government institutions with key monitoring and evaluation frameworks• Contributed to establish a M&E unit at the Ministry of Planning and Economic Development• Supported the development of a digital national SDGs Monitoring Platform hosted by Statistics Sierra Leone• Contributed to capacity strengthening of the newly established National Monitoring and Evaluation Directorate (NaMED)• Supported the submission of the third inclusive and participatory Voluntary National Review (VNR)

Figure 12 – ToC Outcome 3

UNSDCF Outcome 3 – Access to Basic Services

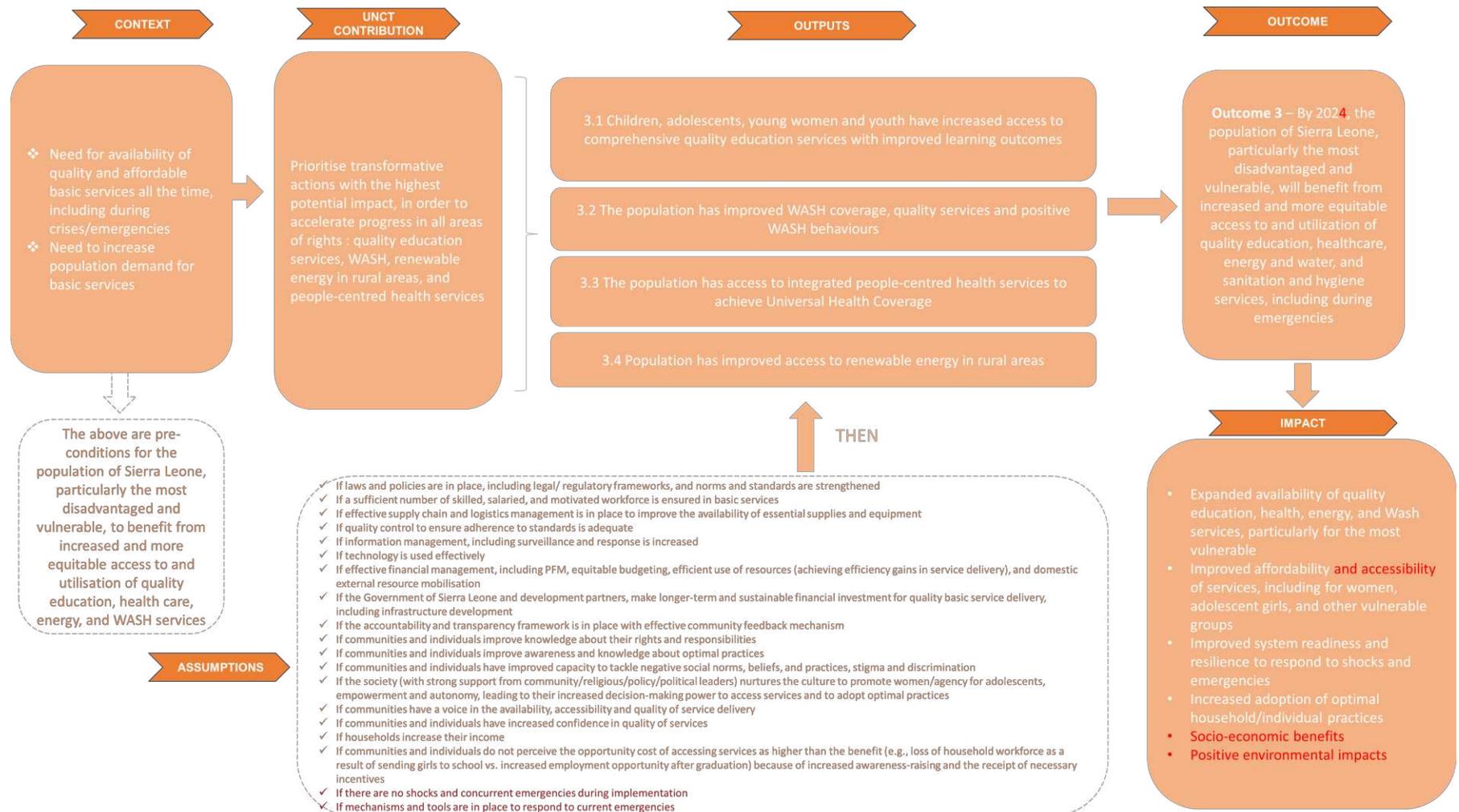


Figure 12 above is a reconstruction of the ToC to achieve *Outcome 3 - Access to Basic Services*. The table below presents some of the activities implemented by IAEA, IOM, UNAIDS, UNESCO, UNDP, UNICEF, UNFPA, UNIDO, UNOPS, and WHO under Outcome 3 between 2020 and 2022¹¹².

Table 15 - Examples of activities implemented under Outcome 3

Outputs	Activities implemented (examples)
3.1	<ul style="list-style-type: none"> Supported the government in terms of policies, strategies, and initiatives (e.g. Education Sector Plan 2022-2026, National Out-of-School (OOS) Children Strategy, 'Reimagine Education Agenda') Establishment of a regional center of excellence for automotive training in Freetown Institutional support to three vocational centers Set up a learning assessment unit at the Ministry of Basic and Senior Secondary Education Training of faculty members of the Government Technical Institute Provided teacher trainings Initiated in collaboration with the WB an Education Public Expenditure Review (PER) Launched the UPSHIFT programme Supported resilience of schools to respond to COVID-19 Provided vocational skills enhancement to vulnerable youth
3.2	<ul style="list-style-type: none"> Development of policy and institutional frameworks, capacity building of partners, and evidence generation using real-time data for planning, monitoring, and resource mobilization Improved coverage and quality of WASH services for rural and poor urban households and institutions Improved learning and quality of care services within schools and health facilities through strengthening intersectoral collaboration between WASH and Education to deliver higher impact for children Supported the Government to roll out the implementation of the National Strategy on Sanitation and Hygiene Promotion Constructed solar-powered motorized water supply facilities in communities, schools and Healthcare facilities (HCF)
3.3	<ul style="list-style-type: none"> Supported the review, update, and development of health sector laws and policies that contributed to improved access to quality and patient safety health services. The Public Health Bill, and the Tobacco and Nicotine Bill, have been enacted into law with the support and advocacy of UN agencies.

¹¹² Activities have been retrieved from : United Nations Country Team in Sierra Leone (2021), 2020 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2022), 2021 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2023), 2022 UN Annual Results Report Sierra Leone. United Nations: United Nations.

	<ul style="list-style-type: none"> • National guiding documents including policies, strategic plans, guidelines, and tools have been developed and contributed to the Government's vision for achieving Universal Health Coverage • Organised of the First National Health Summit • Strengthened the capacity to deliver quality comprehensive reproductive, maternal, new-born child and adolescent health plus nutrition • Quality of RMNCAH service delivery was strengthened and scaled up through development of Family Planning Policy, Guidelines, and Integrated Basic Emergency Obstetric and Newborn Care Guidelines, that provide policy and strategic framework for provision of RMNCAH services • Supported policy dialogue • Improved skills of family planning providers in health facilities p.34 • Supported conduct of National SRHR Summit • Supported improvement of Quality of Care (QoC) of health services by strengthening leadership and management for QoC at national and hospital levels, organisation of a national QoC summit, capacity building of health workers on quality improvement (QI) methodologies, conduct of child death audit including mortality conference, and development and rolling out of MNH Implementation Package • Completed the construction of one Basic Emergency Obstetric Neonatal Care Facility at Jojoima Health Centre (Kailahun District) and formally handed it over to the MoHS in December 2022. • UN supported improvement in human resources for health by facilitating the development and roll out of the Post-Graduate Paediatrics Course, Post-Basic Neonatal Nursing Programme, and MNH package of care. • Strengthened the capacity for health supply chain management, last mile assurance, and monitoring of the utilization of health care commodities and equipment, vaccines, RHFP and HIV commodities, and nutrition therapeutics • Strengthened government capacity through surveillance systems, laboratory capacity, antimicrobial stewardship, and infection prevention and control • Supported the government and partners in updating and implementing the national comprehensive multi-year plan for immunization (CMYP) and annual implementation plans • Supported the government and partners in achieving and sustaining vaccine preventable disease (VPD) surveillance performance indicators. • Supported the efforts to increase access to quality and safe health care technologies, including medical devices, mHealth, laboratories, medicines, vaccines, procedures, and systems • Supported the integration of COVID-19 vaccination and HPV vaccine introduction during the immunization campaign
3.4	<ul style="list-style-type: none"> • Supported the people of Sierra Leone to access increased clean and renewable energy in rural areas following the ratification of mini-grid regulations in 2020. • Used and developed PPP initiative to invest in and maintain mini grid-based electricity generation and distribution • Strengthened the institutional capacity of Ministry of Energy personnel to facilitate and sustain mini-grid development in Sierra Leone

	<ul style="list-style-type: none">• Strengthened the reporting system of the Electricity and Water Regulation Commission and provided technical assistance to the Sustainable Energy for All Programme.• Increased demand for electricity through the stimulation of market development of productive use of energy by providing matching grants
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Figure 13 - ToC Outcome 4

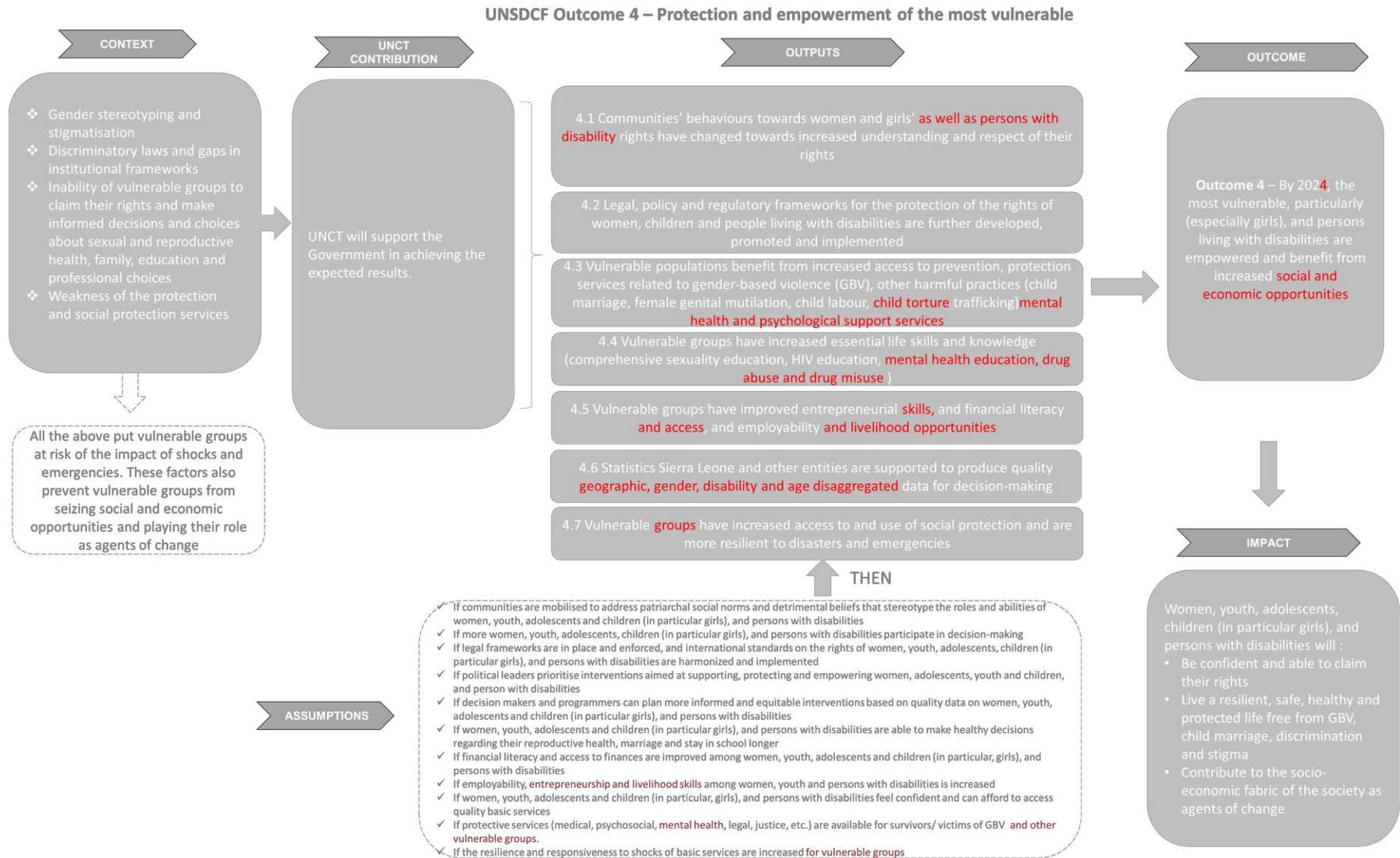


Figure 13 above is a reconstruction of the ToC to achieve *Outcome 4 - Protection and empowerment of the most vulnerable*. The table below presents some of the activities implemented by ILO, IOM, ITC, UNAIDS, UNCDF, UNDP, UNESCO, UNFPA, UNICEF, UNODC, UNWOMEN, WFP and WHO under Outcome 4 between 2020 and 2022¹¹³.

Table 16 - Examples of activities implemented under Outcome 4

Outputs	Activities implemented (examples)
4.1	<ul style="list-style-type: none"> • Awareness and community advocacy drives in communities • Establishment of "husband" schools to enhance the capacity of men to lead community sensitizations and advocacy on GBV • Training of men advocates and peer educators • Development and roll out of a national curriculum on positive parenting • Strengthened the capacity of the National Secretariat for the Reduction of Teenage Pregnancy and Child Marriage
4.2	<ul style="list-style-type: none"> • Contributed to national progress with the enactment of the GEWE Act, 2022 and the review of the National Strategy for Reduction of Adolescent Pregnancy and Child Marriage • Enhanced the capacity of stakeholders on the 2022 GEWE Act operational strategy • Establishment of a multi-stakeholder coordination mechanism to support consultations, mobilized Members of Parliament and built their capacity on the Convention on the Rights of Persons with Disability • Support the Ministry of Labour and Social Security to review the National HIV/AIDS in the Workplace Policy • Supported the development of a Social Work Bill (2022) • Supported the development of the Child Rights Coalition • Supported the inclusion of implementation of international labour standards • Supported MOYA to finalise and launch the National Youth Policy • Supported NAYCOM to produce the Status of Youth Report 2020-2021 • Supported MoSW to develop and sign MoUs with Colleges and Universities to ensure social work students are assigned to placement agencies • Supported the revision and adoption of the National Action Plan for the Elimination of Child Labour
4.3	<ul style="list-style-type: none"> • Provided technical and financial support to the government to increase access to quality services related to protection, GBV and other harmful practices • Strengthened the capacity of institutions to promote gender equality, prevent and respond to SGBV, and eliminate harmful practices

¹¹³ Activities have been retrieved from : United Nations Country Team in Sierra Leone (2021), 2020 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2022), 2021 UN Annual Results Report Sierra Leone. United Nations: United Nations. // United Nations Country Team in Sierra Leone (2023), 2022 UN Annual Results Report Sierra Leone. United Nations: United Nations.

	<ul style="list-style-type: none"> • Strengthened the capacity of government and community-based organisations service providers to improve case management and demand generation for SRHR, family planning services, and response services for victims of GBV respectively. • Supported provision of legal aid services and representation to enhance access of SBGV survivors to justice • Supported psycho-education on the bio-psychosocial effects of drug abuse • Supported MoSW to train social workers to use case management tools and provide MHPSS and Psychological First Aid services integration of the Nationally Determined Contributions (NDCs) • Provided psycho-social counselling to youth and women
4.4	<ul style="list-style-type: none"> • Supported the MBSSE roll out of comprehensive sexuality education in schools • Strengthened engagement with women farmers including women living with AIDS resulting to increased knowledge on SGBV, HIV, and SRH • Supported Action Plans for increased awareness raising and sensitization • Supported Sierra Leone to become the first country to officially announce government leadership and support for the Education Plus Initiative (EPI) • Improved knowledge on key life skills of girls
4.5	<ul style="list-style-type: none"> • Supported efforts on rural SMEs, improved skills, employability and incomes of women and young people through knowledge transfer in various technologies and innovation areas • Training rural dwellers • Training, transfer of technology, and economic empowerment for job creation of youth and women from engaged project road contractors • Establishment of fish farms • Supported entrepreneurs to enhance business development skills and financial literacy • Supported Mobile Money Operators • Supported the development of Consumer Protection Guidelines • Supported the government in establishing the National Youth Empowerment Fund • supported career development, for vulnerable youths to promote youth and young women empowerment and entrepreneurship • Supported the establishment of Village Loan and Saving Associations and provided seed money. • Provided COVID-19 Stimulus packages in the form of grants and technical assistance • Establishment of skill training centers • Established partnerships with 5 government universities to create space at the university for supporting innovative, scalable, and impactful entrepreneurship to solve the country's development challenges
4.6	<ul style="list-style-type: none"> • Supported the report on enablers and drivers of women's participation in revenue mobilization • Supported the finalization and dissemination of the 2021 integrated Bio-behavioural Surveillance Survey • Supported the government in updating the multidimensional child poverty estimates • supported the generation of rich data including HIV epidemiological estimates, Spectrum, Global AIDS Monitoring (GAM), Integrated Bio-behavioural Surveillance

	Survey (IBBSS), impacts of diseases, social dynamics and drivers of violence and harmful practices, HIV profiling and vulnerability assessment, survey on social and behavioural drivers of child marriage, the Situational Analysis for people with disability, system management of the Child Protection IMS (CPIMS), school-related gender-based violence action research, and SPRINT for social protection
4.7	<ul style="list-style-type: none"> • Supported the development of strong policy framework to strengthen vulnerable populations' social protection • Supported the Government in finalizing the National Social Protection Strategy and validating the National Social Protection Bill • Continue supporting the Social Safety Net Grievance Response Mechanism (GRM) • Strengthened capacities of women as well as coastal communities • Supported awareness raising for CSOs • Increased the capacity of individual, communities, and authorities to deal with the adverse effects of a disaster (cash transfer) • Procured and installed a small-scale waste treatment system • Provided energy-efficient cooking stoves to school

ANNEX V – CF Results Framework

Results	Indicators; Baselines; 2023 Targets	UN Partnership
1. SUSTAINABLE AGRICULTURE AND FOOD SECURITY		
Related National Development Priority: Cluster 2 (2.1, 2.2), Cluster 7 (7.1, 7.2)		
<p>Outcome 1:</p> <p>By 2023, Sierra Leone benefits from a more productive, commercialised and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.</p>	<p>Indicator 1a: Proportion of national population in food poverty (SDG indicators 2.1) » Baseline: 54.5% (2018) » Target: 30% » Data Source: SLHIS</p>	<p>FAO IAEA IFAD ILO IOM ITC UNCDF UNCTAD UNICEF UNIDO UNDP UNOPS UNWOMEN WFP WHO</p>
	<p>Indicator 1b: Proportion of children under-5 who are stunted (SDG indicators 2.2, 2.2.1) » Baseline: 31.3% (2017) » Target: 20% » Data Source: MICS</p>	
	<p>Indicator 1c: Proportion of population with moderate or severe food insecurity (SDG indicator 2.1.5) » Baseline: 43.7% (2018) » Target: 25.5% » Data Source: Food Security Monitoring System (FSMS) data (lean season data) PMSD data</p>	
	<p>Indicator 1d: Prevalence of acute malnutrition (SDG indicator 2.2.2) » Baselines: Wasting: 5.1% (2017) » Overweight: 4.3% (2017) » Targets: Wasting: 3.0% » Overweight: 4.3% » Data Source: MICS</p>	
	<p>Indicator 1e: Rate of national food self-sufficiency (SDG 2.3.1) » Baseline: 81% (2015) » Target: 90% » Data Source: MAF/PEMSD</p>	
	<p>Indicator 1f: GDP Growth » Baseline: 3.7% (2018) » Target: 5.3% » Data Source: World Bank</p>	
	<p>Indicator 1g: Climate change vulnerability (0-1) » Baseline: 0.25 (2014) » Target: 0.40 » Data Source: HCSS</p>	
<p>1.1 Farmers especially women, youth and other vulnerable groups to have equal access to information and decision-making opportunities on land tenure, knowledge of improved agricultural practices, inputs, technology, financial services, linkage to markets, leveraging appropriate technologies and innovations</p>	<p>Indicator 1.1.1: Percentage of agricultural area under sustainable agricultural practices (SDG indicator 2.4.1) » Baseline: 5% of arable land » Target: 8% » Data Source: MAF, PEMS</p>	<p>FAO UNIDO WFP UNWOMEN ILO IOM UNCDF UNCTAD UNOPS IFAD ITC</p>
	<p>Indicator 1.1.2: Hectares of irrigated land cultivated (proxy for SDG indicator 2.4.2) » Baseline: 1695 » Target: 4035 » Data Source: MAF, PEMS</p>	
	<p>Indicator 1.1.3: Percentage of farmers who have increased their incomes by 20% » Baseline: 59.8% » Target: 79.8% » Data Source: Adoption Survey 2018; Rice yield study PEMS, MAF</p>	
	<p>Indicator 1.1.4: Percentage increased in annual national rice self-sufficiency » Baseline: 61% (2018) » Target: 86% » Data Source: Adoption Survey 2018; Rice yield study PEMS, MAF</p>	
<p>1.2 Land and other natural resources (forests, minerals, marine, wetlands, etc.) are utilized in a sustainable and equitable manner</p>	<p>Indicator 1.2.1: Percentage increase in forest cover » Baseline: 5% » Target: 7% » Data Source: FAO/MAF survey</p>	<p>FAO UNDP UNWOMEN IOM WFP IFAD</p>
	<p>Indicator 1.2.2: Area (hectare) of degraded land restored/reclaimed/rehabilitated (SDG indicator 13.3.2) » Baseline: TBD » Target: 1,000 » Data Source: MLCP/NPA/MMMR</p>	
	<p>Indicator 1.2.3: Percentage of women and men with secure land rights (SDG 1.4, SDG indicator 5.a.1) » Baseline: 15% » Target: 30% » Data Source: MLHE</p>	

Results	Indicators; Baselines; 2023 Targets	UN Partnership
1.3 Access to diversified, nutritious and safe food is increased, and adequate dietary intake improved	Indicator 1.3.1: Percentage of children aged 6–23 months receiving a minimum number of food groups 29.7% to 35.6% » Baseline: 24.2% (2017) » Target: 40% Data Source: MICS	FAO UNICEF WFP IFAD WHO
	Indicator 1.3.2: Percentage of Minimum Dietary Diversity (MDD) of both poor and borderline households disaggregated by gender increased Baseline: 31.3% (2018) » Target: 30% » Data Source: Food Security Monitoring System data	
1.4 An enabling environment for sustainable agriculture, food and nutrition (regulatory, institutional, research and policy framework) is in place	Indicator 1.4.1: A Legal framework (including customary law) in place that guarantees women's equal rights to land ownership and other entitlements (SDG indicator 5.a.2) Baseline: 0 » Target: 1 » Data Source: MLHE	FAO UNDP UNCTAD WFP UNWOMEN IAEA IFAD
	Indicator 1.4.2: Number of policies supporting sustainable and equitable agriculture formulated, enacted and implemented (proxy indicator for SDG 2.4) Baseline: 0 » Target: 8 » Data Source: MAF	
	Indicator 1.4.3: Number of improved livestock breeds (goats, sheep, cattle, poultry, pigs, rabbits) and improved crop varieties introduced and adopted in Sierra Leone (proxy indicator for SDG 2.5) » Baseline: 0, 0 » Target: 2, 2 » Data Source: MAF/Njala University/SLARI	
1.5 Improved competitiveness and trade compliance of selected value chains	Indicator 1.5.1: Trade and industrial policies have been developed/updated as per WTO requirements » Baseline: 1 » Target: 4 Data Source: Sierra Leone Standards Bureau (SLSB)	UNIDO UNDP
1.6 Preparedness systems in place and functional at community level to mitigate the impact of climate change	Indicator 1.6.1: Proportion of people practising disaster preparedness and response systems, disaggregated by sex » Baseline: 0% » Target: 40% (Males 20%, Females 20%) Data Source: Office of National Security	UNDP IFAD

2. TRANSFORMATIONAL GOVERNANCE

Related National Development Priority: Cluster 4 (4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8)

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 boys and girls (children, girls), women and men including those with disabilities.	Indicator 1a: Country Policy and Institutional Assessment (CPIA) overall score Baseline: 3.20 (2017) » Target: 4.00 » Data Source: World Bank Group	FAO ILO IOM UNAIDS UNDP UNOPS UN Women UNCDF UNICEF UNIDO IOM
	Indicator 1b: Corruption perception index score (0-100) » Baseline: 129 th rank, score 30 (2018) » Target: 113 th rank, score 35 » Data Source: Transparency International	
	Indicator 1c: Global Peace Index ranking » Baseline: 174 35 th of 163 (2018) » Target: 15 Data Source: Institute for Economics and Peace	
	Indicator 1d: Overall score on Mo Ibrahim Index of African Governance (IAG) Baseline: 50.9 (2018) » Target: 55 » Data Source: Mo Ibrahim	

Results	Indicators; Baselines; 2023 Targets	UN Partnership
2.1 Democratic institutions are inclusive and the representation of women, young persons, and persons with disabilities in elected offices is institutionalised	<p>Indicator 2.1.1: Proportion of women in elected positions (SDG indicator 5.5.1)</p> <p>Baselines:</p> <ul style="list-style-type: none"> In Parliament: 12.4% Local Council: 18% Chairpersons: 28.5% Paramount Chieftaincy: 6.6% Councillors: 8% <p>Targets:</p> <ul style="list-style-type: none"> In Parliament: 30% Local Council: 50% Chairpersons: 50% Paramount Chieftaincy: 30% Councillors: 30% <p>Data Source: NEC</p>	ILO UNDP UNOPS UN Women IOM
	<p>Indicator 2.1.2: Proportion of PWDs in elected positions</p> <p>Baseline:</p> <ul style="list-style-type: none"> In Parliament: 0% Local Council: 0% Paramount Chieftaincy: 0% Ward Committee Members: 0% <p>Target:</p> <ul style="list-style-type: none"> In Parliament: 1% Local Council: 1% Paramount Chieftaincy: 1% Ward Committee Members: 1% <p>Data Source: NEC</p>	
	<p>Indicator 2.1.3: Number of political parties developing and adopting policies to enhance the leadership and participation of women and persons living with disabilities (SDG 16)</p> <p>Baseline: 3 (SLPP, APC, NDA) » Target: 16 » Data Source: PPRC/NEC data</p>	
	<p>Indicator 2.1.4: Percentage of women in appointed leadership and decision-making positions in MDAs » Baseline: 17% » Target: 30% » Data Source: PPRC/NEC data</p>	
2.2 Inclusive institutional frameworks (gender, youth and disability responsive) strengthened for peace, citizen's voices and participation for social cohesion	<p>Indicator 2.2.1: Number of functional platforms on sustaining peace, managing conflict and building social cohesion at community level » Baseline: 100 » Target: 200</p> <p>Data Source: MLGRD, Office of National Security</p>	UNDP UN Women
	<p>Indicator 2.2.2: Number of infrastructures for peace and social cohesion established and functioning » Baseline: 0 (National), 6 (District level) » Target: 1 (National), 16 (District)</p> <p>Data Source: Ministry of Political Affairs</p>	
2.3 Access to justice is open to and affordable for all Sierra Leoneans and the rights of children, girls, women, men, including persons with disabilities are fully protected	<p>Indicator 2.3.1: Proportion of persons on remand without indictment. » Baseline: 51% (2016) (tally of all prisons) » Target: 30% » Data Source: Sierra Leone Correctional Service</p>	UNICEF UN Women UNDP
	<p>Indicator 2.3.2: Proportion of the population (disaggregated by sex, PWDs, age) who are satisfied with: (a) courts; (b) police; (c) prison services » Baseline: (a) 41%; (b) 37%; (c) 53% Target: (a) 55% (Males: 27%; Females: 28%); (b) 55% (Males: 27%; Females: 28%); (c) 65% (Males: 45%; Females: 20%) » Data Source: Ministry of Justice, SLP</p>	
	<p>Indicator 2.3.3: Proportion of youth behind bars (disaggregated by offences and gender) Baseline: 30% (Males: 27%; Females: 3%) » Target: 25% (Males: 23%; Females: 2%) Data Source: Sierra Leone Correctional Service</p>	
	<p>Indicator 2.3.4: Proportion of local courts and police stations with paralegals Baseline: 30% » Target: 50% » Data Source: Judiciary, Legal Aid Board</p>	
	<p>Indicator 2.3.5: Percentage of judges/magistrates and police who are women and/or are trained in women's rights » Baseline: 50% » Target: 60% » Data Source: Ministry of Justice, Judiciary</p>	
2.4 Citizens have trust and confidence in the quality and equity of services of public institutions	<p>Indicator 2.4.1: Percentage of national budget allocations reflecting gender and diversity priorities » Baseline: TBD (2019 budget analysis) » Target: TBD</p> <p>Data Source: Ministry of Finance; MOPEd</p>	ILO UNAIDS UN Women UNDP UNCDF UNOPS UNICEF
	<p>Indicator 2.4.2: Percentage of children under 5 whose births are registered with a civil authority by age » Baseline: 81% (2017 MICS) » Target: 90% » Data Source: NCRA</p>	

Results	Indicators; Baselines; 2023 Targets	UN Partnership
2.5 Local governance institutions are well resourced, service delivery functions are devolved to them, and they are service oriented	Indicator 2.5.1: Number of Local Councils that have implemented or are implementing integrated plans aligned with the SDGs and with innovative gender-responsive budgets Baseline: 0 (2018) » Target: 22 » Data Source: MOPED, MLGR	IOM UNDP UNICEF UNIDO UN Women
	Indicator 2.5.2: Proportion of citizens (men, women, boys, girls)/ youth satisfied with the service delivery by local councils, disaggregated by sex Baseline: 0% » Target: 35% (Males: 17.5%; Females: 17.5%) » Data Source: MLGRD	
2.6 Government has strengthened Public Financial Management	Indicator 2.6.1: Revenue to GDP ratio » Baseline: 14% » Target: 20% Data Source: MOPED; MLGRD	UNDP FAO IOM UNICEF UNIDO
	Indicator 2.6.2: Local Councils with capacity and plan for monitoring revenue and expenditure in line with PFM standards » Baseline: 0 (2018) » Target: 22 Data Source: MOPED; MLGRD	
	Indicator 2.6.3: Number and frequency of public expenditure reviews » Baseline: 2 (since 2006) » Target: 4 » Data Source: Ministry of Finance and Economic Development; National Public Procurement Authority	
	Indicator 2.6.4: Proportion of MDAs with established and functional Integrity Management Committees is increased » Baseline: 60% (2018) » Target: 80% » Data Source: Anti-Corruption Commission	
	Indicator 2.6.5: National Asset Policy developed and implemented by the National Asset and Government Property Commission » Baseline: 0 » Target: 75% implementation rate Data Source: National Asset and Government Property Commission	
2.7 Government-wide national M&E system of development results strengthened	Indicator 2.6.5: A system in place for M&E » Baseline: 0 » Target: 1 Data Source: NaMED	RCC UNCT

2: ACCESS TO BASIC SERVICES

Related National Development Priority: Cluster 1 (1.2, 1.2, 1.3, 1.4), Cluster 3 (3.1, 3.3)

Outcome 3: By 2023, the population of Sierra Leone, particularly the most vulnerable, will benefit from increased and more equitable access to and utilisation of quality education, healthcare, energy and water, sanitation and hygiene services, including during emergencies	Indicator 3a: Maternal mortality ratio (SDG indicator 3.1.1) » Baseline: 1165 (2013) Target: 582.5 (2023) » Data Source: SLDHS	IAEA IOM UNAIDS UNDP UNICEF (lead 3b, 3c, 3d) UNFPA (lead 3a) UNESCO UNIDO UNOPS WHO WFP
	Indicator 3b: Under-5 mortality rate (SDG indicator 3.2.1) » Baseline: 110.5 (2017) / 156 (2013) » Target: 45 (2023 MICS) » Data Source: MICS/SLDHS	
	Indicator 3c: Primary and Junior secondary school completion rate (SDG indicator 4.1.1) Baseline: Primary 66.8%, M:66.6% F:65.4% Junior Secondary 48.6% M:49.2% F:48.1% Target: Primary 74.7% M: 75.5% F: 74%, Junior Secondary 66.7% M:67.3% F:66.2% Data Source: Annual School Census (ASC)	
	Indicator 3d: Proportion of population using basic sanitation facilities (proxy for SDG indicator 6.2.1) » Baseline: Basic sanitation: 16.2%, Rural:8%, Urban: 27% (2017) Target: Basic sanitation 46%, Rural 42%, Urban 53% » Data Source: MICS	

Results	Indicators; Baselines; 2023 Targets	UN Partnership
3.1 Children, adolescents, young women and youth have increased access to comprehensive quality education services with improved learning outcomes	Indicator 3.1.1: Percentage of children aged 3 to 5 years who are attending early childhood education (SDG indicator 4.2.2) » Baseline: 11.5% (2017) M:10.6 % F:12.3 % Target: 15.2% M 14.3% F 16% » Data Source: MICS	UNICEF (lead 3.1.1 and 3.1.2) IOM (lead 3.1.3), UNESCO WFP UNAIDS
	Indicator 3.1.2: Percentage of children aged 7-14 who completed 3 foundational reading / math tasks (SDG indicator 4.1.1) » Baseline: Reading: 16%, M:16.7% F: 15.4% Maths: 12.2% M 12.9% F:11.5% (2017) » Target: Reading 20% M:20.7% F 19.4% Maths 16.2% M16.9% F 15.5% Data Source: EGRA/EGMA assessments, MICS	
	Indicator 3.1.3: Percentage increase in annual TVET graduation rate (with a focus on TVET schools and not Universities). » Baseline: 10% (2017) » Target: 40% (2023) Data Source: Ministry of Youth Affairs, Ministry of Technical and Higher Education, Tertiary Education Commission SL, 2018	
3.2 The population has improved WASH coverage, quality services and positive WASH behaviours	Indicator 3.2.1: Proportion of households using basic drinking water services (proxy for SDG 6.1) » Baseline: 58%, Rural-42%, Urban-72%, (2017) » Target: 69%, Rural-63%, Urban-82% » Data Source: MICS	UNICEF (lead 3.2.1, 3.2.2, 3.2.3) IAEA, UNDP
	Indicator 3.2.2: Proportion of households practising open defecation Baseline: 17%, Rural: 28%, Urban: 4% (2017) » Target: 1%, Rural:18%, Urban: 2.5% Data Source: MICS	
	Indicator 3.2.3: Proportion of households using a hand-washing facility with soap and water » Baseline: Hand washing: 23%, rural :15%, Urban: 33% (2017) » Target: Hand washing: 33%, Rural: 26%, Urban: 43% » Data Source: MICS	
3.3 The population has access to integrated people-centred health services to achieve Universal Health Coverage (UHC)	Indicator 3.3.1: Percentage of pregnant women living with HIV who received Anti-Retroviral Therapy to reduce the risk of mother-to-child transmission of HIV » Baseline: 92.5% (2018) Target: 94% » Data Source: UNAIDS spectrum	UNAIDS (lead 3.3.1) UNICEF (lead 3.3.2 3.3.3) UNFPA (lead 3.3.4, 3.3.5 and 3.3.6) WHO (lead 3.3.7) IAEA UNOPS
	Indicator 3.3.2: Percentage of children aged 0-59 months with symptoms of ARI for whom advice or treatment was sought from health facilities or providers » Baseline: 73.8% (2017) Target: 79.8% (2023) » Data Source: MICS	
	Indicator 3.3.3: Number of districts with at least 80% coverage of DTP-containing vaccine for children < 1 year (SDG indicator 3.8.1) » Baseline: 71% (2017) » Target: 100% ²³ Data Source: MICS	
	Indicator 3.3.4: Percentage of births attended by skilled health personnel (SDG indicator 3.1.2) » Baseline: 81.6 (2017 MICS) » Target: 96% » Data Source: MICS	
	Indicator 3.3.5: Contraceptive prevalence rate of women of childbearing age that use modern family planning methods (married women or in union) (SDG indicator 3.7.1) Baseline: 16% (2013) » Target: 27% » Data Source: DHS	
	Indicator 3.3.6: Unmet need for family planning among adolescents (15-19 age) (SDG indicator 3.7.1) » Baseline: 30.7% (2013) » Target: 20% » Data Source: DHS	
	Indicator 3.3.7: Out-of-pocket health expenditures as a percentage of total health expenditure (SDG indicator 3.8.2) » Baseline: 61% (2017) » Target: Target is expected to be set by the Government in late 2019 as part of a Universal Health Coverage exercise Data Source: NHA, SLIHS (integrated health survey)	
	Indicator 3.3.8: Proportion of public health events detected and responded to within 48 hours of notification » Baseline: 82% » Target: 95% » Data Source: DHIS/DSR2016	

Results	Indicators; Baselines; 2023 Targets	UN Partnership
3.4 Population has improved access to renewable energy in rural areas	Indicator 3.4.1: Percentage of population with access to electricity (SDG indicator 7.1.1) Baseline: 15% (2018) » Target: 44% » Data Source: MoE	UNOPS (lead 3.4.1, 3.4.2, 3.4.3, 3.4.4) UNIDO UNDP
	Indicator 3.4.2: Percentage of households with access to electricity Baseline: 13.5% (2013) » Target: 22% » Data Source: DHS/MoE	
	Indicator 3.4.3: Number of district headquarters town with reliable electricity supply Baseline: 9 (2018) » Target: 16 » Data Source: MoE	
	Indicator 3.4.4: Proportion of electricity generation from thermal and renewable sources Baseline: Baseline is expected to be set by the Government according to NDP Target: 70:30 (thermal / renewable ratio) » Data Source: MoE	

4: PROTECTION AND EMPOWERMENT OF THE MOST VULNERABLE

Related National Development Priority: Cluster 1 (1.5), Cluster 5 (5.1, 5.2, 5.3), Cluster 6 (6.1)

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	Indicator 4a: Gender Development Index (GDI) » Baseline: 0.872 (2017) » Target: 1 Data Source: UNDP HDR	ILO IOM UNAIDS UNCDF UNDP UNFPA (lead 4c) UNICEF (lead 4d, 4e) UN Women (lead 4a, 4b) WFP WHO
	Indicator 4b: Gender Inequality Index (GII) » Baseline: 0.645 (2017) » Target: 0.57 Data Source: UNDP HDR	
	Indicator 4c: Percentage of girls and women aged 15-49 years who have undergone FGM (SDG indicator 5.3.2) » Baseline: 89.6% (2013) » Target: 79% Data Source: SL DHS / MICS	
	Indicator 4d: Percentage of women aged 20-24 years who have experienced early child marriage before age 18 (SDG indicator 5.3.1) » Baseline: 29.9% (2017) » Target: 24% Data Source: MICS	
	Indicator 4e: Number of children living in poverty according to national multidimensional poverty lines (SDG indicator 1.2.2) » Baseline: 2,202,504 (2017), 66% » Target: 2,047,144 (2023) 60% » Data Source: MICS 3 rd child poverty report.	
4.1 Community/ behaviours towards women and girls' rights have changed towards increased understanding and respect of these rights	Indicator 4.1.1: Percentage of currently married women that participate in key decision-making processes at home (health care, major household purchases and visit to family) (SDG indicator 5.5.) » Baseline: 45.4% (2013) » Target: 64% (2023) » Data Source: SL DHS	UNFPA WHO ILO UN Women (lead 4.1.1)
4.2 Legal, policy and regulatory frameworks for the protection of the rights of women, children and people living with disabilities are further developed, promoted and implemented	Indicator 4.2.1: Legislative frameworks on protection and promotion of rights of vulnerable groups adopted and number of discriminatory laws reformed (NDP / SDG 5.1.1 and 5.6.2) Baseline: Gender Laws, Sexual Offences Act 2012, National Referral Protocol on GBV 2010 Target: 13 laws, policies and acts (e.g., Harmonized Gender Laws, Sexual Offences Act, GEWE Policy, SINAP II, Reduction of FGM/strategy, Law for Abolition of FGMC, Reform of Domestic violence Act, Abolition of Child Marriage, Child Justice Strategy, Child Rights Act 2007, Child Welfare Policy, Alternative Care Policy, Diversion Policy, Chapter 44 of the Laws of Sierra (Children's and Young Persons Act), Reform of chieftaincy act. Data Source: MSWGCA, Ministry of Justice, Judiciary, Parliament	ILO IOM UNAIDS UNDP UNFPA UN Women (lead 4.2.1, 4.2.2) WHO

Results	Indicators; Baselines; 2023 Targets	UN Partnership
4.3 Vulnerable populations benefit from increased access to prevention, protection services related to GBV, and other harmful practices (child marriage, FGM, child labour, trafficking)	Indicator 4.3.1: Percentage of children aged 1-14 who experienced any physical punishment and/or psychological aggression by caregivers in the past month (disaggregated by age, sex and diversity) (SDG indicator 5.2.1) » Baseline: 86.5% (2017) » Target: 65.5% Data Source: MICS	IOM (lead 4.3.3) UNAIDS UNICEF (lead 4.3.1) UNFPA (lead 4.3.2) UN Women WHO
	Indicator 4.3.2: Proportion of population (males and females) subjected to physical, psychological or sexual violence within the last 12 months (dis. SADD, disabilities, etc.) (SDG indicator 5.2.2) » Baseline: 56% (2013) » Target: 45% » Data Source: SLDHS	
	Indicator 4.3.3: Number of youths embarking on irregular migration and trafficking (proxy for SDG indicator 10.7.3) » Baseline: 8,000 to 10,000 (est.) (2017) » Target: 1,000 (2023) Data Source: Immigration Department and MSWGCA	
4.4 Vulnerable groups have increased essential life skills and knowledge (comprehensive sexuality education and HIV education)	Indicator 4.4.1: Adolescent fertility rate (per 1,000 women aged 15-19 years) (SDG indicator 3.7.2) » Baseline: 101 (2017) » Target: 70 (2023) » Data Source: MICS	UNAIDS UNICEF UNFPA (lead 4.4.1) UN Women, WHO
4.5 Vulnerable groups have improved entrepreneurial and financial literacy, and employability	Indicator 4.5.1: Percentage of women and youth (males and females) who created their employment » Baseline: 10% (2014) » Target: 18% » Data Source: Labour Force Survey	ILO (lead 4.5.1) IOM UNAIDS UNCDF UNDP (lead 4.5.2) UNFPA UN Women
	Indicator 4.5.2: Proportion of unemployed who are actively seeking work that lacked the capital to start a business disaggregated by vulnerable group / sex / age, etc. if possible Baseline: 50% » Target: 25% » Data Source: Labour Force Survey	
4.6 Quality data is available and used for decision-making	Indicator 4.6.1: Number of national sectoral plans that incorporate evidence-based disaggregated gender-sensitive data (NDP 5 and proxy for SDG indicator 5c.1) Baseline: 2 » Target: 5 » Data Source: MoPED	IOM ILO UNAIDS UNCDF UNDP UNFPA UNICEF (lead 4.6.2) UN Women (lead 4.6.1) WHO
	Indicator 4.6.2: Quality inter-operable information management system that supports and tracks case management, incident monitoring and programme monitoring for protection cases available » Baseline: Quality system in place but operational in some areas of the country (2019) » Target: Quality system is operational nationwide Data Source: Statistic SL	
	Indicator 4.6.3: Number of MDAs and Local Councils that are generating real-time data disaggregated by sex, age, and PWDs with the use of innovation and technology Baseline: 0 (2018) » Target: 30 » Data Source: Statistics SL	
4.7 Vulnerable people have increased access to and use of social protection and are more resilient to disasters and emergencies	Indicator 4.7.1: Number of children covered by social protection systems (SDG indicator 1.3.1) » Baseline: 60,000 » Target: > 100,000 » Data Source: Social Protection MIS	UNICEF (leads 4.7.1) IOM UNCDF UN Women UNDP UNAIDS UNFPA ILO WHO
	Indicator 4.7.2: Number of extremely poor households (disaggregated by gender, age and disabilities status) benefiting from social protection interventions (reparations, SAGs, MEGs) (SDG indicator 1.3) » Baseline: 28,898 (2018) » Target: 15,000 Data Source: Social protection integrated national targeting system (SPRINT)	

ANNEX VI – Joint Programmes

Year	Fund Name	Program Title	Total Approved Funding	Implementing Partners (UN)
2020	Legal Identity for All (Funding Facility)	Strengthening CRVS system in Sierra Leone to ensure Legal Identity for All	\$192,000	
	Partnership on the Rights of Persons with Disabilities Fund	NA	\$700,000	
	Human Security Trust Fund	Strengthening Human Security in in the remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone	\$1,101,000	UNDP (lead), FAO, UNRCO
	Peacebuilding Recovery Facility 2020	Empowering youth at risk as resources for sustaining peace and community resilience in Tonkolili & Kenema districts in Sierra Leone	\$3,000,000	FAO (lead), UNDP, UNFPA
	Migration MPTF (Sierra Leone portion of Guinea-based program)	Strengthening border management, social cohesion and cross-border security in the Parrot's Beak area	\$250,000	ITC, ILO, IOM, UNDP, WHO
	Joint SDG Fund (Component 1) Improve national financial architecture	Strengthening Domestic Resources Mobilisation for SDGs Financing in Sierra Leone – 24-month program	\$930,000	UNDP, UNCDF
2021	UN Human Security Trust Fund	Enhanced Resiliency and Living Conditions for Vulnerable Communities Addressing Economic, Health, and Food Security challenges	\$912,742	IOM, UNODC

		due to Impacts of COVID-19 in Sierra Leone		
	UN Democracy Fund	Enhancing Civil Society Organizations' Capacity for Inclusive Governance and Development in Sierra Leone (awarded to a CSO)	\$242,000	Non-UN: MUWODA
	Peace Building Fund: Cross-border project Guinea-Sierra Leone (2021-2023)	Building cross border peace and strengthening sustainable livelihoods of cattle herders and crop farmers in Sierra Leone and Guinea	\$4,550,000	WFP, IOM in Sierra Leone and Guinea
	Peace Building Fund: Gender and Youth Promotion Initiative (2021-2023)	Women4water & Peace in Freetown	\$1,500,000	UNCDF, ILO
	Peace Building Fund: Gender and Youth Promotion Initiative (2021-2022)	Inclusive Peace and Reconciliation in Sierra Leone	\$1,300,000	Non-UN: Cordaid
2022	Peace Building Fund - Gender and Youth Promotion Initiative (2022-2023)	Empowering Youth Bike Riders as Sustainable Agents of Peace in Sierra Leone	\$1,900,000	UNDP, UNCDF
	Peace Building Fund - Gender and Youth Promotion Initiative (2022-2023)	Localization and Working-Together for Peace: Repositioning Women-focused CSOs for Sustainable Peace in Sierra Leone	\$2,000,000	UN Women, UNDP, World Vision
	Peace Building Fund - Gender and Youth	Youth in Politics and Peacebuilding	\$1,900,000	Non-UN: Catholic Relief Services (CRS)

Promotion Initiative (2022-2023)			
Peace Building Fund IRF (2022-2023)	Promote the creation of an enabling environment for the conduct of peaceful elections and the strengthening of social cohesion in Sierra Leone	\$3,000,000	UNDP, UNICEF
Joint SDG Fund Development Emergency Modality (2022)	Addressing impacts of the Global Crisis on Food, Energy, and Finance	\$250,000	UNDP, UNICEF

ANNEX VII – Methodology (Additional details and Data Collection Instruments)

Quality assurance and ethics

The ET ensured data quality through i) the use of standardized data collection tools for each type of stakeholder to guarantee the same themes and subjects were elicited and discussed with key informants (so that triangulation is possible), ii) use of multiple data sources to collect data on the same issues to allow comparison and ensure evidence is robust, lastly iii) the preliminary findings will be presented to the UNCT and Steering Committee to confirm the findings and get feedback to inform the final report.

The evaluation process adhere to and was guided by the [UNEG Norms and Standards](#) and the [UNEG Ethical Guidelines](#), more specifically the ET ensured that the following ethical principles were taken into account at every stages of the evaluation process:

- ✓ **Integrity:**
 - Honesty and trustfulness in communication and actions
 - Professionalism based on competence, commitment, ongoing reflective practice and credible and trustworthy behavior
 - Independence, impartiality and incorruptibility to mitigate or prevent conflicts of interests, bias or undue influence of others, which may otherwise compromise responsible and professional evaluation practice
- ✓ **Accountability**
 - Transparency of the evaluation, thereby increasing accountability for performance to the public
 - Responsiveness as questions or events arise. Where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified, it must be referred to appropriate channels
 - Taking responsibility for meeting the evaluation purpose and for actions taken
 - Fairly and accurately reporting to stakeholders' decisions, actions, and intentions
- ✓ **Respect**
 - Access to the evaluation process and products by all relevant stakeholders – with due attention to factors that can impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability
 - Meaningful engagement and fair treatment of all relevant stakeholders in the evaluation processes, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection
 - Fair representation of different voices and perspectives in evaluation products
- ✓ **Beneficence**
 - Explicit and ongoing consideration of risks and benefits from evaluation processes, products and longer-term consequences

- Maximizing benefits at systemic (including environmental), organisational and programmatic levels
- Doing no harm and not proceeding with an evaluation when harms cannot be mitigated
- Ensuring evaluation makes an overall positive contribution to human and natural systems and to the mission of the United Nations

Limitations and Lessons Learned

1. Mission planning and stakeholders' availability in Sierra Leone:

Because of a multitude of factors, including the late start of the whole evaluation process and the resulting crunched timeline to collect data which took place during the annual/ summer vacation period, the ET and the RCO faced certain time constraints in organising properly the field mission in Sierra Leone, resulting in notable challenges:

- The mission's detailed planning was generally conducted on-site, and not prior to the mission, leading to some operational inefficiencies. As such, the initial sampling approach designed in the Inception Report was no longer applicable during the data collection period.
- In addition, even when commendable efforts were put into coordinating meetings during the ET's presence in the country, some key stakeholders were not readily available or responsive.

⇒ Lessons learned:

- It's crucial to allocate ample time to the inception phase and mission planning, especially when conducting an evaluation of this magnitude involving multiple stakeholders, including UN Agencies, government counterparts, CSOs, and donors. Rushing the process is adversely affecting the stakeholder sampling and selection procedures and hence the possibility for the ET to guarantee adequate representation for all categories, including women and individuals with disabilities.
- Moreover, it's important to acknowledge that the inception phase, with multiple agencies reviewing the inception report, is extending beyond the initial timeframe, and this aspect should be considered for future evaluation procedures.

2. Evaluability assessment:

A proper evaluability assessment should have been requested by the RCO and conducted by the ET (in collaboration with the RCO) at the beginning of the evaluation process, during the inception phase. This assessment could have helped address and identify emerging challenges:

- 2.1. Data and document availability: The lack of (aggregated) data and essential documents presented multiple hurdles. Some critical information was either nonexistent, not accessible at the RCO level, or required extensive coordination with

UN agencies, which at times became difficult and inefficient. Additionally, there was no centralized contact information for partner CSOs, making it impossible to distribute the survey and have interviews with them.

- 2.2. Low response on the survey and low stakeholder cooperation: The ET sent out a survey to UNCT members, donors, and government counterparts. While, after many reminders from the ET, and the RCO (including the RC), a decent number of UN agencies have filled-out the survey, the ET did not receive any answers from donors and only very few from government counterparts. A significant factor behind the government counterpart's low response rate was the transition to a new government, resulting in staffing changes and internal reorganization, with individuals previously engaged with the UNCT potentially no longer in government positions.

⇒ Lessons learned:

- It is imperative to conduct an evaluability assessment, allocating necessary time for its execution.
- Following the evaluability assessment as well as preceding the evaluation process, the UNCT should proactively initiate the collection of relevant documents from all agencies. This includes, but is not limited to, country programme documents, annual reports (spanning from the time of the CF), and evaluation reports. Some agencies made the effort to send the relevant documents, while others did not, resulting in some agencies being under-represented in the final evaluation report.
- It is crucial to have a comprehensive list of key contacts from all stakeholders (UN Agencies, Donors, Government counterparts, CSOs), categorized by outcome, rather than agency, and to encourage agencies to update the list with key information such as the level of involvement of each of the actors, to help the sampling without compromising it.
- Introducing the evaluation process to key stakeholders at an earlier stage is vital to ensure higher response rates and active engagement.

Data Collection Tools

Evaluation Of The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024 End Of Cycle, Sierra Leone	
Interview notes by:	
Organisation interviewed:	
Name and function:	
Location:	
Date:	

Interview instructions:

- Focus groups and interviews will normally last between 90 and 120 minutes. It should not exceed 120 minutes.
- Semi-structured interviews with UNCT member may last around a little longer, as the questions are more numerous.
- Prior to each interview or focus group, the evaluator must obtain the informed consent of the participants as follows:

Greetings, introduction of the evaluator and thank you for your availability.

As agreed, we are here to solicit your contribution to the evaluation of the UNSDCF supported by the UN. This is a confidential and independent exercise, i.e. as an evaluator I am not attached to the UN or any other organisations involved in the implementation of the UNSDCF. I have been commissioned by an external consultancy firm.

The partners who work with you are constantly seeking to improve the quality and relevance of their actions. This is why the time has come to take stock and assess the extent to which the programme has been able to support and equip the beneficiaries towards greater autonomy and enhanced well-being.

For beneficiaries and community members: We'd like to talk to you about the activities you've been involved in, why they were or weren't relevant, what major challenges you're facing, what the next step should be to consolidate your development efforts, and so on. It's an open discussion.

Your participation is voluntary, and you can end the discussion at any time. The duration of the discussion can vary from 1 to 2 hours. The information shared is confidential, and notes are taken for the purpose of faithfully transcribing the ideas and information retained, without citing their sources.

Do you understand the purpose of the evaluation process?

Do you agree to participate on a voluntary basis?

- The evaluator should ask all the questions in each protocol, and ask the questions as they are written.
- It's very important to tell respondents that the changes they've observed can be positive or negative, and that we want to know about all the types of changes they've observed. There are no "right" or "wrong" answers - all answers are correct, we just want to know what they think and what's important to them.
- When (and if) you ask probing questions following a response, the evaluator needs to make sure to ask only neutral questions, not leading questions, as this may prompt the interviewee to answer what you suggest.

- The evaluator needs to take into account that some stakeholders like beneficiaries might not be aware of the term UNSDCF or what it entails.

Interview Notes:

Background: Interviewee's general background; Nature and dates of interviewee's involvement with the project.

Topics: Record responses by topic with clear headings – using the Eqs where possible, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and sub-headings as needed and/or record against evaluation criteria.

Data/documents provided/recommended: Seek full references for documents not already in evaluation team library.

Other proposed follow-up: e.g. other interviewees recommended (obtain full contact details) / proposals on consultation and dissemination etc.

Interviews : UNCT Members

For all questions related to Strategic Areas or Outcomes, ask the person representing the UN Agency if she/he is knowledgeable about all of them or only the ones its agency have been involved in, and then adapt the questions.

Identification
Could you please briefly describe your role/responsibilities at xx? What was your involvement in the UNSDCF and tell us a bit more about the programme in general?
Relevance

R1.	<p>Regarding the design and implementation of the CF, to what extent would you say that it has integrated the key issues and development challenges identified by the UN CCA?</p> <p>Can you maybe provide one or two examples of how these identified issues and challenges have influenced the decision-making processes, strategies, and activities within the CF?</p>
R2.	<p>In your opinion, to what extent would you say that the CF has integrated the three cross-cutting dimensions (i.e promotion of gender equality and women's empowerment, promotion of human rights, including disability inclusion, promotion of environmental sustainability objectives) in its design and implementation?</p> <p>Can you provide specific examples of how each of these elements has been incorporated into the CF?</p> <p>Do you have any recommendations on how to improve the integration of these dimensions in the next UNSDCF?</p> <p><i>Prompts: for example in terms of goals, objectives, strategies, activities, indicators, gender-specific goals and targets, indicators that measure explicit recognition of human rights principles, disability-inclusive goals and targets, any indicators related to climate change mitigation, natural resource management etc.</i></p>
R3.	<p>In your opinion, would you say that the CF objectives are aligned with the needs, priorities, and policies of the government?</p> <p>Can you provide examples to support your answer?</p> <p>Do you have any recommendations on how to align better with the needs, priorities, and policies of the government?</p> <p><i>Prompts: alignments in terms of :</i></p> <ul style="list-style-type: none"> - <i>policy integration i.e. the extent to which the objectives of the CF align with existing national policies, strategies, and development plans or Demonstrated coherence between the CF objectives and government's priorities as stated in official policy documents</i> - <i>Stakeholder involvement: level of involvement of government officials etc. in the development and review of the CF objectives, existence of mechanisms for ongoing engagement</i> - <i>Resource allocation: extent to which the government provides financial or non-financial resources to support implementation of the CF</i>

R4.	<p>In your opinion, would you say that the CF objectives are aligned with the needs and priorities of the rights holders, especially the most vulnerable?</p> <p>Can you provide examples to support your answer?</p> <p>Do you have any recommendations on how to align better with the needs and priorities of the rights holders, especially the most vulnerable ?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Stakeholder engagement: rights holders and representatives of vulnerable groups involved in the development and review of the CF objectives, Number and diversity of stakeholder consultations conducted to gather input and feedback on the objectives, Existence of mechanisms and continuous engagements</i> - <i>Inclusiveness and representation: objectives that explicitly address the needs and concerns of vulnerable groups, Representation of vulnerable groups in decision-making bodies or committees responsible for defining the objectives, availability of disaggregated data on the participation and representation of vulnerable groups in the development of the framework</i> - <i>Needs and priorities assessment: Evidence of the integration of findings from needs assessments into the objectives of the Country Framework, adequate consideration of intersectional vulnerabilities and specific challenges</i> - <i>Policy alignment: Demonstrated coherence between the objectives and internationally recognized human rights standards and principles, Clear references to relevant international conventions, agreements, or guidelines that address the concerns of the most vulnerable groups</i>
Adaptability	
A1.	<p>In your opinion, to what extent did the implementation of the CF adjust to emerging issues faced by the country during the implementation? Can you list the main emerging issues?</p> <p>Can you provide examples of how the CF adapted its strategies, activities, and partnerships to address these emerging issues and ensure continued progress towards its objectives in light of the challenges posed by the pandemic?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p>

	<ul style="list-style-type: none"> - <i>Budget adjustments, resource allocation: Evidence of reallocation of resources (financial and human) from less critical areas to address emerging issues</i> - <i>Stakeholder engagement: Evidence of methods for managing stakeholder participation and inclusiveness in times of crisis and evidence of collaborative efforts and partnerships to tackle emerging issues</i>
A2.	<p>Building on the previous question, to what extent do you think that the M&E strategies of the CF adjust to emerging issues?</p> <p>Can you provide examples?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Evidence of proactive monitoring and early detection of emerging issues (timeliness of response) (relies on the availability of real-time data)</i> - <i>Evidence and example of a flexible M&E framework that allows for adjustments and revisions to indicators, targets, and methodologies in response to emerging issues.</i> - <i>Inclusion of specific sections or reports within the M&E framework dedicated to monitoring and reporting on emerging issues faced by the country.</i>
Coherence	
C1.	<p>In your opinion, to what extent have the partnerships with civil society organisations, private sector entities, local government, and international development partners contributed to the overall results achieved by the CF?</p> <p>Can you provide some insights into the collaborative efforts and contributions made by these partners in terms of <i>resource mobilization, expertise sharing, innovative solutions, and coordinated actions</i> that have played a role in achieving the desired outcomes of the CF?</p> <p>Do you have any recommendations? (specific stakeholders with whom the partnerships need to be strengthened?)</p>
Effectiveness	
E1.1.	<p>In your opinion, has outcome 1 been achieved at a satisfactory level?</p> <p>Can you elaborate and provide examples?</p> <p>Do you have any recommendations?</p>

	<i>Outcome 1 = By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks</i>
E1.2.	<p>In your opinion, has outcome 2 been achieved at a satisfactory level?</p> <p>Can you elaborate and provide examples?</p> <p>Do you have any recommendations?</p> <p><i>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 the protection of boys and girls, women and men including those with disabilities</i></p>
E1.3.	<p>In your opinion, has outcome 3 been achieved at a satisfactory level?</p> <p>Can you elaborate and provide examples?</p> <p>Do you have any recommendations?</p> <p><i>Outcome 3 = By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, health care, energy and WASH services, including during emergencies</i></p>
E1.4.	<p>In your opinion, has outcome 4 been achieved at a satisfactory level?</p> <p>Can you elaborate and provide examples?</p> <p>Do you have any recommendations?</p> <p><i>Outcome 4 = By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities</i></p>
E2.	<p>What are, in your opinion key internal and external factors that have contributed to the attainment of the intended results?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Internal factors: leadership and governance, coordination and collaboration, internal capacity, financial management etc.</i>

	<ul style="list-style-type: none"> - <i>External factors: government commitment and support, stakeholder engagement, socioeconomic and political context, legislative and policy environment</i>
E2.	<p>What are, in your opinion key internal and external factors that have hindered the attainment of the intended results?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Internal factors: leadership and governance, institutional capacity, coordination and collaboration, resource management, M&E, knowledge management</i> - <i>External factors: political instability, economic factors, environmental factors, external conflict or security issues, global or regional economic issues, legal and regulatory environment, stakeholder engagement</i>
E3.	<p>What would you say are expected outcomes (positive or negative) as stated in the CF that have been yielded as a result of its intended goals and objectives?</p> <p>Can you provide evidence and examples of how the CF's actions, strategies, and partnerships have directly contributed to the realization of the expected outcomes outlined in the CF document?</p>
E3.	<p>What are unexpected impacts (positive or negative) that have been a result of the CF?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Unforeseen social or cultural changes</i> - <i>Environmental impacts</i> - <i>Economic disparities</i> - <i>Unintended consequences for vulnerable populations</i>
E4.	<p>Would you say that the rights holders and institutions, including the most vulnerable, disadvantaged and marginalized population benefitted from the CF's results?</p> <p>Can you provide examples?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>In terms of : access to basic services, social inclusion, poverty reduction, human rights protection, participation and representation, reduction of vulnerabilities</i>

Efficiency	
E1.1.	<p>In your opinion how efficient was the programme in utilizing its financial resources?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Planned vs actual expenditures</i> - <i>Capacity to prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side)</i> - <i>Value for money</i>
E1.2.	<p>In your opinion how efficient was the programme in utilizing its human resources?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Staff utilization rate</i> - <i>Cost-effectiveness of the human resources vs outputs/outcomes achieved</i>
E1.3.	<p>In your opinion, would you say that the CF has been implemented and achieved in a timely way i.e. as planned?</p> <p>Why or why not?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <u>Implementation progress in terms of planned outputs and activities</u> - <u>Evidence and reasons of delays in activities' implementation</u>
E1.4.	<p>In your opinion, would you say that the M&E system ensured results-based management and efficient, effective implementation?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Data accessibility, timeliness of data availability, tools and technology utilization, communication mechanisms, reporting quality, relevance of objectively verifiable indicators including cross-cutting themes, feedback processes</i>

Coordination	
Co1.1.	<p>In your opinion, would you say that the CF fostered internal coordination through the promotion of synergies and interlinkages between its interventions (to maximized efficiency, coverage and avoid overlaps)? Can you elaborate on the synergies vs overlap?</p> <p>Can you provide examples?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Resource optimization and efficiency through coordination</i> - <i>Mechanisms or platforms for information and knowledge sharing between key partners</i> - <i>Strategy to reduce overlaps => The World Bank also has a Country Partnership Framework in Sierra Leone, how do you ensure that there are no overlaps in your (UNCT and WB) interventions?</i>
Co1.2.	<p>Would you say that the CF aligns with the strategic priorities of the UN Agencies in general? Of your Agency?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Alignment between the goals and objectives</i> - <i>Alignment between the programmes and initiatives implemented by the CF and the thematic areas and focus of the UN Agencies</i>
Co2.	<p>In your opinion, did the different UN Agencies contributed to the functioning and consolidation of UNCT coordination mechanisms?</p> <p>What could worked? What could be improved?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Functionality and effectiveness of coordination mechanisms such as Results Groups, Joint Programmes, Project Management Teams (PMT), Operations Management Teams (OMT) and other mechanisms in ensuring collaboration and coordination to ensure Delivering as One principles</i> - <i>Participation rate, collaboration and information sharing, adherence to coordination mechanism decisions, support for joint programming etc.</i>
Co3.	<p>In your opinion, did the Joint Steering Committee ensured efficient coordination between the Government and the UNCT?</p>

	<p>What could worked? What could be improved?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>In terms of meeting frequency and timeliness, participation (engagement), decision-making and coordination, communication and information sharing, satisfaction</i>
Orientation towards Impact	
I1.1.	<p>Would you say that Strategic Area 1 “sustainable agriculture and food security” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
I1.2.	<p>Would you say that Strategic Area 2 “transformational governance” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
I1.3.	<p>Would you say that Strategic Area 2 “Access to basic services” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
I1.4.	<p>Would you say that Strategic Area 4 “Protection and empowerment of the most vulnerable” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
Sustainability	
S1.	<p>In your opinion, to what extent has Strategic Area 1 “sustainable agriculture and food security” contributed to building national and local capacities and ensuring long-terms gains?</p>

	<p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>i) institutional capacity of national and local agricultural and food security agencies, ii) knowledge and skills development of farmers and other stakeholders, iii) adoption of sustainable farming practices, iv) access to resources and technologies, v) building resilience to climate change within the agricultural sector, vi) income and livelihood improvement, vii) sustainable land management, viii) changes in food production, availability, accessibility and utilization, ix) strengthening of farmer organisations and cooperatives, x) M&E systems at national and local level</i>
S1.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
S2.	<p>In your opinion, to what extent has Strategic Area 2 “transformational governance” contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>i) institutional capacity of national and local governance institutions as a result of Strategic Area 2, ii) impact of the CF on policy and legal reforms at the national and local levels, iii) contributed to enhancing citizen participation and engagement in decision-making processes, iv) anti-corruption measures, v) improvements in data and information systems, vi) service delivery and public administration etc., vii) M&E systems at national and local level</i>
S2.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
S3.	<p>In your opinion, to what extent has Strategic Area 3 “access to basic services” contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p>

	<ul style="list-style-type: none"> - i) institutional capacity of national and local service delivery agencies, ii) policy and regulatory reforms that promote access to and quality of basic services, iii) human resource development to enhance the skills and knowledge of service providers, iv) improvement in infrastructure development, v) service delivery performance, vi) inclusive service delivery, vii) M&E systems at national and local level
S3.	What are the main risks that might impact the sustainability? How would you mitigate them?
S4.	<p>In your opinion, to what extent has Strategic Area 4 “Protection and Empowerment of the most vulnerable” contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - i) changes in the institutional capacity of national and local agencies responsible for the protection and empowerment of the most vulnerable, ii) policy and legal reforms at the national and local levels, iii) provision of capacity development and training programmes, iv) Access to Services and Resources, v) Human Rights Promotion, vi) changes in social inclusion and empowerment of the most vulnerable
S4.	What are the main risks that might impact the sustainability? How would you mitigate them?
Is there anything else you'd like to add that wasn't covered during the interview?	

Interviews: Joint Steering Committee Members

For all questions related to Strategic Areas or Outcomes, ask the person representing the Joint Steering Committee if she/he is knowledgeable about all of them or the overall objective(s) of the CF, and then adapt the questions.

Identification

<p>Could you please briefly describe your role/responsibilities at xx? What was your involvement in the UNSDCF and tell us a bit more about the programme in general?</p>	
<p>Relevance</p>	
R1.	<p>Regarding the design and implementation of the CF, to what extent would you say that it has integrated the key issues and development challenges identified by the UN CCA?</p> <p>Can you maybe provide one or two examples of how these identified issues and challenges have influenced the decision-making processes, strategies, and activities within the CF?</p>
R2.	<p>In your opinion, to what extent would you say that the CF has integrated the three cross-cutting dimensions (i.e promotion of gender equality and women's empowerment, promotion of human rights, including disability inclusion, promotion of environmental sustainability objectives) in its design and implementation?</p> <p>Can you provide specific examples of how each of these elements has been incorporated into the CF?</p> <p>Do you have any recommendations on how to improve the integration of these dimensions in the next UNSDCF?</p> <p><i>Prompts: for example in terms of goals, objectives, strategies, activities, indicators, gender-specific goals and targets, indicators that measure explicit recognition of human rights principles, disability-inclusive goals and targets, any indicators related to climate change mitigation, natural resource management etc.</i></p>
R3.	<p>In your opinion, would you say that the CF objectives are aligned with the needs, priorities, and policies of the government?</p> <p>Can you provide examples to support your answer?</p> <p>Do you have any recommendations on how to align better with the needs, priorities, and policies of the government?</p> <p><i>Prompts: alignments in terms of :</i></p> <ul style="list-style-type: none"> - <i>policy integration i.e. the extent to which the objectives of the CF align with existing national policies, strategies, and development plans or Demonstrated coherence between the CF objectives and government's priorities as stated in official policy documents</i>

	<ul style="list-style-type: none"> - <i>Stakeholder involvement: level of involvement of government officials etc. in the development and review of the CF objectives, existence of mechanisms for ongoing engagement</i> - <i>Resource allocation: extent to which the government provides financial or non-financial resources to support implementation of the CF</i>
<p>R4.</p>	<p>In your opinion, would you say that the CF objectives are aligned with the needs and priorities of the rights holders, especially the most vulnerable?</p> <p>Can you provide examples to support your answer?</p> <p>Do you have any recommendations on how to align better with the needs and priorities of the rights holders, especially the most vulnerable ?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Stakeholder engagement: rights holders and representatives of vulnerable groups involved in the development and review of the CF objectives, Number and diversity of stakeholder consultations conducted to gather input and feedback on the objectives, Existence of mechanisms and continuous engagements</i> - <i>Inclusiveness and representation: objectives that explicitly address the needs and concerns of vulnerable groups, Representation of vulnerable groups in decision-making bodies or committees responsible for defining the objectives, availability of disaggregated data on the participation and representation of vulnerable groups in the development of the framework</i> - <i>Needs and priorities assessment: Evidence of the integration of findings from needs assessments into the objectives of the Country Framework, adequate consideration of intersectional vulnerabilities and specific challenges</i> - <i>Policy alignment: Demonstrated coherence between the objectives and internationally recognized human rights standards and principles, Clear references to relevant international conventions, agreements, or guidelines that address the concerns of the most vulnerable groups</i>
<p>Adaptability</p>	
<p>A1.</p>	<p>In your opinion, to what extent did the implementation of the CF adjust to emerging issues faced by the country during the implementation? Can you list the main emerging issues?</p> <p>Can you provide examples of how the CF adapted its strategies, activities, and partnerships to address these emerging issues and ensure continued progress towards its objectives in light of the challenges posed by the pandemic?</p>

	<p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Budget adjustments, resource allocation: Evidence of reallocation of resources (financial and human) from less critical areas to address emerging issues</i> - <i>Stakeholder engagement: Evidence of methods for managing stakeholder participation and inclusiveness in times of crisis and evidence of collaborative efforts and partnerships to tackle emerging issues</i>
Coherence	
C1.	<p>In your opinion, to what extent have the partnerships with civil society organisations, private sector entities, local government, and international development partners contributed to the overall results achieved by the CF?</p> <p>Can you provide some insights into the collaborative efforts and contributions made by these partners in terms of <i>resource mobilization, expertise sharing, innovative solutions, and coordinated actions</i> that have played a role in achieving the desired outcomes of the CF?</p> <p>Do you have any recommendations? (specific stakeholders with whom the partnerships need to be strengthened?)</p>
Effectiveness	
E1.	<p>In your opinion, have the outcomes/the CF been achieved at a satisfactory level?</p> <p>Can you elaborate?</p> <p>Do you have any recommendations?</p> <p><i>Outcome 1 = By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks</i></p> <p><i>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 the protection of boys and girls, women and men including those with disabilities</i></p> <p><i>Outcome 3 = By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable</i></p>

	<p><i>access to and utilization of quality education, health care, energy and WASH services, including during emergencies</i></p> <p><i>Outcome 4 = By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities</i></p>
E2.	<p>What are, in your opinion key internal and external factors that have contributed to the attainment of the intended results?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Internal factors: leadership and governance, coordination and collaboration, internal capacity, financial management etc.</i> - <i>External factors: government commitment and support, stakeholder engagement, socioeconomic and political context, legislative and policy environment</i>
E2.	<p>What are, in your opinion key internal and external factors that have hindered the attainment of the intended results?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Internal factors: leadership and governance, institutional capacity, coordination and collaboration, resource management, M&E, knowledge management</i> - <i>External factors: political instability, economic factors, environmental factors, external conflict or security issues, global or regional economic issues, legal and regulatory environment, stakeholder engagement</i>
E3.	<p>What would you say are expected outcomes (positive or negative) as stated in the CF that have been yielded as a result of its intended goals and objectives?</p> <p>Can you provide evidence and examples of how the CF's actions, strategies, and partnerships have directly contributed to the realization of the expected outcomes outlined in the CF document?</p>
E3.	<p>What are unexpected impacts (positive or negative) that have been a result of the CF?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Unforeseen social or cultural changes</i> - <i>Environmental impacts</i> - <i>Economic disparities</i>

	- <i>Unintended consequences for vulnerable populations</i>
E4.	<p>Would you say that the rights holders and institutions, including the most vulnerable, disadvantaged and marginalized population benefitted from the CF's results?</p> <p>Can you provide examples?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>In terms of : access to basic services, social inclusion, poverty reduction, human rights protection, participation and representation, reduction of vulnerabilities</i>
Efficiency	
E1.1.	<p>In your opinion how efficient was the programme in utilizing its financial resources?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Planned vs actual expenditures</i> - <i>Capacity to prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side)</i> - <i>Value for money</i>
E1.2.	<p>In your opinion how efficient was the programme in utilizing its human resources?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Staff utilization rate</i> - <i>Cost-effectiveness of the human resources vs outputs/outcomes achieved</i>
E1.3.	<p>In your opinion, would you say that the CF has been implemented and achieved in a timely way i.e. as planned?</p> <p>Why or why not?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <u>Implementation progress in terms of planned outputs and activities</u> - <u>Evidence and reasons of delays in activities' implementation</u>

E1.4.	<p>In your opinion, would you say that the M&E system ensured results-based management and efficient, effective implementation?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Data accessibility, timeliness of data availability, tools and technology utilization, communication mechanisms, reporting quality, relevance of objectively verifiable indicators including cross-cutting themes, feedback processes</i>
Coordination	
Co1.1.	<p>In your opinion, would you say that the CF fostered internal coordination through the promotion of synergies and interlinkages between its interventions (to maximized efficiency, coverage and avoid overlaps)? Can you elaborate on the synergies vs overlap?</p> <p>Can you provide examples?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Resource optimization and efficiency through coordination</i> - <i>Mechanisms or platforms for information and knowledge sharing between key partners</i> - <i>Strategy to reduce overlaps => The World Bank also has a Country Partnership Framework in Sierra Leone, how do you ensure that there are no overlaps in your (UNCT and WB) interventions?</i>
Co2.	<p>In your opinion, did the different UN Agencies contributed to the functioning and consolidation of UNCT coordination mechanisms?</p> <p>What could worked? What could be improved?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Functionality and effectiveness of coordination mechanisms such as Results Groups, Joint Programmes, Project Management Teams (PMT), Operations Management Teams (OMT) and other mechanisms in ensuring collaboration and coordination to ensure Delivering as One principles</i> - <i>Participation rate, collaboration and information sharing, adherence to coordination mechanism decisions, support for joint programming etc.</i>

Co3.	<p>In your opinion, did the Joint Steering Committee ensured efficient coordination between the Government and the UNCT?</p> <p>What could worked? What could be improved?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>In terms of meeting frequency and timeliness, participation (engagement), decision-making and coordination, communication and information sharing, satisfaction</i>
Orientation towards Impact	
I1.1.	<p>Would you say that Strategic Area 1 “sustainable agriculture and food security” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
I1.2.	<p>Would you say that Strategic Area 2 “transformational governance” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
I1.3.	<p>Would you say that Strategic Area 2 “Access to basic services” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
I1.4.	<p>Would you say that Strategic Area 4 “Protection and empowerment of the most vulnerable” has contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p>
Sustainability	

S1.	<p>In your opinion, to what extent has Strategic Area 1 “sustainable agriculture and food security” contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>i) institutional capacity of national and local agricultural and food security agencies, ii) knowledge and skills development of farmers and other stakeholders, iii) adoption of sustainable farming practices, iv) access to resources and technologies, v) building resilience to climate change within the agricultural sector, vi) income and livelihood improvement, vii) sustainable land management, viii) changes in food production, availability, accessibility and utilization, ix) strengthening of farmer organisations and cooperatives, x) M&E systems at national and local level</i>
S1.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
S2.	<p>In your opinion, to what extent has Strategic Area 2 “transformational governance” contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>i) institutional capacity of national and local governance institutions as a result of Strategic Area 2, ii) impact of the CF on policy and legal reforms at the national and local levels, iii) contributed to enhancing citizen participation and engagement in decision-making processes, iv) anti-corruption measures, v) improvements in data and information systems, vi) service delivery and public administration etc., vii) M&E systems at national and local level</i>
S2.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
S3.	<p>In your opinion, to what extent has Strategic Area 3 “access to basic services” contributed to building national and local capacities and ensuring long-terms gains?</p>

	<p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>i) institutional capacity of national and local service delivery agencies, ii) policy and regulatory reforms that promote access to and quality of basic services, iii) human resource development to enhance the skills and knowledge of service providers, iv) improvement in infrastructure development, v) service delivery performance, vi) inclusive service delivery, vii) M&E systems at national and local level</i>
S3.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
S4.	<p>In your opinion, to what extent has Strategic Area 4 “Protection and Empowerment of the most vulnerable” contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>i) changes in the institutional capacity of national and local agencies responsible for the protection and empowerment of the most vulnerable, ii) policy and legal reforms at the national and local levels, iii) provision of capacity development and training programmes, iv) Access to Services and Resources, v) Human Rights Promotion, vi) changes in social inclusion and empowerment of the most vulnerable</i>
S4.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
<p>Is there anything else you'd like to add that wasn't covered during the interview?</p>	

Interviews: Donor/strategic Partners

Ask the person representing the development partners how she/he is knowledgeable about the CF, and then adapt the questions.

Identification	
<p>Could you please briefly describe your role/responsibilities at xx? What was your involvement in the UNSDCF and tell us a bit more about the programme in general?</p>	
Relevance	
R2.	<p>In your opinion and to the extent of your knowledge, to what extent would you say that the CF has integrated the three cross-cutting dimensions (i.e promotion of gender equality and women's empowerment, promotion of human rights, including disability inclusion, promotion of environmental sustainability objectives) in its design and implementation?</p> <p>Can you provide specific examples of how each of these elements has been incorporated into the CF?</p> <p>Do you have any recommendations on how to improve the integration of these dimensions in the next UNSDCF?</p> <p><i>Prompts: for example in terms of goals, objectives, strategies, activities, indicators, gender-specific goals and targets, indicators that measure explicit recognition of human rights principles, disability-inclusive goals and targets, any indicators related to climate change mitigation, natural resource management etc.</i></p>
R4.	<p>In your opinion, would you say that the CF objectives are aligned with the needs and priorities of the rights holders, especially the most vulnerable?</p> <p>Can you provide examples to support your answer?</p> <p>Do you have any recommendations on how to align better with the needs and priorities of the rights holders, especially the most vulnerable ?</p> <p><i>Prompts:</i></p> <ul style="list-style-type: none"> - <i>Stakeholder engagement: rights holders and representatives of vulnerable groups involved in the development and review of the CF objectives, Number and diversity of stakeholder consultations conducted to gather input and feedback on the objectives, Existence of mechanisms and continuous engagements</i> - <i>Inclusiveness and representation: objectives that explicitly address the needs and concerns of vulnerable groups, Representation of vulnerable groups in decision-making bodies or committees responsible for defining</i>

	<p><i>the objectives, availability of disaggregated data on the participation and representation of vulnerable groups in the development of the framework</i></p> <ul style="list-style-type: none"> - <i>Needs and priorities assessment: Evidence of the integration of findings from needs assessments into the objectives of the Country Framework, adequate consideration of intersectional vulnerabilities and specific challenges</i> - <i>Policy alignment: Demonstrated coherence between the objectives and internationally recognized human rights standards and principles, Clear references to relevant international conventions, agreements, or guidelines that address the concerns of the most vulnerable groups</i>
Adaptability	
A1.	<p>In your opinion and <u>according to your knowledge</u>, to what extent did the implementation of the CF adjust to emerging issues faced by the country during the implementation?</p> <p>Can you list the main emerging issues faced by Sierra Leone since the beginning of the implementation of the UNSDCF?</p> <p>Are you content with the way the UNCT managed stakeholder participation and inclusiveness and cooperation in times of crisis?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Budget adjustments, resource allocation: Evidence of reallocation of resources (financial and human) from less critical areas to address emerging issues</i> - <i>Stakeholder engagement: Evidence of methods for managing stakeholder participation and inclusiveness in times of crisis and evidence of collaborative efforts and partnerships to tackle emerging issues</i>
Coherence	
C1.	<p>In your opinion and <u>according to your knowledge</u>, to what extent have the partnerships with international development partners, civil society, private sector, local government contributed to the overall results achieved by the CF?</p> <p>Can you provide some insights into the collaborative efforts and contributions made by this partnership in terms of <i>resource mobilization, expertise sharing, innovative solutions, and coordinated actions</i> that have played a role in achieving the desired outcomes of the CF?</p>

	Do you have any recommendations?
Effectiveness	
E1.	<p>In your opinion, have the outcomes/the CF been achieved at a satisfactory level? Can you elaborate? Do you have any recommendations?</p> <p><i>Outcome 1 = By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks</i></p> <p><i>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 the protection of boys and girls, women and men including those with disabilities</i></p> <p><i>Outcome 3 = By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, health care, energy and WASH services, including during emergencies</i></p> <p><i>Outcome 4 = By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities</i></p>
E2.	<p>What are, in your opinion key external factors that have contributed to the attainment of the intended results?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>External factors: government commitment and support, stakeholder engagement, socioeconomic and political context, legislative and policy environment</i>
E2.	<p>What are, in your opinion key external factors that have hindered the attainment of the intended results?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>External factors: political instability, economic factors, environmental factors, external conflict or security issues, global or regional economic issues, legal and regulatory environment, stakeholder engagement</i>

E3.	<p>What would you say are expected outcomes (positive or negative) as stated in the CF that have been yielded as a result of its intended goals and objectives?</p> <p>Can you provide evidence and examples of how the CF's actions, strategies, and partnerships have directly contributed to the realization of the expected outcomes outlined in the CF document?</p>
E3.	<p>What are unexpected impacts (positive or negative) that have been a result of the CF?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Unforeseen social or cultural changes</i> - <i>Environmental impacts</i> - <i>Economic disparities</i> - <i>Unintended consequences for vulnerable populations</i>
E4.	<p>Would you say that the rights holders and institutions, including the most vulnerable, disadvantaged and marginalized population benefitted from the CF's results?</p> <p>Can you provide examples?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>In terms of : access to basic services, social inclusion, poverty reduction, human rights protection, participation and representation, reduction of vulnerabilities</i>
Coordination	
Co1.1.	<p>In your opinion, would you say that the CF fostered internal coordination through the promotion of synergies and interlinkages between its interventions (to maximized efficiency, coverage and avoid overlaps)? Can you elaborate on the synergies vs overlap?</p> <p>Can you provide examples?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Resource optimization and efficiency through coordination</i> - <i>Mechanisms or platforms for information and knowledge sharing between key partners</i>

	- <i>Strategy to reduce overlaps => The World Bank also has a Country Partnership Framework in Sierra Leone, how do you ensure that there are no overlaps in your (UNCT and WB) interventions?</i>
Orientation towards Impact	
I1.1., I1.2., I1.3., I1.4.	<p>Would you say that the CF has contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives? Any examples?</p> <p>What would be your recommendations?</p> <p><i>Strategic Area 1 = Sustainable Agriculture and Food Security</i> <i>Strategic Area 2 = Transformational Governance</i> <i>Strategic Area 3 = Access to Basic Services</i> <i>Strategic Area 4 = Protection and Empowerment of the most vulnerable</i></p>
Sustainability	
S1., S2., S3., S4.	<p>In your opinion, to what extent has the CF contributed to building national and local capacities and ensuring long-terms gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><i>Strategic Area 1 = Sustainable Agriculture and Food Security</i> <i>Strategic Area 2 = Transformational Governance</i> <i>Strategic Area 3 = Access to Basic Services</i> <i>Strategic Area 4 = Protection and Empowerment of the most vulnerable</i></p>
S1., S2., S3., S4.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
Is there anything else you'd like to add that wasn't covered during the interview?	

Focus Groups Discussion: Beneficiaries and community members including decision-makers

Identification	
To which activities/interventions did you take part in?	
Relevance	
R2.	<p><i>The CF must take into account three cross-cutting dimensions when implementing its activities : i) promotion of gender equality and women's empowerment, ii) promotion of human rights, including disability inclusion, iii) promotion of environmental objectives.</i></p> <p>From your perspective as beneficiaries and community members, do you feel that the activities have incorporated these dimensions? If so, can you share instances where the activities have ensured the respect of these dimensions (examples)?</p> <p>Based on your experiences and observations, what recommendations do you have for improving the integration of gender equality, human rights (including disability inclusion), and environmental sustainability in the next iteration of the CF? How can the activities/interventions better address the specific needs and priorities of beneficiaries in these areas?</p>
R4.	<p>In your opinion, do you feel that the activities/interventions are aligned with your needs and priorities? Can you provide specific examples?</p> <p>Have you been involved in the decision process when it comes to identifying the relevant activities for you and your community?</p> <p>From your standpoint, what recommendations do you have to better align the activities/interventions with the needs and priorities of your communities, especially the most vulnerable? How can the activities/intervention improve their understanding of your unique circumstances and ensure that their objectives and better reflect and respond to your specific needs?</p>
Adaptability	
A1.	<p>Can you tell us what emerging issues you and your communities have been facing in the past years? Do you feel that these issues have been taken into account in the implementation of the activities/interventions? Have you been involved in some of the discussions to adapt the activities/interventions to the emerging needs?</p> <p>Do you have any recommendations?</p>
Coherence	

C1.	<p>In your opinion and according to your knowledge, to what extent have the partnerships with your communities have been beneficiary?</p> <p>From your perspective as beneficiaries, how have the partnerships with your communities enriched the activities? Can you share any instances where the involvement of the community has led to the identification of innovative approaches or solutions, improved the utilization of resources, or enhanced the overall outcomes of the activities/interventions?</p> <p>Do you have any recommendations to improve these partnerships?</p>
Effectiveness	
E1.	<p>What are the most significant changes that you have witnessed around you and in your communities that are due to the activities/interventions?</p> <p>Do you have any recommendations on how to have more significant changes?</p> <p><i>Side note: since beneficiaries will be split by activities that are linked to strategic areas we will be able to identify the most significant changes by strategic areas during the data triangulation phase</i></p>
E2.	<p>What are, in your opinion key external factors that have contributed to the attainment of the intended results?</p>
E2.	<p>What are, in your opinion key external factors that have hindered the attainment of the intended results?</p>
E3.	<p>What are unexpected impacts (positive or negative) that have been a result of the activities and interventions?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Unforeseen social or cultural changes</i> - <i>Environmental impacts</i> - <i>Economic disparities</i> - <i>Unintended consequences for vulnerable populations</i>
E4.	<p>From your perspective as beneficiaries, can you give examples where the activities/interventions have directly improved the conditions and opportunities of the most vulnerable, disadvantaged, and marginalized populations?</p> <p>What recommendations do you have?</p>

	<p><u>Prompts:</u></p> <ul style="list-style-type: none"> - In terms of : access to basic services, social inclusion, poverty reduction, human rights protection, participation and representation, reduction of vulnerabilities
Orientation towards Impact	
I1.1., I1.2., I1.3., I1.4.	<p>Do you feel that the activities that you took part in had an impact on the promotion of gender equality and women's empowerment ? Can you provide concrete examples?</p> <p><u>Prompts:</u> For example: women's access to land, women's participation in agricultural decision-making, income generation and economic empowerment, improving women's and children's nutrition and food security, women's resilience to climate change, quality and gender-responsive education, women's access to healthcare services, awareness raising and behaviour change towards women and girls' rights, access to protection services etc.</p>
I1.1., I1.2., I1.3., I1.4	<p>Do you feel that the activities that you took part in had an impact on the promotion of human rights, including disability inclusion ? Can you provide concrete examples?</p> <p><u>Prompts:</u> for example: improving the accessibility of basic services for persons with disabilities, participation of persons with disabilities in the planning, implementation and evaluation of basic service delivery, access to inclusive education, access to disability-inclusive healthcare services etc.</p>
I1.1., I1.2., I1.3., I1.4	<p>Do you feel that the activities that you took part in had an impact on the promotion of environmental sustainability ? Can you provide concrete examples?</p> <p><u>Prompts:</u> for example: sustainable land management practices, water resource management practices, climate change mitigation and adaptation practices, biodiversity conservation, reduction of agrochemical use, energy efficiency practices and/or use of renewable energy, access to sustainable energy, improvements in water conservation and management within basic service provision, waste management and recycling, environmental education and awareness etc.</p>
Sustainability	
S1., S2., S3., S4.	<p>To what extent do you feel that you have been directly involved in implementing the activities proposed by the implementing partner "x" in order to appropriate the capacities and tools so that you can be autonomous? How confident are you with the knowledge that you gained while partaking in the activities/interventions.</p>
S1., S2.,	<p>What would be the main risks that could hinder what you have learned? How can it be avoided?</p>

S3., S4.	
Is there anything else you'd like to add that wasn't covered during the interview?	

*Focus Groups Discussion: National implementing partners such as CSOs,
NGOs, private sector, academia, mass media*

Identification	
What was your involvement in the UNSDCF interventions?	
Relevance	
R2.	<p><i>The CF must take into account three cross-cutting dimensions when implementing its activities : i) promotion of gender equality and women’s empowerment, ii) promotion of human rights, including disability inclusion, iii) promotion of environmental objectives.</i></p> <p>From your perspective as a key development partner, do you feel that the activities have incorporated these dimensions? If so, can you share instances where the activities have ensured the respect of these dimensions (examples)?</p> <p>Based on your experiences and observations, what recommendations do you have for improving the integration of gender equality, human rights (including disability inclusion), and environmental sustainability in the next iteration of the CF? How can the activities/interventions better address the specific needs and priorities of beneficiaries in these areas?</p>
R3.	<p>In your opinion, would you say that the CF objectives are aligned with the needs, priorities, and policies of the government?</p> <p>Can you provide examples to support your answer?</p> <p>Do you have any recommendations on how to align better with the needs, priorities, and policies of the government?</p> <p><u>Prompts: alignments in terms of :</u></p> <ul style="list-style-type: none"> - <i>policy integration i.e. the extent to which the objectives of the CF align with existing national policies, strategies, and development plans or Demonstrated coherence between the CF objectives and government’s priorities as stated in official policy documents</i> - <i>Stakeholder involvement: level of involvement of government officials etc. in the development and review of the CF objectives, existence of mechanisms for ongoing engagement</i> <p><i>Resource allocation: extent to which the government provides financial or non-financial resources to support implementation of the CF</i></p>
R4.	<p>In your opinion, do you feel that the activities/interventions are aligned with needs and priorities of the beneficiaries? Can you provide specific examples?</p>

	<p>Would you say that the beneficiaries have been sufficiently involved the decision process when it comes to identifying the relevant activities for them and their communities?</p> <p>From your standpoint, what recommendations do you have to better align the activities/interventions with the needs and priorities of the beneficiaries and their communities, especially the most vulnerable?</p>
Adaptability	
A1.	<p>Can you tell us what emerging issues the country has been facing in the past years? Do you feel that these issues have been taken into account in the implementation of the activities/interventions? Have you been involved in some of the discussions to adapt the activities/interventions to the emerging needs?</p> <p>Do you have any recommendations?</p>
Coherence	
C1.	<p>In your opinion and according to your knowledge, to what extent have the partnerships initiated with your organisation as part of the UNSDCF have been beneficiary?</p> <p>Do you have any recommendations to improve these partnerships?</p>
Effectiveness	
E1.	<p>What are the most significant changes that you have witnessed for the beneficiaries and their communities that are due to the activities/interventions?</p> <p>Do you have any recommendations on how to have more significant changes?</p>
E1.	<p>In your opinion, have the outcomes/the CF been achieved at a satisfactory level?</p> <p>Can you elaborate?</p> <p>Do you have any recommendations?</p> <p><i>Outcome 1 = By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks</i></p> <p><i>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,</i></p>

	<p><i>peaceful coexistence, and the protection of boys and girls, women and men including those with disabilities</i></p> <p><i>Outcome 3 = By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, health care, energy and WASH services, including during emergencies</i></p> <p><i>Outcome 4 = By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities</i></p>
E2.	What are, in your opinion key external factors that have contributed to the attainment of the intended results?
E2.	What are, in your opinion key external factors that have hindered the attainment of the intended results?
E3.	<p>What are unexpected impacts (positive or negative) that have been a result of the activities and interventions?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Unforeseen social or cultural changes</i> - <i>Environmental impacts</i> - <i>Economic disparities</i> - <i>Unintended consequences for vulnerable populations</i>
E4.	<p>From your perspective as a development partner, can you give examples where the activities/interventions have directly improved the conditions and opportunities of the most vulnerable, disadvantaged, and marginalized populations?</p> <p>What recommendations do you have?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>In terms of : access to basic services, social inclusion, poverty reduction, human rights protection, participation and representation, reduction of vulnerabilities</i>
Coordination	
Co1.1.	In your opinion, would you say that the CF fostered internal coordination through the promotion of synergies and interlinkages between its interventions (to

	<p>maximized efficiency, coverage and avoid overlaps)? Can you elaborate on the synergies vs overlap?</p> <p>Can you provide examples?</p> <p>Do you have any recommendations?</p> <p><u>Prompts:</u></p> <ul style="list-style-type: none"> - <i>Resource optimization and efficiency through coordination</i> - <i>Mechanisms or platforms for information and knowledge sharing between key partners</i> - <i>Strategy to reduce overlaps => The World Bank also has a Country Partnership Framework in Sierra Leone, how do you ensure that there are no overlaps in your (UNCT and WB) interventions?</i>
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Orientation towards Impact	
I1.1., I1.2., I1.3., I1.4.	<p>Do you feel that the activities that you have been implemented had an impact on the promotion of gender equality and women's empowerment ? Can you provide concrete examples?</p> <p><u>Prompts:</u> <i>For example: women's access to land, women's participation in agricultural decision-making, income generation and economic empowerment, improving women's and children's nutrition and food security, women's resilience to climate change, quality and gender-responsive education, women's access to healthcare services, awareness raising and behaviour change towards women and girls' rights, access to protection services etc.</i></p>
I1.1., I1.2., I1.3., I1.4	<p>Do you feel that the activities the activities that you have been implemented had an impact on the promotion of human rights, including disability inclusion ? Can you provide concrete examples?</p> <p><u>Prompts:</u> <i>for example: improving the accessibility of basic services for persons with disabilities, participation of persons with disabilities in the planning, implementation and evaluation of basic service delivery, access to inclusive education, access to disability-inclusive healthcare services etc.</i></p>
I1.1., I1.2., I1.3., I1.4	<p>Do you feel that the activities that the activities that you have been implemented had an impact on the promotion of environmental sustainability ? Can you provide concrete examples?</p> <p><u>Prompts:</u> <i>for example: sustainable land management practices, water resource management practices, climate change mitigation and adaptation practices, biodiversity conservation, reduction of agrochemical use, energy efficiency practices and/or use of renewable energy, access to sustainable energy, improvements in water conservation and management within basic service</i></p>

	<i>provision, waste management and recycling, environmental education and awareness etc.</i>
Sustainability	
S1., S2., S3., S4.	<p>In your opinion, to what extent has the CF contributed to building national and local capacities and ensuring long-term gains?</p> <p>Do you have any examples?</p> <p>Any recommendations?</p> <p><i>Strategic Area 1 = Sustainable Agriculture and Food Security</i> <i>Strategic Area 2 = Transformational Governance</i> <i>Strategic Area 3 = Access to Basic Services</i> <i>Strategic Area 4 = Protection and Empowerment of the most vulnerable</i></p>
S1., S2., S3., S4.	<p>What are the main risks that might impact the sustainability? How would you mitigate them?</p>
Is there anything else you'd like to add that wasn't covered during the interview?	

Online survey

Introduction:

Welcome to the online survey for the **Evaluation Of The United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024 End Of Cycle, Sierra Leone.**

The e-survey is designed to provide useful information that will inform the planning and decision-making process for the next cycle of the UNSDCF programme, and also help to improve UN coordination at the country level.

Your participation in this e-survey is important. The e-survey should take no more than **10 to 15 minutes** to complete. We also invite you to provide additional qualitative information to explain or detail your responses when you believe it to be relevant.

We kindly request you to respond to this survey by **xx**. Your insights and responses are greatly appreciated and are valuable to the success of the Project. Your individual feedback will be kept confidential to the evaluator.

This survey has been designed and is managed by the independent external evaluator Mr. Alexandre Daoust. You may contact Mr. Daoust via alexandre.daoust@baastel.com if you have any questions on the survey.

We thank you in advance for your valuable contribution to this important evaluation exercise.

Consent

Do you agree to take part in this survey:

Yes
No (if no then survey ends here)

A. Identification

A.1. What type of organisation do you work in? *Please select from the list*

UN Agency (UNCT)
Government of Sierra Leone
International Finance Institutions
Development agencies and/or Donor Governments

Civil Society Organisations (CSOs)
NGOs
Private sector
Academia
Mass media
Other public sector institutions
If non of the above, please specify here

A.1.1 {if selected Government of Sierra Leone or UN Agency the following question will appear}
Are you a member of the Joint Steering Committee?

Yes
No

A.2. What is your current position? [open ended question]

A.3. Please identify your gender

Male
Female
Other
Prefer not to say

A.4. Do you identify yourself with disabilities?

Yes
No

Prefer not to say

B. Relevance

B.1. To what extent did the Country Framework integrated the following in its **design**:

	Not at all integrated	Somewhat integrated	Moderately integrated	Mostly integrated	Fully integrated	Don't know
Promotion of of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						
Promotion of environmental sustainability objectives						

B.2. To what extent did the Country Framework integrated the following in its **implementation**:

	Not at all integrated	Somewhat integrated	Moderately integrated	Mostly integrated	Fully integrated	Don't know
Promotion of of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						
Promotion of environmental						

sustainability objectives						
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B.3. To what extent, in your opinion, does the Country Framework align with the *objectives, needs, priorities and policies* of the government of Sierra Leone?

Strongly aligned
Aligned
Neutral
Not very much aligned
Not at all aligned
Don't know

B.4. To what extent have you been involved/consulted during the development of the Country Framework to ensure that it is aligned with the needs and priorities of Sierra Leone?

Strongly involved/consulted
Involved/consulted
Neutral
Not very much involved/consulted
Not at all involved/consulted
Don't know

B.5. To what extent, in your opinion, does the Country Framework align with the *needs and priorities* of the rights holders, especially the most vulnerable groups?

Strongly aligned
Aligned
Neutral

Not very much aligned
Not at all aligned
Don't know

B.6. More specifically to what extent do the following exist to ensure that the needs and priorities of rights holders, including the most vulnerable are factored in the Country Framework. [multiple choices]

The Country Framework demonstrates inclusiveness and representation of the most vulnerable group in decision-making bodies or committees responsible for defining the objectives.
Stakeholder consultations, including representatives of rights holders and vulnerable groups, were conducted to gather input and feedback on the Country Framework objectives.
Mechanisms for continuous engagement with rights holders and vulnerable groups were in place throughout the implementation of the Country Framework.
Disaggregated data on the participation and representation of vulnerable groups in the development of the Country Framework objectives are available.
None of the above
Don't know

C. Adaptability

C.1. To what extent do you feel that stakeholder participation and inclusiveness in times of crisis (e.g. COVID 19) have been well managed? [on a scale from 1 to 5 – 5 being very well managed]

★ ★ ★ ★ ★ Don't know

C.2. [question only for UNCT members] To what extent do you think that the monitoring and evaluation strategies of the Country Framework adjust to emerging issues faced by the country during the implementation? [on a scale from 1 to 5 – 5 being adjusted well]

★ ★ ★ ★ ★ Don't know

C.3. [question only for UNCT members] More precisely, to what extent have the following been implemented ? [multiple choices possible]

Proactive monitoring and early detection of emerging issues
Flexible monitoring and evaluation framework that allows for adjustments and revisions to indicators, targets, and methodologies in response to emerging issues.
Inclusion of specific sections or reports within the M&E framework dedicated to monitoring and reporting on emerging issues faced by the country..
None of the above
Don't know

D. Coherence

D.1. To what extent do you feel that the Country Framework sought partnerships with **civil society** to enhance achievement of the results?

Strongly sought partnerships
Sought partnerships
Neutral
Did not very much sought partnerships
Not at all
Don't know

D.2. To what extent do you feel that the Country Framework sought partnerships with **private sector** to enhance achievement of the results?

Strongly sought partnerships
Sought partnerships
Neutral
Did not very much sought partnerships
Not at all
Don't know

D.3. To what extent do you feel that the Country Framework sought partnerships with **local government** to enhance achievement of the results?

Strongly sought partnerships
Sought partnerships
Neutral
Did not very much sought partnerships
Not at all
Don't know

D.4. To what extent do you feel that the Country Framework sought partnerships with **international development partners** to enhance achievement of the results?

Strongly sought partnerships
Sought partnerships
Neutral

Did not very much sought partnerships
Not at all
Don't know

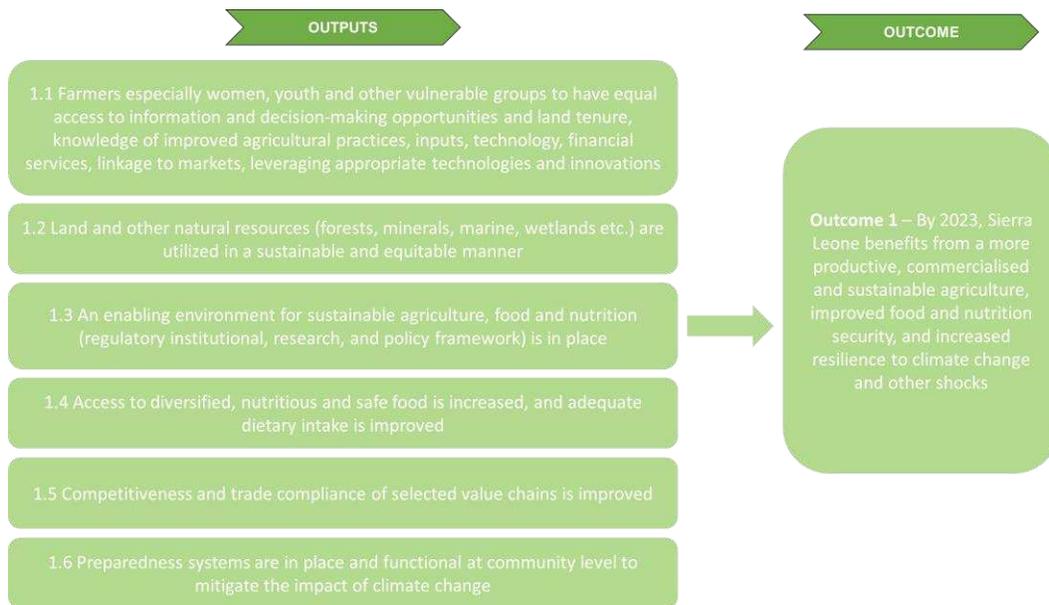
D.5. What needs to be improved? (e.g. sought more partnerships with the civil society etc.) [open ended question]

E. Effectiveness

E.0. The next questions will be assessing the level of effectiveness of each of the Strategic Areas of the UNSDCF. Please select the strategic area of the UNSDCF that you are knowledgeable about: [Based on the response some of the questions after might be hidden]

Strategic Area 1 - Sustainable Agriculture, Food and Nutrition Security
Strategic Area 2 – Transformational Governance
Strategic Area 3 – Access to Basic Services
Strategic Area 4 - <i>Protection and empowerment of the most vulnerable</i>
None of the above
Don't know

Below is a picture of Strategic Area 1 *Sustainable Agriculture, Food and Nutrition Security* of UNSDCF 2020-2024



E.1. What is, in your opinion, the level of achievement of *Outcome 1 – By 2023, Sierra Leone benefits from a more productive, commercialised and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks?*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.1.1. In your opinion, what is the level of achievement of *Ouptut 1.1. Farmers especially women, youth and other vulnerable groups to have equal access to information and decision-making opportunities and land tenure, knowledge of improved agricultural practices, inputs, technology, financial services, linkage to markets, leveraging appropriate technologies and innovations?*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.1.2. In your opinion, what is the level of achievement of *Ouptut 1.2. Land and other natural resources (forests, minerals, marine, wetlands etc.) are utilized in a sustainable and equitable manner.*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.1.3. In your opinion, what is the level of achievement of *Ouptut 1.3. An enabling environment for sustainable agriculture, food and nutrition (regulatory institutional, research, and policy framework) is in place*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all

Don't know

E.1.4. In your opinion, what is the level of achievement of *Ouptut 1.4. Access to diversified, nutritious and safe food is increased, and adequate dietary intake is improved*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.1.5. In your opinion, what is the level of achievement of *Ouptut 1.5. Competitiveness and trade compliance of selected value chains is improved*

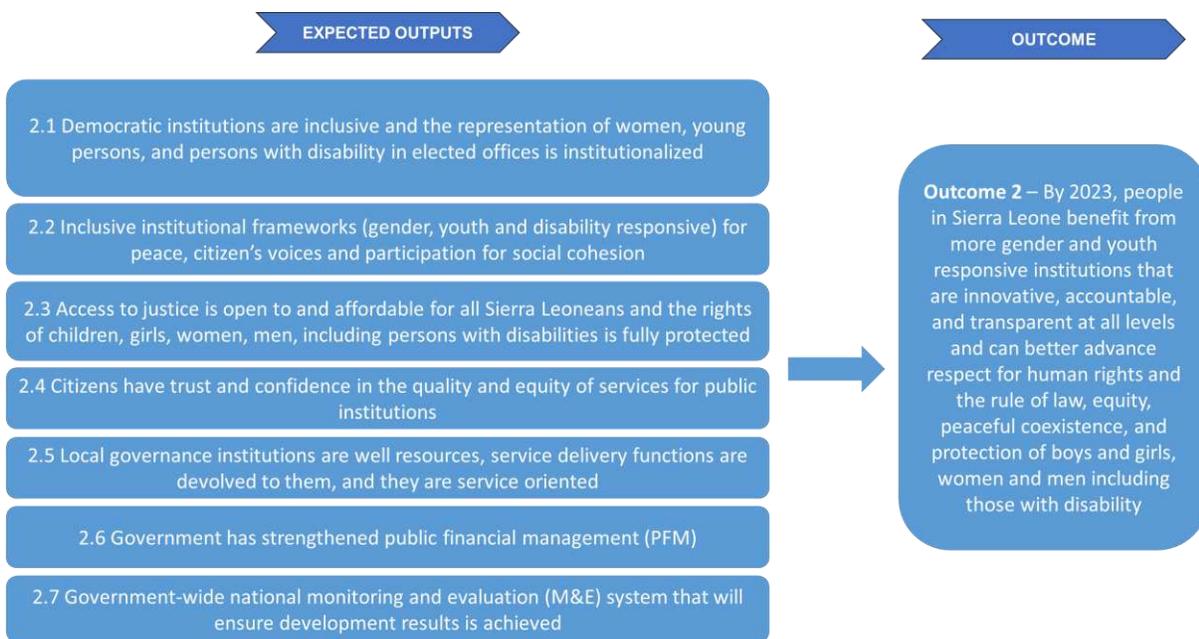
Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.1.6. In your opinion, what is the level of achievement of *Ouptut 1.6. Preparedness systems are in place and functional at community level to mitigate the impact of climate change*

Fully achieved
Mostly achieved

Moderately achieved
Partially achieved
Not achieved at all
Don't know

Below is a picture of Strategic Area 2 *Transformational Governance* of UNSDCF 2020-2024



E.2. What is, in your opinion, the level of achievement of *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 boys and girls, women and men including those with disability.*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved

Not achieved at all
Don't know

E.2.1. In your opinion, what is the level of achievement of *Ouptut 2.1. Democratic institutions are inclusive and the representation of women, young persons, and persons with disability in elected offices is institutionalized*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.2.2. In your opinion, what is the level of achievement of *Ouptut 2.2. Inclusive institutional frameworks (gender, youth and disability responsive) for peace, citizen's voices and participation for social cohesion*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.2.3. In your opinion, what is the level of achievement of *Ouptut 2.3 Access to justice is open to and affordable for all Sierra Leoneans and the rights of children, girls, women, men, including persons with disabilities is fully protected*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.2.4. In your opinion, what is the level of achievement of *Ouptut 2.4 Citizens have trust and confidence in the quality and equity of services for public institutions*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.2.5. In your opinion, what is the level of achievement of *Ouptut 2.5 Local governance institutions are well resources, service delivery functions are devolved to them, and they are service oriented*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all

Don't know

E.2.6. In your opinion, what is the level of achievement of *Ouptut 2.6 Government has strengthened public financial management (PFM)*

Fully achieved

Mostly achieved

Moderately achieved

Partially achieved

Not achieved at all

Don't know

E.2.7. In your opinion, what is the level of achievement of *Ouptut 2.7 Government-wide national monitoring and evaluation (M&E) system that will ensure development results is achieved*

Fully achieved

Mostly achieved

Moderately achieved

Partially achieved

Not achieved at all

Don't know

Below is a picture of Strategic Area 3 *Access to Basic Services* of UNSDCF 2020-2024



E.3. What is, in your opinion, the level of achievement of *Outcome 3 - By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, healthcare, energy and water, and sanitation and hygiene services, including during emergencies*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.3.1. In your opinion, what is the level of achievement of *Output 3.1 Children, adolescents, young women and youth have increased access to comprehensive quality education services with improved learning outcomes*

Fully achieved
Mostly achieved

Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.3.2. In your opinion, what is the level of achievement of *Ouptut 3.2 The population has improved WASH coverage, quality services and positive WASH behaviours*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

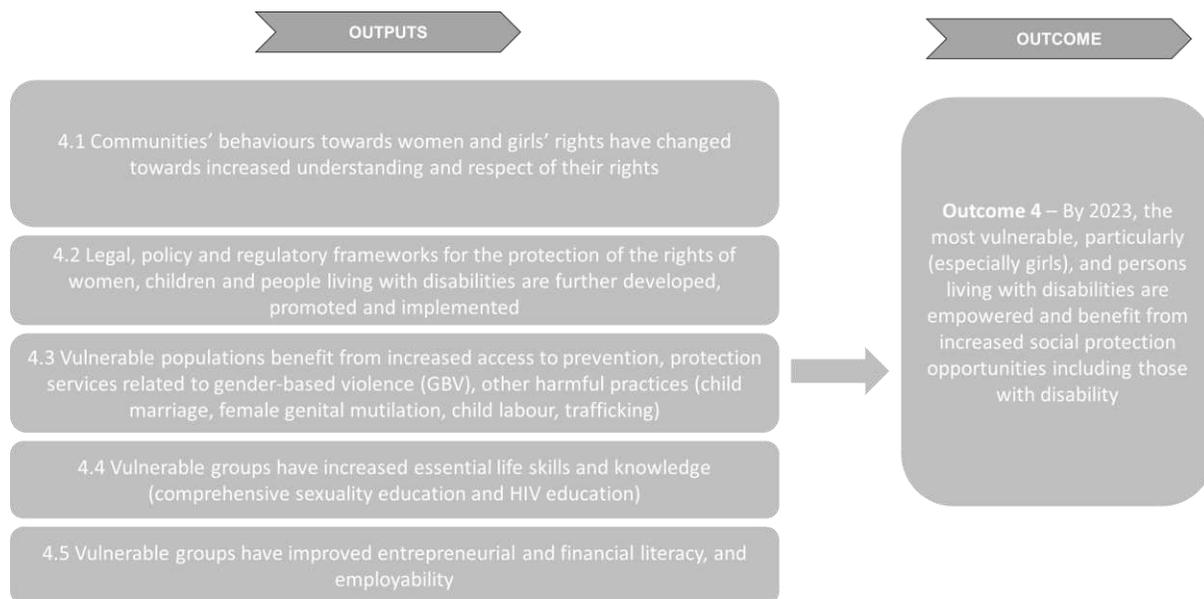
E.3.3. In your opinion, what is the level of achievement of *Ouptut 3.3 The population has access to integrated people-centred health services to achieve Universal Health Coverage*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.3.4. In your opinion, what is the level of achievement of *Ouptut 3.4 Population has improved access to renewable energy in rural areas*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

Below is a picture of Strategic Area 4 *Protection and empowerment of the most vulnerable of UNSDCF 2020-2024*



E.4. What is, in your opinion, the level of achievement of *Outcome 4 – By 2023, the most vulnerable, particularly (especially girls), and persons living with disabilities are empowered and benefit from increased social protection opportunities including those with disability*

Fully achieved

Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.4.1. In your opinion, what is the level of achievement of *Ouptut 4.1 Communities' behaviours towards women and girls' rights have changed towards increased understanding and respect of their rights*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.4.2. In your opinion, what is the level of achievement of *Ouptut 4.2 Legal, policy and regulatory frameworks for the protection of the rights of women, children and people living with disabilities are further developed, promoted and implemented*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.4.3. In your opinion, what is the level of achievement of *Ouptut 4.3 Vulnerable populations benefit from increased access to prevention, protection services related to gender-based violence (GBV), other harmful practices (child marriage, female genital mutilation, child labour, trafficking)*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.4.4. In your opinion, what is the level of achievement of *Ouptut 4.4 Vulnerable groups have increased essential life skills and knowledge (comprehensive sexuality education and HIV education)*

Fully achieved
Mostly achieved
Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.4.5. In your opinion, what is the level of achievement of *4.5 Vulnerable groups have improved entrepreneurial and financial literacy, and employability*

Fully achieved
Mostly achieved

Moderately achieved
Partially achieved
Not achieved at all
Don't know

E.5. What do you think are key areas of development that have not been covered in the 4 strategic areas/outcomes/outputs above and should be covered in the next Country Framework? *Please write below each of the relevant outcomes*

Strategic areas 1:
Strategic areas 2:
Strategic areas 3:
Strategic areas 4:
Other:
Don't know

E.6. Can you list and explain up to three key **external factors** that have **enabled** the achievement of the outcomes and outputs (e.g. political, stakeholder engagement, contextual factors etc.)

Enabling Factor 1:
Enabling Factor 2:
Enabling Factor 3:
Don't know

E.7. Can you list and explain up to three key **external factors** that have **hindered** the achievement of the outcomes and outputs (e.g. political, stakeholder engagement, contextual factors etc.)

Hindering Factor 1:

Hindering Factor 2:
Hindering Factor 3:
Don't know

E.8. [For UNCT and Steering Committee respondents only]

Can you list and explain up to three key **internal factors** that have **enabled** the achievement of the outcomes and outputs (e.g. political, stakeholder engagement, contextual factors etc.)

Enabling Factor 1:
Enabling Factor 2:
Enabling Factor 3:
Don't know

E.9. [For UNCT and Steering Committee respondents only]

Can you list and explain up to three key **internal factors** that have **hindered** the achievement of the outcomes and outputs (e.g. political, stakeholder engagement, contextual factors etc.)

Hindering Factor 1:
Hindering Factor 2:
Hindering Factor 3:
Don't know

E.10. Can you list and explain up to three key **unexpected outcomes (positive or negative)** that have been yielded by the Country Framework as a result of its intended goals and objectives.

Unexpected Outcome 1:
Unexpected Outcome 2:
Unexpected Outcome 3:

Don't know

E.11. To what extent do you agree with the following: *Rights holders and institutions including the most vulnerable, disadvantaged and marginalized population have benefitted from the CF's results*

Fully agree
Mostly agree
Moderately agree
Partially agree
Do not agree at all
Don't know

F. Efficiency [only for respondents from UNCT and Joint Steering Committee]

F.1. In your opinion, how efficient was the programme in utilizing its financial resources?

Very efficient
Efficient
Neither efficient nor inefficient
Inefficient
Very inefficient
Don't know

F.1.1. More precisely, please rate the following aspects between 1(= strongly disagree) and 5 (=strongly agree):

	1	2	3	4	5	Don't know
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The programme effectively managed its financial resources by aligning planned expenditures with actual expenditures and effectively mobilizing additional resources when needed						
The programme demonstrated the ability to prioritize activities based on the needs and demands of the beneficiaries, rather than solely considering the availability of resources						
The programme provided value for money by efficiently utilizing its financial resources to achieve the desired outcomes and impacts						

F.2. In your opinion, how efficient was the programme in utilizing its human resources?

Very efficient
Efficient
Neither efficient nor inefficient
Inefficient
Very inefficient
Don't know

F.2.1. More precisely, please rate the following aspects between 1(= strongly disagree) and 5 (=strongly agree):

	1	2	3	4	5	Don't know
The programme effectively utilized its staff members by allocating them to appropriate tasks and maximizing their skills and expertise						
The programme demonstrated cost-effectiveness by achieving desired outputs and outcomes through efficient utilization of human resources						

F.3. To what extent do you agree with the following: *the CF has been implemented in a timely manner?*

Strongly agree
Agree
Neutral
Disagree
Strongly disagree
Don't know

F.3.1 {for the respondents that selected “neutral” “disagree” “strongly disagree” the following question will appear} Could you explain why you don't agree with the above statement? [open ended question]

F.4. To what extent do you think that the monitoring and evaluation (M&E) system is adequate?

Very adequate
Adequate
Neutral
Not very much adequate
Not at all adequate
Don't know

F.4.1 {for the respondents that selected “neutral” “not very much adequate” “not at all adequate” the following question will appear} Could you explain why you don't find the M&E system adequate? [open ended question]

G. Coordination

G.1. To what extent do you feel that the CF ...

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Don't know
Promoted interlinkages and complementary approaches						

between various interventions						
Promoted resources optimization and efficiency through coordination between interventions						
Developed mechanisms or platforms for information and knowledge sharing between key partners						
Promoted synergies and reduced overlaps between similar interventions						

G.2. *{this question will only be displayed for respondents from the Government and UNCT}* How efficient, in your opinion, was the **Joint Steering Committee** as a key coordination mechanism between the Government and the UNCT?

Very efficient
Efficient
Neutral
Not very much efficient
Not at all efficient
Don't know

G.2.1. *{for the respondents that selected “neutral” “not very much efficient” “not at all efficient” the following question will appear}* Could you explain why you don't find the Joint Steering Committee efficient? [open ended question]

G.3.. *{this question will only be displayed for respondents that selected ‘yes’ to question A1.1}* Could you rate the following regarding the Joint Steering Committee (1 being the lowest and 5 the highest)

	1	2	3	4	5	Don't know
Meetings frequency and timeliness						
Participation (engagement of the members)						
Decision-making and coordination						
Communication and information sharing						
Level of satisfaction						

G.4. *{this question will only be displayed for respondents from the Joint Steering Committee and UNCT}* To what extent do you agree with the following: *The different UN Agencies contributed to the functioning and consolidation of UNCT coordination mechanisms?*

Strongly agree
Agree
Neutral
Disagree
Strongly disagree
Don't know

G.4.1. *{for the respondents that selected “neutral” “disagree” “strongly disagree” the following question will appear}* Could you explain why you don't agree with the above statement? [open ended question]

G.5. Do you have any recommendations when it comes to the topic of coordination? Be as precise as possible. [open-ended question]

H. Orientation towards impact

The below questions will be accessing the impact of each strategic area of the Country Framework, do you consider yourself knowledgeable enough to answer the questions:

Yes
No => skip all questions and goes to H.5. [will be skipped automatically by the software]

H.1. To what extent do you agree with the following: *Strategic Area 1 – Sustainable Agriculture and Food Security has contributed to the following:*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Promotion of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						
Promotion of environmental sustainability objectives						

H.1.1. Could you elaborate on your previous answer? [open-ended question]

H.2. To what extent do you agree with the following: *Strategic Area 2 – Transformational Governance has contributed to the following:*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Promotion of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						

Promotion of environmental sustainability objectives						
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H.2.1. Could you elaborate on your previous answer? [open-ended question]

H.3. To what extent do you agree with the following: *Strategic Area 3 – Access to basic services has contributed to the following:*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Promotion of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						
Promotion of environmental sustainability objectives						

H.3.1. Could you elaborate on your previous answer? [open-ended question]

H.4. To what extent do you agree with the following: *Strategic Area 4 – Protection and Empowerment of the most vulnerable has contributed to the following:*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Promotion of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						
Promotion of environmental sustainability objectives						

H.4.1. Could you elaborate on your previous answer? [open-ended question]

H.5. [question for the respondents that were not knowledgeable enough about each strategic area] Overall, in your opinion, to what extent did the country framework contributed to the following:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Promotion of gender equality and women's empowerment						
Promotion of human rights, including disability inclusion						
Promotion of environmental sustainability objectives						

H.5.1. Could you elaborate on your previous answer? [open-ended question]

I. Sustainability

I.1. On a scale from 1 to 5 (1 being the lowest), to what extent do you think that *Strategic Area 1: Sustainable Agriculture and Food Security* contributed to building national and local capacities and ensuring long-term gains?

1	2	3	4	5	Don't know

I.1.1. Could you elaborate on your previous answer? [open-ended question]

I.2. What would you say are the main risks (up to 4) that may impact the sustainability Strategic Area 1? [open ended question] *Be as precise as possible and if possible link the risks to specific outputs of Strategic Area 1.*

Risk 1	
Risk 2	
Risk 3	
Risk 4	
Don't know	

I.3. On a scale from 1 to 5 (1 being the lowest), to what extent do you think that *Strategic Area 2: Transformational Governance* contributed to building national and local capacities and ensuring long-term gains?

1	2	3	4	5	Don't know
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I.3.1. Could you elaborate on your previous answer? [open-ended question]

I.4. What would you say are the main risks (up to 4) that may impact the sustainability Strategic Area 2? [open ended question] *Be as precise as possible and if possible link the risks to specific outputs of Strategic Area 2*

Risk 1	
Risk 2	
Risk 3	
Risk 4	
Don't know	

I.5. On a scale from 1 to 5 (1 being the lowest), to what extent do you think that *Strategic Area 3: Access to basic services* contributed to building national and local capacities and ensuring long-term gains?

1	2	3	4	5	Don't know
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I.5.1. Could you elaborate on your previous answer? [open-ended question]

I.6. What would you say are the main risks (up to 4) that may impact the sustainability Strategic Area 3? [open ended question] *Be as precise as possible and if possible link the risks to specific outputs of Strategic Area 3*

Risk 1	
Risk 2	
Risk 3	
Risk 4	

Don't know	
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I.7. On a scale from 1 to 5 (1 being the lowest), to what extent do you think that *Strategic Area 4: Protection and Empowerment of the most vulnerable* contributed to building national and local capacities and ensuring long-term gains?

1	2	3	4	5	Don't know
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I.7.1. Could you elaborate on your previous answer? [open-ended question]

I.7. What would you say are the main risks (up to 4) that may impact the sustainability Strategic Area 4? [open ended question] *Be as precise as possible and if possible link the risks to specific outputs of Strategic Area 4*

Risk 1	
Risk 2	
Risk 3	
Risk 4	
Don't know	

Final remark

I.1. Is there anything else that you would like to add? (e.g. recommendations for the next CF, remarks on the 2020-2024 CF that you could not mention in the survey etc.) [open ended question]

Thank you very much for your time.

ANNEX VIII – Evaluation Matrix

Relevance				
R1. To what extent has the CF integrated key issues and development challenges identified by the UN Common Country Analysis (CCA) in its design and implementation?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	The CF has integrated key issues and development challenges identified by the UN CCA in its design and implementation	Degree of alignment between the CF and the key issues and development challenges identified in the UN CCA	Desk and Documents review KIIs	CF documentation CCA (2020,2021) UNCT Steering Committee
R2. To what extent has the CF integrated the following: a) the promotion of gender equality and women's empowerment, b) the promotion of human rights, including disability inclusion, c) the promotion of environmental sustainability objectives in its design and implementation?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	The CF has integrated the promotion of gender equality and women's empowerment in its design and implementation	Integration of gender perspectives, needs and priorities across all aspects of the CF (goals, objectives, strategies, activities, indicators, gender-specific goals and targets)	Desk and Documents review KIIs Survey FGD Observations	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
	The CF has integrated the promotion of human rights, including disability inclusion in its design and implementation	Integration of a human-rights based approach in its design and implementation (e.g. indicators that measure explicit recognition of human rights principles: non-	Desk and Documents review KIIs Survey FGD	CF documentation Progress reports Evaluations UNCT Steering Committee

		discrimination, equality, participation; disability-inclusive goals and targets)	Observations	Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
	The CF has integrated the promotion of environmental sustainability objectives in its design and implementation	Integration of environmental goals and targets (e.g. related to climate change mitigation, biodiversity conservation, natural resource management, environmental pollution reduction etc.), monitoring and reporting on environmental indicators	Desk and Documents review KIIs Survey FGD Observations	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
R3. To what extent are the CF objectives aligned with the needs, priorities, and policies of the government (including alignment to national development goals and targets, national plans, strategies, and framework)?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	The CF objectives are aligned with the needs, priorities, and policies of the government.	<i>Policy integration</i> such as: - The extent to which the objectives of the CF align with existing national policies, strategies, and development plans - Demonstrated coherence between the CF objectives and government's priorities as stated in official policy documents	Desk and Documents review KIIs Survey	Documentation Government of Sierra Leone (e.g. Medium-Term National Plan 20219-2023) CF documentation UNCT Steering Committee National implementing partners such as Government

				of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
		<p><i>Stakeholder involvement</i> such as:</p> <ul style="list-style-type: none"> - The level of involvement of government officials, policymakers and relevant ministries in the development and review of the CF objectives - Existence of mechanisms for ongoing engagement between the government and stakeholders throughout the implementation of the framework to ensure government perspectives and priorities 	<p>Desk and Documents review</p> <p>KIIs</p> <p>Survey</p>	<p>Documentation Government of Sierra Leone (e.g. Medium-Term National Plan 20219-2023)</p> <p>CF documentation</p> <p>UNCT</p> <p>Steering Committee</p> <p>National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media</p>
		<p><i>Resource Allocation</i> such as:</p> <ul style="list-style-type: none"> - Extent to which the government provides financial and non-financial resources to support the implementation of the UNCF objectives - Allocation of national budget resources to activities that are aligned with the priorities outlined in the CF 	<p>Desk and Documents review</p> <p>KIIs</p> <p>Survey</p>	<p>Documentation Government of Sierra Leone (e.g. Medium-Term National Plan 20219-2023)</p> <p>CF documentation</p> <p>UNCT</p> <p>Steering Committee</p>
R4. To what extent are the CF objectives aligned with the needs and priorities of the rights holders, especially the most vulnerable group?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
		<p><i>Stakeholder Engagement</i> such as:</p> <ul style="list-style-type: none"> - %age of rights holders and representatives of vulnerable groups involved in the 	<p>Desk and Documents review</p> <p>KIIs</p> <p>Survey</p> <p>FGD</p>	<p>CF documentation</p> <p>Progress reports</p> <p>Evaluations</p> <p>UNCT</p> <p>Steering Committee</p>

	<p>The CF objectives are aligned with the needs and priorities of the rights holders, especially the most vulnerable group</p>	<p>development and review of the CF objectives</p> <ul style="list-style-type: none"> - Number and diversity of stakeholder consultations conducted to gather input and feedback on the objectives - Existence of mechanisms and continuous engagement with rights holders and vulnerable groups throughout the implementation of the framework 	<p>Observations</p>	<p>Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media</p>
		<p><i>Inclusiveness and Representation</i> such as:</p> <ul style="list-style-type: none"> - Proportion of objectives that explicitly address the needs and concerns of vulnerable groups - Representation of vulnerable groups in decision-making bodies or committees responsible for defining the objectives. - Availability of disaggregated data on the participation and representation of vulnerable groups in the development of the framework. 	<p>Desk and Documents review KIs Survey FGD Observations</p>	<p>CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media</p>
		<p><i>Needs and priorities assessment</i> such as:</p> <ul style="list-style-type: none"> - Documentation of a comprehensive needs assessment conducted to identify the specific needs and priorities of vulnerable groups. 	<p>Desk and Documents review KIs Survey FGD</p>	<p>CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners</p>

		<ul style="list-style-type: none"> - Evidence of the integration of findings from needs assessments into the objectives of the Country Framework. - Adequate consideration of intersectional vulnerabilities and specific challenges faced by different subgroups within the vulnerable population. 		
		<p><i>Policy alignment</i> such as:</p> <ul style="list-style-type: none"> - Demonstrated coherence between the objectives and internationally recognized human rights standards and principles. - Clear references to relevant international conventions, agreements, or guidelines that address the concerns of the most vulnerable groups. 	<p>Desk and Documents review KIIs Survey</p>	<p>CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners</p>
		Monitoring data on the progress made in addressing the needs and priorities of vulnerable groups as outlined in the objectives.	<p>Desk and Documents review KIIs Survey</p>	<p>Monitoring and Evaluation documents UNCT Steering Committee</p>
		Rights holders opinion on the alignment and relevance of the activities to answer their needs and priorities and recommendations	FGD	Beneficiaries and community members

Adaptability

A1. To what extent did the implementation of the CF adjust to emerging issues faced by the country during the implementation? (e.g. COVID-19)

Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	The CF was able to adjust its initial design and implementation strategy to	Examples of emerging issues faced by the country during the CF implementation period.	Desk and Documents review KIIs	CF documentation Progress reports

	emerging issues faced by the country during its implementation.		Observations	Evaluations COVID-19 reports Government Reports UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
		Number of adjustments made to the CF in response to emerging issues (e.g. activities/programmes modified or expanded to address emerging issues)	Desk and Documents review KIs	CF documentation Progress reports Evaluations UNCT Steering Committee National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
		Extent to which the adjustments facilitated achievement of results	Desk and Documents review KIs	CF documentation Progress reports Evaluations UNCT Steering Committee
		Evidence of reallocation of resources (financial and human) from less critical areas to address	Desk and Documents review KIs	CF documentation Progress reports Evaluations

		emerging issues (budget adjustments, resource allocation)		UNCT Steering Committee
		Evidence of methods for managing stakeholder participation and inclusiveness in times of crisis (e.g. COVID 19) and evidence of collaborative efforts and partnerships to tackle emerging issues (stakeholder engagement)	Desk and Documents review KIIs Survey	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
A2. To what extent did the monitoring and evaluation strategies of the CF adjust to emerging issues faced by the country during the implementation?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	The M&E strategies of the CF were able to adjust to emerging issues faced by the country during its implementation.	Evidence of proactive monitoring and early detection of emerging issues (timeliness of response) (relies on the availability of real-time data)	Desk and Documents review KIIs Survey	Monitoring and Evaluation documents UNCT
		Evidence and example of a flexible M&E framework that allows for adjustments and revisions to indicators, targets, and methodologies in response to emerging issues.	Desk and Documents review KIIs Survey	Monitoring and Evaluation documents UNCT
		Inclusion of specific sections or reports within the M&E framework dedicated to monitoring and	Desk and Documents review KIIs	Monitoring and Evaluation documents UNCT

		reporting on emerging issues faced by the country.	Survey	
Coherence				
C1. To what extent have the CF partnerships with civil society/private sector/ local government/ international development partners contributed to the achievement of the results?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	The CF partnerships with civil society contributed to the achievement of the results	Evidence of i) effective collaboration and coordination, ii) capacity building and knowledge sharing, iii) stakeholder engagement and participation, iv) impact of the partnership on policy and change and advocacy efforts (at all levels), v) results achieved through the partnership	Desk and Documents review KII Survey FGD	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
	The CF partnerships with the private sector contributed to the achievement of the results	Evidence of i) effective collaboration and coordination, ii) capacity building and knowledge sharing, iii) stakeholder engagement and participation, iv) impact of the partnership on policy and change and advocacy efforts (at all levels), v) results achieved through the partnership	Desk and Documents review KII Survey FGD	CF documentation Progress reports Evaluations UNCT Steering Committee National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
	The CF partnerships with the local government contributed to the achievement of the results	Evidence of i) effective collaboration and coordination, ii) capacity building and knowledge sharing, iii) stakeholder	Desk and Documents review KII Survey	CF documentation Progress reports Evaluations

		engagement and participation, iv) impact of the partnership on policy and change and advocacy efforts (at all levels), v) results achieved through the partnership	FGD	UNCT Steering Committee Donor/strategic partners Beneficiaries and community members
	The CF partnerships with international development partners contributed to the achievement of the results	Evidence of i) effective collaboration and coordination, ii) capacity building and knowledge sharing, iii) stakeholder engagement and participation, iv) impact of the partnership on policy and change and advocacy efforts (at all levels), v) results achieved through the partnership	Desk and Documents review KIIs Survey FGD	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners
		UNCT, Steering Committee, civil society, private sector, local government, international development partners opinions and recommendations	KIIs FGD Survey	UNCT Steering Committee Donor/strategic partners

Effectiveness

E1. To what extent has the CF achieved and is likely to achieve its intended results and ensure that the rights holders, especially the most vulnerable have access access to and benefit from services?

Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
E1.1. To what extent has outcome 1 : “By 2023, Sierra Leone benefits from more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to	Outcome 1 has been achieved at a satisfactory level = 75% of the targets have been reached (16 out of 21 targets)	Level of achievement of indicators of the Cooperation Framework results matrix under Outcome 1 (i.e. indicators: 1a, 1b, 1c, 1d, 1e, 1f, 1g)	Desk and Documents review	<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - World Bank

climate change and other shocks” been achieved?				- HCSS - UNFO
		Level of achievement of indicators of the Cooperation Framework results matrix under Results: - 1.1 - 1.2 - 1.3 - 1.4 - 1.5 - 1.6	Desk and Documents review	- Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - World Bank - HCSS - UNFO
		UNCT, Steering Committee, Government, Development partners opinions on the level of achievement of Outcome 1 and recommendations	KIIs Survey Observations	UNCT Steering Committee Donor/strategic partners
		Most significant changes achieved according to beneficiaries and their communities as well as key local development partners and attributed to the activities of the CF	FGD Observations	Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
E.1.2. To what extent has outcome 2 “By 2023, people in Sierra Leone benefit from more gender and youth responsive	Outcome 2 has been achieved at a satisfactory level = 75% of the targets have been reached (19 out of 25 targets)	Level of achievement of indicators of the Cooperation Framework results matrix under Outcome 2 (i.e. indicators: 2a, 2b, 2c, 2d)	Desk and Documents review	- Transparency international - Institute for Economics and Peace - Mo Ibrahim - World Bank

<p>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 the protection of boys and girls, women and men including those with disabilities.” been achieved?</p>				<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - UNFO
	<p>Level of achievement of indicators of the Cooperation Framework results matrix under Results:</p> <ul style="list-style-type: none"> - 2.1 - 2.2 - 2.3 - 2.4 - 2.5 - 2.6 - 2.7 	Desk and Documents review		<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - World Bank - HCSS - UNFO
	<p>UNCT, Steering Committee, Government, Development Partners opinions on the level of achievement of Outcome 2 and recommendations</p>	<p>KIIs Survey Observations</p>		<p>UNCT Steering Committee Donor/strategic partners</p>
	<p>Most significant changes achieved according to beneficiaries and their communities as well as key local development partners and attributed to the activities of the CF</p>	<p>FGD Observations</p>		<p>Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media</p>

<p>E.1.3. To what extent has outcome 3 “By 2023, the population of Sierra Leone, particularly the most disadvantaged and vulnerable, will benefit from increased and more equitable access to and utilization of quality education, health care, energy and WASH services, including during emergencies.” been achieved?</p>	<p>Outcome 3 has been achieved at a satisfactory level = 75% of the targets have been reached (16 out of 22 targets)</p>	<p>Level of achievement of indicators of the Cooperation Framework results matrix under Outcome 3 (i.e. indicators: 3a, 3b, 3c, 3d)</p>	<p>Desk and Documents review</p>	<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - UNFO
		<p>Level of achievement of indicators of the Cooperation Framework results matrix under Results:</p> <ul style="list-style-type: none"> - 3.1 - 3.2 - 3.3 - 3.4 	<p>Desk and Documents review</p>	<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - World Bank - HCSS - UNFO
		<p>UNCT, Steering Committee, Government, Development Partners opinions on the level of achievement of Outcome 3 and recommendations</p>	<p>KIIs Survey Observations</p>	<p>UNCT Government Steering Committee Donor/strategic partners</p>
		<p>Most significant changes achieved according to beneficiaries and their communities as well as key local development partners and attributed to the activities of the CF</p>	<p>FGD Observations</p>	<p>Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs,</p>

				NGOs, private sector, academia, mass media
<p>E.1.4. To what extent has outcome 4 “By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities.” been achieved?</p>	<p>Outcome 4 has been achieved at a satisfactory level = 75% of the targets have been reached (13 out of 18 targets)</p>	<p>Level of achievement of indicators of the Cooperation Framework results matrix under Outcome 4 (i.e. indicators: 4a, 4b, 4c, 4d, 4e)</p>	<p>Desk and Documents review</p>	<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - World Bank - HCSS - UNFO
		<p>Level of achievement of indicators of the Cooperation Framework results matrix under Results:</p> <ul style="list-style-type: none"> - 4.1 - 4.2 - 4.3 - 4.4 - 4.5 - 4.6 - 4.7 	<p>Desk and Documents review</p>	<ul style="list-style-type: none"> - Big data surveys: DHS, MICS, admin data - Monitoring and evaluation reports of Programmes - Survey - Research - UN Websites - World Bank - HCSS - UNFO
		<p>UNCT, Steering Committee, Government, Development partners opinions on the level of achievement of Outcome 4 and recommendations</p>	<p>KIIs Survey Observations</p>	<p>UNCT Steering Committee Donor/strategic partners</p>
		<p>Most significant changes achieved according to beneficiaries and their</p>	<p>FGD Observations</p>	<p>Beneficiaries and community members</p>

		communities as well as key local development partners and attributed to the activities of the CF		National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
E2. What internal and external factors contributed to or hindered the attainment of the intended results?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	Key internal factors have contributed to the attainment of the intended results	Identification of key internal factors that have contributed to the attainment of the intended results such as i) leadership and governance, ii) coordination and collaboration, iii) internal capacity, iv) financial management etc.	Desk and Documents review FGD KII Survey Field Observations	CF documentation Progress reports Evaluations UNCT Steering Committee
	Key external factors have contributed to the attainment of the intended results	Identification of key external factors that have contributed to the attainment of the intended results such as i) Government commitment and support, ii) stakeholder engagement, iii) socioeconomic and political context, iv) legislative and policy environment	Desk and Documents review FGD KII Survey Field Observations	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
	Internal factors might have hindered the attainment of the intended results	Identification of key internal factors that might have hindered the attainment of the intended results such as i) leadership and governance, ii) institutional capacity, iii) coordination and	Desk and Documents review FGD KII Survey Field Observations	CF documentation Progress reports Evaluations UNCT Steering Committee

		collaboration, iv) resource management, , v) M&E, vi) knowledge management		
	External factors might have hindered the attainment of the intended results	Identification of key external factors that might have hindered the attainment of the intended results such as i) Political instability, ii) economic factors, iii) environmental factors, iv) external conflict or security issues, v) global or regional economic issues, vi) legal and regulatory environment, vii) stakeholder engagement	Desk and Documents review FGD KIIs Survey Field Observations	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
E3. What expected and unexpected, positive and negative outcomes has the CF yielded as a result of its intended goals and objectives?				
<i>Sub-questions</i>	<i>Assumptions to be assessed</i>	<i>Indicators</i>	<i>Data Collection Tools</i>	<i>Source of Information</i>
	Expected outcomes as stated in the CF have been yielded by the CF as a result of its intended goals and objectives	Identification of expected positive or negative outcomes yielded by the CF	Desk and Documents review FGD KIIs Field Observations	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners
	Some unexpected impacts have been yielded by the CF as a result of its intended goals and objectives	Identification of unexpected positive or negative outcomes such as i) unforeseen social or cultural changes, ii) environmental impacts, iii) economic disparities, iv) unintended consequences for vulnerable populations	Desk and Documents review FGD KIIs Survey Field Observations	CF documentation Progress reports Evaluations UNCT Steering Committee Donor/strategic partners

				Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
E3.1. To what extent has the rights holders and institutions including the most vulnerable, disadvantaged and marginalized population benefitted from the CF's results?	The rights holders and institutions including the most vulnerable, disadvantaged and marginalized population have benefitted from the CF's results	Identification of benefits that result from the CF such as access to basic services, social inclusion, poverty reduction, human rights protection, participation and representation, reduction of vulnerabilities	Desk and Documents review FGD KIIs Survey Field Observations	CF documentation Progress reports Evaluations Rights holders UNCT Steering Committee Donor/strategic partners Beneficiaries and community members National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
Efficiency				
Effi1. To what extent the programme resources (human and financial) have been utilized efficiently?				
<i>Sub-questions</i>	<i>Assumptions to be assessed</i>	<i>Indicators</i>	<i>Data Collection Tools</i>	<i>Source of Information</i>
Effi1.1. How efficient was the programme in utilizing financial resources?	The programme was efficient in utilizing financial resources	Planned VS actual expenditures (+ Mobilized)	Desk and Documents review KIIs Survey	Joint Financing and Resource Mobilization Strategy UNCT Joint Steering Committee
		Capacity to prioritize activities based on the needs (demand side) rather than on the availability of resources (supply side)	Desk and Documents review KIIs Survey	CF Documentation UNCT Joint Steering Committee

		Value for money	Desk and Documents review Survey KIIs	CF Documentation UNCT Joint Steering Committee
		UNCT and Joint Steering Committee opinion	KIIs Survey	UNCT Joint Steering Committee
Effi1.2. How efficient was the programme in utilizing its human resources?	The programme was efficient in utilizing its human resources	Staff utilization rate	Desk and Documents review KIIs Survey	CF Documentation UNCT Joint Steering Committee
		Cost-effectiveness of the human resources vs outputs/outcomes achieved	Desk and Documents review Survey KIIs	UNCT Joint Steering Committee
		UNCT and Joint Steering Committee opinion	KIIs Survey	UNCT Joint Steering Committee
Effi1.3. To what extent has the CF been implemented and achieved its intended results as planned and in a timely way?	The CF has been implemented and achieved its intended results as planned and in a timely way	Implementation progress in terms of planned outputs and activities	Desk and Documents review KIIs	CF Documentation UNCT Joint Steering Committee
		Evidence and reasons of delays (if any) in activities' implementation	Desk and Documents review KIIs	CF Documentation UNCT Joint Steering Committee
		UNCT and Joint Steering Committee opinion	KIIs Survey	UNCT Joint Steering Committee
Effi1.4. To what extent has the CF's monitoring and evaluation (M&E) system ensured results-based management and efficient, effective implementation?	The M&E system ensured results-based management and efficient, effective implementation	Extent to which the M&E system facilitated efficiency through i) data accessibility, ii) timeliness of data availability, iii) Tools and technology utilization, iv) communication mechanisms, v) reporting quality, vi) feedback processes	Desk and Documents review KIIs Survey	CF Documentation Monitoring and evaluation documents UNCT Joint Steering Committee

		Level of relevance of objectively verifiable indicators including cross-cutting themes	Desk and Documents review KIIs Survey	CF Documentation Monitoring and evaluation documents UNCT Joint Steering Committee
		UNCT and Joint Steering Committee satisfaction with the M&E system and recommendations	KIIs Survey	UNCT Joint Steering Committee
Coordination				
Co1. To what extent has the CF promoted complementarity, harmonization and coordination with other key partners to maximize the achievement of results?				
<i>Sub-questions</i>	<i>Assumptions to be assessed</i>	<i>Indicators</i>	<i>Data Collection Tools</i>	<i>Source of Information</i>
Co1.1. To what extent has the CF fostered internal coordination, through the promotion of synergies and interlinkages between its interventions to maximize efficiency, coverage, reaching the most vulnerable while reducing and avoiding overlaps?	The CF fostered internal coordination through the promotion of synergies, interlinkages between its interventions to maximize efficiency, coverage, reaching the most vulnerable while reducing and avoiding overlaps	Evidence of interlinkages and complementary approaches between various interventions	Desk and Documents review KIIs Survey	CF documentation Progress reports Evaluations UNCT Joint Steering Committee Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
		Evidence of resources optimization and efficiency through coordination between interventions (e.g. transaction costs)	Desk and Documents review KIIs Survey	CF documentation Progress reports Evaluations UNCT Joint Steering Committee
		Evidence of mechanisms or platforms for information and	Desk and Documents review KIIs	CF documentation Progress reports Evaluations

		knowledge sharing between key partners	Survey	UNCT Joint Steering Committee
		Evidence of strategy to reduce overlaps between interventions	Desk and Documents review KIs Survey	CF documentation Progress reports Evaluations UNCT Joint Steering Committee Government Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
		Perception of relevant stakeholders including target populations on the synergies vs overlap between interventions	KIs Survey FGD	UNCT Joint Steering Committee Government Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
Co1.2. To what extent does the CF align with the strategic priorities of the UN Agencies?	The CF aligns with the strategic priorities of the UN Agencies	Evidence of strategic plan alignment : alignment between the goals and objectives of the CF and the goals and objectives of the UN Agencies operating in the country	Desk and Documents review KIs	Strategic plans CF Strategic plans UN Agencies CF documentation UNCT
		Evidence of programmatic alignment: alignment between the programmes and initiatives implemented by the CF and the	Desk and Documents review KIs	Programmatic activities, projects and interventions from the UN Agencies CF documentation

		thematic areas and focus of the UN Agencies		UNCT
Co2. To what extent has the different UN agencies contributed to the functioning and consolidation of UNCT coordination mechanisms?				
<i>Sub-questions</i>	<i>Assumptions to be assessed</i>	<i>Indicators</i>	<i>Data Collection Tools</i>	<i>Source of Information</i>
	The different UN Agencies contributed to the functioning and consolidation of UNCT coordination mechanisms	Functionality and effectiveness of coordination mechanisms such as Results Groups, Joint Programmes, Project Management Teams (PMT), Operations Management Teams (OMT) and other mechanisms in ensuring collaboration and coordination to ensure Delivering as One principles i.e. in terms of participation rate, collaboration and information sharing, adherence to coordination mechanism decisions, support for joint programming, synergies etc.	Desk and Documents review KIIs Survey	CF documentation UNCT Joint Steering Committee
		UN Agencies and Steering Committee opinion on the coordination mechanisms and recommendations	KIIs Survey	UNCT Joint Steering Committee
Co3. To what extent has the Joint Steering Committee ensured efficient coordination between the Government and the UNCT?				
<i>Sub-questions</i>	<i>Assumptions to be assessed</i>	<i>Indicators</i>	<i>Data Collection Tools</i>	<i>Source of Information</i>
	The Joint Steering Committee ensured efficient coordination between the Government and the UNCT	Evidence in terms of 1) meeting frequency and timeliness, 2) participation (engagement), 3) decision-making and coordination, 4) communication and information sharing, 5) satisfaction	KIIs Survey	UNCT Joint Steering Committee

Orientation towards Impact				
I1. To what extent has the CF in each of its strategic areas contributed to the following : a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
I1.1. To what extent has Strategic Area 1 <i>Sustainable Agriculture and Food Security</i> contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?	Strategic Area 1 has contributed to the promotion of gender equality and women's empowerment	Evidence of impact of the CF in terms of i) women's access to land, ii) women's participation in agricultural decision-making, iii) gender-responsive agricultural policies and programmes, iv) women's access to agricultural resources and information, v) income generation and economic empowerment, vi) improving women's and children's nutrition and food security, vii) women's resilience to climate change	Desk and Documents review FGD KII's Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
	Strategic Area 1 has contributed to the promotion of human rights, including disability inclusion	Evidence of impact of the CF in terms of i) disability-inclusive policies and strategies in agriculture, ii) changes in the accessibility of agricultural resources for persons with disabilities, iii) promotion and adoption of inclusive agricultural practices, iv) raising awareness and advocating for the rights and inclusion of persons with disabilities in the agriculture and food security sector	Desk and Documents review FGD KII's Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
	Strategic Area 1 has contributed to the promotion	Evidence of impact of the CF in terms of i) sustainable land	Desk and Documents review	Monitoring and Evaluation reports

	of environmental sustainability objectives	management practices, ii) water resource management practices, iii) climate change mitigation and adaptation practices, iv) biodiversity conservation, v) reduction of agrochemical use, vi) energy efficiency practices and/or use of renewable energy	FGD KIIs Survey Field Observations	UNCT Joint Steering Committee
		Opinion of the UNCT, Joint Steering Committee, beneficiaries and development partners on the contribution of Strategic Area 1 on the above mentioned and recommendations	KIIs FGD	UNCT Joint Steering Committee Government Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
I1.2. To what extent has Strategic Area 2 <i>Transformational Governance</i> contributed to a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?	Strategic Area 2 has contributed to the promotion of gender equality and women's empowerment	Evidence of impact of the CF in terms of i) gender-responsive laws and policies, ii) women's political participation, iii) gender-responsive institutions, iv) gender mainstreaming in public administration, v) access to justice, vi) women's economic empowerment in Governance	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
	Strategic Area 2 has contributed to the promotion of human rights, including disability inclusion	Evidence of impact of the CF in terms of i) disability-inclusive laws and policies, ii) access to justice, iii) disability-inclusive institutions, iv) participation and representation of persons with disabilities in decision-making processes, v)	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee

		accessibility of public services, vi) raising awareness and promoting sensitization about disability rights and inclusion		
	Strategic Area 2 has contributed to the promotion of environmental sustainability objectives	Evidence of impact of the CF in terms of i) environmental policy framework, ii) institutional capacity for environmental governance, iii) environmental justice and social inclusion etc.	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
		Opinion of the the UNCT, Joint Steering Committee, beneficiaries and development partners on the contribution of Strategic Area 2 on the above mentioned and recommendations	KIIs FGD	UNCT Joint Steering Committee Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
I1.3. To what extent has Strategic Area 3 <i>Access to Basic Services</i> contributed to a) promotion of gender equality and women’s empowerment, b) promotion of human rights, including disability inclusion, c) promotion of	Strategic Area 3 has contributed to the promotion of gender equality and women’s empowerment	Evidence of impact of the CF in terms of i) gender-responsive service delivery in basic services ¹¹⁴ , ii) changes in gender disparities accessing basic services, iii) women’s participation in service planning and decision-making, iv) gender-sensitive infrastructure, v) quality and gender-responsive education, vi) women’s access to healthcare services, vii) capacity building	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee

¹¹⁴ Basic services = healthcare, education, water and sanitation

environmental sustainability objectives?	Strategic Area 3 has contributed to the promotion of human rights, including disability inclusion	Evidence of impact of the CF in terms of i) improving the accessibility of basic services for persons with disabilities, ii) participation of persons with disabilities in the planning, implementation and evaluation of basic service delivery, iii) access to inclusive education, iv) access to disability-inclusive healthcare services	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
	Strategic Area 3 has contributed to the promotion of environmental sustainability objectives	Evidence of impact of the CF in terms of i) access to sustainable energy, ii) improvements in water conservation and management within basic service provision, iii) waste management and recycling, iv) environmental education and awareness	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
		Opinion of the UNCT, Joint Steering Committee, beneficiaries and development partners on the contribution of Strategic Area 3 on the above mentioned and recommendations	KIIs FGD	UNCT Joint Steering Committee Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
I1.4. To what extent has Strategic Area 4: <i>Protection and Empowerment of the most vulnerable</i> contributed to	Strategic Area 4 has contributed to the promotion of gender equality and women's empowerment	Evidence of impact of the CF in terms of i) access to social protection programmes for vulnerable groups, including women and girls, ii) gender-responsive legal protection, iii)	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee

a) promotion of gender equality and women's empowerment, b) promotion of human rights, including disability inclusion, c) promotion of environmental sustainability objectives?		capacity building and empowerment, iv) awareness raising and behaviour change towards women and girls' rights, v) access to protection services		
	Strategic Area 4 has contributed to the promotion of human rights, including disability inclusion	Evidence of impact of the CF in terms of i) access to social protection programmes for vulnerable groups, including persons with disability, ii) legal protection for people living with disabilities, iii) capacity building and empowerment, iv) access to protection services	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
		Opinion of the UNCT, Joint Steering Committee, beneficiaries and development partners on the contribution of Strategic Area 4 on the above mentioned and recommendations	KIIs FGD	UNCT Joint Steering Committee Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media

Sustainability

S1. To what extent has *Strategic Area 1: Sustainable Agriculture and Food Security* contributed to building national and local capacities and ensuring long-term gains?

Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	Strategic Area 1 contributed to building national and local capacities and ensuring long-term gains	Evidence in terms of i) institutional capacity of national and local agricultural and food security agencies, ii) knowledge and skills development of farmers and other stakeholders, iii) adoption of sustainable farming practices, iv)	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee

		access to resources and technologies, v) building resilience to climate change within the agricultural sector, vi) income and livelihood improvement, vii) sustainable land management, viii) changes in food production, availability, accessibility and utilization, ix) strengthening of farmer organisations and cooperatives, x) M&E systems at national and local level		
S1.1. What are the risks under the Strategic Area 1 that may impact the sustainability of its results? What are the possible mitigation measures and recommendations?	Some risks may impact the sustainability of the results under Strategic Area 1	Examples of risks	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
		Examples of mitigation measures	Desk and Documents review FGD KIIs Survey	Monitoring and Evaluation reports UNCT Joint Steering Committee
		UNCT, Joint Steering Committee, Government, Development Partners, Beneficiaries opinion and recommendations	KIIs FGD	UNCT Joint Steering Committee Beneficiaries and communities National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media

S2. To what extent has <i>Strategic Area 2: Transformational Governance</i> contributed to building national and local capacities and ensuring long-term gains?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	Strategic Area 2 contributed to building national and local capacities and ensuring long-term gains	Evidence in terms of i) institutional capacity of national and local governance institutions as a result of Strategic Area 2, ii) impact of the CF on policy and legal reforms at the national and local levels, iii) contributed to enhancing citizen participation and engagement in decision-making processes, iv) anti-corruption measures, v) improvements in data and information systems, vi) service delivery and public administration etc., vii) M&E systems at national and local level	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
S2.1. What are the risks under the Strategic Area 2 that may impact the sustainability of its results? What are the possible mitigation measures?	Some risks may impact the sustainability of the results under Strategic Area 2	Examples of risks	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
		Examples of mitigation measures	Desk and Documents review FGD KIIs Survey	Monitoring and Evaluation reports UNCT Joint Steering Committee
		UNCT, Joint Steering Committee, Government, Development	KIIs FGD	UNCT Joint Steering Committee

		Partners, Beneficiaries opinion and recommendations		Beneficiaries and communities Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
S3. To what extent has <i>Strategic Area 3: Access to Basic Services</i> contributed to building national and local capacities and ensuring long-term gains?				
Sub-questions	Assumptions to be assessed	Indicators	Data Collection Tools	Source of Information
	Strategic Area 3 contributed to building national and local capacities and ensuring long-term gains	Evidence in terms of i) institutional capacity of national and local service delivery agencies, ii) policy and regulatory reforms that promote access to and quality of basic services, iii) human resource development to enhance the skills and knowledge of service providers, iv) improvement in infrastructure development, v) service delivery performance, vi) inclusive service delivery, vii) M&E systems at national and local level	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee Government Donor/strategic partners
S3.1. What are the risks under the Strategic Area 3 that may impact the sustainability of its results? What are the possible mitigation measures?	Some risks may impact the sustainability of the results under Strategic Area 3	Examples of risks	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee
		Examples of mitigation measures	Desk and Documents review FGD	Monitoring and Evaluation reports

			KIIs Survey	UNCT Joint Steering Committee
		UNCT, Joint Steering Committee, Government, Development Partners, Beneficiaries opinion and recommendations	KIIs FGD	UNCT Joint Steering Committee Beneficiaries Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media
S4. To what extent has <i>Strategic Area 4: Protection and Empowerment of the most vulnerable</i> contributed to building national and local capacities and ensuring long-term gains?				
<i>Sub-questions</i>	<i>Assumptions to be assessed</i>	<i>Indicators</i>	<i>Data Collection Tools</i>	<i>Source of Information</i>
	Strategic Area 4 contributed to building national and local capacities and ensuring long-term gains	Evidence in terms of i) changes in the institutional capacity of national and local agencies responsible for the protection and empowerment of the most vulnerable, ii) policy and legal reforms at the national and local levels, iii) provision of capacity development and training programmes, iv) Access to Services and Resources, v) Human Rights Promotion, vi) changes in social inclusion and empowerment of the most vulnerable	Desk and Documents review FGD KIIs Survey Field Observations	Monitoring and Evaluation reports UNCT Joint Steering Committee Donor/strategic partners
S4.1. What are the risks under the Strategic Area 4 that may impact the sustainability of its	Some risks may impact the sustainability of the results under Strategic Area 4	Examples of risks	Desk and Documents review FGD KIIs	Monitoring and Evaluation reports UNCT Joint Steering Committee

<p>results? What are the possible mitigation measures?</p>			<p>Survey Field Observations</p>	
		<p>Examples of mitigation measures</p>	<p>Desk and Documents review FGD KIIs Survey</p>	<p>Monitoring and Evaluation reports UNCT Joint Steering Committee</p>
		<p>UNCT, Joint Steering Committee, Government, Development Partners, Beneficiaries opinion and recommendations</p>	<p>KIIs FGD</p>	<p>UNCT Joint Steering Committee Beneficiaries Donor/strategic partners National implementing partners such as Government of Sierra Leone, CSOs, NGOs, private sector, academia, mass media</p>

ANNEX IX – Stakeholders Interviewed

Name of the Organization/structure	Total number of people consulted	#F	#M
RCO	7	2	5
UN Agencies			
FAO	2		2
UNDP	2		2
UNAIDS	1		1
UNFPA	5	3	2
WHO	6	2	4
WFP	5	3	2
IOM	2		2
UNODC	1	1	
UNICEF	5	1	4
UN Women	2	1	1
ITC	1	1	
UNOPS	1		1
UNCDF	1	1	
ILO	6		6
Government of Sierra Leone			
MOPED	3	1	2

Name of the Organization/structure	Total number of people consulted	#F	#M
Ministry of Youth Affairs	2		2
Ministry of Finance	2	1	1
National Aids Secretary	1		1
Ministry of Employment, Labour and Social Security	1		1
Ministry of Health	2		2
Ministry of Social Welfare	1		1
Ministry of Gender and Children's Affairs	1		1
Ministry of Agriculture and Forestry	1		1
	2		2
Donor/Strategic partners			
EU Delegation	1		1
FCDO	3	1	2
World Bank	3	1	2
Implementing partners/beneficiaries			
Journalists – project supported by UNDP	2		2
Green jobs – project supported by FAO	5	2	3

Name of the Organization/structure	Total number of people consulted	#F	#M
Intensive baby care unit – project supported by UNICEF	4	1	3
Poultry Farm – project supported by UNDP	5		5
Opportunity Salone Programme – Project Supported by ILO	2		2
Lions Snacks – Project supported by ITC	1		1
University of Njala	1		1
NMJD	1		1
Total	92	31	61

ANNEX X – Additional Information

The CCA conducted in 2020 identified the following key issues and challenges in Sierra Leone:

- Slow economic growth, dependency on natural resources and lack of economic diversification: Sierra Leone's economic growth has been slow, in 2020 the GDP growth rate was -1,97%, a 7,22% decline from 2019¹¹⁵, and it remains largely driven by factors like natural resources. The country's heavy reliance on vulnerable productive sectors and limited value addition to natural resources makes it susceptible to economic shocks, such as fluctuations in iron ore prices. Promoting economic diversification and competitiveness is a core priority of the MTNDP 2019-2023 and has been identified as a core challenge in the CCA.
- Institutional and legal challenges: While there have been some policy and legal reforms aimed at enhancing institutional capacity and service delivery, significant systemic and structural challenges persist. Public service delivery institutions face weak accountability mechanisms, and the administration of justice is hampered by limited capacity and the rule of law's limited application. Corruption and allegations of mismanagement of public funds are pervasive, contributing to political tension and violence.
- Youth¹¹⁶ unemployment: The youth structural unemployment rate is one of the highest in the West African Region. With a high percentage of the population being youth, this poses a significant risk to peace and stability in the country.
- Climate change: Sierra Leone faces environmental sustainability challenges due to climate change. Coastal areas are projected to be adversely affected by sea-level rise, leading to inundation, waterlogging, flooding, erosion, and salinization. Climate-related crises and environmental degradation also impact food production.
- Food security: Sierra Leone is among the 15 worst-performing countries globally in terms of food security. The country has experienced an acute drop in the number of rural households planting rice in 2020 which gave rise to increased food security among the population. Climate-related vulnerabilities, low food production, and increasing food costs continue to threaten food security in the country, potentially leading to a humanitarian crisis.
- Energy generation and unsustainable environmental practices: Sierra Leone's energy generation remains below the country's required needs, leading to a focus on using wood fuel, which could lead to environmental degradation, affecting agricultural productivity and worsening food insecurity.

¹¹⁵ MacroTrends. (n.a). Sierra Leone GDP growth rate 1961-2023. (n.a). Retrieved from <https://www.macrotrends.net/countries/SLE/sierra-leone/gdp-growth-rate#:~:text=Sierra%20Leone%20gdp%20growth%20rate%20for%202020%20was%20%2D1.97%25%2C,a%201.78%25%20increase%20from%202018.>

¹¹⁶ Youth = population aged 35 and under

- Weak revenue mobilization and financing gap: Sierra Leone struggles with weak domestic revenue mobilization, with a tax revenue-GDP ratio well below the Sub-Saharan Africa average, which impacts its ability to finance development initiatives.
- Marginalized groups: Vulnerable and marginalized groups, including women, girls, persons with disabilities, youth, sexual minorities, people living with HIV/AIDS, and older persons, face barriers in accessing social services, education, health services, legal rights, and public participation.
- Realities of Migration and Trafficking: Sierra Leone has a high prevalence of irregular migration among young individuals and is a key country of origin in West and Central Africa. As per IOM statistics on voluntary return, 55% are male aged 16-35. Some among the returning migrants face stigma, physical and psychological trauma. Female migrants, in particular, face higher abuse levels during transit and at their destinations. Sierra Leone is a source, transit and destination country with regard to trafficking, of human beings. Efforts are ongoing concerning the implementation of the Anti-Human Trafficking Act and Migrant Smuggling Act passed in Parliament in 2022, though challenges persist in expanding victim services, prosecuting traffickers, and training law enforcement. on victim's identification. Moreover, the country lacks comprehensive data systems on migration, at large (diaspora, labour, irregular/regular and trafficking), challenging the assessment of the extent of labour immigration, the impact of irregular migration and the acquisition of information regarding work permits for foreign nationals amongst others and as per the priorities stipulated in the National Migration Policy validated in 2022.

Table 17 - Level of alignment between UNSDCF indicators and UN Agencies Country Programmes

Indicators UNSDCF	Lead Agency	Level of alignment ¹¹⁷
3a. Maternal mortality ratio	UNFPA	1
3b: under-5 mortality rate	UNICEF	1
3c: primary and junior secondary school completion rate	UNICEF	1
3d: proportion of population using basic sanitation facilities	UNICEF	3
3.1.1:%age of children aged 3 to 5 years who are attending early childhood education	UNICEF	3

¹¹⁷ Scale from 1 to 3 : 1 = not aligned, 2 = indicator is the same but baseline data and target are different and/or indicator slightly different, 3 = fully aligned, NA= no information available

3.1.2:%age of children aged 7-14 who completed 3 foundational reading / math tasks	UNICEF	3
3.1.3%age increase in annual TVET graduation rate (with a focus on TVET schools and not Universities).	IOM	NA
3.2.1: Proportion of households using basic drinking water services	UNICEF	3
3.2.2.: Proportion of households practising open defecation	UNICEF	3
3.2.3: Proportion of households using a hand-washing facility with soap and water	UNICEF	3
3.3.1%age of pregnant women living with HIV who received Anti-Retroviral Therapy to reduce the risk of mother-to-child transmission of HIV	UNAIDS	NA
3.3.2:%age of children aged 0-59 months with symptoms of ARI for whom advice or treatment was sought from health facilities or providers	UNICEF	1
3.3.3: Number of districts with at least 80% coverage of DTP-containing vaccine for children < 1 year	UNICEF	3
3.3.4%age of births attended by skilled health personnel	UNFPA	2
3.3.5 Contraceptive prevalence rate of women of childbearing age that use modern family planning methods (married women or in union)	UNFPA	2
3.3.6 Unmet need for family planning among adolescents (15-19 age)	UNFPA	2
3.3.7 Out-of-pocket health expenditures as a%age of total health expenditure	WHO	2
3.4.1%age of population with access to electricity	UNOPS	NA
3.4.2%age of households with access to electricity	UNOPS	NA
3.4.3 Number of district headquarters town with reliable electricity supply	UNOPS	NA

3.4.4 Proportion of electricity generation from thermal and renewable sources	UNOPS	NA
4a. Gender Development Index (GDI)	UN Women	NA
4b. Gender Inequality Index (GII)	UN Women	NA
4c:%age of girls and women aged 15-49 years who have undergone FGM/C	UNFPA	1
4d:%age of women aged 20-24 years who have experienced early child marriage before age 18	UNICEF	3
4e: Number of children living in poverty according to national multidimensional poverty lines	UNICEF	3
4.1.1.%age of currently married women that participate in key decision-making processes at home (health care, major household purchases and visit to family)	UN Women	NA
4.2.1. Legislative frameworks on protection and promotion of rights of vulnerable groups adopted and number of discriminatory laws reformed	UN Women	NA
4.3.1:%age of children aged 1-14 who experienced any physical punishment and/or psychological aggression by caregivers in the past month (disaggregated by age, sex and diversity)	UNICEF	3
4.3.2 Proportion of population (males and females) subjected to physical, psychological or sexual violence within the last 12 months	UNFPA	2
4.3.3. Number of youths embarking on irregular migration and trafficking	IOM	NA
4.4.1. Adolescent fertility rate (per 1,000 women aged 15-19 years)	UNFPA	1
4.5.1%age of women and youth (males and females) who created their employment	ILO	NA
4.5.2. Proportion of unemployed who are actively seeking work that lacked the capital to start a business disaggregated by vulnerable group / sex / age, etc. if possible	UNDP	NA

4.6.1. Number of national sectoral plans that incorporate evidence-based disaggregated gender-sensitive data	UN Women	NA
4.6.2: Quality inter-operable information management system that supports and tracks case management, incident monitoring and programme monitoring for protection cases available	UNICEF	1
4.7.1: Number of children covered by social protection systems	UNICEF	3

Table 18 - Tracking Results Matrix

O.	Indicators	Baseline	Date	Source	Target	Latest Data	Date	Sources
O U T C O M E 1	1a. Proportion of national population in food poverty	54,50%	2018	SLHIS	30%	73%	2022	WFP – Sierra Leone Food Security Monitoring system Report 2022.
	1b. Proportion of children under-5 who are stunted	31,30%	2017	MICS	20%	33%	2022	UNICEF – Preventing, detecting, and treating malnutrition across Sierra Leone.
	1c. Proportion of population with moderate or severe food insecurity	43,70%	2018	Food Security Monitoring System (FSMS) data (lean season data) PMSD data	25,50%	78%	2023	WFP – Sierra Leone Food Security Monitoring System Report 2023.

O.	Indicators	Baseline	Date	Source	Target	Latest Data	Date	Sources
	1d. Prevalence of acute malnutrition	5,1% (wasting)	2017	MICS	3%	5,20%	2021	2021 Sierra Leone National Nutrition Survey
		4,3% (overweight)			4,3%	NA	NA	
	1e. Rate of national food self-sufficiency	81%	2015	MAF/PEMSD	90%	NA	NA	
	1f. GDP Growth	3,70%	2018	World Bank	5,30%	2,8%	2022	WB – The WB in Sierra Leone
	1g. Climate Change Vulnerability	0,25	2014	HCSS	0,4	NA	NA	
O U T	2a. Country Policy and Institutional Assessment (CPIA) overall score	3,2	2017	WB	4	3,2	2021	WB – Sierra Leone
	2b. Corruption perception index score (0-100)	129th, score 30	2018	Transparency international	113th, score 35	110th, score 34	2022	Transparency International – Corruption Perceptions Index

O.	Indicators	Baseline	Date	Source	Target	Latest Data	Date	Sources
C O M E 2	2c. Global Peace Index Ranking	1,74 – 35 th	2018	Institute for Economics and Peace	1,5	1,803 50 th	– 2022	Institute for Economics and Peace – 2022 Global Peace Index
	2d. Overall score on Mo Ibrahim Index of African Governance (IIAG)	50,9	2018	Mo Ibrahim	55	52,2	2022	Mo Ibrahim Foundation – Sierra Leone
O U T C O M E 3	3a. Maternal Mortality Ratio	1165	2013	SLDHS	582,5	443	2020	WHO – Sierra Leone Annual Report 2022
	3b. Under-5 mortality rate	110.5	2017	MICS/SLDHS	45	122	2022	WHO – Sierra Leone Annual Report 2022
	3c. Primary and Junior Secondary School Completion Rate	Primary: 66,8%, M: 66,6%, F: 65,4%.	NA	Annual School Census (ASC)	Primary: 74,7%, M: 75,5%, F: 74%.	Gross Completion Rate: 95%	2022	UNICEF – End of year results summary narrative 2022
Junior secondary: 48,6%, M: 49,2%, F: 48,1%		NA	Annual School Census (ASC)	Junior secondary: 66,7%, M: 67,3%, F: 66,2%	NA	NA	NA	

O.	Indicators	Baseline	Date	Source	Target	Latest Data	Date	Sources
	3d. Proportion of population using basic sanitation facilities	Basic sanitation: 16,2%, Rural: 8%, Urban: 27%	2017	MICS	Basic sanitation 46%, Rural 42%, Urban 53%	Basic sanitation: 17%, Rural 10%, Urban 26%	2021	UNICEF – Promoting good hygiene practices in communities across Sierra Leone
O U T C O M E 4	4a. Gender Development Index	0,872	2017	UNDP HDR	1	0,893	2021	UNDP – Gender Development Index (GDI)
	4b. Gender Inequality Index	0,645	2017	UNDP HDR	0,57	0,633	2021	UNDP – Gender Inequality Index (GII)
	4c.% of girls and women aged 15-49 years who have undergone FGM/C	89,60%	2013	SLDHS/MIC	79%	83%	2020	UNFPA – Female Genital Mutilation
	4d.% of women aged 20-24 years who have experienced early child marriage before age 18	29,90%	2017	MICS	24%	30%	2020	UNFPA – Volunteers' contribution in the UNFPA supported Campaigns to End Child Marriage

O.	Indicators	Baseline	Date	Source	Target	Latest Data	Date	Sources
	4e. Number of children living in poverty according to national multidimensional poverty lines	2,207,504	2017	MICS 3 rd child poverty report	2,047,144	NA	NA	NA

Table 19 - Expenditures on SDGs per years

SDGs	Expenditures		
	2020	2021	2022
SDG 1 - No poverty	\$760.000,00	\$6.600.000,00	\$1.100.000,00
SDG 2 - Zero Hunger	\$18.700.000,00	\$7.300.000,00	\$17.900.000,00
SDG 3 - Good health and well-being	\$29.200.000,00	\$17.300.000,00	\$7.700.000,00
SDG 4 - Quality Education	\$4.500.000,00	\$6.600.000,00	\$11.300.000,00
SDG 5 - Gender Equality	\$2.400.000,00	\$5.800.000,00	\$8.400.000,00
SDG 6 - Clean water and Sanitation	\$4.900.000,00	\$4.200.000,00	\$574.000,00
SDG 7 - Affordable and clean energy	\$3.800.000,00	\$1.900.000,00	\$3.200.000,00
SDG 8 - Decent work and economic growth	\$638.000,00	\$2.100.000,00	\$2.100.000,00
SDG 9 - Industry, Innovation, and Infrastructure	\$2.100.000,00	\$2.000.000,00	\$1.200.000,00
SDG 10 - Reduce Inequalities	\$1.800.000,00	\$4.000.000,00	\$53.000,00
SDG 11 - Sustainable cities, and communities	\$1.600.000,00	\$524.000,00	\$110.000,00

SDG 12 - Responsible consumption and production	\$250.000,00	\$115.000,00	NA
SDG 13 - Climate Action	\$1.000.000,00	\$514.000,00	\$1.300.000,00
SDG 14 - Life below water	\$140.000,00	\$381.000,00	NA
SDG 15 - Life on Land	\$100.000,00	\$13.000,00	NA
SDG 16 - Peace, Justice, and Strong Institutions	\$1.700.000,00	\$6.400.000,00	\$1.900.000,00
SDG 17 - Partnerships for goals	\$1.700.000,00	\$950.000,00	NA

ANNEX XI – Bibliography

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ANNEX XII – SUMMARY PERFORMANCE RATING AND DEFINITION OF EACH PERFORMANCE RATING

This section provides a summary overview of the performance to facilitate regional and global performance synthesis (see below the table the definition of the rating).

Criteria/issue	Rating (1 – 6)
A. Strategic Relevance	5 (median score)
A1. Alignment with SDGs and National Strategic Priorities	5
A2. Relevance to national, regional and global priorities and beneficiary needs	4
A3. Dynamic and responsive CF	6
B. Coherence	3.8
B1. CF position, credibility and reliability	5
B2. CF complementarity, harmonisation and co-ordination	3
B3. Synergies and interlinkages of interventions	3
B4. Forging strategic and effective partnerships	3
C. Effectiveness	4.1
C1.1. Delivery of CF outputs	5
C1.2. Progress towards outcomes	4
C1.2.1. Outcome 1	3
C1.2.2. Outcome 2	4
C1.2.3. Outcome 3	4
C1.2.4. Outcome 4	3
C2. Adopting and promotion of resilience-building	4

Criteria/issue	Rating (1 – 6)
C3. CF focus on national capacity development	5
C4. Targeting the most vulnerable, disadvantaged, and marginalized population	5
D. Efficiency	4.5
D1. Integrated funding framework	4
D2. Collectively prioritized activities based on needs	5
D3. Effective reallocation of resources to emerging needs and priorities	5
D4. Timeliness of actions	4
E. Sustainability	(1 – 4) 3
E1.1. Financial risks	3
E1.2. Socio-political risks	3
E1.3. Institutional and governance risks	3
E1.4. Environmental risks	3
E2. Catalysis and replication	3
F. Orientation towards impact	3.6
F1. CF contributions to key institutional, behavioural, and legislative changes	3
F2. CF contribution to advance achievement of SDG targets	4
F3. CF contribution to advance cross-cutting concerns on gender equality	4
F4. Contribution to advance cross-cutting concerns on human rights and non-discrimination, including disability inclusion	4
F5. Contribution to advance cross-cutting concerns on environmental sustainability	3

Criteria/issue	Rating (1 – 6)
G. Factors affecting performance	3.7
F1. CF design	4
F2. Quality of RCO leadership and effective oversight	4
F2.1 Quality of CF implementation by UNCT	3
F3. Quality of UNCT coordination and integration	3
F4. National ownership on the CF	3
F5. CF stakeholder engagement	4
F6. Communication, knowledge and management and M&E	2
F7. Quality of UNCT collective and joint efforts	3

Interpretation of ratings:

Rating	Ordinal Scale	Description
Highly Satisfactory (HS)	6	“Level of achievement of outputs/outcomes clearly exceeds expectations and/or there were no short comings.”
Satisfactory (S)	5	“Level of achievement of outputs/outcomes was as planned and/or there were no or minor short comings.”
Moderately Satisfactory (MS)	4	“Level of achievement of outputs/outcomes likely to be as planned and/or there were moderate short comings.”
Moderately Unsatisfactory (MU)	3	“Level of achievement of outputs/outcomes somewhat lower than planned and/or there were significant shortcomings.”
Unsatisfactory (U)	2	“Level of achievement of outputs/outcomes substantially lower than planned and/or there were major short comings.”

Highly Unsatisfactory (HU)	1	“Only a negligible level of achievement of planned outputs/outcomes and/or there were severe shortcomings.”
Unable to Assess (UA)	0	The available information does not allow an assessment of the level of achievements

Sustainability: The sustainability will be assessed taking into account the risks related to financial, socio-political, institutional, and environmental sustainability of outcomes.

Rating	Ordinal Scale	Description
Likely (L)	4	There is little or no risk to sustainability
Moderately Likely (ML)	3	There are moderate risks to sustainability
Moderately Unlikely (MU)	2	There are significant risks to sustainability
Unlikely (U)	1	There are severe risks to sustainability
Unable to assess	0	Unable to assess the expected incidence and magnitude of risks to sustainability



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