United Nations Development Programme
Country: Republic of Sierra Leone
Project Document

Project Title	Sierra Leone National Human Development Report 2018 and National Strategic Policy Advisory Services
UNDAF Outcomes:	UNDAF priority areas numbers 1B, 2A, 7A, 7B,7C,8A, 6A and 6B(UNDAF+)
Expected CPD Outcomes:	Numbers 1-4 in the CPD
Expected Outputs:	1. National Human Development Report 2017, 2. Policy papers to support Resilience building, 3. Sustainable Development networks/Data base 4. National strategic policy support, including on implementation of SDGs
Executing Entity:	UNDP Sierra Leone
Implementing Agencies:	UNDP Sierra Leone, Other Institutions as per the HDRO guidelines

Brief Description

This project aims to support the preparation of the fourth Sierra Leone National Human Development Report (SL NHDR IV) as well other national strategic policy advisory support to GoSL, including the implementation of Sustainable Development Goals (SDGs). The main output of the project is to support development policy formulation and development planning through the preparation of the SL NHDR IV. The third Sierra Leone NHDR was launched in 2007.

This will be achieved through building national institutional and individual capacities to prepare the SL NHDR IV as well as other national strategic policy advisory support to the GoSL. This will include government institutions, NGOs, and individuals from the academia, among others contributing to the report. The project will provide thought leadership to support development policy formulation and planning through policy papers, and will include advocacy activities. Networks of experts and actors will be established and institutionalized.

Programme Period:	2016-2018	
Key Result Area (Strategic Plan)	CPD-Outcomes 1- 4	
Atlas Award ID:		
Start date:	1 March 2016	
End Date	31 Dec 2018	
PAC Meeting Date	————	
Management Arrangements	DIM	

TRAC allocated resources:	USD 922,791.50
Total UNDP Budget:	USD 922,791.50

Agreed by (Government) *[signature]* 20/04/16

Sheku Kamara
Deputy Development Secretary
Ministry of Finance & Economic Development

Agreed by (UNDP): *[signature]* 19/04/16
Sudipto Mukerjee
Country Director, UNDP

I.   SITUATION ANALYSIS

Prior to the onset of Ebola Virus Disease (EVD) in May 2014, Sierra Leone was a leading example of post-conflict recovery. Notable progress had been made in economic recovery, peace, strengthening democratic governance institutions, build capacity to deliver effective and efficient public services in a transparent and accountable manner, and long-term development. First, Sierra Leone had become one of the fastest growing economies in the world with real GDP growth rates at 15.2 percent in 2012, and 20.1 percent in 2013 and projected at 11.3 percent in 2014. Second, Sierra Leone, which once hosted the largest UN peacekeeping operation in the world, contributed police and armed forces to the UN and African Union peacekeeping mission in Somalia (AMISOM) in 2013, which is a strong vote of confidence on her security machinery. Third, given signs of real progress in consolidating peace, stability and democratic governance, the UN Security Council approved the drawdown of United Nations Integrated Office for Sierra Leone (UNIPSIL) by 31 March 2014 with residual tasks, including ongoing constitutional review process being transferred to the UN Country Team (UNCT).

In terms of long-term development planning, the Government had realized that there was need for guideposts to direct national energy as the country confronts enormous challenges faced after the war in the midst of colossal human, institutional and financial constraints. A number of development planning documents had been developed and implemented, including the Interim Poverty Reduction Strategy Paper (IPRSP) and the National Recovery Strategy (NRS) (2001-2004), First Poverty Reduction Strategy I (2005-2007), Second Poverty Reduction Strategy II (Agenda for Change) (2008-2012), Third Poverty Reduction Strategy III (Agenda for Prosperity) (2013-2018). Prior to the EVD the country had commenced the implementation of the Agenda for Prosperity (A4P)- the roadmap to a Middle Income Status in 2035.

These gains have been largely reversed by the Ebola outbreak, which was also compounded by coincidental drop of global price of the country's leading export commodity, iron ore. The twin crisis constrained the country's progress and drive to achieving Vision 2035 of middle income country and drastically reducing poverty. Growth in real GDP (including iron ore), which was initially projected at 11.3 percent, was 4.6 percent in 2014 and projected at -21.5 percent in 2015. The EVD crisis has shown that while Sierra Leone has made considerable progress from its lowest point of crisis, the level of resilience is not sufficient to be able to respond to and recover from adverse events. Deficiencies in fundamental infrastructure leaves the country with no backbone to stand up under the weight of shocks. Prior to the onset of the EVD crisis, healthcare facilities in Sierra Leone were weak and lacked the most basic equipment and chronically understaffed by poorly trained, overworked healthcare personnel. Indeed, under the weight of Ebola, the health system in Sierra Leone struggled to cope with the crisis. People stopped receiving – or stopped seeking – health care for non-EVD diseases, like malaria, that cause more deaths yearly than Ebola. In turn, the severity of the disease, compounded by fear within and beyond the affected countries, caused schools, markets, businesses, airline and shipping routes, and borders to close. Tourism shut down, further deepening the blow to struggling economies. What began as a health crisis became a humanitarian, social, economic and security crisis.

In summary the following are factors that are holding back the recovery and prospects for long-term development, which have been exacerbated by EVD:

Governance challenges:

Political systems: Building a strong and resilient country requires development of legitimate political systems that underpin peace and generate stability and predictability essential for sustainable development. Political institutions should ensure accountability and provide opportunities for the participation of all key groups in the society, including the most vulnerable and marginalized. It also requires an engaged public and strong media and civil society. So far progress has been made in ensuring that leaders are democratically elected and accountable to the electorate. In 2012, the National Elections Commission (NEC) successfully conducted the third national presidential, parliamentary and local council elections since the end of the civil war. Basic systems for multi-party and political pluralism have been established and institutions are in place to support constructive dialogue between political parties (e.g. Political Parties Registration Commission-PPRC).

However, there are still challenges including (1) political intolerance and polarization along regional and ethnic lines (2) political appointments perceived to be based on regional and ethnic considerations rather than competence (3) suspicions and tensions that affect relationships between local councils, communities and traditional chiefs. The division of local governance roles and responsibilities is unclear and stakeholder commitment to local governance is variable (4) Weak oversight capacity of parliament and other constitutional bodies (5) perceptions of high levels of corruption (6) citizens more conscious of ethnic than national identity (7) lack of credible media and civil society devoid of conflict of interest-strengthen divisions in the society.

Security: Security of the people and property is critical for socio-economic development. Progress has been made including strengthening relations between the police, the armed forces and intelligence services and establishment of Family Support Unit (FSU) to deal with crimes involving women and children. However, they are still challenges including (1) Fears regarding politicization of the police, petty corruption and heavy-handed responses, (2) Security services have limited geographic reach, which is a challenge with porous borders

Justice: Justice is a key element of both peace-building and state-building. Formal justice systems should be accessible, affordable and seen as fair by citizens. Although progress has been made, there are a number of challenges, including (1) judiciary is perceived to be overly politicized, (2) justice system is inaccessible outside of major urban centres, (3) formal justice is expensive, poorly understood and incurs long delays, (4) Prisons are overcrowded with limited women and juvenile detention facilities.

New Deal: Sierra Leone is a founder member of the "New Deal for Engagement of the Fragility States" of the 20 fragile countries of the g7+ and donor community, which promotes solutions based on national ownership and comprehensive approach to development and security. Sierra Leone was one of the first countries to conduct a fragility assessment in 2012, which revealed considerable progress but also challenges in terms of limited resources and human capital constraints. It also showed that Sierra Leone had moved from its lowest point of crisis on the

fragility spectrum, gradually building resilience and considered to be in the "transition stage". A process to update the fragility assessment of 2012 was started in 2014 but the report was not finalized due to the EVD crisis. Plans are underway to conduct another fragility assessment following the EVD crisis.

Economic challenges:

The post-war economic recovery has been strong despite challenging economic environment. GDP growth (including iron ore activity) increased from 3.2 percent in 2009 to 20.1% in 2013 but declined to 4.6 percent in 2014 and projected at -21.5 percent in 2015 due to EVD and the decline in international prices of iron ore. However, there are economic challenges, including (1) less diversified economy with agriculture remaining the main stay of the economy (46% of GDP and providing employment for almost 75 percent of rapid rapidly growing population), (2) low productivity in key engines of growth (namely agriculture, fisheries, tourism and manufacturing), (3) vulnerability to external shocks such as international prices of food and fuel and their pass-through effects to the domestic prices, (4) fluctuations in commodity prices, especially mineral exports, (5) Dutch Disease/mineral resource curse if the mineral resources are not used appropriately (6) high debt burden due to low domestic revenue mobilization in the face of increased government expenditure.

Human development

While on one hand the economy has been doing quite well on the growth yard stick, it has not translated to substantial improvement in human development. Specifically the proportion of the population below national income poverty line has been declining (before EVD crisis) but is still stubbornly high. While the proportion of the people below the national poverty line declined from 66.4 percent in 2003 to 52.9 percent in 2011, multidimensional poverty index (MPI) stands at 72.7 percent in 2013. The situation is likely to be worse due to the EVD crisis. Sierra Leone's Human Development Index (HDI) was 0.413 in 2014 positioning the country at 181 out of 188 countries and territories, which was put the country in the low human development category. The EVD is likely to reverse the trend given the fact that it affected the three dimensions of HDI (health, education and income). Inequality in different dimensions threatens the significant progress made. As at 2014, there was 41.7 percent loss in human development as a result of inequality in education, health and income. According to the global HDR 2015 Sierra Leone is ranked 145 out of 155 in Gender inequality index(GII) while gender development index (GDI) stands at 0.814 implying that women enjoy 81.4 percent of their male counterparts in education, health and income. There is also very high rates of unemployment, especially among the youth.

Consistent with this situation, while the country has made progress in achievement of the Millennium Development Goals (MDGs), an assessment of the MDGs in 2010[1] revealed that out of the 8 MDGs, only one goal (HIV/AIDs, Malaria and TB) will partly (with regard to HIV/AIDS) be achieved by 2015. The Demographic and Health Survey (DHS) 2013 showed remarkable progress

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1 Millennium Development Goals Progress Report 2010 for Sierra Leone.

in a number of health indicators, including child mortality. The EVD has reversed steady progress towards achieving the MDGs and will imply a low base in starting the SDGs.

Environmental and disaster risk challenges:

Recovery and development are threatened by vulnerability to climate change and natural disasters. Climate change and Disaster risk are increasingly becoming a national concern and their causes and impact in one community impacts on the nature and level of risks in another. Sierra Leone is ranked 173 out of a total of 178 countries on the global environmental performance index (Columbia University, 2014) and the country was assessed as extremely vulnerable (# 3 out of 193) in the 2013 Climate Change Vulnerability Index. As deforestation has significantly accelerated the negative impacts of climate change in Sierra Leone, the overall deforestation rates of woodlands are presently estimated at 0.7% per year (AfDB 2012). High environmental degradation, resulting from unsustainable land management, unplanned urbanization and pollution and weak legislative and monitoring structures, is increasingly resulting in reduced environmental resilience against disaster risks. There is a very strong link between disaster risk reduction, climate change and development. Actions within one realm affect capacity for actions in the others, and also there is much that can be learnt and shared between realms in order to ensure a move towards a path of integrated and more sustainable development. Going forward, the SLHDR 2017 will address the interconnected issues of economic transformation, inclusive and sustainable growth.

II.   STRATEGY

The proposed strategy mainly builds on the UNDP Corporate Policy on NHDRs as well as the United Nations Development Group (UNDG) guidance on implementation of the SDGs.

The UNDP corporate policy on NHDRs aim to ensure that the minimum standards specified are met. This includes the following:

1. **National Ownership**: The report's substantive content will be nationally driven and will link to the Agenda for Prosperity and the National Ebola Recovery Strategy. The report will contain a description of its preparation process.
2. **Participatory and Inclusive Preparation**: The team of experts will be multidisciplinary representing diverse groups and institutions. Participatory mechanisms such as workshops, interviews, and other mean will to be conducted at various stages.
3. **Independence of Analysis**: The report will contain objective and reliable analysis as well as accurate and unbiased data and avoid support for the policies or politics of any one group or institution. The report will present a spectrum of perspectives. The report will be reviewed by a peer group which includes experts assigned by UNDP to assure that the analysis is independent and unbiased.

4. **Quality of Analysis**: The report will adopt a people-centred analytical approach, and will consider the economic dimension of human development in both analysis and recommendations. Experiences of other countries will be considered and used. The report will contain standard references and notes such as definitions, technical notes, bibliography, and others. Specific attention will be made to mainstream gender in the analysis and highlight gender disparities and present all data disaggregated by sex. Other inequalities will also be highlighted such as urban/rural and across other socioeconomic divides.

5. **Flexibility and Creativity in Presentation**: The report will summarize the major policy recommendations in one place. The language will be non-technical and easy to understand. The NHDR year on the cover will reflect the year in which the report is launched. The report will include real examples and highlight people's perspectives. The report will include a variety of presentation techniques including tables, graphs, figures, charts, and others.

The UNDG guidance on the implementation of the SDGs is based on Mainstreaming, Acceleration, and Policy Support (MAPS) framework.

Capacity Building

The main objective of this project is to build a national capacity that would be able to produce a National Human Development Report on a periodic basis, ideally every two years. The production of the report depends on the concerted action of a network of entities, and hence capacity building will address these entities to effectively contribute to the preparation process.

Statistics Sierra Leone (SSL) has been has the capacity to provide the statistics and data needed for the production of the reports. The project will build on this capacity and augment it with expertise needed to synthesize the HD indexes for the report. This will be achieved by direct interface between SSL and the UNDP HDRO. The HDRO will be requested to assess the quality of data available and advise SSL on the current and approved methodologies to calculate the HD indices, including the newly developed Multidimensional Poverty Index.

To improve the quality of chapter analysis and narrative, a local workshop will be arranged for the experts who will write the chapters to develop their skills in multidisciplinary analysis. Prior to the workshop the Lead institution will participate in similar training, and then extend the acquired skills to the author team.

UNDP will make the preparations for all the above training and will ensure that the training and the capacity building results will be sustainable. This could be achieved by selecting the national staff engaged on long-term basis with the Ministry of Finance and Economic Development, established NGOs, and the academia.

The NHDR's success depends to a large extent on a wide consultation process and it is imperative that youth participate throughout. NGOs are the best mechanism to engage the youth during the consultative phases, and extend the report's messages in the final stages of the project. To maximize the benefit of using NGOs, training is needed to ensure their effective contribution. Training will cover development, youth, gender, and human rights topics, in addition to outreach and advocacy.

Building of Networks
The project will depend on a number of networks and will establish linkages amongst them to achieve the desired results. It will build on the knowledge network that was employed in the preparation of the last

report, such as the network of national HD experts and academia, the UNDP Regional Service Centre, and the HDRO. The project will also mobilize the UNCT, to complement its knowledge network.

Advocacy Strategy

A strategy will be designed and implemented to keep the messages of the report alive beyond the launch day of the report. This activity will begin early in the preparation process and will include the identification of the focal points, systems, and networks that will ensure the dissemination of the report's central messages and the sustainability of the response actions.

The advocacy activities will aim to reach out to potential constituencies which include: political leaders, ministry officials, parties and opposition, parliamentarians, educators and students, youth, civil society, private sector leaders and trade unions, media, personalities in art and entertainment, and the public in general.

Gender Mainstreaming

As the NHDR aims to influence development planning and policy making in Sierra Leone at the highest level, this project will equally have impact on men and women. Gender will be mainstreamed in both the product and the process of the project.

The consultative and outreach processes will aim to reach out to men and women on an equal basis, so that the perceptions of both are equally reflected in the data and the analysis of the report. This will be explicitly stated in the report specifications and the results indicators.

Gender has been mainstreamed in all output indicators, monitoring and evaluation framework, and risk log.

Human Rights Based Approach

In assessing the human development situation in the country and prescribing policies to achieve the SDGs, the project will be instrumental in supporting Human Right in Sierra Leone. Central to the reports analysis will be the identification of poverty levels, deprivations, and vulnerable groups.

The report will also identify stakeholder duties, obligations, and capacities, in terms of ability to meet obligations, access to information, ability to organize, and advocate policy change.

The report preparation process will incorporate the principles of universality, interdependence, equality, participation, and accountability. The project will aim to highlight inequalities across population groups and geographical location, including the urban and rural areas of Sierra Leone.

Statistics and Data

Statistics are the main input to the reports analysis and the calculation of the HD indicators. Over the years a number of internationally approved surveys and studies have been conducted in Sierra Leone and has generated a wealth of information and data that could be used to support the report's analysis. These include, among others, the Sierra Leone Integrated Household Survey 2011, the Demographic and Health Survey (DHS) 2013, Labour Force Survey (2015) and Multi-Indicator Cluster Surveys (MICs). During the EVD crisis, a number of studies/surveys were done by various institutions on the socio-economic impact of the disease.

Consultation with the UNDP HDRO will be maintained throughout the report preparation process to ensure compliance with the corporate standards for the statistical and analytical sections of the report.

Intended Outcomes as stated in the Country Programme Document for Sierra Leone and Resource Framework:

UNDP CPD Outcomes:

Outcome 1: Low income and food insecure households have improved access to sustainable income generating opportunities (on-farm and off-farm).

Outcome 2: By 2018, targeted Government institutions, the private sector, and the local communities manage natural resources in a more equitable and sustainable way.

Outcome 3: Capacity of democratic institutions strengthened to enable good governance.

Outcome 4: Justice and security sector delivery systems improved in compliance with international human rights standards.

Related UNDP Corporate Strategic Plan Outcomes:

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Outcome 2: Citizen expectation of voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.

Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.

Partnership Strategy: Build on partnership established with MOFED and SSL. Engage UNCT in preparation and review of the report. Establish new partnerships with active national NGOs and the local media.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 Sierra Leone NHDR IV: Building Resilience for Sustainable Economic Transformation and Human Development **Baseline:** Previous Sierra Leone NHDRs: 1996(on poverty eradication), 1998(on transition from civil conflict to human rights), and 2007(decentralization) Report theme identified and launched in July 2014 before the onset of the Ebola Virus crisis **Indicators:** -Number of background papers: baseline-0, target-5 -Report launched by end 2017	**Targets** **2016** ▪ Report theme re-launched jointly with the global HDR 2015 ▪ HDR team built ▪ Responsible partner(lead institution) agreement signed ▪ Strategic planning meeting held in Freetown to have shared understanding and consensus on NHDR ▪ Lead author, background paper authors and NHDR chapter authors contracted ▪ Capacity building	**Activity Result** **2016** ▪ Theme Launched during the launch of the GHDR 2015 ▪ Build HDR team; management structures, core HDR report team and internal partnerships and consultative mechanisms ▪ Evaluation and agreement with Responsible Partner ▪ Host a strategic planning workshop of key stakeholders ▪ Contracting lead author, background papers authors and chapter authors ▪ Training of GoSL staff, lead author, chapter authors, and authors for background papers	UNDP/Responsible Partner	Funds: **2016** 80,963(TRAC)

conforming to minimum standards: Baseline-No, target-Yes, -Gender mainstreamed in the report analysis: Baseline-No report yet, target-Yes	commenced - Draft background papers commenced **2017** - Report English editor contracted - Statistical section completed - Training completed - Background papers completed - Background paper review workshop - Drafting of the first full SLHDR report - Peer reviews **2018** - Final draft - Editing printing and launching	- Preparation of background papers **2017** - Completion of background papers and review - Statistical section completed and relevant indicators computers - Complete report analysis - Draft of the full report - Peer review workshop **2018** - Report lay-out, design & printing - Launching	Responsible partner/UNDP Responsible partner/UNDP	**2017** 250,000 (TRAC) **2018** 50,000 (TRAC)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US $)
Output 2 **Technical and Policy Papers to Support National Strategy to Build Resilience** **Baseline:** Existence of separate policy documents addressing different issues but not packaged to address resilience building **Indicators:(with baselines/targets):** Number of papers produced and used in the development and formulation of policy: baseline: 0, target 6. Gender mainstreaming in analysis, data disaggregated by sex, baseline: No, target: Yes.	**Targets** <u>2017</u> ▪ 4 Policy Papers based on the background papers <u>2018</u> ▪ 2 Policy Papers based on the background papers	<u>Activity Result</u> <u>2017</u> ▪ Production of 4 policy papers/fact sheets ▪ Contracting authors ▪ Validation/peer review <u>2018</u> ▪ Production of 2 policy papers ▪ Contracting authors	UNDP/Responsible Partner	<u>2017</u> 40,000 (TRAC) <u>2018</u> 25,000 (TRAC)
Output 3 **Communications Strategy** Baseline: Agenda for prosperity and the National Ebola Recovery Strategy Indicators (with baselines/targets): Availability of Advocacy and Outreach plan baseline No, target Yes. Number of NGOs trained in NHDR communications baseline 0, target 3, NHDR launched baseline No, target Yes, number of media items baseline 0 target 10, gender mainstreamed in advocacy strategy baseline No, target Yes, number of capacity building activities baseline 0, target 2	**Targets** <u>2017-2018</u> ▪ Advocacy and outreach plan ▪ 10 NGOs trained in HDR/SDG advocacy ▪ Media Kit ▪ HDR Report launch ▪ National NHDR workshop ▪ 10 Media articles ▪ 2 TV/Radio spots	Activity Result (2017) ▪ Preparation of communication strategy ▪ Communication / media advocacy workshop in the 14 districts ▪ International Communications Consultant	UNDP	2017 32,000 (TRAC)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS(US $)
Output 4 HDR / Data base **Baseline:** Database not yet created. Population and housing census report to be produced in December 2016 Indicators (with baselines/targets): Sub-national database created on various human development indicators, baseline No, target: Yes Number of national HD experts in database, baseline: 0, target: 50. Number of NGOs in database, baseline: 0, target: 10. Number of men vs. women participating in networks, baseline: 40/60, target: 50/50. Number of capacity building activities, baseline: 0, target 5.	**Targets** 2017-2018 ■ HDR/SDGs Database system operational in MOFED ■ 10 NGOs included in the HDR/SDG database/ network	**Activity Result** <u>2017</u> ■ HDR data/indicators computed/collected; ■ NGOs engaged in data collection/indicator computations <u>2018</u> ■ HDR/SDGs Database system operational in MOFED ■ 10 NGOs trained and included in the HDR/SDG database/network	UNDP UNDP UNDP	<u>2017</u> 10,000 (TRAC) <u>2018</u> 10,000 (TRAC)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS(US $)
Output 5 Support the Sierra Leone Population and Housing Census (SLPHC) 2015 **Baseline:** -The enumeration exercise of the SLPHC done in December 2015 and analysis and other post-enumeration activities are underway but require funding -SLPHC report is critical for the electoral cycle and the data for the NHDR	**Targets** <u>2016</u> ■ Support the data entry and analysis phase of the SLPHC	**Activity Result** <u>2016</u> ■ Transfer funds to UNFPA for the SLPHC for part-payment of salaries for data entry operators and for two workshops (tabulation and data edit specifications workshops)	UNDP/UNFPA	2016 USD 250,000 (TRAC)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US $)
Indicators (with baselines/targets): Provision of financial support for data entry and analysis phase of SLPHC process, baseline-No, target-yes				
Output 6 UNDP Global Human Development Reports and other Strategic Advisory Services	Targets 2016	Activity Result 2016		2016 34,000(TRAC)
	▪ Launch the HDR for 2015 titled Work for Human Development in Freetown.	▪ Host an event to launch to HDR 2015 & 2016 and media outreach	UNDP	
Baseline: UNDP Global Human Development Report (HDR) and African Economic Outlook (AEO and Sierra Leone Country Note must be launched yearly at the national level. UNDP needs to engage in SDG and other strategic advisory services at the national and regional level. AEO is part of the Strategic Advisory Monitoring (SAM) Tools in the UNDP CO dashboard.	▪ Work on the AEO Sierra Leone Country Note 2016 and launch in Freetown.	▪ Host an event to launch to AEO Sierra Leone Country Note and media outreach	UNDP	
	▪ Participate in the African Economic Conference 2016	▪ Participate in the African Economic Conference 2016 (Tickets and DSA)	UNDP	
	▪ Work with Government of Sierra Leone on domestication of SDGs and other strategic advisory services	▪ Workshops and provision of technical support to Government on SDGs and other strategic advisory services	UNDP	
Indicators (with baselines/targets): Number of HDRs launched in 2016-2018, baseline-0, target-4. Number of AEO and Sierra Leone Country notes launched in 2016-2018, baseline-0, target-3. Number of meetings/conferences/workshops etc on SDGs and strategic policy advice participated by Strategic Advisory Unit staff in 2016-2018, baseline-1, target-3.	▪ Procure Statistical software for the Strategic Advisory Unit	▪ Procure Statistical software for the Strategic Advisory Unit	UNDP	
	Targets (2017-2018)	Activity (2017-2018)		2017 30,000(TRAC)
	▪ Launch 2 HDRs for 2017 and 2018 in Freetown.	▪ Launch 2 HDRs for 2017 and 2018 in Freetown.	UNDP	
	▪ Work on the AEO Sierra Leone Country Note 2017 and 2018 and launch in	▪ Work on the AEO Sierra Leone		2018

Freetown. ▪ Participate in the African Economic Conference 2017 and 2018 ▪ Work with Government of Sierra Leone on implementation of SDGs and other strategic advisory services in 2017 and 2018	Country Note 2017 and 2018 and launch in Freetown. ▪ Participate in the African Economic Conference 2017 and 2018 ▪ Work with Government of Sierra Leone on implementation of SDGs and other strategic advisory services in 2017 and 2018	30,000(TRAC)

TOTAL PROJECT COSTS		841,963
UNDP PROJECT MANAGEMENT COSTS		
Communications & Media visibility (1%)		8,419.63
Direct Project Cost (4.6%)		38,730.29
ISS (2%)		16,839.26
M & E(2%)		16,839.26
TOTAL UNDP PROJECT MANAGEMENT COSTS		80,828.44
TOTAL PROJECT COSTS		922,791.45

Note for this Project Revision:

RRF above shows full scope of project spanning the implementation period 2016-2018. However, the AWP below covers the years 2016.

IV. MANAGEMENT ARRANGEMENTS

DIM Implementation

The project will be implemented under the Direct Implementation Modality arrangement. UNDP will maintain the overall management of the project, both operationally and financially. UNDP will be accountable for substantive and financial reporting on all project activities. Within this, it will arrange an agreement with Responsible Partner to directly recruit the national expertise needed, and request the SSL for the provision of data, and will use limited Govt/NGO Implementation through the Letter of Agreement arrangement. The Direct Implementation Modality will be managed through the arrangement described in the following.

The Project Board

Based on the annual work plan (AWP) detailed in section IV above, the Project Board may review and approve the quarterly plans and authorizes any major deviation from these agreed quarterly plans. It ensures that the resources required in the budgets (section IV above) are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. The Project Board will comprise the following entities:

Executive: who is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier (detailed below). The Executive's role is to ensure that the project is focused to achieve the preparation of the NHDR as detailed in this Project Document.

Specific Responsibilities (as part of the above responsibilities for the Project Board):
- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below.

Senior Supplier: represents the interests of the UNDP NHDR Team that will provide technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical requirements to implement the project. The Senior Supplier role will have the authority to commit or acquire supplier resources required.

Specific Responsibilities (as part of the above responsibilities for the Project Board):
- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

Senior Beneficiary: the national entities representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the production of the report in line with the national priorities and the implementation of the project results from the perspective of the targeted beneficiaries which will include Government planners and policy makers at the national and regional levels, NGOs, media, academics, and the Iraqi population at large.

Project Manager: will have the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in this project document as specified in section IV, to the required standard of quality and within the specified constraints of time and cost. Specific responsibilities would include the following:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with suppliers;

Project Assurance: supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance will be independent of the Project Manager. UNDP will nominate a team to perform this role comprising members from UNDP Sierra Leone Office, the RSC, and the HDRO. This team will provide the Project Board with the assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

Project Support: provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance. Specific tasks of the Project Support.

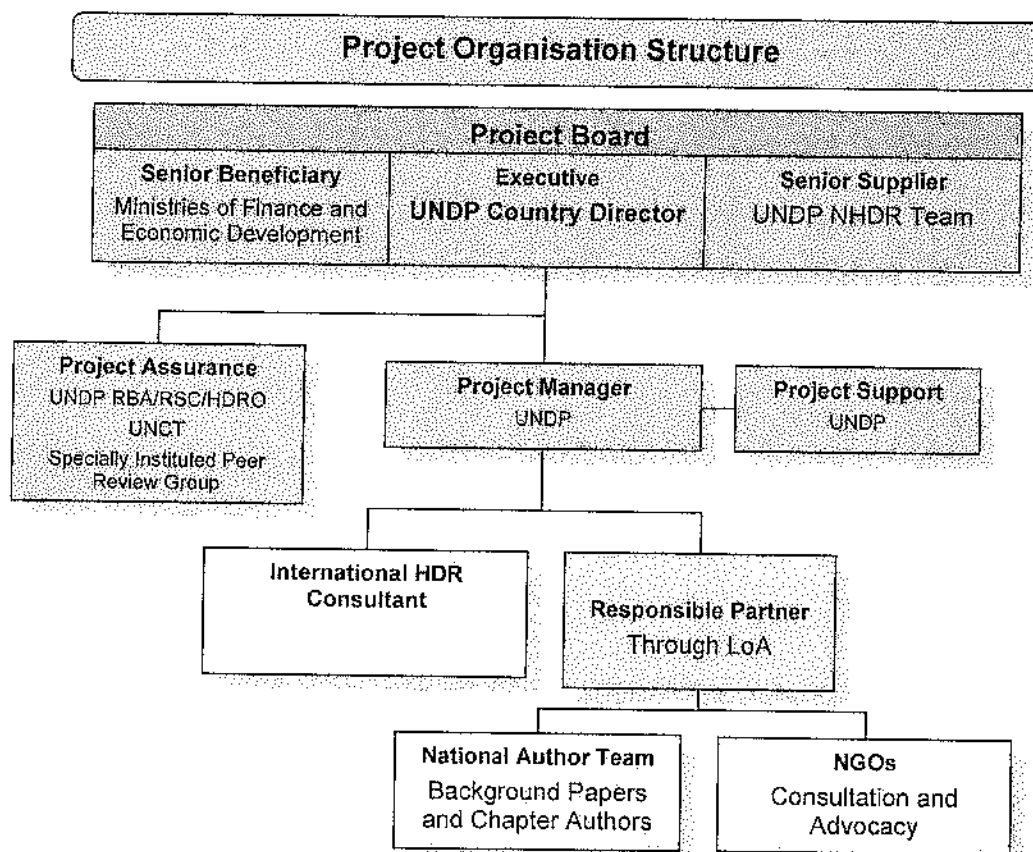**Responsible Partner:** The Responsible Partner will need to have a reputable standing as a provider of intellectual products in the area of socioeconomic development. Under this project the Responsible Partner will ensure the compilation of the substantive inputs of the report and will be ultimately accountable for the delivery of the report's final draft. This includes the analysis and the supporting data,

which includes the calculation of the HD indices. The calculation of the indicators will be done in close cooperation with the SSL.

UNDP Sierra Leone will arrange the LoA to engage the Responsible Partner to perform the following:
- Coordinate consultation and communication with national stakeholders, particularly with the MOFED, MDAs, Parliament, and the NGOs.
- Coordinate and request SSL to provide the statistics and calculate the HD indicators
- Contract national experts and entities to author the background papers and the report chapters
- Contract national review teams
- Identify and agree with NGO to conduct consultation and advocacy activities
- Participate in all planning and review meetings
- Undertake the operational activities related to the project implementation inside the country
- Provide substantive and financial reporting to UNDP Sierra Leone on the implementation of the project

A Letter of Agreement will be developed to detail the implementation and reporting requirements within the agreement framework between UNDP and them.

Project Organisation Structure

Project Board		
Senior Beneficiary Ministries of Finance and Economic Development	**Executive** UNDP Country Director	**Senior Supplier** UNDP NHDR Team

Project Assurance
UNDP RBA/RSC/HDRO
UNCT
Specially Instituted Peer Review Group

Project Manager UNDP

Project Support UNDP

International HDR Consultant

Responsible Partner Through LoA

National Author Team Background Papers and Chapter Authors

NGOs Consultation and Advocacy

Audit

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- ➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- ➢ Based on the initial risk analysis submitted (see Annex 3), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- ➢ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- ➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

- ➢ Reporting should specifically monitor the following gender indicators:

  - Number of men versus number of women participating in consultative activities
  - Number of men versus number of women participating in the implementation of the project, including UN teams, NGOs, and government
  - Data presented in report disaggregated by sex
  - Analysis complies with report preparation specifications on gender mainstreaming and show disparities in gender for each topic of analysis

Annually

- ➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ➢ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VI. ANNEXES

Annex 1: Process Considerations for Mainstreaming Capacity Development

Question	Yes	No	Comment
a. Has a review of existing capacity assets, lesson learned and relevant experiences of other development institutions within and outside the programme country been undertaken?	X		The experience in preparing the HDR 2008 has shown capacity gaps that will be addressed in this project. These include: • The planning department in MOFED to initiate, plan, implement, monitor, and evaluate NHDR preparation • Statistics Sierra Leone: to apply standard and new methodologies to compute HD indicators • Authors to apply multidisciplinary, gender-based, and human rights based analysis
b. Does the intervention contribute to capacity development, by which individuals, groups, organizations, and communities develop their abilities to perform functions, solve problems, and set and achieve outcomes?	X		The project targets individuals and institutions in the government, academia, and the civil society. Capacity building will be conducted mainly through training by experts through workshops in and outside the country. The specific functions will be NHDR preparation management for the government. Select NGOs will be trained to perform consultative and advocacy activities.
c. Does the programme or project provide opportunities for UNDP to work closely with the UN Development system and other partners to support capacity development efforts through: (a) engaging stakeholders; (b) capacity assessments, (c) formulating capacity development response, (d) implementing capacity development responses, and (e) evaluating capacity development?	X		UNDP Sierra Leone will coordinate with specialized institutions to contribute to training activities and participate in the review of the report chapters in the areas of the Agencies specialization. Inputs from the Agencies will be included in the report's recommendations for strategic action.
d. Does the programme or project support the strengthening of national capacity to implement a human rights-based approach to national development programmes and policies?	X		(see comment on question a)
e. Have the different dimensions of capacity at the systems, organization and individual levels been assessed in defining most promising operational strategy?	X		Two out of the four core Capacity Building issues are ensured in the project: 1. The institutional arrangements: including the MOFED,SSL, independent research institutions, NGOs, and the academia. 2. Knowledge: UNDP will ensure the mobilization of knowledge networks and the transfer of knowledge to national entities. Knowledge support will come from the UNDP HDRO, RSC, International Consultants, UNCT, among other resources.
f. Is the choice of implementation modality adequately justified in terms of capacity of the national agencies and/or CO concerned?	X		Direct Implementation will be applied for the overall management of the process. Authorship will be implemented through NIM to ensure maximum ownership of the report's substance.

Question	Yes	No	Comment
g. Have programme or project management capacities been reviewed, and can capacity development measures for management be improved?	X		Responsible Partner will be evaluated for capacity to implement the authoring.
h. Do elements crucial to ensuring the sustainability of the programme or project results exist, for example: • Enabling policies; • Financial support and mechanisms; • Individual and institutional capacities to carry on; • Sustainable resource management.	X	X	• National capacities will be improved through the successive support on NHDR. • Considered to be part of the capacity building that MOFED and SSL receives
i. Does the programme or project document build national capacity in one or more of UNDP's practice areas and to follow-up on UN conference agreements?	X		The project builds on UNDP's Strategic Plan Outcomes
j. Is national capacity to manage, monitor and evaluate being developed?	X		(see comment on question a)

Annex 2: Report Specifications

The National Human Development Report is a *national* document that is prepared by an independent institution with support from UNDP. Despite that the report could display the logo of UNDP among other logos, the report remains the intellectual property of its authors in its entirety. UNDP will request the placement of a disclaimer in appropriate first pages of the report indicating that the views in the report are the responsibility of the authors and does not necessarily represent the views of UNDP, the Ministry of Finance and Economic Development, or other supporting entities. The sections below present the general specifications of the report. These may be adapted in the agreement between UNDP and the designated institution, but the specifications should remain as an integral part of the agreement.

Analysis Guidelines

Content
Authors should go beyond description and simple narrative of phenomena. They should be analytical, providing extensive analysis of the histories, trends, underpinning, and dynamics of the issues and processes. It would be interesting to draw attention to specifities as well as commonalities within the country and in comparison with other countries and critically discuss the underlying causes of the similarities and the differences. While it is necessary to look at formal structures, institutions and processes, the authors should endeavour to train the searchlight on informal, non-state, non-formal and people-based initiatives and their motif forces. In the circumstances, authors should not regard phenomena as given but as actuated and activated by social forces and movements. The composition, interests, structures, processes, outcomes and decomposition of the social forces and movements should be critically discussed.

Authors should eschew judgmental positions but rather analyze scenarios and prospects in order to reveal causes, be they remote or immediate. In this regard, it will be necessary in all cases to identify independent, dependent and intervening variable as well as their interconnections. The guiding framework is: Where are we coming from? Where are we? Where do we desire to be in the near and mid-term future? In summary, the papers and chapters should normally have an introduction, a theoretical overview, statement of the problem, discussion on methodology and constraints, discussion on historical background, present trends and future scenarios as well as presentation of findings and recommendation. Recommendations should normally specify actors.

Authors should apply UN standards in their analysis and establish linkages with the development frameworks mentioned in sections 3.1.1 through 3.1.5, especially those relating to gender and human rights using the guidelines that will be developed by the HDR and Gender Specialists who will support the report preparation process.

Presentation
A multidisciplinary social science perspective is recommended. Authors should in the circumstances avoid jargons and models that would make the work incomprehensible to multiple audiences. Language should be clear. Long paragraphs should be avoided and authors are encouraged to illustrate their ideas with tables, diagrams, maps, etc.

Pagination
Authors should not be constrained by pages. In the first draft, all facts, figures and analysis should be presented as far as is possible. The paper or chapter should not be less than 25 pages and may be up to 50 pages.

Annex 3: OFFLINE RISK LOG

Project Title: Sierra Leone NHDR IV

Award ID: Dates: 16 Feb 2016

#	Description	Date Identified	Type	Impact & Probability	Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Inadequate quality of analysis delivered by background paper and chapter authors	16 January 2016	Programmatic	I = 4 P=2	Training of author team by international consultant	UNDP			
2	Gaps in data needed to support the analysis	16 January 2016	Programmatic	I = 3 P= 2	Early identification of data requirement, plan ahead for data collection, and alternate secondary data sources UNDP support to the Population and Housing Census	MOFED/UNDP			
3	Low capacities of NGOs participating in consultative and advocacy activities	16 January 2016	Programmatic	I = 4 P= 4	NGO evaluation to select most competent NGOs, using UN networks to identify NGOs, intensive training and follow up on consultative and advocacy activities	UNDP			
4	Gender inequality in national teams including Government and NGO	16 January 2016	Operational	I = 4 P= 3	Gender mainstreaming provisions in Project Document, and Letters of Agreement. Training, awareness raising, advocacy, and monitoring compliance	UNDP			

with gender mainstreaming indicators

#	Description	Date Identified	Type	Impact & Probability	Mngt response	Owner	Submitted, updated by	Last Update	Status
5	Inability to meet target launch date of report set for end of December 2018	16 January 2016	Programmatic	I = 3 P = 4	Close follow up with author team to complete draft report. Line up of review, editing, design, and printing activities to work on the draft as soon as completed.	UNDP			